



ALMOND HOUSING ASSOCIATION

PROCUREMENT STRATEGY

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1 Vision for procurement

Almond Housing Association intends to work towards being recognised as a leading RSL for procurement activity, taking a creative and collaborative approach to support the local economy of West Lothian.

2 Introduction

2.1 What is procurement?

Procurement is the process of buying goods, services and works from external suppliers. The procurement process begins when a need to buy something is identified and will generally end after the contract is awarded. Contracts must be awarded through genuine and effective competition unless there are exceptional reasons to the contrary”.¹

2.2 Why is procurement important to us?

Procurement across the public sector in Scotland is valued at over £9 billion annually. As an activity, procurement plays a key role in contributing to value for money initiatives such as Efficient Government, Best Value Audits, Shared Services, Modernising Government and Public Sector Reform.

In its 2012 Public Contract Regulations, the Scottish Government (SG) was clear that housing associations and co-operatives are relevant ‘Contracting Authorities’, and therefore organisations that should be listed as public bodies for the purposes of procurement. This brings with it specific compliance and reporting responsibilities, some of which has been mandated by recent changes in legislation.

2.3 What is the procurement strategy for?

This document is about determining the ‘why, what, how, who and when’ components of how Almond Housing Association (AHA Ltd) identifies the need for, and purchase of, goods and services that it needs to function as a Registered Social Landlord (RSL).

2.4 Our current procurement activities

AHA Ltd already manages a considerable amount of procurement. We spend approximately £9.2m annually on goods and services from over 234 suppliers.

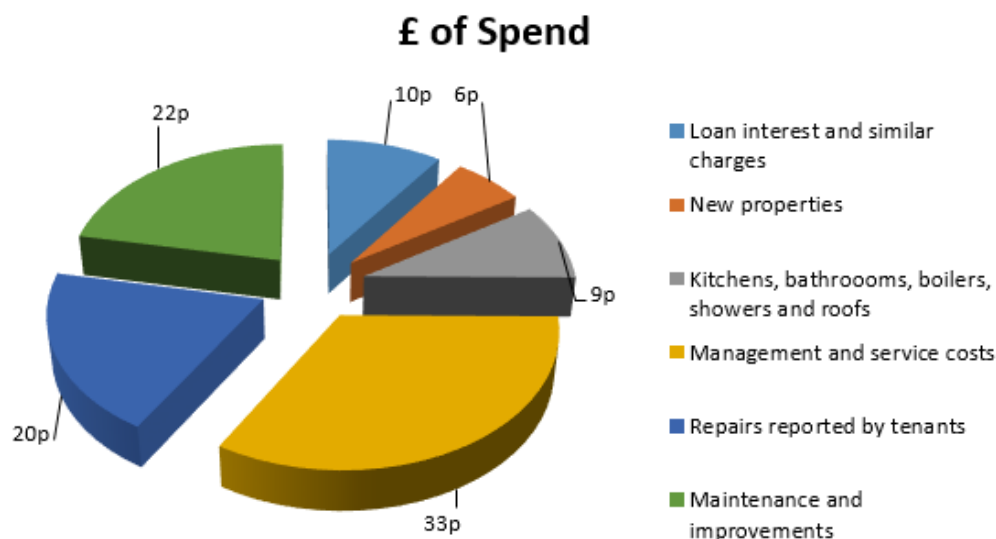
AHA Ltd recognises that it needs to focus on some key areas of procurement, some of which are SG requirements:

- Since we spend more than £5m annually, we are now required to publish and review annually a Procurement Strategy.
- We need a defined process to ensure timely and accurate procurement information is captured for management information, and in case statistical returns are required by the Scottish Government.
- We need to place a stronger emphasis on community benefits and sustainability from AHA Ltd’s procurement.
- We need to examine ways of removing barriers to SMEs participating in our procurement processes.
- We should be maximising procurement efficiency and collaboration.
- We are required to publish on our website our intended procurement activity for the forthcoming year – see the contents of this Procurement Strategy extract at Appendix A.

