

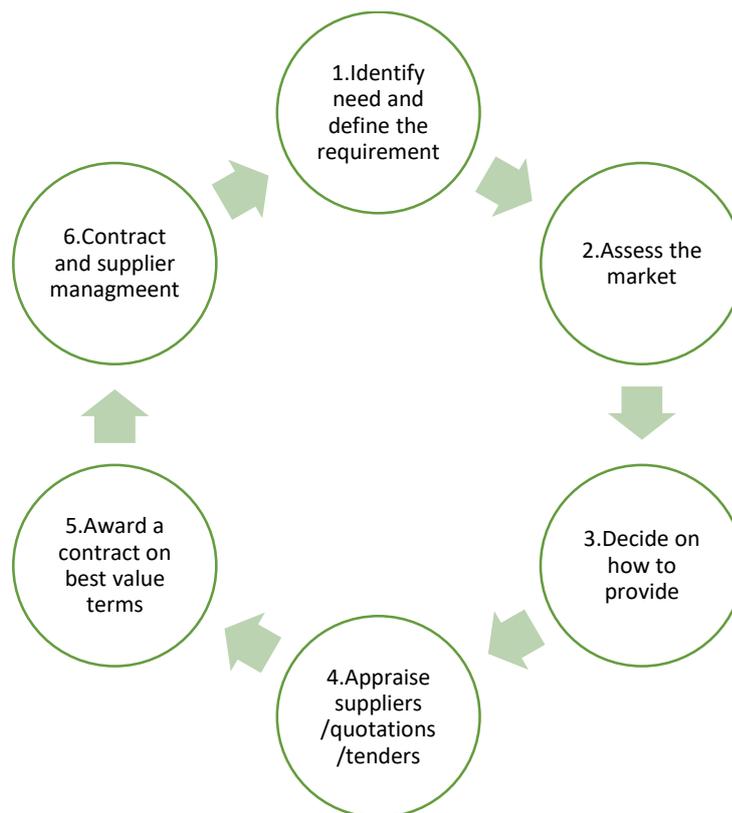
GROUP PROCUREMENT STRATEGY

1. Introduction

1.1 The Group Procurement Strategy sets out the way in which Phoenix Community Housing ('PCH') and its subsidiaries will deliver the requirements of PCH. The Group Procurement Strategy is supported by the Group Procurement Policy, the procurement guidance, the value for money strategy and other related policies and strategies.

The policy states the 'what', the strategy sets out the 'how', 'by what means' and outlines some high-level actions for achieving and improving on the policy objectives.

1.2 Procurement is defined as the process of obtaining goods and services in any way including purchasing from external organisations, hiring, leasing or delivering internally. The underlying purpose of procurement is to award contracts to the most economically advantageous tenderer in accordance with the principles of transparency, proportionality, non-discrimination and equal treatment.



The procurement process covers additional activities in addition to issuing tenders for goods /services/works. It starts by assessing and defining requirements, reviewing the marketplace and then drawing up a plan for meeting that need. It also covers

assessing performance and learning lessons from the delivery of goods, services and supplies. The continuous cycle is set out in the sourcing process diagram above.

- 1.3 The Group Procurement Strategy will help to achieve the PCH vision “To work together to build a better future for our Phoenix community” through the delivery of commercially effective, compliant procurement processes where all goods and services are procured to help ensure excellent customer service and supplier contract management.
- 1.4 This strategy sets out how our approach to procurement will support PCH in delivering its strategic objectives:
 - Resident leadership and membership
 - Excellent services, efficiently delivered with empathy and fun
 - Growth in new homes and opportunities
 - Sustainability for our business and community
- 1.5 In the current environment where social rents are being reduced by 1% each year for four years to April 2020, it is crucial that we spend money effectively and in a way that delivers the most benefit for people, our community and society.
- 1.6 Currently PCH turnover is approximately £35 million per annum of which £21 million is spent on goods, services and works. Through consistent and thorough sourcing and procurement activities PCH will ensure that these resources are spent in a way that achieves value for money which will assist PCH’s social purpose.
- 1.7 The Financial Regulations and Contract Standing Orders set out the measures to ensure that PCH regulates its activities in a manner that reduces risk and ensures governance is of the highest standard. There are specific requirements set out regarding processes for sign off and approval for contracts procured by PCH. Any member of staff or appointed consultant procuring works, services or supplies on behalf of PCH should familiarise themselves with those requirements and act in accordance with them.

