

Procurement Strategy 2024 - 2028

Approval Date	Strategy Approval: 25th June 2024 2026 Review Approval: 26 th May 2026
Approval Level	Executive Management Team
Review Period	Annually
Next Review and Approval Date	June 2027
Strategy Owner	Director of Procurement at SSfH
Responsible Director	Executive Director of Finance

Strategy Checklist

Is Customer engagement required?	Key stakeholders engaged in 2024 included SMT, EMT, Policy Lead, Procurement, Contract Managers
Does this Strategy require input or validation from external or legal experts?	No
Is an Equality Impact Assessment (EIA) required?	No
Is a Data Protection Impact Assessment (DPIA) Required?	No
Is the Strategy compliant with relevant legislation and regulatory requirements?	Yes
Sign off by Policy Lead	Yes

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1.0 Introduction and Scope

The Procurement Strategy has been developed in line with Wandle's values, which are:

- Think customer;
- Build relationships;
- Work together;
- Aim high; and
- Own it.

The strategy (and objectives set out in section 2) aligns with Wandle's Corporate Strategy and organisational priorities and contributes towards the long-term enabling

objectives of Wandle Housing Association, which are the golden threads running through everything we do and through every part of the business.

- *“Robust infrastructure”;*
- *“Strong governance and financial resilience”;* and
- *“People and culture”.*

The Procurement Strategy seeks to support the delivery of well-managed, compliant procurement activities that result in Wandle’s customers receiving quality services that meet their expectations whilst also ensuring value for money. The Corporate Strategy summarises Wandle’s key priorities, focussing on continuous improvement of the services our customers most want and need. The Procurement Strategy looks to underpin this and sets out how Procurement can support our customer’s voice being heard and reflected in the goods, works and services we procure.

Delivery of the Procurement Strategy will be overseen by Shared Services for Housing Ltd (SSfH) and will support the Procurement Procedure Rules.

Strategy Purpose

The purpose of the strategy is to ensure that Wandle has a procurement service that:

- Supports Wandle’s Corporate Strategy;
- Supports the delivery of high-quality goods, works and services that meet the needs and wants for both our internal and external customers;
- Provides value for money through cost effective and innovative approaches, as well as strong contract management; and
- Delivers efficient and effective procurement practices.

We will work towards these objectives through several key activities:

- Using customer insight effectively within our procurement and planning activities;
- Effective forward planning;
- Developing collaborative procurement opportunities and joint working relationships;
- Completing the roll-out of a standard contract management approach;
- Improving engagement (internally, with the market and with our customers); and
- Continuing to embed contract management across all of Wandle.

Why does Wandle want to be a leader across the objectives within the strategy?

- Striving for being a leader in these objectives creates an enabling environment, and looks to inspire those SSfH work alongside to think creatively and continuously improve the services we deliver to our customers;
- Sustaining and driving our growth enhances Wandle's processes and engagement to improve the experience of our customers (whether that be internal or external);
- Embracing a growth mindset, championing improvement and fostering a collaborative, inclusive culture supports the golden threads within Wandle’s Corporate Strategy; and

- The target improvements set out within section 2 will enable SSfH to ensure adaptability to meet any increased demands on resources, both in terms of upcoming requirements under The Procurement Act 2023 (PA23) and delivering on Wandle's procurement forward plan.

The Procurement Act 2023

The Procurement Act 2023 established a new public procurement regime and came into effect on 24 February 2025. Public procurement makes up around a third of public expenditure every year and organisations such as Wandle must use the power of this spend to support the delivery of national policy priorities. Adopting common benchmarks and standards enables widespread sharing of best practice in public procurement. This cultivates a culture of continuous improvement, savings and driving sustainable economic growth.

Key features of the Procurement Act include:

- Streamlining of procurement processes;
- Introduction of more flexible procurement procedures;
- Greater transparency throughout the procurement process (Notices to be published from planning to contract expiry stages);
- Greater prominence to social value and sustainability;
- Creation of a Central Digital Platform (CDP) designed to offer a centralised, comprehensive digital hub where public procurement activities can be monitored and managed efficiently;
- Helping to set a level playing field for businesses of all sizes to compete in public procurement projects; and
- Establishing a central debarment list allowing for the exclusion of suppliers based not just on their own performance, but also that of associated suppliers and subcontractors.