¹ <http://www.gov.scot/Topics/Government/Finance/spfm/procure>

A breakdown of where AHA Ltd spends its money, and procures works, goods and services is shown in the following diagram:

Where each £ of expenditure goes to



2.5 Purpose of this strategy

The purpose of the strategy and the associated action plan is to:

- ensure compliance with relevant policies and procedures, including aligning with guidance from SG (not least the requirement to prepare and review a procurement strategy annually);
- enable procurement to contribute to AHA Ltd's overall vision and to provide efficiencies to help deliver our key priorities and provide services for tenants and the wider community;
- provide a framework for AHA Ltd to develop a plan to achieve continuous improvement in the procurement activity;
- facilitate further collaboration with other RSLs, public sector bodies and suppliers.

2.6 Outcomes of the procurement strategy

AHA Ltd is clear that the strategy is not solely developed and reviewed for compliance reasons. Instead, we want to use the strategy as one of the mechanisms for service improvement at AHA Ltd.

The strategy will therefore be used to deliver:

- improved contracts resulting in improved services, outcomes and facilities for tenants and the wider community of West Lothian;
- achievement of procurement efficiencies, allowing further investment in services and housing;

- assurance and evidence that contract strategies provide opportunities for SMEs and local providers to bid for, and benefit from, contracts;
- improved standardisation of process and documentation to drive consistency and compliance;
- better procurement planning;
- recognition of AHA Ltd as a leading RSL in procurement practices - we will consider putting ourselves forward for a relevant procurement excellence award in the future;
- recognition as being at the forefront of collaborative working between local RSLs and other public and voluntary bodies.

2.7 Structure of the strategy

The procurement strategy has been developed by theme. The four main themes are:

1. Strategy and policy
2. Processes and systems
3. People, organisation and governance
4. Sustainable procurement

All of the themes are interdependent to ensure the strategy is delivered in full and to maximum effect.

From these themes, an accompanying action plan has been developed.

The action plan will require full commitment from AHA Ltd's senior management team and employees to ensure successful delivery.

3 Procurement Strategy by theme

This section sets out the main themes of the procurement strategy:

3.1 Strategy and Policy

3.1.1 Key elements

- Procurement policy
- Rules and regulations
- Contract strategies
- Continuous improvement
- Collaborative procurement
- Savings and efficiencies
- Future procurements.

3.1.2 Overview

This element of the procurement strategy is critical to ensure that employees and Board members understand the context and direction for AHA Ltd's procurement policies as well as ensuring alignment and integration to service plans and priorities.

We are clear that our work on procurement is directly linked to our strategic priorities, and especially:

- *Achieving Value for Money in everything we do*
- *Creating sustainable change in our communities*
- *Partnership working.*

3.1.3 Procurement policy

Corporate Services will oversee AHA Ltd's procurement. They will also have responsibility for the development of clear policies and guidelines. These policies will adhere to all relevant procurement regulations and legislation. AHA Ltd has developed a Procurement Toolkit. All employees involved in procurement activities must be aware of that toolkit and follow it, and associated Procurement Scotland resources, to ensure that AHA Ltd adheres to the necessary guidance and processes in a consistent manner.

3.1.4 Rules and regulations

Procurement is heavily influenced by legislation. Any changes from the UK or Scottish Governments will be communicated throughout AHA Ltd as soon as it is practical to do so.

Of particular relevance for this procurement strategy are the implications of the Procurement Reform (Scotland) Act 2014² and The Procurement (Scotland) Regulations 2016³.

² <http://www.legislation.gov.uk/asp/2014/12/section/2>

³ <http://www.legislation.gov.uk/ssi/2016/145/contents/made>

These pieces of Scottish Government legislation require AHA Ltd to publish and review regularly its procurement strategy, which should:

- set out how regulated procurements will be carried out;
- set out how AHA Ltd will balance sustainability with quality and price;
- describe how procurement activity will contribute to the carrying out of its functions and achievement of its purpose, including delivery of value for money;
- comply with AHA Ltd's own and SG threshold duties;
- include statements on our general policies for:
 - use of Community Benefits;
 - consultation with those affected by procurements (e.g. our tenants);
 - payment of the living wage to persons involved in the production, provision or construction of the subject matter of regulated procurements;
 - promotion of Health & Safety compliance by contractors and sub-contractors;
 - promotion of fairly and ethically traded goods and services;
 - how AHA Ltd ensures that as far as reasonably practicable, payments due to contractors and sub-contractors are paid within 30 days.

