

The background of the page is a photograph of a street scene. On the left is a historic, multi-story brick building with a triangular pediment and arched windows. To its right is a modern, multi-story white building with large glass windows and a flat roof. The sky is blue with some clouds.

Procurement Strategy

Approved: August 2025

Our Vision, Mission Statement and Values

Shettleston's vision statement: *'Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life chances.'*

This statement is the foundation for Shettleston Housing Association's commitment to its residents and the communities they live in.

This commitment is also demonstrated in the Association's values which were agreed following discussions with the Board and staff. Shettleston's values are fundamental to how we carry out our day-to-day activities.

Our values are:

- **Customer service**
- **Community focused**
- **Teamwork**
- **Fairness**

Equality & Diversity Statement

We will ensure that this policy is applied fairly and consistently. In implementing this policy, we will not directly or indirectly discriminate against any person or group of people because of their race, religion/faith, gender, disability, age, sexual orientation or any other grounds. Our commitment to equal opportunities and fairness will apply irrespective of factors such as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or other personal attributes.

This policy and any other SHG publications is available in other formats e.g. other languages, Braille, large print, audio.

Procurement Strategy

1. Purpose of the Strategy

The purpose of this strategy is to establish the Association's framework for the delivery of compliant and sustainable procurement activity. It is anticipated that the aims and objectives set down within this strategy will enable the Association to improve efficiency across all areas of procurement; enhance knowledge and awareness of good procurement practice across the organisation and ensure that all procurement activity is aligned to the Association's wider vision and strategic objectives.

2. Introduction

Shettleston Housing Association is a Community based housing association, Registered Social Landlord and Scottish Charity. We operate within the Shettleston, Greenfield, Springboig and Sandyhills areas of the east end of the city of Glasgow. At April 2025 there were a total of 2,406 homes in the Association's ownership. We also offer factoring services to 1,234 local owners, with an ongoing management factoring service provided to 334 privately-owned homes.

The Association is the parent of a Group structure that includes two wholly-owned subsidiaries - Upkeep Shettleston Community Enterprises (Upkeep) and East End Housing Development Company (East End Housing). Upkeep provides a range of 'in-house' maintenance and estate management services to the Association. East End Housing manages a small portfolio of 13 private rent and 32 mid-market rent properties. The subsidiaries share the vision and values of the Association and the principles within this procurement strategy apply to all parts of the Group, where appropriate.

The Association's vision:

Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life chances.

Our strategic objectives, set down below and within our Business Plan, help us achieve this vision:

- Achieve excellent standards of governance and build our organisational resilience.
- Continue to improve the customer focus and value for money of our services.
- Deliver our investment programmes to achieve the best possible outcomes for quality affordable and sustainable homes in the area.
- Support our tenants and the local community to make positive change and deliver good health and wellbeing outcomes.
- Continue to develop our staff team and refresh our working culture.

A key mechanism for achieving these objectives is the effective and efficient procurement of goods, services and works and this strategy sets down the principles that underpin the Association's approach to procurement.

3. Procurement

Procurement is the process of acquiring goods, works and services and the procurement process includes all aspects of a purchase, from an initial assessment of the most effective way to procure, to the management of the contract and feedback to suppliers. This strategy sets down the Association's core approach to procurement and is supported by our operational Procurement & Tendering Procedures.

The Association's Procurement vision:

To ensure effective, transparent and compliant procurement services across the organisation and to deliver value for money and best value to our customers and stakeholders.

4. Legislation and Best Practice Guidance

The Association will comply with all relevant public procurement legislation and best practice guidance and this strategy has been prepared in the context of the following:

- UK and Scottish Government Procurement Directives
- Procurement Reform (Scotland) Act 2014
- Public Contracts (Scotland) Regulations 2015
- The Public Contracts (Scotland) Amendment Regulations 2016
- Scottish Model of Procurement

The strategy should also be read in conjunction with the following Association documents:

- Procurement & Tendering Procedures
- SHA Business Plan 2025 - 2028
- Scheme of Delegated Authority
- Group Asset Management Strategy
- Financial Regulations
- Anti-Fraud & Bribery Policy
- Risk Management Policy & Framework
- Payments & Benefits Policy
- Whistleblowing Policy
- Equality & Diversity Policy
- Fair Work First Commitment
- Code of Conduct for Contractors

