



Procurement Strategy

April 2021 to March 2023

This Version: September 2021

Next Review Due: March 2023

Lead Officer: Procurement Manager

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1 Introduction

Public Sector Procurement is a highly regulated environment and is considered by the Scottish Government as a significant contributor to achieving its broad aims to realise value for money, as well as providing opportunity to deliver change to social, economic, and environmental factors.

This strategy aims to demonstrate a clear and well-structured approach to Trust Housing Association's procurement activities. This will outline what will be done, how and when it will be achieved during the period April 2021 to March 2023.

Our revised strategy will drive the transformational change set for the procurement service to coincide with Trust's newly published business strategy 'Time is Now' which outlines its plans to redefine its corporate standards and improve its service and performance, whilst considering its impact upon its customers, communities, and the environment.

1.1 Who are we?

Trust Housing Association Limited (Trust) is a Registered Social Landlord (RSL), and is regulated by the Scottish Housing Regulator, Care Inspectorate and Scottish Charities Regulator (OSCR). Trust is one of the largest housing, support and care providers in Scotland offering a range of housing and support services across the mainland and islands. Trust was established in 1973 and has now evolved and grown to over 3,600 social rented homes and delivering services to over 4,000 customers.

Our wide range of services, from landlord only to care and support, are flexible and tailored to the needs of individuals. This allows our customers to live independently with an enhanced quality of life and their families to have peace of mind.

The mid-market homes are managed by Trust's fully owned trading subsidiary, Trust Enterprises Limited (TEL), with profits gift aided to Trust to re-invest in charitable activities.

On the 1st December 2019, Wishaw & District Housing Association (WDHA) became part of Trust via a Transfer of Engagement. As at this date WDHA ceased to exist as an independent housing association and became part of Trust.

1.2 Scottish Public Sector Procurement

Trust's procurement strategy has been prepared in the context of observing the Scottish Model of Procurement and Section 15 of the Procurement Reform (Scotland) Act 2014. The aims and objectives reflect regulatory obligations, internal policies, and local and national priorities.

Trust will comply with all legislative requirements including:

- Public Contracts (Scotland) Regulations 2015
- Procurement Reform (Scotland) Act 2014
- The Procurement (Scotland) Regulations 2016
- The Bribery Act 2010

2 Procurement Vision & Mission Statement

Historically the requirement for purchasing throughout Trust has been devolved to directorate level with minimum centralised structure in place. There has been some inconsistency in approach through directorates working in silo with their own procurement policies and procedures, and with differing guidance to strategic outcomes and optimised value for money. Highly regulated and complex procurement projects have been sub-contracted out to external procurement service providers to meet with regulatory compliance needs.

A need to review existing policy and strategy has been identified and our revised procurement strategy seeks to provide a solution to transform the procurement service provision for Trust.

2.1 Centralised Procurement

With the introduction of a dedicated Procurement Manager and Procurement Officer to form a small team within the Finance & People Directorate from April 2021, the vision for Trust is to form a centralised procurement service that is fit for purpose to lead strategic and transformational change.

The vision is to deliver commercially effective and compliant processes across the organisation to enable the purchasing of goods, services and works in a fair, transparent, and non-discriminatory manner, whilst complying within the regulatory environment from which Trust needs to operate.

Through provision of best practice and guidance from procurement professionals, the strategic approach to forming a new procurement structure will support delivery of efficiencies for corporate teams, provide support to budget holders to achieve best value, and provide the organisation with the relevant framework and governance required to meet with statutory as well as corporate aims and objectives.

The procurement service aims to deliver newly formed governance, policy, and procedure to be fully embedded within the organisation within its first two years of introduction and implementation.