2. Approach to Procurement and Sourcing

We will:

- a) Ensure that procurement activity is carried out in line with PCH’s vision and strategic objectives.
- b) Procure in accordance with EU Regulations and Government guidance and the core principles of transparency , proportionality, non discrimination and equal treatment.

- c) Involve residents in procurement activity - drawing up specifications for resident facing services and in evaluating proposed suppliers.
- d) Award contracts to the most economically advantageous tenderer; balancing cost and quality in order to achieve PCH's Strategic Objectives .
- e) Use in house and PCH subsidiary organisation (PRS) to deliver in scope requirements up to a value of £250,000. The only exception is where works are rechargeable to leaseholders in which case a compliant Section 20 process will be required.
- f) Ensure that social value and the requirements of the Social Value Act 2012 are considered when carrying out all procurement.
- g) Aim to work with those organisations that share or can demonstrate commitment to valuing diversity, promoting equality, commitment to anti-slavery measures and pay the London Living Wage.
- h) Ensure that there is a transition into contract management. Set up performance and contract management processes.
- i) Develop processes, templates and guidance for staff (A procurement toolkit) to ensure compliance and continuous improvement that reflects the needs of the business.

The procurement policy objectives can be divided into three key aims that also relate to the values, support the PCH Strategic Objectives and the value for money strategy.

They are:

- Aim1 Delivering social value and sustainability**
- Aim2 Value for money, efficiency and savings through procurement activity**
- Aim3 Using best practice systems, processes and expertise to procure contracts in the most efficient and compliant manner**

3. Delivering social value and sustainability

- Ensure that social value and the requirements of the Social Value Act 2012 are considered when carrying out procurement.
- Aim to work with those organisations that share or can demonstrate commitment to valuing diversity, promoting equality, commitment to anti-slavery measures and pay the London Living Wage.

3.1 Social value and community benefit

The Public Services (Social Value) Act 2012 - also known as the Social Value Act - places a requirement on public bodies including housing associations to consider the following when procuring a service:

- How the proposed service to be procured might improve the economic, social and environmental well-being of the relevant area, and
- How, in conducting the process of procurement, it might act with a view to securing that improvement.

Community Benefit Clauses (CBCs), arising from the Social Value Act are contractual requirements which seek to deliver wider social benefit within a procurement contract. PCH will look to apply CBCs at every appropriate opportunity. The level of community benefit /contribution that PCH aspires to is at least 1% of contract sums over £100,000. A contribution may include job opportunities/work experience, contribution to our community engagement activities or gifting time back to the organisation in the form of community improvements.

The project team set up to deliver the specific project will work with the community investment team to set out requirements in tender and contract documents that meet PCH corporate objectives in relation to employment training and other benefits. This will ensure that PCH requirements are delivered in a consistent manner and that all contributions have a positive outcome for PCH residents and the local community.

A list will be developed by the community investment team at the beginning of each financial year setting out their requirements for sponsorship and participation at PCH events so that these items can also be factored into the social value contributions of external suppliers.

Details of the different types of community benefit/social value will be inserted as a standard clause into all tender documentation. The calculation of the community benefit will be carried out using either the HACT calculator or the Social Return on Investment Network Model or any other model as adopted by PCH.

A new national framework <http://socialvalueportal.com/national-toms/> was published online by the Government Social Value Taskforce in December 2017. It provides a reporting standard that translates social value into monetary value. (TOMS stands for themes outcomes and measures). PCH may decide to adopt this methodology in the future.

3.2 Sustainability We expect our suppliers to meet our standards for sustainability; this requirement will vary according to the goods, service or works being procured but we expect our suppliers to demonstrate their compliance with good sustainability practice

including consideration of recycling, specification to minimise environmental impact, reduction of CO2 emissions, management of natural resources, waste reduction and environmentally friendly design.

3.3 Encouraging Small and Medium Enterprises (SME) and local suppliers The EU definition: - *small and medium-sized enterprises (SMEs) are enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.*"

SMEs are often embedded in the community and there are many benefits to using SME suppliers as they may be able to deliver greater value for money, respond quickly to changing requirements and deliver bespoke, high quality and innovative products or services.