- Privacy Policy
- Freedom of Information & Environmental Policy

5. Principles of Procurement

Although many of the requirements of Procurement legislation apply only to regulated procurements (for goods and services over £50,000 and for works over £2,000,000) the Association will apply the broad principles of procurement across all purchasing activity in an appropriate and proportionate manner:

Transparency :	Ensuring procurement decisions and processes are clear
Accountability :	Ensuring procurement decisions and processes are consistent, recorded and reported and that potential conflicts of interest are avoided
Fairness :	Ensuring all parties are treated fairly and opportunities are advertised appropriately and genuine competition is sought
Proportionality :	Ensuring tendering requirements are of a scale and complexity consistent with the type and size of contract opportunity

6. Procurement Objectives

The Association has identified six procurement objectives to ensure we are able to achieve sustainable and compliant procurement:

- A.** Secure value for money and best value in all procurement activity
- B.** Operate a consistent and transparent approach to procurement
- C.** Ensure minimum environmental impact of all procurement activity and deliver and monitor targeted community benefits
- D.** Facilitate improvement in contractor performance through robust contract management
- E.** Encourage resident and stakeholder involvement in procurement
- F.** Promote innovation

A. Secure value for money and best value in all procurement activity

The Association is committed to the continuous improvement of the efficiency and effectiveness of our procurement activities to secure best value for all purchases. In order to ensure that we are achieving the best value for money in all procurement activities we will:

- Ensure assessments consider both quality and price aspects and, where appropriate, the whole life costs of goods, services or works being procured.
- Plan and programme the procurement of works to maximise efficiency by packaging works or collaborating with others, where appropriate.

- Develop ways to secure and monitor financial and non-financial efficiencies in how we procure through improved use of resources, improved specifications, etc.
- Consider the use of public procurement frameworks where we can secure benefit from the efficiencies of bulk procurement and reduce staffing resource on procurement activity. Procurement through a framework may be by direct award or mini-competition, based on the agreed terms of the procured framework and the particular requirements of each contract.
- Use our subsidiary Upkeep to deliver works and services where resources and skills are available. We will evidence best value through regular audit and review of costs and quality of work.
- Ensure appropriate levels of competition are implemented for procurement activity, in line with current legislation and our own Procurement and Tendering Procedures.
- Where there are a restricted number of appropriate or specialist suppliers or where an appointment can be shown to directly support a local SME or third sector supplier the Association may consider direct awards. In these cases a review of available suppliers and, where possible, value for money benchmarking should be undertaken and recorded prior to appointment.

B. Operate a consistent and transparent approach to procurement

It is essential that the Association complies with current procurement legislation and best practice and that we operate in a fair and transparent manner in all procurement activity.

In order to achieve this goal we will:

- Ensure genuine opportunity is given to suppliers to tender by advertising all procurement opportunities in a manner appropriate to the nature and scale of the tender. This will be via Public Contracts Scotland (PCS) for regulated procurements and in line with our Tendering Procedures for smaller contracts. Appendix 1 sets down the principles of our tendering arrangements.
- Develop clear procedures for all levels of procurement activity and ensure compliance across the organisation.
- Deliver regular training for relevant staff on procurement legislation, policy and procedures and ensure roles and responsibilities relating to procurement are clearly established and understood.
- Report on performance and compliance with procurement legislation and best practice to the Association's Board of Management, stakeholders and Scottish Government ministers (regulated procurement) through an annual procurement report. Publish this report on the Association's website.
- Record a clear audit trail of procurement decisions through the maintenance of procurement and contracts registers.

- Undertake a risk assessment for each regulated procurement activity to consider how to secure best value, meet objectives, attract suitable suppliers, mitigate against risk of challenge.

C. Ensure minimum environmental impact of all procurement activity

The Association is committed to reducing the negative impact we have on the environment and has adopted the Sustainability Reporting Standard for Social Housing. We will encourage all of our suppliers to minimise their environmental impact and, where proportionate and appropriate, seek evidence of measures taken in this regard as part of the procurement process. In addition, the Procurement Reform (Scotland) Act 2014 places a sustainable procurement duty on all contracting authorities. This duty requires the Association to consider how it can improve the economic, social and environmental wellbeing of our area when undertaking regulated procurement.