2.2 Mission Statement

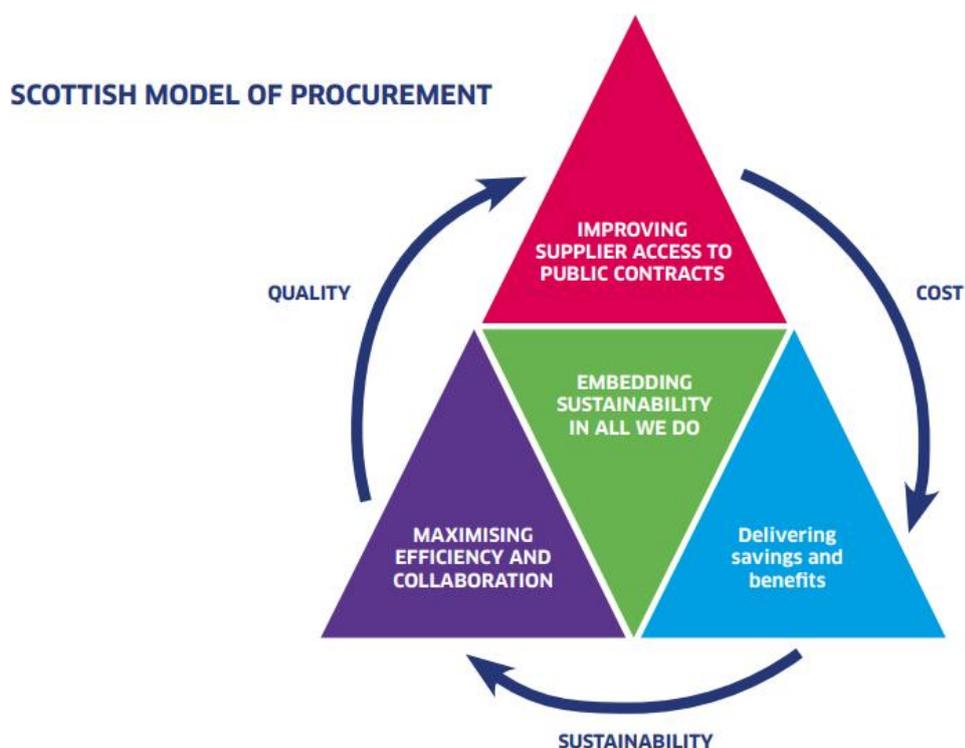
We will work with colleagues, partners, and suppliers to deliver best value for Trust Housing Association, its residents, and customers, with the aim of improving efficiencies and ensuring transparency and fairness.

3 Procurement Strategy/Rationale

The strategy is aimed at promoting procurement activity across the whole organisation that is effective, efficient, and consistent whilst promoting best practice. It is recognised that a strategic approach to procurement will play a key part in our aim of achieving improved capability and performance. We aim to set out a framework for the delivery of a continuous programme of improvement to meet with organisational strategic demands, and to contribute to the organisational aim of provision of exceptional front line services to our customers.

3.1 Scottish Model of Procurement

Although led by the Scottish Government, the Scottish Model of Procurement is owned by all of the Scottish Public Sector with the rationale of promoting the power of public spending to deliver genuine public value beyond simply cost and quality in procurement.



The model not only incorporates the Quality/Cost/Sustainability cycle but includes the adoption of processes and tools to deliver improvements to systems, strategies, and promotion of best practice.

Incorporating the model, Trust will aim to implement improvements within its supply chain by:

- being more transparent and improving accountability by publishing a contract register, procurement strategy and annual procurement report.
- providing SMEs with greater access to contract opportunities through fair and open competition.
- taking consideration of collaborative Framework Agreements to maximise efficiency and effectiveness and seek local collaboration where appropriate.
- incorporating sustainable procurement duty, where appropriate.
- promoting equality, respecting diversity and embedding inclusion within the procurement processes in line with the Trust EDI Strategy 2020-2024
- promoting fair work practices including the real Living Wage into its supply chain.
- promoting the use of community benefit requirements into contracts, where appropriate and proportionate.
- promoting procurement activity that contributes to the circular economy and Scottish Government climate change targets.

4 Strategic Aims, Objectives & Key Priorities

Trust Housing Association's Business Strategy 'Time is Now' 2021-24 sets its vision for "a bold new Trust" with its investment in a sustainable future built around three summarised key strategic aims:

Time to be bold

Outlining a new corporate operating model to empower frontline teams to use their judgement and expertise, to deliver exceptional value, and be as efficient as possible.

Time to grow

Seeking out and welcoming new partnerships that align with our corporate values. To invest in our existing homes and explore smart technology. Investing in learning and development for individuals and teams.

Time to go green

On a journey to net zero by 2045, investing, designing, and delivering a greener future for Trust.

4.1 Principle Procurement Objectives

Our procurement strategy will contribute to all three business strategic aims through growth and continuous development of the procurement service through action of the following principle objectives set in the formation of a revised framework for the centralised procurement service.