PCH is working in partnership with the London Borough of Lewisham to provide support for local businesses by developing a register and planning for a 'meet the supplier' event in the summer of 2018.

One of the key barriers for small or startup businesses is the ability to understand and fulfill the procurement requirements and to be aware of opportunities. PCH can act positively to address these barriers by advertising opportunities locally, by holding meet the supplier events and by providing training on how to fill in the selection documents. Whilst there is no specific target for percentage of works services and supplies delivered by local SMEs and it is against EU procurement rules to set a geographically limiting requirement; positive support should be given to local suppliers to apply to do business. Contract standing orders state that for all low value procurement at least one local firm should be invited to supply a quotation.

Where a high value requirement means that it is beyond the capacity and capability of a local supplier, the national/regional supplier appointed should be encouraged to use local firms for subcontracting requirements.

Consideration should be given to packaging/lotting contracts in a way that will not discourage local and regional companies, SMEs, newly formed businesses and the voluntary and community sector from tendering. It is a requirement of the Public Contract Regulations 2015 that dividing contracts into lots to encourage SME participation should be considered and reasons given for not lotting contracts.

3.4 Sharing Phoenix Values Suppliers awarded contracts should demonstrate the same level of commitment to equality as PCH. This commitment should be demonstrated in their delivery of services and in their employment practices. Only suppliers who share our values and comply with our contractual policies will be appointed. Before

awarding a contract and regularly during its life checks will be undertaken to ensure their compliance with our contractual policies and legislation on:

- Health & Safety, Equality & Diversity, Sustainability, Social responsibility, Financial viability, compliance with the requirements of the Modern Slavery Act, Safeguarding and Data Protection and other relevant legislation.

In some cases, PCH will provide training to service providers to ensure that they have the necessary skills and experience before working for and with our residents and community safeguarding training for those working in residents' homes or with people at risk.

3.5 Modern Slavery Act 2015: Under the terms and intentions of the Modern Slavery Act 2015, PCH will ensure that all suppliers who have a turnover over £36m per annum have policies and procedures and have produced and published their own Anti Modern Slavery Statement to ensure that they are complying with the requirements.

It is a contractual term as set out in the PCH documents that all suppliers irrespective of the value of the contract will comply with the PCH modern slavery statement. Particular attention should be paid to the use of forced labour and paying below the minimum wage throughout the supply chain especially where agency staff are employed

3.6 London Living Wage: PCH is a London Living Wage Employer and will require all newly appointed suppliers to pay the London Living Wage in relation to contracts awarded by PCH and will work with existing suppliers to move towards paying all staff the London Living Wage if they are not doing so already.

3.7 We will address Aim 1 by:

- Producing a range of community benefit options and requirements appropriate for the size and nature of the contracts procured so that discussions and practical commitments can be made by suppliers/contractors at the outset.
- Work with suppliers/service providers/contractors to promote environmental awareness and encourage the introduction of environmentally friendly processes and products at competitive prices.
- Investigate opportunities for recycling and upcycling of waste products with suppliers/service providers/contractors.
- Build up a network/register of local businesses for supplies, services and works and encourage them to apply for opportunities.

- Support buying locally for low value contracts below £25,000 as appropriate and ensure that quotations are sought from local suppliers for low value contracts.
- Offer support and training sessions to local SME's to ensure that they have the expertise and knowledge to take advantage of appropriate opportunities advertised on the website /tender portal.
- Assess supplier's policies in relation to key areas before appointment and on an ongoing basis throughout the life of the agreement. Provide training and support as required to meet our standards.