While the duty applies specifically to regulated procurements the Association will aim to apply a consistent approach to all procurement activity in proportion with its scale and complexity and will:

- Seek to specify materials and products that have a low impact on the environment, in terms of their sourcing, manufacture, lifespan and disposal.
- Where possible, and appropriate, offer procurement opportunities to local suppliers, SMEs, third sector and supported businesses and encourage their involvement in procurement activity.
- Include specific contract requirements to minimise waste production during construction contracts.
- Comply with environmental, social and employment legislation and good practice and follow the principles of fair and ethical trading. In particular we will:
 - Adhere to the Fair Work First Commitment across our organisation.
 - Promote payment of the living wage in all regulated procurements and encourage all suppliers to adhere to the principles of Fair Work First practices.
 - Assess suppliers' compliance with ethical trade practices as part of the procurement process.
 - Pay contractors and suppliers within 30 days of being invoiced (or earlier if contract conditions require) and require contractors to pay sub-contractors within 30 days of being invoiced.
- Require all suppliers and contractors to fully comply with relevant health and safety legislation and assess compliance as part of the procurement process.
- Seek to deliver meaningful and targeted community benefits, particularly through larger, regulated procurement opportunities:

- Where possible provide opportunities to local SMEs, third sector and supported businesses and encourage contracting partners to consider these types of organisations as sub-contractors.
- Encourage suppliers, where appropriate, to provide employment, education and training opportunities to local people as part of their contract.
- Encourage suppliers, where appropriate, to offer support (financial or non-financial) to local community or environmental projects.
- Where appropriate, encourage financial contribution to the Association's Community Chest fund that supports local initiatives.
- Monitor and report on community benefits delivered as part of our procurement activity.

D. Facilitate improvement in contractor and supplier performance through robust contract management

The Association is committed to continuous improvement in our procurement activity and in the management of our contracts and will ensure we establish clear ownership and responsibility for day to day management of contracts.

To ensure we are securing best value for money and the best possible standard of service or works we will:

- Establish and maintain strong relationships with our contractors and suppliers and develop procedures for monitoring performance and reporting to Board of Management and stakeholders.
- Record and monitor compliance with procurement legislation and the Association's own procedures via our procurement and contracts registers.
- Develop and monitor Key Performance Indicators for contracts, as appropriate, to help audit performance.
- Use post completion audits and satisfaction surveys to gain feedback on performance and quality of work or goods.
- Ensure lessons learned are fed back to suppliers and communicated to staff within the Association and that these inform future procurement decisions.
- Monitor the delivery and quality of community benefits where these are a requirement of a contract and report progress on these to our stakeholders on an annual basis.
- Ensure appropriate training for staff on contract and procurement management and seek assistance from external specialist where required.
- Ensure roles and responsibilities in relation to procurement and contract management are clearly defined and understood.

E. Encourage resident and stakeholder involvement in procurement

Shettleston Housing Association is a community based organisation and we work closely with our community and seek to their input into all aspects of the services we deliver. We are managed by a voluntary Board of tenants and local residents who provide policy direction and input into our procurement planning and specification. In addition, where procurement directly impacts our tenants it is important that they have the opportunity to help shape specification and outcomes.

In order to achieve this goal we will:

- Provide clear and regular information to our Board and sub-Committees to ensure they are able to make informed decisions on procurement.
- Consider the most effective ways to involve a wider range of tenants and stakeholders when preparing our procurement plans.
- Work in partnership with our Tenant Forum, where appropriate, to develop specifications and service standards.
- Where tenants and stakeholders will be impacted by works provide an opportunity for them to help shape community benefits – particularly where these relate to local projects. We will do this in conjunction with our wider role team and delivery partners.
- Gather feedback through satisfaction surveys on quality and value for money of the services we provide and their impact on the local community.
- Publish our strategy and procurement register on our website and invite feedback from tenants and stakeholders.