These principles will ensure:

- in the first instance that the procurement process is clear and structured in a way as to achieve best value for money for goods, services and works.
- that each procurement exercise is properly researched to consider alternatives and market forces which may impact upon the exercise.
- each procurement activity conducted is relevant and proportionate.
- that existing specifications are challenged, and to seek out emerging sources of supply and optimised methods of delivery.
- consideration is applied to whole lifecycle costs for any goods, services or works procured.
- that agreements are managed appropriately during the life cycle of the contract to ensure that agreed deliverables are met.
- that Trust HA recognises and delivers on its responsibility to fulfil its contractual obligations to pay its creditors on time.
- that procurement practice across the business is performed in a fair, transparent, and cost-effective manner.
- that procurement activities are carried out by appropriately trained officers.
- that procurement activities are carried out in a compliant manner to meet with statutory procurement regulations.
- That procurement activities are carried out in such a way to promote equality, respect diversity and embed inclusion in full support of the Trust EDI strategy.
- incorporation of sustainability procurement duty into the supply chain, where appropriate and compliant with regulations, to improve the economic, social, and environmental wellbeing of the areas in which we operate, to promote innovation, and to facilitate involvement of SME's, third sector bodies and supported business.

4.2 Key Strategic Priorities

There are 10 key strategic priority areas, underpinned by the supporting operational procurement action plan, which have been identified as key to enabling an effective centralised procurement function:

- Corporate Spend Analysis (4.2.1)
- Contracts Register (4.2.2)
- Review Governance and Policy (4.2.3)
- Standardised Operational Procurement Documents (4.2.4)
- Contract Strategies (4.2.5)
- Digital Hub & Procurement Service Support (4.2.6)
- Contract & Supplier Management (4.2.7)
- Supply Chain Code of Conduct (4.2.8)
- Public Contracts Scotland (4.2.9)
- Vendor Base Reduction (4.2.10)

4.2.1 Corporate Spend Analysis

A key function will be the continuous monitoring of supplier spend through analysis of historical spend purchasing data to provide visibility of current contract spend against budget allocation within any given current or previous financial year.

The objective of the spend analysis will be to produce a fully documented understanding of influenceable spend for goods, services and works through segregation of supplier and commodity costs by Directorate and Business Team.

Monitoring of spend also aims to inform new contract strategies through commodity spend mapping and will also present an opportunity to reduce spend associated with contracts through purchasing with preferred suppliers versus non-preferred suppliers. Analysis will also inform opportunity to benchmark spend against current market forces and consortia discounts available through potential use of local or national Framework Agreements.

Spend analysis will provide valuable key information such as:

- monitoring of regulated spend
- identifying non-compliant spend
- identifying budget variance
- ascertaining spend by commodity
- identifying maverick spend
- providing a list of key suppliers - strategic, leverage etc.
- identifying opportunities to optimise spend through cost savings.

The procurement team will provide spend reporting data to Directorate Heads and Business Team Managers on a quarterly basis to assist with oversight of spend trends.

The data source available for spend analysis will be based on paid supplier invoices through the finance system.

4.2.2 Contracts Register

Redevelopment of the contracts register to monitor and track all contracts regardless of value as well as regulated procurement contracts. To include a wave plan of future procurement activities to allow resource planning and a pro-active approach to contract and supplier management.

Existing directorate level contract registers will be incorporated into and replaced by one central register to be owned and managed by the central procurement team.

A central contracts library will be formed to allow efficient monitoring and effective attention to contract management activities to be influenced by the procurement team.

4.2.3 Review Governance and Policy

A strategic review of procurement policies, processes and procedures will be carried out and documents will be re-developed to reflect transformation from a devolved procurement operating model to a centralised procurement service operating model.

The objective is to embed fit for purpose procurement practices across the business, and in partnership with stakeholders to provide a corporate wide consistent approach to procurement activities.

The governance will provide a compliant framework to support a procurement process from project inception to contract delivery, and the documents will align with the requirements of public procurement legislation.

The key governance documents will include:

- Procurement Policy
- Procurement Procedures
- Delegated Purchasing Authority & Standing Orders

4.2.4 Standardised Operational Procurement Documents

To provide a consistent, compliant, and auditable approach to procurement activity, the procurement service will create and implement a suite of standard procurement documents for the undertaking of purchasing and tendering activities.