The Act sets out some common objectives that Wandle must have regard to in all procurements, including:

- Delivering value for money;
- Maximising benefit to Wandle and our customers;
- Sharing information for the purpose of allowing suppliers and others to understand Wandle's procurement policies and decisions;
- Acting, and being seen to act, with integrity;
- Equal treatment;
- Taking reasonable steps not to disadvantage a bidder by treating them differently (where justified); and
- Consideration of removing potential barriers to SMEs.

It is recognised that the legislative environment is ever-changing and that future legislative changes (including updates to The National Procurement Policy Statement and Procurement Policy Notes) may impact on the strategy. Reviews will be conducted on at least an annual basis, but if amendments to legislation are made prior to the next planned review date, the strategy will be reviewed to ensure it is in alignment.

The National Procurement Policy Statement (NPPS)

The National Procurement Policy Statement sets out the strategic priorities for public procurement and how organisations such as Wandle Housing Association can support their delivery.

The statement came into effect on 24 February 2025 alongside the introduction of the Procurement Act 2023. It will remain in place until it is withdrawn, amended or replaced.

The national priorities relate to value for money; social value; small and medium-sized enterprises; commercial and procurement delivery; and skills and capability for procurement.

As a Contracting Authority, Wandle must have regard to this statement as mandated by section 13 of the Procurement Act 2023 and it has been incorporated into Wandle's Procurement Strategy.

2.0 Objectives

The cumulative purpose of these objectives is to develop Wandle's procurement practices from good to great, ensuring that Wandle can:

- Procure value for money goods, works and services that meet customer's expectations in relation to quality;
- Fulfil social value priorities;
- Improve engagement with customers; and
- Ensure effective contract management.

The strategy is a high-level set of objectives and is subject to Wandle's Procurement Procedure Rules.

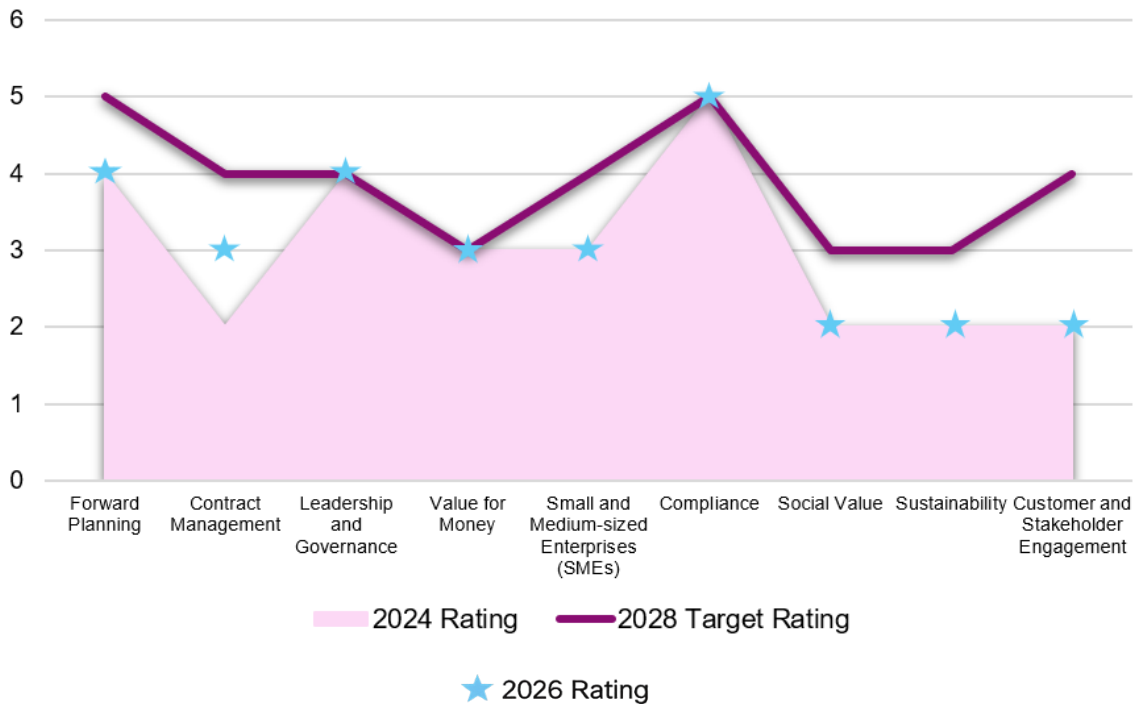
Section 2 sets out individual objectives, rating Wandle against each one, and then sets out clear commitments for 2024-2028. The rating system has been based on overarching principles within the National Procurement Strategy but updated to ensure current best practice and relevance to Wandle Housing Association.

