



PROCUREMENT STRATEGY 2023- 2028



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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 Bield Housing and Cares procurement activities. This will outline what will be done, how and when it will be achieved during the period August 2023 until July 2028.

Our revised strategy will drive the change set for the procurement service to coincide with Bield's newly published business strategy 'Setting the Pace' which outlines its plans to redefine its corporate standards and improve its service and performance by improving efficiency, harnessing our strengths, enhance our impact and leading the way, whilst considering its impact upon its customers, communities, and the environment.

This strategy will have impacts throughout Bield and will inform the procurement process all departments will be expected to follow. The most notable impact will be on the implementation of the Strategic Asset Management Strategy (SAMS) approved by Board in May 2023.

1.1 Who we are

Bield Housing & Care are one of the largest providers of housing and support services for people in Scotland.

We have 5,209 properties across 180 locations throughout Scotland, of which 4,614 are owned by, or are in shared ownership with, us. We are primarily an older person's housing association and deliver a range of supported housing services to our customers. Additionally, we have a community alarm service, Bield Response 24 (BR24), which provides services to our tenants and other housing providers.

Our primary objective is to improve the quality of life of older people by offering a diverse range of care, housing and other services. Our vision is a Scotland where people of all ages are respected, can make their own choices and are able to lead independent and fulfilling lives.

We offer a range of housing choices to meet the different needs of our customers. These include the following:

- Amenity
- General Needs
- Owner Services
- Resident Staff
- Retirement (including Sheltered)
- Retirement Housing with Meals
- Retirement Housing Plus (including Very Sheltered)
- Shared ownership/equity



1.2 Scottish Public Sector Procurement

Bield'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. Bield 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
- The Modern Slavery Act 2015

2 Procurement Vision & Mission Statement

Historically the requirement for purchasing throughout Bield has been carried out at a department level with minimum centralised structure in place. There has been some inconsistency in approach through departments working in isolation with their own procurement process with differing guidance. Highly regulated and complex procurement projects have been sub-contracted out to external procurement team providers to meet with regulatory compliance needs.

2.1 Procurement Mission Statement

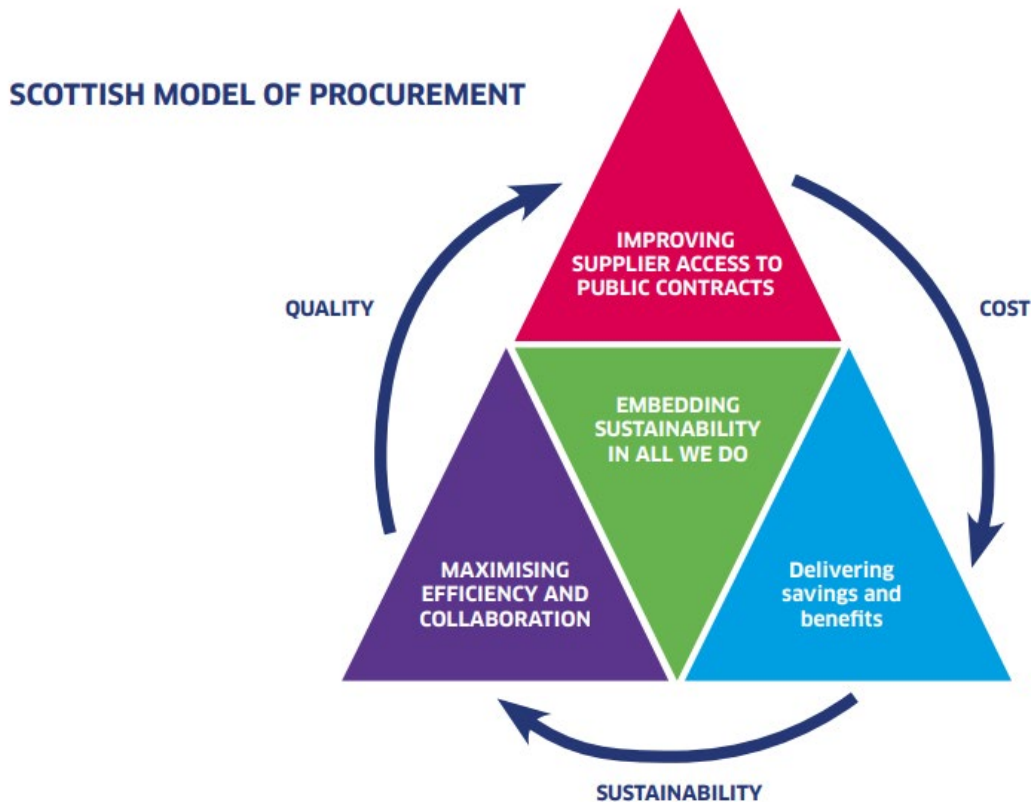
We will work with colleagues, partners, and suppliers to lead the way within Bield Housing and Care to deliver best value for, its residents, and customers, with the aim of improving efficiencies, sustainability and ensuring transparency and fairness.