F. Promote innovation

The Association has an opportunity to use its procurement of works, goods and services to promote innovation in the sectors it operates within. We will seek to use this opportunity to improve the efficiency of the services we provide and the quality and value for money of the goods and works we purchase. In order to achieve this goal we will:

- Consider how best to promote innovation through procurement processes
- Seek to innovate in our designs and specifications to improve energy efficiency and building performance to provide the best outcomes for tenants.
- Consider the use of innovative construction methods including modern methods of construction, off-site manufacture and technology based processes where these are shown to be more efficient.
- Consider collaborative procurement with others and, where available and appropriate, use national / local frameworks to secure efficiencies or to improve economic benefit to local suppliers.

- Examine alternative funding methods, where appropriate, to ensure we are using the most efficient methods to finance works and the purchase of goods and services.

7. Freedom of Information

The Association is required to comply with Freedom of Information (FOI) legislation and may be asked to disclose data in connection with its procurement activity under FOI or Environmental Information Regulations. To enable us to make informed decisions on the level of information that may or may not be disclosed all tender documentation will require bidders to identify information that they consider to be confidential or commercially sensitive, their justification for this and how long the confidentiality will last.

8. Data Privacy

In order to deliver contracts effectively the Association may be required to share personal data with third parties. In these circumstances only information essential to the delivery of these contracts will be shared and the Association will require the third party to enter into a data sharing agreement, in accordance with the terms set down in our Privacy Policy.

9. Equality & Diversity

The Association is committed providing an environment where everyone is treated with dignity and respect while recognising and welcoming diversity. Our Group Equality & Diversity Policy sets down our approach to meeting this commitment. We will promote equality and diversity in our procurement activity and:

- We will ensure that contractors and suppliers have an acceptable Equality and Diversity policy, and, if not, that they are willing to work in accordance with the Association's policy.
- We will consider the equality and diversity commitment and performance of contractors and suppliers in tendering and selection processes.
- We will make contractors aware of the diverse need of the Association's customers so that they are equipped to meet these.
- We will set clear standards of conduct so that all of the Association's customers and staff are treated with courtesy and respect at all times.
- We have systems in place to monitor the performance of our contractors and suppliers.
- We will aim to secure community benefits that will address disadvantage and inequality in our communities.

10. Risk Management

In order to ensure compliance with procurement legislation and mitigate against the risk of inconsistency in our procurement activity the Association will:

- Maintain central records of all procurement activity.
- Undertake an annual review of procurement activity to assess compliance with our strategy, procedures and best practice.
- Undertake regular reviews of our procurement activity through the Continuous Improvement Programme for Procurement (CIPP) assessment and develop and implement an action plan to address any recommendations arising from this.
- Continue to develop staff skills and training in procurement.
- Continue to reduce reliance on external consultants for procurement activity and seek to use in house resources and established frameworks, where appropriate.

11. Review and Reporting

This strategy will be reviewed annually and a report against progress with procurement goals will be presented to the Association's Board following the end of each financial year.

The revised strategy will be published on Association's website along with our Annual Procurement Report.

In accordance with the Procurement Reform (Scotland) Act 2014 the Association will forward a copy of this strategy to Scottish Ministers, along with a copy of our Annual Procurement Report.

Appendix 1 - Procurement arrangements and authority

Under current Procurement (Scotland) Regulations thresholds for regulated procurement are:

Goods & Services :	£50,000 (excl VAT)
Works:	£2million (excl VAT)

Current Government Procurement Agreement (GPA) thresholds (from 1st Jan 2024 – 31st December 2025) are:

Goods & Services :	£ 214,904 (£179,087 excl VAT)
Works :	£5,372,609 (£4,477,174 excl VAT)

Appendix 2 - Procurement Register & Programme

The Procurement Register records recent contracts that have been procured in 2024/25. Many maintenance works contracts are delivered by the Association's subsidiary contractor Upkeep and these are not included within the register.

The Procurement Programme sets down planned procurement for the financial years 2025/26 and 2026/27.

