



Queens
Cross
Housing
Association

Corporate
Procurement
Policy

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Our Vision

Excellent housing in vibrant communities

Our values

Respect

We see the positive in everyone, especially our tenants. We treat everyone fairly, regardless of age, race, gender, sexuality or background. We ask for opinions even if we know we might not like what we hear. And we address people's concerns in any way we realistically can.

Integrity

What we say in public is the same as what we say behind the scenes. If we say we'll do something, we mean it. Our tenants can count on us to solve their problems and make sound decisions.

Aspiration

We want the best for all our current and future tenants. We're not afraid to strive for things that won't be easy – or try things that haven't been done before. We seek out opportunities and welcome change. If it doesn't turn out as planned, we learn and improve again. And then we try again.

Our Strategic Objectives 2017-2020

- A. Build more desirable homes in popular neighbourhoods
- B. Deliver more excellent services to suit our tenants' lives
- C. Invest in our people to grow and develop their skills
- D. Find more ways to ensure value for money
- E. Continue to challenge poverty
- F. Put even more focus on community health and wellbeing
- G. Be ready for opportunities

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1.0 CONTEXT

- 1.1** This Policy provides a framework under which all Procurement activity, on an organisational basis, is undertaken by Queens Cross Housing Association.
- 1.2** Application of this Policy should ensure that procurement delivery is transparent and accountable and follows all legal requirements. It will also ensure the procurement provides best value to the Association in terms of both cost effectiveness and delivery of its objectives, by ensuring fair competition is promoted.
- 1.3** The Association requires to comply with the requirements of the Procurement Reform (Scotland) Act 2014, the Public Contracts (Scotland) Regulations 2015 and the Procurement (Scotland) Regulations 2016, and any subsequent legislative requirement which may be enacted in due course.
- 1.4** In our procurement processes the Association will meet the general duties outlined in the Procurement Reform (Scotland) Act 2014. This means we will treat relevant economic operators equally and without discrimination and will carry out our procurement activities in a manner which is transparent and proportionate.
- 1.5** The Association will also address the Sustainable Procurement Duty as set out in the Procurement Reform (Scotland) Act 2014. This requires that procurement activities where relevant and proportionate, must seek to improve the economic, social and environmental wellbeing of the local Queens Cross community. This includes reducing inequalities in the local community.
- 1.6** By promoting fairness and inclusion, the Association will seek to remove barriers to services and opportunities. The diverse needs and requirements of our communities are to be considered in how our services are procured and provided, with practical steps to improve the way we provide our services and will take action to tackle discrimination which affects specific groups.
- 1.7** The Association is committed to the provisions of the Equality Act 2010 which specifically protects individuals or groups from direct or indirect discrimination, harassment or victimisation because they have a protected characteristic. The nine protected characteristics covered by the Equality Act 2010 are:
- Age
 - Disability
 - Gender reassignment
 - Marriage and civil partnership
 - Pregnancy and maternity
 - Race (including ethnic or national origins, colour and nationality)
 - Religion or belief (including lack of belief)
 - Sex
 - Sexual orientation
- 1.8** The Association recognises within the definition of organisational objectives that wider community benefits may exist in particular procurement strategies, in particular by developing relationships with social enterprises and local businesses. The Association must always consider such bodies in any procurement process and should consider and should quantify all social benefits in any assessment of best value.
- 1.9** The Association will also seek to promote opportunities to provide innovation in the procurement and delivery of all works, goods and services.

2.0 PRINCIPLES

- 2.1** The Procurement Policy will minimise risk to the Association by providing maximum contractual protection, together with providing consistency, equality, transparency and accountability to the process.
- 2.2** Value for Money to the Association will be measured both on a cost basis and through qualitative benefits. Efficiency measures will be achieved through the implementation of continuous improvement processes.
- 2.3** Every Procurement process will be informed by a range of financial and non-financial criteria to ensure best value is delivered not only to the Association, but through an appropriate level of Community Benefits, to the communities it serves, particularly while addressing sustainability principles.
- 2.4** All aspects of the Procurement process will comply with the Association's Procurement Strategy, Standing Financial Instructions, Standing Orders and Delegated Authorities.
- 2.5** The Association will endeavour to operate as a good practice construction client as appropriate in all Procurement proposals.
- 2.6** The Procurement Policy will be implemented by the Association and any wholly-owned subsidiaries.

3.0 OBJECTIVES

The Procurement Policy will assist the Association in meeting a number of its core Strategic Objectives, namely:

- Deliver excellent services across the organisation;
- Deliver excellent value for money and sound finances.

This will be achieved through addressing a number of key objectives outlined below.