3 Procurement Strategy

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 incorporates the Quality/Cost/Sustainability cycle and includes the adoption of processes and tools to deliver improvements to systems, strategies, and promotion of best practice. Incorporating the model, Bield will continue to implement the following 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.
- adopting a collaborative approach by utilising Framework Agreements as business as usual 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 Bield “Setting the Pace” Strategy 2023-2028
- promoting fair work practices including the real Living Wage into its supply chain.
- promoting the Modern Slavery Act 2015 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

Bield Housing and Care Business Strategy 'Setting the pace' 2023-28 sets its vision for its investment in a sustainable future built around Five summarised key strategic aims:

Face The Challenges - We do not underestimate the many challenges we face, nor the considerable efforts required to overcome these. Nonetheless, we will embrace challenge as an opportunity for change, collaboration and innovation. We will start by asking ourselves the difficult questions and ensuring we have a full understanding of the challenges, risks, opportunities and potential impacts.

Improve Efficiency - We are fully committed to affordable rents and service charges and so will continue to seek sustainable and innovative ways to improve our efficiency, cost control and value for money. We know there is scope to further improve our efficiency and reduce some costs. We also know that this will be especially hard to do at a time of rising costs and economic uncertainty.

Harness Our Strengths - We have amassed considerable strengths over the past 50+ years but now need to fully appreciate these and put them to more effective use. For example, we want to make better use of our insight and specialist knowledge both internally and externally, and to reinvigorate our organisational culture with our specialist and talented workforce.

Enhance Our Impact - We know that we make a positive difference to our customers' lives and that demand for our homes and services is increasing. This partly explains why we are so eager to assist more people to live their best lives. In addition, the results from our customer survey indicate where there is room for improvement and our innovative projects and collaborations help us to understand how we can improve our performance and effectiveness.

Lead The Way - We have clearly signalled the level of our ambition in our vision statement. We want to see housing for older people becoming the exemplar for mainstream housing. We also want to showcase a personalised and proactive approach to service delivery and promote the use of telecare and other innovative tools to enhance customer choice, engagement and satisfaction.

4.1 Principle Procurement Objectives

Our procurement strategy will contribute to these business strategic intentions through growth and continuous development of the procurement team through the following principle objectives set in a revised framework for the procurement function. These principles will ensure:

- in the first instance that the procurement process is clear and structured in a way 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 Bield 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 staff.
- 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 Bield's 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 which have been identified as key to enabling an effective centralised procurement function:

4.2.1 Spend Analysis

A key function will be the continuous monitoring of supplier spend through analysis of year on year 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.

Monitoring of spend allows for new contract opportunities to be identified by focusing on where current contracts or non-contracted spend can be combined. Procurement will seek to aggregate spend where appropriate as required by the Section 15 of the Procurement Reform (Scotland) Act 2014 this will help to ensure a transparency and compliance. 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 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 EMT on a biannual basis to assist with oversight of spend.



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

4.2.2 Contracts Register

We will enhance our contracts register to monitor and track all contracts regardless of value as well as regulated procurement contracts (£50k+), informing future procurement activity to allow resource planning and a pro-active approach to contract and supplier management.

Any existing departmental contract registers will be merged into and replaced by one central register to be owned and managed by the procurement team.

