

Responsible Executive Director Finance Director	Group Procurement Strategy 2021-2023	
Section Group-Wide	Updated: November 2021	

1 Introduction

This strategy has been produced to complement Rooftop's Corporate Plan for 2021-2026. It sets out the overarching principles of how we will obtain and evidence value for money (VFM) when purchasing goods, services and works, both now and in the future.

It is guided by Rooftop's Procurement Policy and provides a link between several of our strategies and policies including Development, Repairs, Maintenance and Improvements, Health and Safety, ICT, Asset Management and Neighbourhood Management.

The aim of this strategy is to demonstrate a clear and structured approach to all of Rooftop's procurement activities outlining what will be done to deliver quality, price, experience and specialist knowledge in order to achieve Value for Money.

It is essential that the goods, services and/or works procured are appropriate for their intended purpose and, that they are procured at the best possible cost to meet the needs of Rooftop in terms of quality, quantity, time and location.

Public procurement is based on four basic principles:

- Transparency – the reasons for procurement decisions must be clear.
- Accountability – Rooftop is accountable to our Board and stakeholders for all decisions that we make when spending money. Decision-making can be audited to ensure consistency with other principles and that any potential conflicts of interest are avoided.
- Fairness – All parties involved in procurement decisions must be treated fairly and contract opportunities must be advertised widely enough to ensure genuine competition between suppliers.
- Proportionality – The requirements for potential suppliers must be on a scale which is consistent with the type and size of the contract opportunity.

Rooftop's knowledge and experience of procurement has been developed further with the introduction of a Procurement Manager and the updated Procurement Policy. The Procurement Manager will continue to develop and fulfil the range of activities set out in the Strategy Action Plan.

2 Mission

We continue to experience external challenges such as changes in Government policy, the UK leaving the EU (Brexit) and more recently COVID-19.

We have reviewed the impact of these challenges on our Financial Business Plan and continue to model economic outlook scenarios post-Brexit. The Office for Budget Responsibility is forecasting continued economic growth for 2022, following the success of the vaccination programme for COVID-19. However, the immediate situation places additional pressure on many of our suppliers, including Small and Medium Enterprises (SMEs).

As a public purchaser, Rooftop's Procurement Strategy is required to meet and operate within the UK's legal framework and as such, this strategy complies with:

- The Public Contract Regulations 2015
- The Economic and Consumer Regulatory Standards
- Modern Slavery Act 2015
- Public Services (Social Value) Act 2012
- Money Laundering Regulations 2017
- Bribery Act 2010
- Criminal Finance Act 2017.

Regular updates on changes to legislation are provided through our external advisors (audit, legal, etc.), ensuring we remain compliant.

Procurement and supply chain approaches have historically been developed by individual teams to meet the needs of our business and customers. Through the implementation of this strategy, Rooftop will move towards introduction of a more consistent framework across the organisation, with operational teams continuing to be held responsible for ensuring compliance with Rooftop's Procurement Policy.

This strategy will also continue to support engagement with our tenants and leaseholders ensuring that we appoint the best contractors and suppliers whilst also focusing on great service, VFM and the priorities of our customers.

3 Values

Our mission to 'build great homes and support successful lives by being a better business' is the basis of our procurement vision which is to:

"Achieve excellent procurement performance through sustainable procurement practices for the benefit of Rooftop and our stakeholders".

Through delivery of the aims, objectives, and key priorities within this strategy, we are demonstrating that:

- We work together
- We make things better
- We do the right thing.

4 Aims, Objectives and Priorities

Rooftop's Procurement Policy identifies six key aims. This strategy details the objectives and priorities required to deliver those aims and will ultimately contribute towards delivering our vision and values.

A. Complying with all legislative requirements. We will do this by:

- Developing our knowledge, experience and capacity, and using specialist advice and support where required.
- Preparing and publishing an annual procurement report for the November Board.
- Using UK compliant procurement frameworks.
- Ensuring fair and transparent spending and not favouring easily accessible suppliers or contractors.
- Publishing all awarded procurement activities above £25,000.
- Following Section 20 consultation requirements when service charges/sinking funds need to be utilised.
- Promoting compliance by contractors and suppliers with all relevant legislation and regulations.

B. Ensuring good procurement practice is applied consistently. We will do this by:

- Ensuring all procuring staff understand and are familiar with Rooftop's Procurement Policy and processes.
- Developing user friendly and accessible templates and guidance documents to encourage compliance with the Procurement Policy and processes.
- Ensuring and encouraging the use of Framework Agreements where appropriate.
- Engaging with stakeholders effected by certain procurement activities and involving them in activities where appropriate.
- Supporting and promoting procurement and contract management training.
- Developing a contract management framework.