	2018	2019	2020	Target	Monitoring
Social value requirements embedded in all contracts and 1% Social return on investment achieved	50%	75%	100%	Clear list of sponsorship and community investment priorities developed. 1% social return on investment on all contracts above £100,000 developed as part of tender documentation and confirmed at contract award.	VFM and Social return on investment measurements records to be collected and reported annually as part of VFM statement.
Environmental sustainability and recycling				Develop targets as appropriate at contract award. Use industry targets for % of waste to landfill.	Contract KPIs on waste to landfill
Support and use of local SMEs				Increasing opportunities and access for local SMEs	Audit of who is approached for low value work and accessible publicity on opportunities. Quarterly supplier spend reporting

	2018	2019	2020	Target	Monitoring
Anti-Modern Slavery measures	100%	100%	100%	100% compliance with legal requirement if turnover over £36million or with PCH Modern Slavery Statement	Review statements and actions on an annual basis
London Living wage ensuring all existing suppliers are paying it	75%	75%	100%	100 % compliance for new contracts as awarded and by Jan 2020 for existing contracts	

4. Delivering value for money, efficiency and savings through procurement activity

- Achieve the best value for money from procurement and sourcing and balancing cost and quality in order to achieve PCH Strategic Objectives.
- Use in house and PCH subsidiary organisations (PRS) to deliver in scope requirements up to a value of £250,000. The only exception is where works are rechargeable to leaseholders in which case a compliant Section 20 process will be required.

4.1 All contracts should be awarded to the most economically advantageous tender. 'Economically advantageous' should not only be seen as measure of types of cost, it should also take into account quality and social benefit. The balance between cost and quality is dependant on the nature and type of goods /service/supply being acquired. Routine standardised goods such as stationery can be assessed mainly on price whereas a counselling service for vulnerable tenants would be assessed mainly on the quality of the service being provided. The assessment of costs and performance against goods and services in similar areas should be carried out to provide assurance that PCH is paying the market rate or below for the items procured.

4.2 The price assessment should take into account the whole life costs and total costs of ownership rather than just the costs of delivering the service. On long running contracts benchmarking against a set of agreed indicators will take place as part of an annual review.

4.3 When significant goods/services/works are procured, the delivery options should be assessed with stakeholders to ensure that the best value option is chosen, for example to deliver in house, contract out, joint venture or partnership. PCH has taken the

decision to deliver its repairs services through a Wholly Owned Subsidiary, therefore consideration should be made as to whether the requirement can be met by PRS or by other parts of PCH, such as grounds maintenance or environmental services, rather than procuring through an external contractor subject to best value being evidenced. Best value/value for money can be demonstrated by:

- a) The application of the NHF rates and prices used to deliver the repairs and voids services which are reviewed on an annual basis,
- b) Benchmarking with other businesses delivering similar requirements,
- c) Conducting an independent VFM review of the service on an annual or biennial basis subject to Section 20 consultation requirements.

4.4 A strategic procurement plan will be developed at the time that annual budgets are set. Initially this will be an annual plan but as budget setting extends to a longer time the procurement plans should also extend to a three-year period. These strategic plans will provide an overview across the business of the future sourcing and procurement requirements and may highlight a potential for consolidation or joint procurement across service areas.

4.5 As part of carrying out an individual procurement exercise those leading the project should engage in extensive market research and meet potential suppliers to gain knowledge of sector developments and potential innovations. (See the procurement sourcing cycle on Page 1)

4.6 Commercial income generating opportunities should also be developed as part of the procurement activities, for example offering repairs/cleaning services to leaseholders on a chargeable basis or other revenue generating opportunities based on the expertise of PCH. An example is offering the services of PRS to other individuals and the Homemakers service to other landlords.

4.7 PCH will explore the opportunity to work in partnership with other agencies that may be able to provide additional source of funding to deliver services and improvements, i.e. grants for increasing energy efficiency and sustainability.

4.8 We will address Aim 2 by:

- Supporting the VFM efficiency targets as set out in the VFM strategy with procurement targets to ensure that the required savings and efficiencies are delivered.
- Producing procurement plans for each service area at the time of annual budget setting initially on a 1 year basis but from Jan 2019 on a three-year timeframe.