4.2.3 Review Governance and Policy

A review of procurement policies, processes and procedures will be carried out to ensure a standardised approach to working including specification guides and tender documents will be re-developed to reflect a single approach lead by the procurement team. 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.

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

The key governance documents will include:

- Procurement Policy
- The creation of a Procurement Procedure
- Delegated Purchasing Authority & Financial Regulations

4.2.4 Standardised Operational Procurement Documents

To provide a consistent, compliant, and auditable approach to procurement activity, the procurement team 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 Tender Strategies

To fully understand the procurement project requirement and the market to which it relates, a tender 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 Department before a tendering exercise begins.

4.2.6 Digital Hub & Procurement Service Support

The procurement team will adopt a central Hub within Bield's new SharePoint intranet system to communicate current and future corporate procurement activities and will provide a central point of information for the organisation. This area will provide access to policy and procedure documents, as well as procurement guidance and tender templates for download.

The introduction of the procurement power app within SharePoint, will form the core work flow for the procurement team, all procurement activity will be recorded on this centralised location along with all documents, PCS notices, evaluation results and an approvals process which will be automated, at this moment, this is done over email.

The procurement team 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 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 SharePoint 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 supplier'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

Bield will seek to conduct all tendering activity in an environmentally and economically responsible manner within our regulatory obligations.

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

Bield 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 all 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

Bield currently uses an average of 1504 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 team 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 Bield

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

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 and Bield's Business Strategy. The balance of criteria that determines value for money in each procurement exercise will vary on a case-by-case basis. The rationale behind the criteria and weightings to be used in the evaluation of each tender should be considered at the beginning of each procurement exercise and evidenced within the tender strategy.

4.3.2 Fair & Equal Treatment of Economic Operators

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

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, Bield will commit to considering 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 within each tender strategy. Where community benefits have been included, these will be managed and monitored by each department, and the procurement team 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 team will develop stronger working relationships with each department to understand their requirements whilst considering all options 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 will identify all key stakeholders and give consideration to the extent of their involvement. This could be utilising subject matter expertise to help develop specifications and/or to be involved in technical and commercial evaluation panels. The best 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 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, Bield will do everything within the procurement legislative guidance 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, Bield will always encourage its contractors, including social care providers, to pay their employees the Scottish Living Wage.

The procurement team will 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, that contractors demonstrate fair, positive and inclusive work practices for its employees and sub-contractors.

4.3.6 Health and Safety

Bield 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.

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

Where appropriate, a contract strategy will consider Health and Safety at the onset of any regulated procurement exercise 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 quality 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 fairness, 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, Bield will require tenderers to detail, as part of their tender submission, the measures they will implement to respond to identified risks.

4.3.6 Fair & Ethical Trade

Bield will consider the relevant and proportionate application of fair and ethical trading objectives in its procurement activities. In all regulated procurements, Bield will consider stationarity, including fair and ethical trading where relevant to do so, and in line with the Sustainable Procurement Duty. Individual procurement strategies for specific regulated procurements will identify such requirements and will set out the approach taken. Bield will embed applicable sustainability requirements in the development of specifications and subsequent contracts.

4.3.7 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. Bield's food procurement focuses on providing nutritionally balanced, quality food to suit the needs and demands of our client groups.

4.3.8 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. 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 2023/24 and 2024/25 there will be approximately £23.7M and £25.2M respectively of anticipated influenceable spend for the procurement of goods, services and works per annum set out in the table below.



