



Procurement Strategy 2026/27

Version Number	1
Revision Date	New Strategy - August 2026
Department	Property Services
Author	Director of Property Services
Reason for Policy Creation/Revision	Strategy required in line with Procurement Legislation
Data Protection	This Strategy complies with the Data Protection Policy
Equalities	This Strategy incorporates all relevant Equality Legislation and requirements
Sustainability	N/A
Proof Read By	Chief Executive
Date Approved	Board of Management 18 th August 2026
Approved By	Board
Next Review Due	August 2027
Audience – Training and Awareness Method	This Strategy will support Thenue Procurement Policy and be included in procurement training to staff.
Effective Date	19th August 2026
Internal References – Policies & Procedures (Located on Thenue's Intranet)	Corporate Business Plan 2026-31 Procurement Policy Financial Regulations Contract Register Value for Money Strategy
External References	Procurement Reform (Scotland) Act 2014 Public Contracts (Scotland) Regulations 2015 Procurement (Scotland) Regulations 2016 Scottish Government Procurement Journey

	Scottish Housing Regulator Standards of Governance and Financial Management
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1. Introduction

- 1.1 Public sector procurement is a regulated environment and is recognised by the Scottish Government as a significant contributor to achieving value for money, while also supporting wider social, economic and environmental outcomes.
- 1.2 This strategy sets out Thenue Housing Association's approach to procuring goods, services and works in a way that is lawful, transparent, proportionate and demonstrably value for money. It supports Thenue's purpose of delivering quality homes and stronger communities where people want to live, while ensuring procurement decisions reflect the needs of tenants, customers, communities and wider stakeholders.
- 1.3 Procurement is also a key tool in helping Thenue deliver its strategic priorities, including investment in existing homes, net zero planning, delivery of the repairs strategy, customer-focused services, community regeneration, sound governance and long-term financial sustainability. The strategy supports whole-life value, not simply lowest cost, by balancing quality, risk, affordability, tenant impact, sustainability and service outcomes.
- 1.4 Thenue Housing Association is a registered social landlord and non-profit making organisation. Thenue Housing Association is the parent body of the Thenue Group, which includes Thenue Housing Services, Thenue Communities and Thenue Trust. Procurement activity should therefore be considered across the Association and, where applicable, the wider Group.

2. Public Procurement and Core Principles

- 2.1 Thenue will apply the core public procurement principles of transparency, accountability, fairness, equal treatment, non-discrimination and proportionality.

Principle	Thenue approach
Transparency	The reasons for procurement decisions must be clear, documented and capable of review.
Accountability	Thenue must be able to demonstrate appropriate use of resources, clear decision-making, proper approvals and avoidance of conflicts of interest.
Fairness, equal treatment and non-discrimination	Potential suppliers must be treated fairly, and opportunities must be approached in a way that supports genuine competition where appropriate.
Proportionality	The requirements placed on suppliers must reflect the value, risk, complexity and nature of the contract.

- 2.2 The Procurement Reform (Scotland) Act 2014 requires any public organisation which has an estimated annual regulated spend of £5 million or more (excluding VAT) to develop and review a Procurement Strategy. The Procurement Strategy underpins Thenue Procurement Policy and sets out our annual objectives. The Strategy aims to demonstrate a clear and structured approach to procurement activities outlining what will be done and when to deliver quality, price, experience, and specialist knowledge in order to achieve best value.
- 2.3 This Strategy is implemented in line with Thenue Procurement Policy. Current thresholds for Regulated Procurement from 1st January 2026 are as follows:

Public Contracts (Scotland) Regulations 2015 Thresholds

PCSR 2015	From 1 st January 2026 (Inclusive of VAT)
Works	£5,193,000
Concessions – Works and Services	£5,193,000
Services and supplies (non-schedule one entries)	£207,720
Small Lots (Works)	£884,720
Small Lots (Supplies and Services)	£70,778

Procurement Reform (Scotland) Act 2014 Thresholds

Works	£2,000,000
Goods and Services	£50,000

Summary of Procurement thresholds and route to market are included on **Appendix 1** of this Strategy. All listed values are exclusive of VAT.