Documents will align with corporate procurement policy, process and procedure and will follow the standard guidelines set down within the Procurement Journey, which is the Scottish Government standard guidance adopted by the public sector for regulated and non-regulated tendering.

The Procurement Journey adopts a clear pathway which is intended to support all levels of procurement activity through provision of a source of guidance and documents enabling best practice and a consistent approach which is widely understood by the public procurement community and has also become the recognised operating process expected of suppliers seeking to contract with public bodies.

The suite of key operational documents will include, but will not be limited to the following templates:

- Procurement Route Flow Process Document
- Project Plan & Procurement Timeline
- Contract Strategy
- Request for Quotation
- Open and Restricted Tender
- Mini Competition from Framework Agreement
- Tender Evaluation Documents
- Recommendation Reporting
- Contract Award Letters
- Terms & Conditions
- Contract & Supplier Management

4.2.5 Contract Strategies

To fully understand the procurement project requirement and the market to which it relates, a contract strategy will be developed for all contracts for purchases over £25k for supplies and services and £50k for works contracts. All commodities must be procured in the most efficient manner possible. The strategy must consider issues such as current and past spend, future spend, market research, supplier profile, the route to market, opportunities for local collaboration, use of Framework Agreements, potential savings opportunities, legislative and legal requirements, sustainability and potential risks to the procurement exercise, and risk management of the contract. All contract strategies should be authorised by the relevant authorised budget holder or Head of Directorate before a tendering exercise begins.

4.2.6 Digital Hub & Procurement Service Support

The procurement service will adopt a central Hub within iTrust (Trust's Intranet) to communicate current and future corporate procurement activities and will provide a central point of information for the organisation.

The Hub will provide access to policy and procedure documents, as well as procurement guidance and operational templates for download.

The procurement service will aim to provide a series of training and awareness workshops to provide a source of education, with particular attention to lower value purchasing, use of Public Contracts Scotland and the Quick Quote resource.

The service will provide effective communications with internal teams to provide a high level of guidance and support

Overview of spend, contract status and general reporting will also be made available within the Hub as well as internet links to relevant procurement sites of interest, such as sources of current and accessible Framework Agreements, procurement legislation and The Procurement Journey.

4.2.7 Contract & Supplier Management

We will establish a formal framework for effective contract and supplier management activities. A dsupplier's performance will be proportionately managed throughout the lifecycle of the contract to ensure that goods, services, and works are delivered in line with the agreed cost/price, quality, performance, or service level expectation integrated with the original quotation and terms of contract awarded.

Effective supplier relationship management in a proportionate manner will ensure the appropriate level of communication and contract monitoring activity is applied by the appointed business area contract manager in conjunction with the procurement team.

Contract management activity provides a route to the optimisation and re-development of contracts when these are scheduled for renewal or extension.

4.2.8 Supply Chain Code of Conduct

Trust will seek to conduct all tendering activity in an environmentally and economically responsible manner.

Whilst considering Trust's Sustainability Policy AMP020, Trusts EDI Strategy and the mandatory requirements of Section 15 of the Procurement Reform (Scotland) Act 2014, the procurement service will develop a code of conduct to reflect the expectations that Trust will expect of its suppliers and its supply chain to understand the importance of compliance with ethical standards.

Ethics within the supply chain will focus on seeking responsible suppliers that conduct their business with care and attention to fair trade for goods and services, a commitment to equality, diversity and inclusion, consideration of animal welfare in the supply chain, a commitment to abolition of modern slavery and human trafficking, adoption of health and safety measures, and focus on ethical compliance and economic development.

4.2.9 Public Contracts Scotland

PCS web portal will be used to conduct procurement Quick Quotes and regulated tendering exercises. The portal will also be used to publish advertised contract notices and submission of contract award notices for relevant and regulated threshold contracts. PCS web portal will also be used for the upload of tender documents and for the receipt of tender responses from contractors.

Use of the portal provides an approach to standardisation of processes and provides a robust audit trail for the management of tendering information.

PCS is the recognised avenue for advertisement of contract opportunities within the public sector in Scotland and suppliers view the tool as a valuable method of accessing the option to participate in a range of tendering exercises.