AHA Ltd will also prepare an annual procurement report for publication after the end of each financial year (ie, after 31 March every year). This will include summaries of:

- completed regulated procurements in that year;
- community benefit requirements and how these have been fulfilled;
- steps taken to facilitate involvement of supported businesses;
- regulated procurements likely to be undertaken in the next two financial years.

The Scottish Government issues Scottish Public Procurement Policy Notes (SPPNs) and these will be implemented and communicated within AHA Ltd promptly following receipt.

3.1.5 Contract strategies

To ensure AHA Ltd procures commodities in the most efficient manner possible a contract strategy must be developed for all purchases over £20k (supplies and services) and £50k (works). The strategy must consider issues such as current spend, future spend, market research, supplier profile, sustainability, opportunities for collaboration, potential savings, insurance and legal requirements. All contract strategies should be signed off by the relevant Section Head (and the Board of Management where relevant) before the tender exercise begins.

The Association's Contract Strategy document is attached as Appendix B.

3.1.6 Continuous improvement

To ensure continuous improvement in our procurement practices, AHA Ltd will consider adopting a light-touch version of the Procurement Capability Assessment (PCA) or similar. The PCA is not mandatory for Housing Associations but its focus of improving capability across the wider public sector through collaboration, better use of technology, adoption of standard procurement practices and considering sustainability issues will aid our efforts to improve.

The four levels of performance within the PCA are:

0 - 24%	non-conformance
25 - 49%	conformance
50 - 74%	improved performance
75%+	superior performance

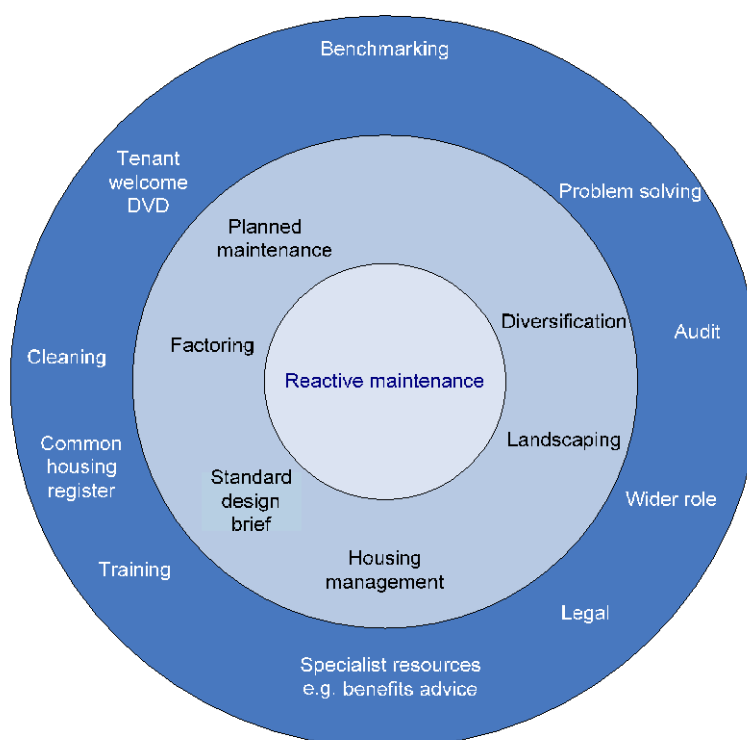
We will aim to achieve an improved performance (50-74%) equivalent score by December 2021.

3.1.7 Collaborative procurement

Collaborative procurement is an important aspect of AHA Ltd's future procurement strategy. We will investigate how best to procure goods and services via national contracts such as Procurement Scotland⁴, Scotland Excel⁵ and Procurement for Housing⁶ where they offer value for money.

Other collaborative procurements will also be considered with other RSLs, local authorities and public bodies where best value can be achieved.

The principal area for collaboration should be with other RSLs. The different areas in which AHA Ltd could collaborate are shown in the following diagram with the core in the light shadings and the periphery in the dark shading.



While we have undertaken some collaborative procurement in some of the peripheral areas, we will investigate the potential for undertaking joint procurement in some of the core areas.

Opportunities with neighbouring RSLs such as WESLO and Horizon/Link Housing Associations will be investigated first, along with potential collaborative opportunities with West Lothian Council.