PROCUREMENT ARRANGEMENTS AND AUTHORITY

Procurement of Goods and Services			
Contract value	Procurement arrangement	Type	Authorisation / Tender Approval
0 to £500	Seek price from suitable supplier	Unregulated	Approved officer
£501 to £1,000	3 verbal quotations from suitable suppliers	Unregulated	Approved officer (Gr7 and above)
£1,001 to £5,000	3 written quotations from suitable suppliers	Unregulated	Management Team member
£5,001 to £10,000	Minimum of 3 written competitive quotations from suitable suppliers. Consider element of quality assessment. Consider call-off from approved Framework.	Unregulated	Executive Team member
£10,001 to £50,000	Minimum of 3 competitive quotations from suitable suppliers. Consider use of PCS Quick Quotes process or call-off from approved Framework. Should include element of quality assessment.	Unregulated	Board or appropriate sub-Committee
Above £50,000 but below current GPA threshold limits	Procurement options: <ul style="list-style-type: none"> ▪ Advertise on Public Contracts Scotland (PCS) website ▪ Call-off or mini-competition via approved compliant Framework ▪ Must include element of quality assessment. 	Regulated	Board or appropriate sub-Committee to agree approach and authorise tender acceptance

Procurement of Goods and Services			
Above current GPA threshold limits	Procurement options: <ul style="list-style-type: none"> ▪ Advertise on Public Contracts Scotland (PCS) website and, through this, the UK wide Find a Tender Service ▪ Call-off or mini-competition via approved Framework ▪ Must include element of quality assessment. 	Regulated	Board or appropriate sub-Committee to agree approach and authorise tender acceptance

Procurement of Works			
Contract value	Procurement arrangement	Type	Authorisation / Tender Approval
0 to £500	Seek price from suitable supplier or issue works order to approved contractor	Unregulated	Approved officer
£501 to £1,000	3 verbal quotations from suitable suppliers or issue works order to approved contractor	Unregulated	Approved officer
£1,001 to £5,000	Minimum of 3 written competitive quotations from suitable suppliers	Unregulated	Approved officer (Gr7 and above)
£5,001 to £10,000	Minimum of 3 written competitive quotations from suitable suppliers. Consider call-off from approved compliant Framework.	Unregulated	Management Team member
£10,001 to £25,000	Minimum of 3 written competitive tenders from suitable suppliers. Consider use of PCS Quick Quotes process or call-off from approved compliant Framework	Unregulated	Executive Team member
£25,001 to £2,000,000	<ul style="list-style-type: none"> Minimum of 3 written competitive tenders from suitable suppliers. Advertise on Public Contracts Scotland (PCS) website 	Unregulated	Board or appropriate sub-Committee to agree approach and authorise tender acceptance

Procurement of Works			
	<ul style="list-style-type: none"> Consider use of PCS Quick Quotes process (up to c£150,000 value) or call-off / mini competition from approved compliant Framework Consider element of quality assessment. 		
Above £2,000,000 but below current GPA threshold limits	<p>Procurement options:</p> <ul style="list-style-type: none"> Advertise on Public Contracts Scotland (PCS) website Call-off or mini-competition via approved compliant Framework 	Regulated	Board or appropriate sub-Committee to agree approach and authorise tender acceptance
Above current GPA threshold limits	<p>Procurement options:</p> <ul style="list-style-type: none"> Advertise on Public Contracts Scotland (PCS) website and, through this, the UK wide Find a Tender Service Call-off or mini-competition via approved compliant Framework Must include element of quality assessment. 	Regulated	Board or appropriate sub-Committee to agree approach and authorise tender acceptance

2.1 Procurement Register - Contracts Procured 2024/25

Contract Title	Type	Regulated	Contract Term	Progress / Comments	Value
Insurance Broker & Cover	services	✓	3 years +1+1	Procured via PCS Open Procedure. Supplier appointed April 2024.	c£3,000,000
Broker and Electricity Contract	services	✓	1 year	Competitive quality / price quotes from specialist suppliers.	£65,485
Window & Common Window Replacement Contract	works	✗	short term	Procured via direct award under Scotland Excel Framework.	£567,226
Stone Repairs Contract	works	✗	short term	Procured through PCS quick quote to SHA Repairs & Maintenance Framework suppliers.	£265,009
Flat Entrance Door Replacement Contract	works	✗	short term	Procured through Quick Quote via PCS to suitably qualified and experienced fire door suppliers.	£175,110
Time & Attendance Management System	services	✗	2 years +2	Procured via competitive quality / price quotes from specialist suppliers	£18,087
Broker and Gas Services Contract	services	✗	1 year	Competitive quality / price quotes from specialist suppliers	£42,977