4.2.10 Vendor Base Reduction

Trust currently uses an average of 650 suppliers annually for influenceable non-pay spend. Through activities such as implementing a new supplier approval process, analysis of supplier spends, commodity management, and contract management, the procurement service will aim to reduce the number of active vendors used where this is practicably possible.

The benefits of a reduced vendor base include:

- a reduction in the numbers of purchase orders and invoices processed
- consolidation of requirements through fewer suppliers helps to simplify the procurement process and contribute to economies of scale cost savings and volume discounts.
- reduced resource and administrative time across the business.
- improvement to cash flow and financial visibility
- improved supplier relationship management and account support to Trust

4.3 Mandatory Objectives

Section 15 of the Procurement Reform (Scotland) Act 2014 provides that contracting authorities demonstrate how they intend to carry out procurement activities, and how they will deliver value for money whilst contributing to meeting the general duties of the Act.

Trust will demonstrate the following activities when carrying out regulated procurements to meet with the following general duties of the Act:

- Value for Money (4.3.1)
- Fair & Equal Treatment of Economic Operators (4.3.2)
- Community Benefits (4.3.3)
- Consultation & Engagement (4.3.4)
- Fair Work Practices & Living Wage (4.3.5)
- Health & Safety (4.3.6)
- Fair & Ethical Trade (4.3.7)
- Food Procurement (4.3.8)
- Payments to Contractors (4.3.9)

4.3.1 Value for Money

Best practice procurement can significantly improve the quality of services delivered. It is recognised that value for money is not just about cost and quality, but about the best balance of cost, quality, and sustainability in line with the Scottish Model of Procurement. The balance of criteria that determines value for money in each procurement exercise will vary on a case-by-case basis, however the rationale behind the criteria and associated weightings to be used in the assessment of the procurement shall be considered at the outset of each procurement exercise through completion of a contract strategy.

Trust's internal policy for delivering Value for Money is also considered in our strategic objectives.

4.3.2 Fair & Equal Treatment of Economic Operators

Equal treatment and non-discrimination are fundamental procurement principles and Trust aims to follow these principles in all regulated procurement activities. By treating relevant economic operators equally and without discrimination, Trust hopes to achieve greater competition, promote innovation, and encourage a wider range of economic operators to become involved in our contract opportunities. Trust will do this by ensuring that its procurement procedures are conducted transparently, equally and without discrimination. Trust will take consideration of the contract size, including the option to divide requirements into smaller Lots to facilitate access to the opportunity to all types of economic operator. Trust will place the minimum possible qualification requirements to opportunities without compromising on the required minimum quality output, to maximise the scope of the available operators to bid for contract opportunities.

4.3.3 Community Benefits

Community Benefits are essentially clauses within contracts requiring tenderers to commit to undertaking some form of social benefit as part of the delivery of the contract. Clauses are aimed at tackling issues to support training, employment, economic regeneration activity, and considerations to the environment through investment in local communities.

For statutory regulated procurement thresholds and for major works projects, Trust will commit to consideration of whether to impose community benefit requirements as part of the procurement exercise, and if so, provide a summary of what it intends to include, and if not, provide a justification of why it is not deemed appropriate. Where community benefits have been included, these will be managed and monitored by each Directorate, and the procurement service will include in the contract award notice a statement of the benefits it considers will be delivered for each contract.

4.3.4 Consultation & Engagement

The Procurement Service will continually develop strong working relationships with each business area to understand their business requirements whilst considering all market offerings from contractors to determine the most appropriate approach to contract strategy and route to market.

As part of individual commodity and contract strategies, each procurement lead officer will identify all key stakeholders and give due consideration to the extent of their involvement. This could be utilising subject matter expertise to help inform and design specifications and/or to be involved in technical and commercial evaluation panels. The greatest way to ensure that contracts are fit for purpose is to involve all relevant stakeholders in the contract design and associated evaluation criteria models. Activity will be carried out in a proportionate manner and will be considered appropriately on each project basis.

The aim is good outcomes with fit for purpose innovative solutions with potential financial savings and other benefits, whilst guiding and empowering stakeholders.

4.3.5 Fair and Inclusive Work Practices & Living Wage

Through regulated procurement activity, Trust will do everything within the procurement legislative framework to encourage all contractors, and particularly those identified as being within scope, to

evidence commitment to delivering fair and inclusive work practices and payment of the living wage, and to provide a statement to support their activities within a tender return.