⁴ See <http://www.gov.scot/Topics/Government/Procurement>

⁵ See <http://www.scotland-excel.org.uk/>

⁶ See <http://www.pfhscotland.co.uk/>

3.1.8 Savings and efficiencies

It is important that procurement savings and efficiencies are captured in the budget process to enable savings to be used to support service delivery and make best use of tenants' rent payments.

From financial year 2021/22, a modest annual target for procurement savings will be set, as agreed by the Senior Management Team (SMT). Progress against this will be reported to the SMT and Board quarterly.

3.1.9 Actions

- Obtain Board of Management approval for the Corporate Procurement Strategy.
- Develop individual contract strategies for all purchases over £20k (goods and services) and over £50k (works) ensuring the needs of AHA Ltd are met in the most efficient manner.
- Introduce the new procurement approval process including sign off of Contract Strategies.
- Adjust new procurement roles and responsibilities.
- Undertake procurement planning by section.
- Ensure all relevant information, including changes to procurement legislation, is communicated effectively across AHA Ltd.
- Communicate all Scottish Procurement Policy Notices (SPPNs) to relevant employees and action these policy notes accordingly.
- Review and, where appropriate, simplify tender documentation to encourage SMEs and local companies to bid for work.
- Ensure collaborative procurement is considered for all procurement activity.
- Ensure procurement related savings are recorded and reported quarterly.

3.2 **Processes and systems**

3.2.1 Key elements

- Supporting technology
- Processes and procedures
- Use of frameworks.

3.2.2 Overview

This element of the strategy is critical to deliver process and time efficiencies in the procurement tendering and the Purchase to Pay (P2P) processes. This is of benefit not only to AHA Ltd but also to our suppliers.

3.2.3 Supporting technology

In line with many RSLs of our size and status, AHA Ltd uses a range of tools and procedures – from the core Finance System, e-Tendering portals like Public Contracts Scotland (PCS) where appropriate, and management information arranged via office tools (predominately MS Excel spreadsheets). We recognise that our reporting arrangements could be enhanced.

The introduction to AHA Ltd of a new fully integrated Aareon system has had a direct influence on our procurement and, in particular, through:

- quicker ordering
- real time pricing
- reduced errors in orders placed
- avoidance of procurement activity without a corresponding purchase order
- better management information
- warning functionality when delegated authority thresholds are exceeded
- a more accurate purchasing audit trail.

We process a large number of invoices per year, mainly to our suppliers. This is a manual, time consuming process and the objective is to reduce the manual intervention and increase the use of electronic methods for processing payments.

AHA Ltd has an obligation to pay suppliers within 30 days of receipt of a valid invoice as legislated by the Late Payment Commercial Debt Act. Manual processes can slow down the payment and make it more difficult to achieve this objective.

3.2.4 Public Contracts Scotland e-tender

AHA Ltd. uses the Public Contracts Scotland e-tender facility for issuing tenders. All tenders over £10k in value have, since September 2016, been issued electronically to reduce paperwork and improve efficiency.

3.2.5 Actions

- Align the Aareon system's procurement related functionality to AHA Ltd's procurement strategy.
- Ascertain what management information will be required relating to internal procurement returns and, if any, for Scottish Government.
- Use PCS e-tender solutions for all tenders over £10k.

3.2.6 Standardised approach

To achieve a consistent approach to procurement evaluation, AHA Ltd will use a standardised 0-5 scoring system. The system, which is based on SG good practice, is as follows:

Score	Scoring description
0 - Unacceptable	Nil response or inadequate response that fails to demonstrate an ability to meet the requirement.
1 - Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate how the requirement will be fulfilled.
2 - Acceptable	Response is relevant and acceptable. The response addresses a broad understanding of the requirement but may lack details on how the requirement will be fulfilled in certain areas.
3 - Good	Response is relevant and good. The response is sufficiently detailed to demonstrate a good understanding and provides details on how the requirements will be fulfilled.
4 - Excellent	Response is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides details of how the requirement will be met in full.

3.3 People and organisation

3.3.1 Key elements

- Accountability & responsibility
- Resources and qualifications
- Training

3.3.2 Overview

AHA Ltd has to ensure we use our resources to maximum effect, and part of this means clarifying exactly who is responsible and accountable for procurement.