C. Ensuring procurement activities are planned, monitored, and reviewed effectively. We will do this by:

- Identifying high value procurement activities, and ensuring they are tendered and monitored appropriately.
- Developing a Group Sourcing Plan to monitor and record progress of activities.
- Ensuring all procurement activity is carried out electronically and opportunities advertised openly.
- Introducing an electronic procurement system i.e. InTend, Proactis, etc.
- Embedding KPIs (and regularly reviewing) in the delivery of contracts and throughout the lifetime of the contract.
- Maintaining and promoting Rooftop's Contracts Register and ensuring all procuring staff are aware and understand the importance of the Contracts Register.
- Measuring supplier performance using results from customer feedback, quality, and service delivery appraisal.

D. Securing and evidencing value for money when purchasing goods, works and services. We will do this by:

- Awarding contracts based on the Most Economically Advantageous Tender (MEAT) and finding a balance of quality and cost.
- Ensuring whole life costs are always considered when completing a procurement activity and ensuring costs are monitored throughout the life cycle of the contract/ownership.
- Delivering a range of community benefits across all procurement activities.
- Working with procurement consortia partners to utilise procurement support and undertake joint procurement.
- Improving supplier, contractor, and consultant relationship management.

E. Ensuring sustainability principles are embodied within all procurement activities. We will do this by:

- Understanding our obligations under the Public Services (Social Value) Act 2012 and ensure that we consider how we can improve the social, environmental and economic well-being of communities when undertaking procurement activities.

- Considering all procurement options available including frameworks, in-house delivery, partnering and competitive tendering.
- Ensuring that the environmental, social and economic impact of the provider's supply chain are reviewed and any issues are addressed.
- Questioning all potential providers as part of the selection/bidding process to ensure that they are compliant with the Equality Act 2010, and to understand the social value that they offer within the contract.
- Reviewing and improving our SME and local business engagement.
- Focusing on more sustainable options when considering purchasing opportunities i.e. gas and electric.
- Ensuring where practical that suppliers and subcontractors are paid 30 days after a valid invoice is submitted or in line with T&Cs.
- Encouraging innovation towards sustainability and social value in our procurement.

F Ensuring our customers are kept informed and where appropriate, we will consult and listen. We will do this by:

- Engaging with our customers in a variety of ways using for example, Resident Excellence Panel, community engagement, complaints information and satisfaction surveys after our contracts to understand our customer's views on our products and services.
- Feeding these results into our decision-making processes on procurement in terms of quality of specification and customer experience of contractors. Where possible, we will hold open days to engage residents on each contract – for example, kitchen unit choices, painting choices, discussions about roof redesign and retrofit solutions. Again, this will feed into our procurement processes.

5 Procurement in Major Categories of Spend

Our Development Strategy informs our evolving development programme. External frameworks and procurement consortia will continue to be explored to meet our requirements for specialist consultancy services and major building contractors.

ICT requirements are managed and resourced via an outsourced contracting model with stand-alone projects procured as and when required to meet our innovation and digital strategies, including use of external frameworks.

Our Asset Management Strategy sets out the approach for maintaining and improving our homes and associated assets in our ownership. Major contracts supporting this strategy have been reviewed and appropriate future procurement approaches will be made. We will continue to manage the end to end process of procuring several of our key contracts and maintaining a dialogue with our existing supply chain.

During the lifetime of this strategy, we will continue to review and analyse our spend through the supply chain, in order to ensure that major categories of spend are fully understood, planned for and managed effectively.

6 Training and Support

Rooftop is committed to supporting and encouraging staff that are involved in procurement activities to participate in relevant procurement training, and to gain the skills and experience necessary to carry out their duties and responsibilities.

With the support of the Procurement Manager, we will utilise the Chartered Institute of Procurement and Supply (CIPS)'s knowledge and supply management guidance to help support and develop the procurement skills of relevant staff.

Rooftop aims to ensure that Executive Team and Board Members receive appropriate training on organisational and governance responsibility for procurement compliance.

7 Review

This Strategy will be reviewed every three years unless there are major changes in legislation or good practice. A report to the Board on progress will be made annually.

Rooftop will prepare an Annual Procurement Report on its procurement activities for the November Board. The annual procurement report will include:

- A summary of the procurements that have been completed during the year covered by the report.
- A review of whether those procurements complied with the Procurement Strategy.
- The extent to which any procurements did not comply, and a statement detailing how Rooftop will ensure that future regulated procurements do comply.
- A summary of social value/community benefit requirements that were fulfilled during the year covered by the report.
- A summary of any steps taken to facilitate the involvement of supported small medium enterprises (SMEs) in procurements during the report period.
- A summary of procurements expected to commence in the next two financial years.

8 Appendix – Strategy 2021-2024: 36 month Action Plan

The Action Plan is based on the findings of a review carried out during the previous financial year and will continue to be maintained and updated by the Procurement Manager.