- Immediate Actions: to be delivered within the first year of the strategy;
- Mid-term Actions: to be delivered within the first two years of the strategy; and
- Long-term Actions: to be delivered within the four-year term of the strategy.

These commitments and objectives will be reviewed on an annual basis to monitor progress and to ensure that they do not become outdated. The annual review will:

- Assess the effectiveness of the strategy;
- Document lessons learned and make adjustments;
- Consider feedback from key stakeholders; and
- Track progress against the objectives (and ratings).

Summary of Objective Ratings



Forward Planning

Engaging with key stakeholders in a proactive way can deliver a range of benefits including improved outcomes, improved procurement activity/process, added social value, reduced cost, reduced risk and innovation.

2026 Rating

Minimum Some forward planning is undertaken but with a focus on process compliance	Developing Forward planning is undertaken in some areas	Mature Forward planning is always undertaken across the organisation Normal practice to engage early with key stakeholders	Leader Forward planning for contracts has been developed to include information from the budget setting and expenditure forecasting process Early engagement includes market/service user engagement	Innovator Collaborative procurement opportunities actively sought out and encouraged Forward plan published on the Central Digital Platform Soft market testing carried out where appropriate on above threshold procurement activity
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Wandle is meeting the rating above (as of 2026) by:

- Developing and managing procurement pipeline (forward plan), which identifies all procurement projects (£90,000+ including VAT as of 24 February 2025), even if the budget and approvals are not yet in place. The forward plan is renewed on annual basis (in April of the relevant year), for the following 18-month period. The forward plan enables (1) sufficient planning time for developing and executing a procurement options appraisal, relevant to the requirement; (2) a reduction in the need for unwarranted contract extensions or exceptions by improved planning; and (3) timely assurance and approvals to be put in place. The forward plan is established using:
 - Procurement activity being carried over from any previous forward plan;
 - Contract details from the Contract Register, where a re-procurement activity may need to commence within the subsequent 12-18 months;
 - Details from the budget review process, where a procurement activity may need to commence within the subsequent 12-18 months; and
 - Any additional procurement activity identified with stakeholders that may need to commence within the subsequent 12-18 months.
- Developing and managing an annual Action Plan relating to transformational projects, informed by Wandle's priorities for the coming year. The Action Plan covers key activities as set out below and will be updated annually. Actions achieved during the 2025/26 year include:
 - Creation of a Shared Service (SSfH), which began service delivery on 1 April 2025, providing procurement services to member Housing Associations;
 - Expansion of the Procurement Team within SSfH to include the creation of an Assistant Senior Procurement Officer role (split between two existing Procurement Officers) and another Procurement Officer;
 - Driving best practice within procurement route selection, to achieve best value for money and compliant procuring and contract management;
 - Continued consistent approach to contract management to ensure contract management effectiveness and consistency in data accuracy, record keeping and reporting;
 - Continued use of the contracts register on the My Compliance system to help maintain and improve accurate record keeping in relation to contracts and spend to enable a single online source of data;
 - Opportunities for collaboration have been sought and identified including the tender to create a HR Recruitment Framework for Wandle and other current and future SSfH members;
 - Ongoing compliance with Procurement relevant legislation - the Procurement Act 2023 (PA23) and Public Contracts Regulations 2015 (PCR 2015); and
 - Voluntarily publishing a procurement pipeline on the Central Digital Platform.
- Actions such as the below, as outlined within 2.9, "Stakeholder Engagement":
 - Engaging resident views where appropriate;
 - Engaging with internal stakeholders;
 - Integrating the role of Procurement into Wandle; and
 - Cross departmental collaboration and engagement.

Future focus, aspirations, and activity

Wandle's aim is to strengthen the current leader rating in this objective. Now that SSfH is operational, opportunities for collaborative procurement are expected to be greater. Identifying and undertaking collaborative procurements should help Wandle achieve this aim.