- Delivering requirements through in house services or subsidiary organisations where appropriate and where best value can be demonstrated.
- Carry out market assessments and engagement with potential suppliers to compare against similar contracts and services before procuring and during the life of contracts.
- Using frameworks, consortia and other joint procurement organisations to gain benefits from increasing volume and scale.
- Form partnerships with other similar organisations to innovate and gain the benefits of other organisations best practice and innovation. Look for commercial benefits as part of contracts

	2018	2019	2020	Target	Monitoring
Support VFM targeted savings as set out in VFM statement				VFM assessments carried out for all significant requirements as part of planning process (Over EU thresholds)	VFM assessments reviewed by Procurement Project Team/champions
Prepare annual and then 3-year strategic procurement plans	1 year plans	3 year plans		All service areas to have procurement plans as appropriate.	Part of budget setting process
Deliver non-specialist building works through PRS and in house teams	50%	75%	100%	Non-specialist building works below £250,000 to be delivered by PRS and in house teams	Quarterly spend reports produced by finance team
Carry out market assessment and engagement before procurement to understand costs and market conditions	50%	75%	100%	100% market assessments for requirements above EU thresholds	Monitored as part of planning for procurement process

	2018	2019	2020	Target	Monitoring
Use frameworks, consortia and dynamic purchasing systems where appropriate				Considered as part of procurement planning process and 3 year plans	Record type of contract in quarterly contract monitoring process
Partnerships with other suitable organisations and develop commercial benefits				Considered when developing 3 year plans	Report to Procurement project team and Executive team annually

5. Using best practice systems, processes and expertise to procure contracts in the most efficient and compliant manner

- Procure in accordance with the Public Contracts Regulations 2015 ('the PCR'), Government guidance and the core principles of transparency, proportionality, non discrimination and equal treatment.
- Involve residents in procurement activity - Seek their input into drawing up specifications for resident facing services and in evaluating proposed suppliers.
- Develop processes, templates and guidance for staff (A procurement toolkit) to ensure compliance and continuous improvement that reflects the needs of the business.
- Ensure that there is a transition into contract management. Set up performance and contract management processes.

5.1 The PCR, Government legislation and PCH Financial Regulations and Standing Orders state how goods, services or works are to be procured in accordance with the financial value of the requirement. The EU thresholds are updated every 2 years and have been updated as of January 2018.

The requirements of EU procurement and the procedures to follow based on the value of the contract have been incorporated into the PCH Financial Regulations and Contract Standing orders and are set out below:

Estimated Value (These thresholds apply to all types of contracts: supplies, services and works)	Process (All procurement above £25,000 is governed by the PCR)	Authority to approve	Forms/templates to be used
Under £25,000	Written request for quotation to at least 3 potential suppliers one of whom should be local. No defined number of returns as long as VFM can be assured.	Relevant budget holder	Preparation for Quotation Form and Request for Quotation Form
£25,000 to the current EU threshold for goods and services)*	Preparation and Planning for Procurement Form to be completed and approved before opportunity advertised Opportunities to be advertised through tender portal (linked to Contacts Finder), closed list/framework or ad hoc list of suppliers Only a single stage selection procedure permitted. Suppliers must meet government prescribed mandatory requirements as set out in PAS 91/Standard Selection Questionnaire. At least 3 potential suppliers to be asked to tender and at least 2 returns to be received.	Relevant ET member /Director will agree procurement approach, and approve tender documentation, tender report and appointment. Where list of ad hoc suppliers to be used the list to be agreed by relevant ET member/director.	Preparation and Planning for Procurement Form Tender report in standard format
The EU threshold for supplies and services £2,500,000	Full PCR process required for supplies and service requirements. All opportunities (supplies services and works) to be advertised through tender Portal linked to (Contracts finder/OJEU) and use of PAS 91/Standard Selection Questionnaire- to be used as part of one stage or two stage process. Minimum of 5 potential suppliers to be asked to tender and at least 4 returns received for all supplies, services and works.	Relevant ET member /Director will agree procurement approach, and approve tender documentation. ET to approve tender report and appointment.	Preparation and Planning for Procurement Form Tender report in standard format and cover report to ET
Above £2,500,000	As above.	ET agree procurement approach. Relevant ET member to approve tender. Board to approve appointment of contractor/supplier	As above plus Board report

Exemptions: *1. Procurement process, approval and contract award of contracts up to £50,000 can be approved by Head of Service

2. Where fewer than the required number of suppliers return tenders the relevant ET member should be consulted and a decision taken on whether to proceed with evaluation or whether to retender. 3. Use of a framework procured under an EU process. Where a call off from a recognised framework is to be used the

number of companies /organisations can be reduced to three as long as all those eligible to take part are in the mini competition.