3.3.3 Accountability and responsibility

Procurement activity takes place across AHA Ltd, with all Sections involved in purchasing goods and some involved in buying (and managing) services. There is no central procurement function or 'centre of excellence'. However, employees involved in buying and/or managing services are aware of the policy, approvals and thresholds and are reporting accordingly. Limited amounts of corporate or section management information are currently captured.

Given the requirements of the Procurement Reform (Scotland) Act 2014 and The Procurement (Scotland) Regulations 2016, AHA Ltd. recognises the need to formalise accountability, in particular to have processes in place to capture and analyse our procurement provision across the year, and to be ready to report on our activities and plans following the end of each financial year.

In the absence of guidance or recognised good practice in the RSL sector in Scotland, AHA Ltd. has agreed that corporate accountability will reside in Corporate Services. The Head of Corporate Services will co-ordinate the collation of procurement activity and its reporting to the Board of Management, tenants and the Scottish Government. Corporate Services will also monitor expenditure.

AHA Ltd is still a relatively small organisation. We are not developing a corporate procurement unit and instead will rely on the efforts of all employees to accommodate procurement, and elements of contract management, where their roles require it. In line with the AHA Ltd procurement toolkit, relevant employees will be asked to assist with the development of meaningful, accurate and timely management information to assist decision-making and reporting. This will be concurrent with efforts to improve the automation of procurement.

3.3.4 Resources and qualifications

To ensure there are adequate resources to support AHA Ltd's procurement requirements, each section will develop a programme of its future procurement requirements and submit this to Corporate Services so that it can be co-ordinated and published on the AHA Ltd website. This simple plan will set out the routine procurement exercises that are known in advance and can be linked to available resources. This plan will also give AHA Ltd the flexibility to deal with unforeseen requirements. As with the accountability section above, Corporate Services will have responsibility for managing the plan.

Where employees are actively involved in procurement, they will be encouraged to enhance their skills by exploring and achieving membership of the Chartered Institute of Purchasing and Supply (CIPS).

3.3.5 Training

It is important that employees have adequate up to date qualifications and knowledge. All those involved in procurement should attend at least one training course per year on SG procurement legislation. AHA Ltd has a Procurement Toolkit, linked to Procurement Scotland resources, for use by employees in their procurement activity.

Training requirements will be identified by Corporate Services and training events co-ordinated on any new legislation or policies that are likely to have an impact on services. Procurement refresher training will be delivered annually. This will be targeted at all employees involved in the procurement process.

This training may also be delivered to Board members during the life of this strategy.

3.3.6 Actions

- Develop an AHA Ltd-wide future procurement plan.
- Encourage achievement of a professional procurement qualification (MCIPS).
- All staff involved in procurement to attend annual training on procurement legislation.
- Training events to be delivered for the implementation of new legislation or policies.
- Annual refresher training to be delivered for all staff involved in the procurement process.

3.4 **Sustainable Procurement**

3.4.1 Key elements

- Sustainable Procurement Policy
- Helping SMEs and Local Suppliers
- Working with the Voluntary Sector
- Community Benefits.

3.4.2 Overview

This section of the strategy looks at sustainable procurement. As well as environmental issues, it should also tackle social issues such as reducing unemployment, supporting a viable local business community and helping people with disabilities into employment.

3.4.3 Sustainable procurement policy

AHA Ltd will ensure that sustainable procurement is included in its revised procurement policy. The policy will include environmental issues, community benefits and procurement related actions to reduce inequality in West Lothian.

Sustainability will also be considered when developing tender evaluation criteria. This will assist with reducing carbon miles and AHA Ltd's carbon footprint.

3.4.4 Helping SMEs and local businesses

AHA Ltd. will place all tender adverts above £10k through the national tender advertising portal, www.publiccontractsscotland.gov.uk. This will help businesses, as they will know where to find opportunities and will receive emails when adverts are placed for their chosen area of speciality.

However, we will make a special effort to ensure opportunities are open to all and that SMEs and local businesses should not be disadvantaged in any way in the tender process. Consequently, we will explore the possibility of entering into a local Supplier Development Programme (SDP) – preferably in collaboration with peer RSLs such as Weslo and Horizon/Link, and with West Lothian Council through events and ‘Meet the Buyer’ type presentations.

