



PROCUREMENT STRATEGY

Date Approved by Board	August 2017
Review Date	August 2018
Scottish Housing Regulator Regulatory Framework	Regulatory Standards of Governance and Financial Management

1. Introduction

This strategy aims to demonstrate a clear and well-structured approach to Viewpoint's procurement activities outlining what we want to achieve, how we will do so and when we will do so.

The following objectives have been set:

- ✓ Continue to increase the profile and senior sponsorship of procurement in Viewpoint improving links to Strategic Objectives and Priorities
- ✓ To ensure that all procurement meets statutory, regulatory and good practice requirements.
- ✓ To ensure that in the first instance, the procurement process is clear and structured in such a way as to achieve the best value for money for each pound spent by Viewpoint.
- ✓ To ensure that procurement across Viewpoint is performed in a fair, transparent and cost effective manner and use of the Scottish Government's 'Procurement Journey' is used in the majority of procurement exercises.
- ✓ To ensure that each procurement exercise is properly researched to consider alternatives and market forces which may impact on the exercise.
- ✓ Increase focus on sustainable procurement including the use of Community Benefits Clauses (CBIP) and corporate social responsibility policies
- ✓ To ensure that existing specifications are challenged and to seek out alternative and emerging sources of supply and methods of delivery.
- ✓ To ensure that contracts are appropriately managed during the life-cycle of the procurement.
- ✓ To ensure that Viewpoint recognises and delivers on its responsibility to fulfil its contractual obligations to pay its creditors on time.
- ✓ To ensure that procurement is carried out by appropriately trained staff and that external resources are identified and maximised to ensure high quality procurement where Viewpoint does not have the in house expertise.

The relevant policies, regulations and guidance can be found at:

- ✓ Procurement Policy (Viewpoint)
- ✓ Contract Management Policy (Viewpoint)
- ✓ Scottish Model of Procurement
- ✓ Changes to European Directives
- ✓ Public Procurement Reform Programme
- ✓ Suppliers Charter
- ✓ EU Procurement Thresholds
- ✓ Procurement Journey
- ✓ PCIP

- ✓ [Public Contracts Scotland](#)
- ✓ [Public Contracts Scotland – Tender](#)
- ✓ [Information Hub](#)
- ✓ [Procurement Reform \(Scotland\) Act 2014](#)
- ✓ [Guidance under the Procurement Reform \(Scotland\) Act 2014.](#)
- ✓ [www.procurementjourney.scot/procurement-journey](#)
- ✓ [https://www.gov.uk/guidance/public-sector-procurement-policy](#)

2. Vision for Procurement

Viewpoint's vision is to provide joy in later years. Whilst procurement activity relates to all of our Strategic Objectives and Priorities the following Priorities are particularly relevant:

- ✓ Develop Social Return on Investment (SROI) capability and complete first review
- ✓ Explore potential to buy in procurement or development services
- ✓ Develop five year works programme to meet stock condition requirements
- ✓ Develop and implement rent and service strategies - minimising impact of local housing allowance caps and meeting affordability criteria

Our vision for procurement is to support this overall vision and underpin achievement of our Strategic Priorities by providing a high quality, fit-for-purpose Procurement Service which delivers best value for Viewpoint and its customers.

3. Strategy Context

Viewpoint wishes to help achieve national strategies and policies yet this framework takes into account the relatively small size of Viewpoint's procurement activity and its limited internal resources.

Viewpoint procures services in relation to planned maintenance and day to day to repairs but as a care and support provider also procures large sums in relation to other goods and services eg food and furniture and equipment.

The purpose of the strategy is to provide a framework within which Viewpoint can achieve the objectives set out in Section 1 and support achievement of our overall vision and our vision for procurement as set out in Section 2.

4. Key Priorities

The following sets out our priorities and targets in relation to the objectives set out in Section 1.

Objective	Action	Who	When
Continue to increase the profile and senior sponsorship of procurement in the organisation improving links to Strategic Objectives and Priorities	Leadership Group training and training for procuring officers	DFA	Sept 2017
	Cover at core briefings	Exec Team	Ongoing
To ensure that all procurement meets statutory, regulatory and good practice requirements.	New Policy with clear procedures, authority levels	Managers	Oct 2017
	Internal audit of procurement	DFA	2018/9
To ensure that in the first instance, the procurement process is clear and structured in such a way as to achieve the best value for money for each pound spent by Viewpoint.	Review of procurement outcomes against budget (annual Procurement Report)	CEO	Mar 2018
	Develop shared services platform	CEO/DFA	Mar 2018
To ensure that procurement across Viewpoint is performed in a fair, transparent and cost effective manner and use of the Scottish Government's 'Procurement Journey' is used in the majority of procurement exercises (goods and services).	New Policy with direction to use Procurement Journey	CEO	Sept 2017
	Review of use of tender procedures annually	DFA	Annually
To ensure that each procurement exercise is properly researched to consider alternatives and market forces which may impact on the exercise.	Annual procurement plan detailing use of consultants and alternatives	CEO/DFA	Annually
	Market test where appropriate - meet potential contractors	Managers	Ongoing
Increase focus on sustainable procurement including the use of Community Benefits Clauses (CBIP) and corporate social responsibility policies	CBIP to be included in Glenesk procurement/contract	DPP	Dec 2017
	Check contractors for Diversity Policies		

To ensure that existing specifications are challenged and to seek out alternative and emerging sources of supply and methods of delivery.	Validate stock condition outcomes	DFA	Sept 2018
	Glenesk - consider alternative methods of construction	DPP	Dec 2017
	Engage with contractors/suppliers to promote procurement activity in coming year/s	Managers	Mar 2018
To ensure that contracts are appropriately managed during the life-cycle of the procurement.	Contract Management Policy	DFA	Oct 2017
	Contract register	HBP	Sept 2017
To ensure that Viewpoint recognises and delivers on its responsibility to fulfil its contractual obligations to pay its creditors on time.	KPI in relation to payment days	DFA	In place
	Log complaints on Complaints Handling Procedure system and monitor	Managers	Ongoing
To ensure that procurement is carried out by appropriately trained staff and that external resources are identified and maximised to ensure high quality procurement where Viewpoint does not have the in house expertise.	Training for managers and relevant staff	DFA	Sept 2018

In future years we expect to set quantitative and qualitative targets in relation to procurement outcomes.

5. Spend/Finance

Regulated spend is anticipated to be as follows for 2017/8:

SUMMARY - REGULATED PROCUREMENT 2017/18			
	BUDGET	REFORE-CAST	TOTAL
ROUTINE MAINTENANCE	2308494	150000	2458494
PLANNED AND CYCLICAL MAINTENANCE	846290	100000	946290
CAPITAL SPEND	1,071,840	182030	1253870
HOUSING (NON-MAINTENANCE)	344924.6		344924.6
HOMES (NON-MAINTENANCE)	31642.08		31642.08
CENTRAL SUPPORT COSTS	84480		84480
	4687671	432030	5119701

In 2018/9 and 2019/20 the regulated spend is expected to be £3.2m and £1.2m respectively although both figures exclude any additional investment requirements arising from the stock condition survey and the construction of Glenesk extra care housing.

6. Implementation, Monitoring, Reviewing and Reporting

Whether or not Viewpoint will exceed the threshold of £5m of regulated procurement in any one year it will update this strategy annually and produce an Annual Report of Procurement starting April 2018.

This strategy will be monitored by the Executive Team regularly and by the Board annually.