4. A direct call off from a framework can be used subject to value for money verification showing that prices and terms are in alignment with those in the marketplace.

5. Details of all contracts awarded above £25,000 are to be posted on Contracts Finder /OJEU as appropriate.

5.2 The value of the potential contract or contracts is to be estimated to assess whether a contract is above or below threshold. VAT should not be included in this estimate. If the contract is for the hire of goods for an indefinite period, or for a period of time which is uncertain when the contract is entered into, then the value of the potential contract is what you expect to pay each month, multiplied by 48. Requirements cannot be disaggregated (split up) to make them below a particular value threshold although the dividing of a contract into lots (sections) is encouraged to provide opportunities for Small and Medium Enterprises

5.3 PCR apply to all requirements above £25,000 and below £181,302 for services and below £4,551,413 for works and £589,148 for light touch regime.

There are requirements to:

- to publish information on the contract opportunity on Contracts Finder within 24 hours of the time it first advertises the opportunity in any other way unless a closed or adhoc approved list is used
- not to include a pre-qualification stage if procuring a contract below the threshold for goods and services (£181,302)
- to publish information on contract award within a reasonable time on Contracts Finder
- a requirement to “have regard” to any guidance published by the Cabinet Office in relation to these new requirements

Detailed guidance on how to source and procure contracts in accordance with the Legislation and Financial Regulations and Standing Orders is contained in the procurement toolkit.

5.3 All procurement will be done by electronic means and through a procurement portal for those requirements above £25,000. This will ensure efficiency and auditability of the process.

5.4 Procurement Route /Options. PCH will adopt a range of procurement options in order to optimise the quality of service outcome, allowing innovation to achieve value for money, while ensuring we meet legislative and regulatory requirements. When choosing a procurement route, the form adopted should be the one that is the most appropriate for the project, allowing for flexibility in developing alternative

procurement arrangements and the opportunity for partnership working with local organisations and businesses and within house and subsidiary organisations.

5.5 Resident Involvement Residents are the customers of goods and services we buy. PCH as a gateway organisation has residents at the heart of all activities. There must be residents on the supplier selection panels for all contracts with a value above £250,000 and residents must be involved and consulted on the procurement of all resident services and the setting of contract performance standards.

Residents taking part in the selection process will be equipped with up to date training in the procurement process and regulations to enable them to participate in an informed and meaningful manner.

5.6 Leaseholders Formal consultation will be undertaken in line with the Common hold and Leasehold Reform Act 2002 where appropriate. Involving leaseholders in agreeing specifications and the scope of works before a contract has been tendered means that broad acceptance is obtained for the works before the payment has to be made and allows leaseholders to make provision in advance for payment.

5.7 Developing expertise throughout the business

A procurement toolkit has been developed and will be disseminated to all staff that likely to wish to procure a contract in the future. There will also be a number of designated procurement champions throughout the business who can be approached by staff who want further advice on how to implement procurement processes. A procurement project team has been set up to oversee the operational action plan with representatives from each service area. This will continue to develop the next stage of the action plan to ensure the strategy is delivered.

5.8 Contract management and monitoring performance. Once suppliers have been appointed, it is important that the contract is managed and monitored in an appropriate and proportionate manner. For ongoing significant contracts a suite of Key Performance Indicators shall be developed. If possible these will be based on standard industry indicators so that comparisons can be made with other organisations service provision.

All ongoing contracts should contain provision for continuous improvement and the ability /facility to negotiate cost adjustments other additional or decreasing on an annual basis. At the end of the contract it is important that a review /post mortem is carried out to evaluate the contract and to develop learning and lessons improvements to take on future procurement and contracts. The analysis should include details of rates and costs as tendered and achieved during the running of the contract. Templates and guidance have been developed and are incorporated in the procurement toolkit.