Public bodies cannot mandate contractors, including social care providers, to pay their employees the Scottish Living Wage as a condition of participating in a tendering exercise, or via a contract performance clause, however, Trust will always encourage its contractors, including social care providers, to pay their employees the Scottish Living Wage.

Procurement shall also encourage and promote, as far as is possible, as part of the procurement process, and in a proportionate manner where relevant to do so, to encourage contractors to demonstrate fair, positive and inclusive work practices for its employees and sub-contractors.

4.3.6 Health & Safety

Trust will do its utmost to ensure the health and safety of all those involved in the manufacturing, construction or provision of goods, service and works, by promoting compliance by contractors and sub-contractors, with the Health and Safety at Work Act 1974, any provision made under that Act and all subordinate legislation. Trust will assess the potential health and safety risks arising from each contract, in partnership, where appropriate, with the Health and Safety Manager (or other technical subject matter expert as appropriate).

Where appropriate, contracts will be monitored to ensure current compliance with health and safety requirements and regulations.

Where appropriate, a contract strategy must consider Health and Safety at the onset of any regulated procurement exercise in a manner which takes account of relevant factors, whilst ensuring an appropriate balance between cost and quality. Where required, mandatory requirements must be included in tender documentation and subsequent contracts and agreement, and qualitative questions such as detailing methodology to demonstrate compliance may be used as part of the award criteria if deemed appropriate. The approach taken will ensure proportionality, based on the nature, scope, size and place of the performance of the contract. Where there are specific health and safety concerns relating to a particular procurement, Trust will require tenderers to detail, as part of their tender submission, the measures they will implement to respond to identified risks.

4.3.7 Fair & Ethical Trade

Trust will consider the relevant and proportionate application of fair and ethical trading principles in its procurement activities. In all regulated procurements, Trust will consider sustainable aspects, including fair and ethical trading where relevant and proportionate to do so, and in line with the Sustainable Procurement Duty. Individual procurement strategies for specific regulated procurements will identify such matters and will define the approach taken in a relevant and proportionate manner. Trust will embed applicable sustainability requirements in the development of specifications and subsequent contracts. Trust will also endeavour to ensure that procurement requirements relating to fairly and ethically traded goods and services are applied in a relevant, proportionate, and legally compliant manner to promote ethical practices in its supply chain.

4.3.8 Food Procurement

It is recognised that expenditure on food has the potential to unlock benefits for the health and wellbeing of our customers through access to good nutrition, including access to fresh and seasonal produce. Trust's food procurement focuses on providing nutritionally balanced, quality food to suit the needs and demands of our client groups.

Trust will apply the appropriate animal welfare standards requirements into tender specifications to meet with any legislative requirements. Procurement requirements relating to food aim to reduce the environmental impact where possible, focussing on sustainable and ethical sourcing and minimising food waste in our care homes.

4.3.9 Payments to Contractors

Our policy in relation to payments to contractors and sub-contractors is to aim to ensure as far as practicable within our terms of contract or agreement, and within our control, that payments will be made within 30 days from the presentation of invoices or claims submitted.

Trust continues to improve its payment times to assist with cash flow. It is understood that prompt payments to contractors once goods have been delivered or a service has been met is important to avoid detrimental effects to SMEs, whilst also avoiding potential supply stops through credit accounts being placed on hold.

Late payment legislation places a statutory duty on all public bodies to pay commercial debt within 30 days. Legislation also allows businesses to claim interest and recovery costs if goods and services are not paid for on time.

5 Spend & Finance

It is forecasted that during the financial period 2021/22 and 2022/23 there will be approximately £22.5 million and £25m respectively of anticipated influenceable spend for the procurement of goods, services and works per annum.

Our anticipated spend during the period covered by this procurement strategy for influenceable procurement activity is set out in the forecasted table below.