- 2.4 Summary of planned regulated procurements for financial year 2026-2027 are included on **Appendix 2** of this Strategy.

3. Procurement Vision, Aims and Objectives

3.1 Procurement vision:

To achieve excellent procurement performance through fair, transparent, innovative and sustainable approaches that deliver value for money, quality homes, excellent services and stronger communities for Thenue's tenants and customers.

3.2 The key objectives of this strategy are to:

- Make sure procurement practice reflects Thenue's vision, values, strategic priorities and customer-first culture.
- Provide a point of reference for staff involved in procurement, budget management, contract management and supplier engagement.
- Deliver demonstrable value for money through whole-life costing, quality assurance, risk management, sustainability and customer outcomes.
- Ensure procurement is carried out in compliance with applicable Scottish procurement legislation and internal financial controls.
- Support community benefit outcomes where these are relevant, proportionate and appropriate to the contract.
- Improve contract and supplier relationship management so that agreed service standards, tenant safety expectations and performance commitments are delivered.
- Encourage access for SMEs, third-sector organisations, supported businesses and local suppliers where this is consistent with procurement law and proportionality.
- Promote continuous improvement through training, audit trails, performance review and learning from completed procurements.

4. Fit with Legislation, Corporate Policy and Strategy

- 4.1 Thenue will continue to comply with relevant procurement legislation and guidance, including
- Procurement Reform (Scotland) Act 2014
 - Public Contracts (Scotland) Regulations 2015
 - Procurement (Scotland) Regulations 2016
 - Concession Contracts (Scotland) Regulations 2016, where applicable
 - The Bribery Act 2010
 - Scottish Government Procurement Journey and relevant Scottish Procurement Policy Notes.
- 4.2 This Strategy should be read alongside the following documents:
- Thenue's Procurement Policy
 - Thenue's Financial Regulations and delegated authority arrangements
 - Contract Register
 - Risk Register
 - Value for Money Strategy
 - Customer Engagement arrangements

Where financial regulations, delegated authority or procurement procedures are updated during the life of this Strategy, those controls will take precedence.

Note: Development of an Integrated Asset Management Strategy is a key Strategic Objective for Thenue during the 2026-2027 period of the current Business Plan. Procurement activities will be reflected within the Asset Management Strategy when developed.

5. Alignment with Regulatory Standards

- 5.1 The Strategy supports compliance with the Scottish Housing Regulator's Standards of Governance and Financial Management, particularly in relation to value for money, financial control, risk management, internal controls and the quality of information provided to the Board.
- 5.2 Evidence of compliance and procurement performance will contribute to Thenue's Annual Assurance Statement.
- 5.3 The Strategy will be published on Thenue's website and reviewed at least annually, or earlier where legislative, regulatory or organisational changes require it.

6. Alignment with Thenue Corporate Business Plan 2026-31

- 6.1 Thenue's procurement activities will be aligned to the Corporate Business Plan 2026-31 and will support key organisational priorities including the following:
- The development of an Integrated Asset Management Strategy
 - Assessment of net zero requirements
 - Review of the Repairs Strategy and contract delivery
 - Governance improvement
 - Customer engagement and value for money.
- 6.2 Procurement decisions should also reflect Thenue's local operating context as a Glasgow-based registered social landlord working across communities including Calton & Saltmarket,

Bridgeton, Dalmarnock, Cranhill, Blackhill and Castlemilk. Where appropriate, procurement should support local community benefit, employment and training opportunities, digital inclusion, fuel poverty support, health and wellbeing, and wider community regeneration priorities.

6.3 Procurement will support Thenue in the following strategic areas:

- Well-maintained, safe, warm and sustainable homes.
- Customer-first services and strong tenant-facing contract standards.
- Community regeneration and social value.
- Net zero planning, sustainable materials and reduced lifecycle impact.
- Financial viability, affordability and long-term value for money.
- Robust governance, audit trails and compliance with regulatory expectations.