5.1 Tender activity 23-24

Contract Title	Category	Route to market
Furniture	Good and Services	Open tender
Reactive Maintenance Glasgow/Central	Repairs and Maintenance	Open tender
Care and domestic agency staff	Agency Staff	Framework
Multi-Functional Devices	IT Equipment	
Mobile Phones	IT Equipment	Framework
Property Management tenders		
Asbestos	Property Management	Open tender
Fixed Wiring	Property Management	Open tender
Laundry Maintenance and Vent cleaning	Property Management	Framework
Sprinklers	Property Management	Open tender
Underfloor Insulation	Property Management	Quick Quote
Window Cleaning	Property Management	Open tender
CO Detectors	Property Management	Quick Quote
Common Ventilation	Property Management	Quick Quote
External Walls	Property Management	Quick Quote
Main door Access	Property Management	Quick Quote
Render Works	Property Management	Quick Quote
Roof Repairs	Property Management	Quick Quote
Tarmac Works	Property Management	Quick Quote
Galvanised Water tanks	Property Management	Quick Quote
Flat Clorifiers	Property Management	Quick Quote
Heating plant Communal	Property Management	TBC
Heating plant Domestic	Property Management	TBC
Heating Plant Controls	Property Management	TBC
Lift replacements	Property Management	Quick Quote
Lighting	Property Management	TBC
Fuse Board Works	Property Management	Quick Quote
Fire Alarm System Replacement	Property Management	Quick Quote

6 Recommendations & Other Content for Consideration

6.1 Framework Agreements

Framework Agreements 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, however Bield will endeavour to utilise Framework Agreements where possible as a first option. Organisations such as Scotland Excel, Crown Commercial Services (CCS), Scottish Procurement, Procurement for Housing (pH), Scottish Procurement Alliance (SPA), provide a wide and varying range of Framework agreements which are open to Registered Social Landlords.



Using established frameworks will allow Bield the opportunity to benefit from economies of scale pricing which is often competitive through potential discounts, savings, and benefits from pre-appointed suppliers.

Other advantages of using frameworks 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 as well as a reduced risk of poor supplier performance and assistance when these matters do arise.

Use of Framework Agreements will always be considered where relevant to Bield, and in some cases, these may not be considered where they would provide restrictions to new suppliers that may offer a better coverage of supply or not fully available to all regions of our customer base.

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

6.2 Procurement Capability & Performance Management

With the establishment of the procurement team, procurement capacity to achieve the objectives set out within this strategy will be vastly improved. Increasing the expertise within Bield to carry out procurement activity will benefit the business and ensure this strategy is promoted within each department.

Aligning the development of current procurement strategic goals to work towards continuous development activities. Using the PCIP Lite Assessment guide to introduce a minimum procurement standard to meet all monitoring, reviewing, and reporting techniques in line with the procurement capability assessment framework, PCIP Lite. Although not mandatory for Housing Associations, it will form an achievable performance measurement tool for Bield.

6.3 External Support

External guidance and support are available from Scotland Excel, the procurement centre of expertise for Local Government Authorities, Housing Associations, and other associated public bodies. Bield 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 Bield'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 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.

6.5 Tender Approval limits and Process

Tender approvals will be required throughout the Procurement Journey, the following approval process should be followed where relevant, approval confirmation will be requested at the relevant stage within the procurement app.

Tender Strategy – Within the tender strategy, tender budget, route to market, stakeholders, community benefits and sustainability must all be detailed, the strategy informs the tender process going forward and must be approved by both the Procurement team and relevant Authority level.

Specification approval – Specifications will be provided in an appropriate format and approved by the Procurement team before published.

Tender report approval – The tender report will replace SBARs for the approval for tender award. Tender reports will provide details on the tender process, evaluation including, any risks involved with the award, sustainability achievements, community benefits achieved a full breakdown of tenderer scores, whole life costs of the tender and savings/overspend. Tender reports will be approved by the relevant authority level and must be signed off before any stand still or award letter is issued as set out in the table below.

Authority Level	Value up to
Heads of Service	£500k
Directors	£1m
COO	£1.5m
CEO`	£2.5m



Speaking your language - we are happy to translate our policies on request.

يمكن ترجمة سياساتنا عند الطلب
إذا كنت بحاجة إلى مساعدة ، فيمكننا توفير مترجم

**Nasze zasady mogą być przetłumaczone na żądanie.
Jeśli potrzebujesz pomocy, możemy zapewnić tłumacza**

**我们的政策可以应要求翻译。
如果您需要帮助，我们可以提供翻译**

ہماری پالیسی کا درخواست پر ترجمہ کیا جاسکتا ہے۔
اگر آپ کو مدد کی ضرورت ہو تو ہم ایک ترجمان فراہم کرسکتے ہیں