2.2 Procurement Programme April 2025 – March 2027

Anticipated Procurement 2025/26					
Contract Title	Type	Regulated	Contract Term	Procurement Route	Value
Gas Servicing & Repairs and Out of Hours Cover	services	✓	3 years +1 +1	Direct award or mini-competition via established national framework.	£1,850,000
Internal Auditor	services	✓	3 years +1+1	Explore potential established frameworks. Quality / Price tenders from suitable specialist suppliers	£50,000
Housing Management & Finance System	services	✓	5 years	Consider direct award via established national framework agreement	£600,000
Managing consultant to deliver decarbonisation pilot project	services	✓	short term	Direct award via established national framework	£453,000
Legal Advice Services	services	✓	3 years +1 +1	Competitive tender via PCS Open procedure. Consider use of national framework	£320,000
Corporate Communications Services	services	✓	3 years +1 +1	Competitive tender via PCS Open procedure. Consider use of national framework	£75,000
Broker and Electricity Contract	services	✓	3 years	Competitive quality / price quotes from specialist suppliers	£255,000
Broker and Gas Contract	services	✓	32 months	Competitive quality / price quotes from specialist suppliers	£110,000
Quality Control Audits Gas Servicing	services	✗	3 years	Quick Quote via PCS Portal to suitably qualified and experienced suppliers.	£45,000
EPC Assessor	services	✗	2 years	Quick Quote via PCS Portal to suitably qualified and experienced suppliers.	£40,000
Window & Common Window replacement Contract	works	✗	short term	Consider Mini Competition or Direct Award via established National Framework.	£576,000
Flat Entrance Doors	works	✗	2 years +1 +1	Quality / price tender via PCS Open Procedure. Consider direct award via established framework agreement.	£950,000

Contract Title	Type	Regulated	Contract Term	Procurement Route	Value
Front Close Doors	works	X	short term	Competitive tender via PCS Open Procedure or consider direct award via national framework	£45,000
Consultant to survey & develop future programme for Stone Repairs	services	X	short term	Competitive fee quotes from suitable experienced suppliers	£25,000
Tenant Satisfaction Survey	services	X	short term	Competitive tender via PCS Open procedure. Consider use of national framework	£30,000
Debt Recovery Services	services	X	3 years +1	Quick Quote via PCS Portal to suitably qualified and experienced suppliers.	£20,000
Mobile Phone Contract	services	X	3 years	Consider direct award via established national framework agreement	£20,000

Anticipated Procurement 2026/27					
Contract Title	Type	Regulated	Contract Term	Procurement Route	Value
Kitchen replacement contract	works	✓	2 years +1 +1	Procure via PCS Open Procedure or consider mini competition under established national framework.	£2,500,000
EICR contract	services	✓	3 years +1 +1	Procure via PCS Open Procedure or consider mini competition under established national framework.	£280,000
Consultant to Support Maintenance Works	services	✓	3 years	Direct award via national framework	£60,000
Bathroom replacement contract	works	X	2 years +1 +1	Procure via PCS Open Procedure or consider mini competition under established national framework.	£950,000
Window & Common Window Replacement Contract	works	X	2 years	Consider Mini Competition or Direct Award via established National Framework.	£1,200,000
IT support services	services	X	3 years	Consider & review requirement following system migrations in 2025/26. If required seek quotes from specialist suppliers.	£30,000
Major stonework repair contract	works	X	short term	Quick quote via PCS using SHA Repairs & Maintenance framework suppliers	£300,000
Leased Line contract	services	X	5 years	Quick Quote via PCS Portal to suitably qualified and experienced suppliers. Consider direct award or mini competition via framework.	£25,000
Telephone system	services	X	5 years	Quick Quote via PCS Portal to suitably qualified and experienced suppliers. Consider direct award or mini competition via framework.	£36,000