It is recognised that successful local businesses will help reduce unemployment. Economic development is one of AHA Ltd’s key priorities and procurement can play an important part in achieving this objective.

AHA Ltd will, during 2021/22, develop an eight-point plan to help SMEs and local businesses, as detailed below:

1. Explore a Supplier Development Programme (SDP) with Weslo, Horizon/Link and West Lothian Council, and others.
2. Ensure all tenders are advertised on one marketplace, Public Contracts Scotland.
3. Offer debriefs to unsuccessful suppliers to help with future bids.
4. Offer to meet local businesses on a one-to-one basis to ensure there is on-going dialogue between AHA Ltd and local business.
5. Review and monitor SME and local business success rate at passing the Pre-Qualification Questionnaire (PQQ) process.
6. Ensure consideration is given to SME issues when developing a tender strategy.
7. Ensure a fair representation of local companies is invited for low value quotes and monitor the success rate of this policy.
8. Review tender documents to ensure they are consistent and user friendly.

3.4.5 Working with the voluntary sector

A key part of the approach to sustainable procurement is to work with the voluntary sector by:

- improving the relationship and communication between AHA Ltd and the third sector;
- developing joint commissioning approaches where appropriate, involving relevant partners in the process;
- agreeing a small number of pilot projects from across AHA Ltd;
- sharing learning and evaluate progress.

3.4.6 Community benefits

AHA Ltd has achieved some successes in community benefits realisation but does not yet use formal Community Benefit clauses in all contracts.

We recognise that community benefits must be proportionate to the value of the contract being procured. However, we will look at introducing set community benefits clauses for purchases over £20k (goods and services) and over £50k (works).

3.4.7 Actions

- Develop the Sustainable Procurement Policy.
- Consider sustainability when agreeing tender evaluation criteria.
- Provide a regular forum for the voluntary sector to improve communication and innovation.
- Identify future opportunities for voluntary sector collaboration and service design.
- Develop a third sector joint commissioning approach including a range of potential models for service delivery.
- Pilot a small number of projects to test the process and models.
- Review and update the Community Benefits Policy
- Implement our 'eight-point plan' to help SMEs and local businesses and communicate the plan across AHA Ltd.

APPENDIX A – PROCUREMENT STRATEGY EXTRACT CONTENTS

The following table provides the sections required in the annual procurement strategy extract that has to be published on the AHA Ltd website annually.

Section	Title
1	Contents
2	Introduction
3	Summary of Regulated Procurements Completed
4	Review of Regulated Procurement Compliance
5	Community Benefits Summary
6	Supported Business
7	Future Regulated and Unregulated Procurements

A link to the current version is here:

[2020-11-26-15-37-20-20201126Annualprocurement-39815.pdf \(almondha.org.uk\)](#)

APPENDIX B – CONTRACT STRATEGY



ALMOND HOUSING ASSOCIATION CONTRACT STRATEGY

To be completed for all tendering opportunities over £20k (Supplies & Services) and £50K (Works)

SECTION 1 – INTRODUCTION

1.1 Contract Details

Contract Title	
Lead Officer	
Tender Document No.	
Date Created	

1.2 Background (Current Status)

This section should include details of the present position and highlight appropriate background information e.g. What volume is currently being bought, when and why. Current contract status (if applicable), highlighting where either current practice or contract could be improved (i.e. lessons learned from current contract, service area or suppliers).

Section	Total Expenditure (p.a.)	Suppliers	Comments

1.3 Service Strategy / Forward Plan

This section should include a summary of the service strategy/plan to ensure that the commodity strategy and the procurement approach is in line with their future plans. It is important that these are considered as part of the process.

1.4 Project Objective / Outcome

This section should include details of what the objective / outcome of this procurement is.

SECTION 2 – BUDGET & SAVINGS

2.1 BUDGET DETAILS (New Contract)			
Budget Amount		Budget Holder	
Finance Manager			
Cost Centre		Account Code	

SECTION 3 – PROJECT CONSIDERATIONS

3.1 SUPPLY MARKET ANALYSIS

The responsible officer should conduct a level of market analysis for any procurement in order to understand the market landscape and identify key players, although this will be proportionate according to the value and risk associated with the commodity.