Forecasted Spend 2021/22 & 2022/23

Cost	Details	2021/22 £k	2022/23 £k
Revenue Spend:			
Employee related costs	Learning & development and recruitment costs	270	275
Supplies & Services	Includes stationery, printing, office equipment, computer costs, telephony, professional fees etc	1,691	1,724
Insurances	All business insurances	502	512
Catering and hygiene	Food, cleaning, and catering supplies	1,128	1,150
Property Costs	Responsive repairs, maintenance, servicing, and security	5,362	5,469
Energy Costs	Electricity, gas, and oil	1,598	1,630
Capital Spend:			
Property Component Replacement	Cyclical replacement of individual property components e.g., bathrooms, kitchens etc	5,339	5,560
Existing Property Re-Modelling	Property costs	580	512
New Build Projects	New housing projects	5,177	7,728
ICT Costs	ICT equipment and systems	744	225
Furniture	Development furniture and carpets	200	205
Total anticipated revenue and capital spend		22,591	24,990

6 Recommendations & Other Content for Consideration

6.1 Collaborative Procurement

Collaborative procurement will be an important consideration within current and future contract strategies and compliant routes to market. We will always consider how best to procure goods and services from national or regional collaborative contracts and Framework Agreements from organisations such as Scotland Excel, Crown Commercial Services, Scottish Procurement, Procurement for Housing (pfH), Scottish Procurement Alliance (SPA), and other available outlets where Registered Social Landlords are able to access and participate.

Using established collaborative contracts will allow Trust the opportunity to benefit from consortia agreed pricing which is often competitive through potential discounts, savings, and benefits from pre-appointed suppliers.

Other advantages of using collaborative contracts include a reduction in the timeline and resource capacity that would otherwise be considered by undertaking a full in-house tendering project by perhaps making a direct contract award to a contractor or by conducting a mini competition between ranked suppliers on an established agreement.

There are opportunities to maximise efficiencies, reduce administrative tasks, share innovations with other authorities, and to participate in the development of a regional or national specification through participation in Framework User Intelligence Groups to shape the output of the need.

Use of collaborative contracts and Framework Agreements will always be considered where relevant and proportionate to Trust, and in some cases, these may not be considered where they would provide restrictions to new suppliers that may offer innovative new solutions, or where coverage of supply is challenging or not fully available to all regions of our customer base.

Trust currently has procurement alliances with other housing associations such as Bield Housing and Care and Hanover Housing Association. In future, Trust will consider other joint contracts with neighbouring organisations, where appropriate.

6.2 Procurement Capability & Performance Management

Aligning the development of current procurement strategic goals to work towards continuous development activities. Using the PCIP Lite Assessment guide to introduce a minimum standard of operating measures to meet with monitoring, reviewing, and reporting techniques in line with the procurement capability assessment framework, PCIP Lite. Although not mandatory for Housing Associations, but we will use the programme tools to adopt acceptable standards required for public sector procurement in our efforts to improve our capabilities.

6.3 External Support

External guidance and support is available from Scotland Excel, the procurement centre of expertise for Local Government Authorities, Housing Associations, and other associated public bodies. Trust is an existing Associate Member with access to use of their Framework Agreements, and access to

guidance and support from their Housing Manager. Learning and development courses are also available through their recognised academy. Some are provided free of charge.

Support is also available from the Scottish Procurement Alliance (SPA), via Trust's membership of the SFHA. Networking with other Housing Associations is available through the SHFA Procurement Forum.

The Chartered Institute of Procurement and Supply (CIPS) is a source of support for staff members holding a chartered membership.

6.4 Procurement Excellence

Through strategic change and improvements to procurement practices, we may consider putting ourselves forward for consideration for excellence awards for procurement, such as Go Awards Scotland, which is officially supported by the Scottish Government and celebrates the very best of procurement achievements from across Scotland's public, private and third sector organisations.

6.5 Collaboration in the Community

Tenants in our local communities have expressed an interest to understand the way that services are procured that directly affect their everyday lives. Through consultation with and subsequent direction from our Leadership Team, some consideration will be given to selected procurement projects to allow some external consultation from tenants and where appropriate the wider community to inform the specification of requirement, input to potential supplier community benefits, and possible supplier evaluation.

7 Implementation, Monitoring, Reviewing & Reporting

In accordance with the Procurement Reform (Scotland) Act 2014, Trust's procurement strategy is published and implemented and is available for the period September 2021 to March 2023.

This version is approved by Trust's Board dated 16 September 2021.