- 3.1** Good Procurement practice is applied consistently across the organisation:
 - Clear and easily understood Procedures are developed to take account of the various forms of Procurement through all services of the Association;
 - Procurement activities are aligned across the Association to maximise opportunities for efficiencies;
 - Value for Money can be demonstrated as being achieved in both quality and price.
- 3.2** Current and future procurement activity is planned, monitored and reviewed effectively:
 - Procurement activities are identified and tendering opportunities co-ordinated appropriately;
 - Effective Risk Management controls are introduced;
 - Appropriate time-limited frameworks/partnering arrangements are considered.
- 3.3** The correct operational processes are in place to provide efficiencies:
 - A centralised purchasing approach is developed where appropriate;
 - Collaborative working arrangements with other RSLs are considered;
 - Supply chain management processes are developed.
 - Web-based advertising and e-tendering are implemented as required;

3.4 All Procurement processes are in accordance with legislative requirements and best practice:

- The Association complies with the requirements of EU Procurement Directives;
- The Association takes account of the Public Contracts (Scotland) Regulations 2015 and Procurement (Scotland) Regulations 2016.

3.5 Sustainability practices are incorporated into all Procurement activities:

- The obligations under the Sustainable Procurement Duty are applied;
- Community Benefits are applied to capital expenditure contracts of appropriate nature, value and term
- Quality assessments take account of the benefits to the local economy where appropriate;
- The provisions of the Association's Sustainability Policy (when developed) are taken into account. Community Benefits are applied to capital expenditure contracts of appropriate nature, value and term

4.0 PRACTICE & PROCEDURES

4.1 The Association's Board will have full responsibility for ensuring the implementation of this Policy. Day to day responsibility for the operation and monitoring of the Policy will lie with the Directors and the Senior Management Team. Ultimately, all staff will have a responsibility to ensure the Policy is effectively applied.

4.2 The Association will produce an annual Procurement Strategy which will set out its procurement objectives and how these contribute to the Association's strategic objectives, which will be published on the Association's website. This is required to be submitted to the Scottish Government when annual regulated procurement is greater than £5m per annum.

4.3 The Association will provide Procedures to take account of all aspects of Procurement activity, taking into account the 3 levels of Procurement, namely:

- Goods and Services up to a value of £50,000 and Works valued under £2m;
- Goods and Services valued between £50,000 and OJEU thresholds, and Works valued between £2m and OJEU thresholds (Regulated Procurement);
- Works, Goods and Services above the OJEU thresholds.

4.4 The Procedures will clearly define the level of authority and the stages for the approval of any Procurement process. This approval process will be in line with the Association's Delegated Authorities and Standing Financial Instructions.

4.5 All new or renewed Procurement activity will require to be defined by a Business Case. This Business Case will be a justification of the Procurement activity, based on the Association's strategic objectives and/or its annual Procurement Strategy.

4.6 The Association will ensure that all works, services or goods procured will be contracted for in a manner consistent with Scots Law.

5.0 MONITORING

5.1 Directors and Senior Managers will be responsible for the regular monitoring of all Procurement processes, with reports to the Board to be provided on an agreed basis.

- 5.2** Risk Management will be reviewed dependent on the scope and cost of the procurement activity. Significant Procurement activity can be incorporated into the Association's Risk Management system for consideration within the Association's Performance Management process.
- 5.3** For every individual regulated procurement exercise, on tender acceptance, a report is to be compiled under the terms of the 2015 Regulations, providing details of the procurement process.
- 5.4** An annual Procurement Report is to be produced at the end of the Financial Year which will provide a review of the Association's Procurement Strategy and a summary of the individual regulated contracts, including the provision of community benefits. This report, together with a list of all regulated contracts, is to be published on the Association's website.
- 5.5** All Procurement activity is to be subject to Internal Audit review, under continuous improvement requirements. These reviews may be undertaken as appropriate for the scope, cost and complexity of the process, and can be identified as part of the Procurement strategy outlined in the Business Case.

6.0 REVIEW

- 6.1** This Policy will be subject to a regular review on a 3 year cycle, on the basis of:
- Current legislation, regulation and guidance;
 - Changes in organisational structure or operations;
 - Continuing Best Practice.
- 6.2** The Policy will be subject to substantive review by the Board outwith this cycle in light of significant changes to the Association's operating environment.

7.0 EQUALITY & DIVERSITY

The Association is committed to promoting an environment of respect, understanding, encouraging diversity and eliminating discrimination by providing equality of opportunity for all. Through the implementation of this Policy, the Association will seek to provide a consistent approach in promoting equality and diversity across all areas of its Procurement activity.

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