5.9 We will address Aim 3 by:

- Providing a procurement toolkit containing guidance and templates for use when sourcing requirements and procuring contracts.
- Embed the requirements as set out in the Procurement Policy, Contract Standing Orders and best practice guidance within PCH through training and information programmes.
- Making sure residents participate in developing specifications and in selection processes particularly for resident facing services and have the necessary information and tools to participate fully.
- Use electronic procurement portals for all procurement over £25,000 to make the process more transparent and auditable
- Put in place contract management and performance management processes to ensure ongoing service delivery and improvement

	2018	2019	2020	Target	Monitoring
Develop and embed a procurement toolkit including standard templates for use	Fully implemented 	Audit		All procurement and sourcing activity carried out by PCH staff and consultants acting on its behalf should comply with requirement and guidance.	Audit of procurement and sourcing processes to check have been using models. Audit of ET minutes to see if procurement above certain value signed off by ET
Information and training programmes for staff and stakeholders	75% 	100%		100% of all relevant staff have had training and information accessible to all staff	HR and training records reviewed

	2018	2019	2020	Target	Monitoring
Resident participation in all procurement above £250,000 and development of specifications for resident facing services.				100% compliance	Audit tender reports and training records
Electronic procurement through a recognised procurement portal				100% use of procurement portal for all contracts above £25,000	Audit of procurement routes by procurement project team
Contract management is focused and robust and performance is measured by a suite of agreed KPIs				All contracts have performance measures and facilities for an annual review built in as appropriate	Capital review groups for major works/ development contracts, procurement project team.

6. Procurement Risks

High level risks include:

- Not meeting legal or regulatory requirements
- Failure to resource, both in terms of financial and human resources
- Procurement approach ineffective
- Stakeholder support of strategy
- Expedience supersedes strategy and standing order requirements
- Changes in government policy
- Failure to maximise VFM including social value
- Failure to fully record procurement processes and retain such documents that are created during the procurement process

7. Monitoring and delivery

- 7.1 The implementation of this strategy will be subject to monitoring by the procurement group to ensure that it is continuing to provide an effective mechanism to achieve our procurement objectives which will be reported annually as part of our VFM statement.
- 7.2 The Executive Team and Senior Managers will provide full support for the implementation of the strategy and recognise the contribution of procurement to achieving our strategic priorities.
- 7.3 PCH Board will receive updates as part of the regular financial and VFM reporting process.
- 7.4 An operational action plan will be developed by the PCH Procurement Project Team to deliver the strategy over the next 3 years once it has been approved by PCH board. The action plan will expand on the three themes and overarching actions as set out above.
- 7.5 Every service area will have a strategic procurement plan covering the following 3 years by Jan 2019 and a procurement planning worksheet will be signed off by Heads of Service and Executive Team members for each procurement project undertaken.
- 7.6 Compliance with the procurement policy, standing orders and processes will be monitored by the finance team.

They will review the implementation of the procurement plans and ensure that all suppliers have contractual agreements and that supplier spend reports are reviewed by ET on a quarterly basis.

- 7.7 There will be a clear and systematic process for circulating lessons learnt including post project reviews.

8. Reference to other documents and associated Policies and procedures

- European Procurement Directives and Public Contracts Regulations 2015
- Bribery Act 2010
- Data Protection Act 1988 and General Data Protection Regulation 2018
- Criminal Finances Act 2017
- The Service Charges (Consultation Requirements) (England) Regulations 2003 and Section 20 of the Landlord and Tenant Act 1985 as amended.
- Data Protection Act 1988 and General Data Protection Regulation 2016
- Modern Slavery Act 2015
- The Public Services (Social Value Act) 2012
- Value for Money Strategy and Annual Statement

- Policy on Gifts and Hospitality and Anti-Bribery Policy.
- Financial Regulations and Standing Orders
- London Living Wage Statement
- Safeguarding Policy
- Document Retention Guidance
- Whistle Blowing Policy
- Data Protection Policy
- Equality and Diversity Charter
- Leaseholder Major Works Policy

Definitions

Term/acronym	Description
Resident	Includes tenants, freeholders and leaseholders.
PCH	Phoenix Community Housing.
PRS	Phoenix Repairs Service

Document Type:	Strategy
Title:	Group Procurement Strategy
Author	Director of Property and New Business
Department Owned By	Property and New Business
Equalities Impact Assessment:	No
Approval Date:	25-01-2018
Approved By:	Board in accordance with delegated authorities
Implementation Date:	April 2018
Status:	Final V3
Version No:	V3
Last updated:	27-04-2018
Issue Date:	May 2018
File Path:	Phoogle