7. Procurement Delivery and Pipeline

7.1 Thenue will use procurement planning, contract registers and forward work programmes to identify future requirements early, confirm the appropriate route to market, and support effective decision-making. Procurement planning should include clear specifications, route selection, budget approval, risk assessment, evaluation methodology, contract management arrangements and mobilisation planning.

7.2 A Procurement Action Plan is in place and reviewed quarterly. The action plan includes defined responsibilities, measurable outputs and agreed timescales, with progress monitored through appropriate management and governance routes.

8. Value for Money

8.1 For Thenue, value for money means achieving the right balance between economy, efficiency and effectiveness. Procurement decisions should therefore consider cost, quality, performance, customer outcomes, risk, sustainability and long-term affordability.

8.2 Value for money is not simply the lowest price. Each procurement should consider whole-life cost, quality, risk, tenant impact, sustainability, service performance and long-term organisational resilience. The balance of criteria and weightings should be considered at the outset and recorded as part of the procurement audit trail.

8.3 Thenue will seek to understand its costs, how they relate to performance, how they compare with similar landlords, and how procurement can help improve services while maintaining affordability for tenants and customers.

9. Equal Treatment and Non-Discrimination

9.1 Equal treatment and non-discrimination are fundamental principles. Thenue will act in a transparent and proportionate manner at all stages of procurement and will use clear, plain and concise procurement documentation. Requirements should not unfairly prevent SMEs, third sector bodies, supported businesses or local suppliers from participating where they have the necessary ability to deliver.

- 9.2 A direct award or single-tender action may only be used where permitted by procurement legislation, the relevant framework terms and Thenue's Procurement Policy. The justification must be documented, supported by appropriate legal or procurement advice where necessary, and approved under the Scheme of Delegation. Business continuity, urgency, compatibility or specialist expertise will not alone justify a direct award unless the applicable legal and policy conditions are satisfied. Single Tender Justifications will be considered where:
- **Sole Supplier:** Only one supplier can provide the required goods, services, or works due to technical, legal, or proprietary reasons, such as exclusive intellectual property rights, unique expertise, or specialized know-how.
 - **Extreme Urgency:** An unforeseen emergency makes competitive procurement impossible within the required timeframe. The emergency must be genuine and not caused by poor planning.
 - **Technical or Special Character:** The requirement can only be met by a particular supplier due to technical specifications, compatibility issues, or protection of exclusive rights.
 - **Additional Deliveries or Works:** Changes to existing contracts that would result in incompatible materials or disproportionate technical difficulties.
 - **Bargain Situations:** Where failure to act would lead to a foreseeable fundamental loss.
 - **Supporting Business Continuity:** Where direct award is required to minimise risk to the Business.

10. Transparency and Proportionality

- 10.1 Thenue will maintain a clear audit trail of procurement decisions, including route to market, evaluation criteria, scoring rationale, approvals, award decisions and contract documentation. Specifications and tender requirements should be proportionate to the value, risk and complexity of each contract.
- 10.2 Where appropriate, Thenue will consider Public Contracts Scotland, Quick Quote, frameworks, collaborative agreements, open procurement, restricted procedures, direct award justifications and other compliant routes to market.

11. Consultation and Engagement

- 11.1 Procurement lead officers should identify key stakeholders at the planning stage and consider their involvement in specification development, evaluation and contract management. Stakeholders may include service leads, budget holders, contract managers, tenants, customers, Area Associations, scrutiny arrangements and relevant technical specialists, depending on the nature and impact of the procurement.
- 11.2 Customer and tenant input should be considered where procurement has a significant impact on service delivery, tenant safety, customer experience or investment in homes and communities.

12. Sustainable Procurement Duty

- 12.1 Thenue will consider sustainability issues at the outset of regulated procurements and where otherwise relevant. This may include carbon impact, waste reduction, recycling, sustainable materials, transport, lifecycle cost, energy efficiency, circular economy opportunities and social value. Sustainability requirements should be proportionate and linked to the subject matter of the contract.