Immediate Actions	Mid-Term Actions	Long-Term Actions
Encouraging soft market testing (engagement) as part of pre-procurement processes (this is now an ongoing action)	Continue to seek and carry out collaborative procurement opportunities that have been identified (ongoing action)	Advising on running pilots for new services (where appropriate to do so), so that Wandle can understand the environment, constraints, requirements, risks and opportunities before entering long term arrangements

Contract Management

Effective contract management is a "process that ensures that contract outcomes are delivered and where possible exceeded through proactive management of third-party relationships".

Awarding a contract is only part of the procurement lifecycle; Contract Managers must manage the contract to ensure it delivers the intended outcomes to the expected levels of cost and quality and delivers continuous improvement during its term. Poor contractor performance can seriously damage Wandle's reputation and its ability to deliver effective services.

This is important for Wandle, as this can help improve performance, reduce cost, mitigate risk and harness innovation.

2026 Rating

Minimum	Developing	Mature	Leader	Innovator
Contract management is generally poorly undertaken	Some contract management but this is not consistent across the organisation	Contracts are regularly monitored across Wandle, and regular feedback and reporting is provided to provide purpose-built solution, fully visible to the whole organisation assurance to the leadership team	A standard approach to contract management exists, with training and approaches aligned to value and risk of each individual contract	Contract management structure fully monitors the performance of contractors as well as supply chain
Basic contracts register on a spreadsheet with limited accessibility	Contracts register exists with some access possible, mainly viewing and searching capability			Benchmarking of contract management across the organisation to ensure best practice
Data held is often incomplete/out of date	Data held is incomplete/ out of date, but efforts are being made to increase data	KPIs are included in all Silver and Gold contracts	Organisation makes use of contract management software and reports on KPIs	

	quality and the percentage of third party spend listed on the register	Contracts Register is dynamic and provided through a purpose-built solution, fully visible to the whole organisation Complete data sets for all major third party spend	Processes in place to ensure continuous improvement and the capturing of lessons learned Contracts Register is dynamic and fully accessible Information is always up-to-date with complete and accurate records on all contracts Contracts register has action/renewal alerting capabilities for contract owners and managers	Contracts register is complete and accessible to all appropriate staff and is integrated with the financial system for forward planning, budgeting, asset management and expenditure reporting Contracts register is used for forward planning and financial modelling
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Wandle is meeting the rating above (as of 2026) by:

- Having a dynamic contracts register in place to provide basic information oversight of contracts within Wandle (including details of the named Contract Manager), which is visible/available to the whole organisation (via the intranet);
- Requiring variations to contracts are reflected on the contracts register;
- SSfH conducting a monthly analysis, comparing Purchase Orders raised with information on the contracts register, to ensure accuracy;
- Having pockets of good contract management across the organisation, with a consistent standardised approach now in place, based on contract categorisation (Gold, Silver, Bronze);
- SSfH providing contract management training within the “procurement awareness training” sessions and delivering contract management specific training on the new approach and system to contract managers;
- Director of SSfH Procurement producing contract management reports for EMT monthly; and
- Continued monitoring of contract management activity across Wandle with Director of Procurement at SSfH attending EMT on a quarterly basis as from March 2026.

Future focus, aspirations, and activity

A new approach to contract management has been implemented to establish a standardised approach across Wandle. Following the roll out of this approach, Wandle's rating has been maintained at developing in this objective.

Immediate Actions	Mid-Term Actions
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SMT and EMT to take ownership and provide direction, where their Contract Managers are not following the agreed Wandle approach to contract managements (processes and system) EMT to undertake monthly reviews with members of SMT in their area of responsibility and agree actions and timescales Members of SMT to take a proactive approach to contract management within their service areas and to address areas of concern as required Contract Managers to ensure that electronic copies of contracts and associated documentation are saved on SharePoint (not a personal drive), and that the SharePoint link is on the Contracts Register Further manager training or guidance needed on contract governance	Recognition that contract management is essential to Wandle's overall performance, and is a core competency – SMT have been encouraged to set this as an objective for managers at Wandle for the 26/27 reporting year
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Leadership and Governance

The Senior Management and Executive Management Teams should be engaged in the leadership and governance of procurement activity. When members are fully engaged with procurement matters, the quality of decision-making is better, and oversight and accountability are improved. Among other things, engagement leads to better project delivery and better outcomes for our customers.