7.1 Monitoring

All Directors, the CEO, the Procurement Steering Group and the Procurement Manager are responsible for monitoring the procurement function within their respective business operating area to ensure that procurement activities are compliant with relevant legislation, this strategy and associated policies and procedures.

The Leadership Team will monitor and review procurement activity, service improvements and efficiency savings anticipated and delivered.

7.2 Procurement Strategy Review

The strategy will be continually reviewed to ensure that it meets with the strategic focus of its procurement activities, and that it continues to underpin Trust's corporate strategic plan. It will ensure it continues to set the context in which the procurement service will work to confirm that it delivers value for money whilst directly contributing to the achievement of its broader aims and objectives.

The next required review date is 31 March 2023

7.3 KPI Review

Review will be conducted by the Director of Finance & People based on the following key performance indicators in each financial year:

- percentage of expenditure covered by contracts
- value of procurement savings achieved through arranged contracts and procurement activity
- number of collaborative contracts awarded as a percentage of all contracts implemented
- percentage of non-compliant spend that is regulated

7.4 Annual Procurement Report

Trust will prepare and publish an Annual Procurement Report following close of each financial year. The report will include a summary of:

- the regulated procurements that have been completed during the year covered by the report
- a review of whether those completed complied with Trust's procurement strategy
- the extent that any regulated procurements do not comply, along with a statement of how we intend to ensure that future regulated procurements do comply

- any community benefit requirements imposed as part of a regulated procurement were fulfilled
- any steps taken to facilitate the involvement of supported businesses in regulated procurements
- the regulated procurements the authority expects to commence in the next two financial years.

8 Strategy Ownership & Contact Details

The Procurement Manager is the owner of this strategy and can be contacted as follows:

info@trust.org.uk

0131 444 1200

Trust Housing Association
12 New Mart Road
Edinburgh
EH14 1RL

9 Policies, Tools & Procedures

The following corporate policy and procedure documents associated with this strategy are:

- Procurement Policy AMP007
- Tenders Exceeding Budget AMP008
- Sustainability AMP020
- Anti-Bribery Policy FP25
- Delegated Authority FR06

The following tools, strategies, policies, and regulations linked to this strategy are:

- The Procurement Journey
- Public Contracts Scotland Tendering Web Portal
- Scottish Model of Procurement
- Guidance under the Procurement Reform (Scotland) Act 2014
- Procurement Reform (Scotland) Act 2014

10 Glossary of Terms

Economic Operator	Organisation participating in (or potentially participating in) a tender exercise and/or contractual arrangement, otherwise termed 'supplier', 'contractor', 'tenderer', 'operator' etc
Framework Agreement	A collaborative contract or agreement or other arrangement between one or more contracting authorities and one or more economic operators which establishes the terms (the terms as to price, and where appropriate, quantity) under which the economic operator will enter into one or more contracts with a contracting authority in the period during which the framework agreement applies.
Key Performance Indicator (KPI)	Targets, statistics on performance related criteria
Procurement Journey	Scottish Government's tool containing guidance for public sector procurement in compliance with statutory regulations.
Public Contracts Scotland (PCS)	The advertising portal provided by the Scottish Government for the advertising of public contract opportunities using a Contract Notice/PIN (Prior Information Notice); obtaining quotations via Quick Quote; and for the award of contracts via a Contract Award Notice.
Regulated Procurement	As defined in the Procurement Reform (Scotland) Act 2014: 'Any procedure carried out by a contracting authority in relation to the award of a proposed regulated contract including the seeking of offers in relation to the contract, and the selection of economic operators and the award of a regulated contract by a contracting authority. A contract is regulated if it is: (a) it is a public contract, (b) the estimated value of the contract is equal to or greater than the contract threshold*, and (c) the contract is not an excluded contract. *as of January 2020, thresholds are as follows: Goods/Services - £50,000 Works - £2,000,000
Sustainable Procurement	the meeting of business needs for the procurement of materials, goods, utilities and services and works in an environmentally friendly, responsible, and ethical way.
Trust	Trust Housing Association Limited
User Intelligence Groups (UIG)	A User Intelligence Group is a cross-functional team working collaboratively to develop commodity/service strategies, assist with tender evaluation and ongoing activities of contract/supplier management, monitoring, implementation, compliance, and benefits tracking. The group should have representation from key stakeholders from relevant organisations/ business areas including procurement and business/technical/customer representatives.

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