- 12.2 Sustainable procurement - We will strive to reduce our carbon footprint and support the Scottish Government's ambition to be a net-zero society by 2045. We will do this by:
- Reducing travel and transportation by using local contractors and suppliers wherever possible
 - Requiring the use of sustainable products and materials in tender specifications wherever possible.
 - Promoting a culture of reduce, re-use and recycle amongst our contractors.

13. Community Benefits

- 13.1 Thenue will seek to maximise community benefits through procurement where relevant, proportionate and appropriate to the contract. This may include commitments linked to employment, training, local supply chain opportunities, tenant wellbeing, fuel poverty, cost of living support, digital inclusion, young people and families, and wider community regeneration.
- 13.2 Community benefit requirements should be considered at the planning stage and monitored during contract delivery. They should be proportionate to the contract and capable of being delivered, evidenced and reported.

14. Living Wage and Fair Work Practices

- 14.1 Thenue will promote fair work practices where relevant and appropriate within procurement activity, in line with Scottish Government guidance and procurement law. Tender documentation should encourage suppliers to demonstrate fair work practices, proportionate employment standards, workforce development and responsible supply chain management where these are linked to the contract.

15. Fair and Ethical Trading

- 15.1 Thenue expects suppliers to operate ethically and responsibly. Procurement activity should promote honest, transparent and fair dealings with suppliers, support prompt payment principles, and require suppliers to comply with relevant legal, equality, health and safety, modern slavery, anti-bribery, data protection and environmental obligations.

16. Health and Safety

- 16.1 Procurement must support Thenue's responsibilities for tenant, resident, staff and contractor safety. Where relevant, suppliers will be required to demonstrate appropriate competence and compliance with health and safety legislation, including the Health and Safety at Work etc. Act 1974 and Construction (Design and Management) Regulations 2015. Contract managers will monitor compliance throughout the contract period, supported by specialist advice where required.

17. Payments to Contractors and Subcontractors

- 17.1 Thenue recognises the importance of paying suppliers promptly once goods, services or works have been professionally delivered and valid invoices are received. Procurement documentation should set clear payment expectations and, where appropriate, encourage prompt payment

through supply chains, particularly where SMEs, third sector bodies or supported businesses are involved.

18. Equality, Diversity and Inclusion

- 18.1 Thenue's procurement activity will be conducted so that suppliers with the necessary ability have fair and equal opportunity to compete for business. Requirements should be proportionate and should not create unnecessary barriers for SMEs or other suppliers. Equality, diversity and inclusion considerations should be included where relevant to the subject matter and delivery of the contract.

19. Collaborative Procurement and External Support

- 19.1 Thenue will consider collaborative procurement, frameworks and external support where this offers a compliant and proportionate route to market and supports value for money. This may include national or regional frameworks, sector procurement bodies and specialist consultancy support for complex or high-risk procurements. Use of frameworks or direct awards must be documented and justified.

20. Risk Management

20.1 Procurement risks will be identified and managed in accordance with Thenue's corporate risk-management arrangements. Controls will include:

- forward procurement planning and contract-register monitoring;
- proportionate due diligence and financial assessment;
- documented route-to-market and approval decisions;
- declaration and management of conflicts of interest;
- specialist advice for complex or high-risk procurement;
- contract mobilisation, performance monitoring and escalation arrangements; and
- reporting of material risks and exceptions through the appropriate governance route.

21. Implementation, Monitoring, Reviewing and Reporting

- 21.2 Progress against the Strategy and Procurement Action Plan will be reviewed quarterly. Monitoring will cover planned procurements, compliance, savings and efficiencies, supplier performance, community benefits, sustainability outcomes, contract-management issues and improvement actions.
- 21.2 The Strategy will be reviewed at least annually or earlier where legislation, guidance, regulatory expectations or Thenue's governance arrangements change.
- 21.3 The Annual Procurement Report will provide an account of regulated procurements completed, compliance with the Strategy, any non-compliant procurement and corrective action, community benefits, supported-business involvement and regulated procurements planned for the following financial year.