Supply Market Analysis	
Details of research undertaken (sources/type of information analysed)	Results/outcomes of research
-	-
-	-
-	-
-	-
-	-
-	-

3.2 COLLABORATION

Collaboration Opportunity	<input type="checkbox"/> Yes <input type="checkbox"/> No
Lead Authority	
Other organisation's involved	

3.3 SUSTAINABILITY / COMMUNITY BENEFITS

The Lead Officer should consider the social, economic and environmental elements of the proposed procurement that should be addressed through the Specification / Evaluation Criteria / Key Performance Indicators.

Is there any legislation that could affect the specification of this procurement? E.g. Health and Safety legislation, Environmental, Equal Opportunities etc.

☐ Yes ☐ No

If yes, please provide details:

Do Government Buying Standards specifications apply to this procurement? (This applies to products with an environmental/social impact)

☐ Yes ☐ No

If yes, please provide details:

Which Community Benefits route should be followed? (Community Benefits Officer to complete)

☐ Core ☐ Non-Core ☐ Voluntary

Please provide details of your selection:

Are there any diversity issues that need to be considered? E.g. accessibility needs. Religious needs, differing diets etc.

☐ Yes ☐ No

If yes, please provide details:

Is this procurement suitable as a reserved contract?

☐ Yes ☐ No

If yes, please provide details:

Link to further guidance on [Sustainable Procurement](#)

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3.4 INSURANCE

Standard Insurance Indemnities below: Is there any need to amend these for this tender exercise? The Association should consider with advice from Insurance Section (if appropriate) what levels of insurances are required.

Public Liability £10M	
Employee Liability £10M	
Professional Liability £5M	

3.5 STAKEHOLDERS & EVALUATION PANEL

The Lead Officer should identify key stakeholders who will be affected by the proposed procurement and provide details of the customer/members of the evaluation panel.

Key stakeholders identified	Evaluation Panel (who will evaluate bids from tenderers)
-	-
-	-
-	-
-	-
-	-
-	-

SECTION 4 – BENEFITS & RISKS

4.1 POTENTIAL CONTRACT BENEFITS (NON-FINANCIAL) (if applicable)

Description	Comment
E.g. Reduction in admin/overheads	

4.2 CONTRACT PERFORMANCE MEASURE

Description	Type	Comment
E.g. Staged Payments / KPI's / Management Info		

4.3 RISKS			
Risk	Probability (L/M/H)	Impact (L/M/H)	Actions required to manage Risk
E.g. Financial stability of a supplier			

SECTION 5 – PROCUREMENT PROCESS

5.1 OPTION SUMMARY WITH BENEFITS

The Lead Officer should summarise the options available to progress the procurement. These may be based on the procurement route, the availability and use of collaborative arrangements and/or the cessation of service.

Note: The content of the template can be amended to suit the specific needs of the requirement.

		Option	Benefits / Risks
1	Route to Market	<input type="checkbox"/> Use Existing Framework / Contract <input type="checkbox"/> Develop New Contract	
2	Procurement Route	<input type="checkbox"/> Open <input type="checkbox"/> Restricted <input type="checkbox"/> Other – please specify:	
3	Lots	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please provide details:	
4	Suppliers	<input type="checkbox"/> Single Supplier <input type="checkbox"/> Multiple Lot If multiple, please provide details:	
5	Award Criteria (Price / Quality Ratio)	<input type="checkbox"/> Lowest Compliant Price <input type="checkbox"/> MEAT	Cost 60% Quality 40%
6	Contract Duration (incl. Extension Period)		
Link to further guidance on Options Appraisal			

5.2 PROJECT IMPLEMENTATION PLAN

?

The Lead Officer should provide details of the key activities to be taken forward including approximate start and end dates, desired outcomes/deliverables and the benefits of undertaking the activities.

?

Project Plan				
	Activity Description	Owner	Start Date	End Date
1				
2				
3				
4				

Link to further guidance on [Project Planning](#)

??

*Or insert timetable here:

?

?

SECTION 5.2.2 APPROVAL

?

This section of the Strategy requires sign off from the relevant Director.

?

Lead AHA Officer Signature	
Print	
Date	
Lead AHA Section Head Signature	
Print	
Date	

?