22. Conclusion

- 22.1 This Strategy establishes Thenue's approach to compliant, transparent and sustainable procurement. Delivery will be supported by the Procurement Action Plan, staff training, improved digital processes, effective contract management and regular reporting. The intended outcome is demonstrable value for money, well-managed procurement risk and improved outcomes for tenants and communities.

23. Strategy Ownership and Contact Details

- 23.1 The Director of Property Services and Director of Finance, IT & Corporate Services hold joint responsibility for implementation of the Procurement Policy and Strategy, ensuring procurement supports service delivery, compliance, value for money and effective financial control. Operational managers, budget holders and contract managers are responsible for applying the strategy within their service areas and seeking advice where procurement is complex, high value or unusual.

Appendix 1 - Procurement Thresholds and Procedures

Services and Supply Contracts

Contract value	Procurement rules	Type
£5,000 to £10,000	Minimum three competitive quotations should be sought, or a framework contract may be utilised. If fewer than three quotes are obtained, award requires approval in line with the scheme of delegation and financial regulations.	Unregulated
£10,000 to £50,000	Minimum three competitive tenders should be sought, Quick Quotes on Public Contracts Scotland may be used, or a framework contract may be utilised. If fewer than three tenders are obtained, approval is required by the Director of Department or Chief Executive.	Unregulated
£50,000 or above but below Public Contracts (Scotland) Regulations 2015 limit	Advertised on Public Contracts Scotland, Quick Quotes sought on Public Contracts Scotland, or framework contract utilised.	Regulated
Above Public Contracts (Scotland) Regulations 2015 limit	Advertised on Public Contracts Scotland or framework contract utilised.	Regulated

Works Contracts

Contract value	Procurement rules	Type
£5,000 to £10,000	Minimum three competitive quotations should be sought, or a framework contract may be utilised. If fewer than three quotes are obtained, award requires approval in line with the scheme of delegation and financial regulations.	Unregulated
£10,000 to £50,000	Minimum three competitive tenders should be sought, or a framework contract may be utilised. If fewer than three tenders are obtained, approval is required by the Director of Department or Chief Executive.	Unregulated
*£50,000 to £2,000,000	Minimum three tenders should be sought from a list obtained through Public Contracts Scotland, either by advertising or Quick Quotes. A framework contract may be utilised.	Unregulated
Above £2,000,000 but below Public Contracts (Scotland) Regulations 2015 limit	Advertised on Public Contracts Scotland or framework contract utilised.	Regulated
Above Public Contracts (Scotland) Regulations 2015 limit	Advertised on Public Contracts Scotland or framework contract utilised.	Regulated

* Although these procurements are below the statutory regulated-procurement threshold, they remain subject to Thenue's Procurement Policy, Financial Regulations and approval requirements.

Appendix 2

Summary of regulated procurement for period April 2026 to March 2027

Contract title	Expected route to market	Contract type	Estimated total contract value	Estimated contract Term
Queen Mary Street New Build Development	Scotland Excel Framework	Works	£8.4m	2 years
Anson House New Build Development	Scotland Excel Framework	Works	£11m	2 years
Office cleaning	Use of Frameworks	Services	£155k	4 years
Legal Services	Use of Frameworks	Services	£200K	3 years
Cyclical Painting Services	Use of frameworks	Services	£161k	One year
Fire Risk Assessments	Use of Framework	Services	£77k	2 years
Reactive and Void Repairs including OOH Services	PCS Restricted tender exercise	Services	Circa £10m over five years	5 years

Inclusion in the procurement pipeline does not constitute approval of the underlying project, budget or contract award. Each procurement remains subject to the relevant business case, financial appraisal, procurement assessment and approval under Thenue's Scheme of Delegation.