2026 Rating

Minimum	Developing	Mature	Leader	Innovator
SMT/EMT members regard procurement issues as purely operational matters SMT/EMT received reports for formal decision-making and reviews	The organisation is exploring the best approach to SMT/EMT engagement in procurement matters, and better ways of informing members about procurement activities	SMT/EMT engagement is delivering better results on some projects Senior Managers take advice at key decision points SMT/EMT receive regular briefings beyond formal requirements	SMT/EMT engagement is delivering better results from early engagement and advice across all procurements SMT/EMT are performing their roles more effectively due to enhanced reporting	SMT/EMT engagement is contributing to (and reporting on) the success of a combined group of HAs project or another innovative project (relating to procurement)

Wandle is meeting the rating above (as of 2026) by:

- Ensuring all approvals (to procure, to let, to extend or to except) go to the relevant delegated authority (in line with the Standing Orders), highlighting information and advice/guidance from the Procurement lead;
- SSfH supporting on the approvals process, including the signing/sealing process with the Governance team;
- Ensuring decision-making is transparent, accessible and consultative;
- Streamlined approval process with online approval forms, creating a full audit process for approvals and online sign-off;
- Ensuring the relevant member of SMT and EMT has sight of (and approval of) the procurement forward plan;
- Reporting on delivery of the forward plan to ensure co-ordination with other strategic decisions or initiatives being undertaken, via quarterly reports to SMT and EMT;
- SSfH Senior Procurement Officer having monthly catch-ups with members of SMT to discuss key procurement activities;
- SMT (and the managers in their teams) engaging with SSfH prior to any procurement activity, and involving the Procurement lead in key decisions and meetings; and
- Ensuring members of SMT/EMT have the necessary skills and awareness to maintain oversight of procurement and contract management within their area of the organisation, via Procurement Awareness training sessions; Workplace blogs; and Quarterly updates from the Head of Procurement.

Future focus, aspirations, and activity

SSfH will continue to engage both SMT and EMT on a regular basis. The aim for the coming year is to strengthen the current leader rating.

Immediate Actions	Mid-Term Actions
Greater awareness across the business of the scheme of delegated authority to ensure that Approving Managers on approval (and sign and seal) forms are as per what is stated in the scheme – this includes training to be delivered by Wandle's Governance Team	Recognition that contract management is essential to Wandle's overall performance, and is a core competency – SMT have been encouraged to set this as an objective for managers at Wandle for the 26/27 reporting year

Value for Money

Value for money is paramount in fulfilling our commitment to our customers and delivering services efficiently and must be placed at the forefront of all procurement activities. This means optimising the use of funds by balancing effectiveness, efficiency, and economy over the life cycle of a product, service or works to achieve the intended outcomes of the procurement. This includes wider socio-economic and environmental benefits and impacts.

Procurement activity should be designed and managed to enhance achievement of the associated objectives and outcomes of the contract.

2026 Rating

Minimum Savings and benefits are delivered from some contracts but not a part of any formal process	Developing A formal process is in place for capturing savings and accruing benefits from contracts but is not uniformly implemented	Mature Savings and benefits realisation applied uniformly across the organisation and reported to SMT/EMT	Leader All contracts regularly reviewed to monitor actual versus planned spend Opportunities for savings from specification and performance reviews are assessed on an ongoing basis All benefits and savings claimed in agreed business cases and/or promised by contractors are managed and accrued to the organisation	Innovator A proactive system is in place in partnership with contractors to review all contracts for potential savings, cost reductions and benefits realisation Contractors work with the organisation on an ongoing basis to reduce costs and eliminate potential waste
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Wandle is meeting the rating above (as of 2026) by:

- Ensuring all contracts with a total value of £30,000 and more are procured competitively;
- Savings captured and reported on quarterly to SMT and EMT;
- Social value commitments being captured on a case-by-case basis, and included in the Procurement Recommendation report;
- Ensuring (where appropriate) that Wandle conducts whole life costing (environmental, social and whole life cost criteria are considered in the assessment of best value for money and in the evaluation criteria);
- Equipping and supporting staff to be able to run a compliant procurement process that results in value for money for Wandle;
- Effective use of resources within SSfH;
- Efficiencies internally with streamlined processes, online approval forms and standardised templates;
- Use of the ProContract portal to undertake online evaluations;
- Carrying out contract management to help achieve value for money by managing poor performance of contractors;
- SSfH producing and sending to EMT monthly a "Routes to Market" document which includes details on rebate values (%) for Framework and DPS call-offs; and
- Exploring opportunities for collaborative procurement projects to bring about value for money.

Future focus, aspirations, and activity

The target for this objective is to strengthen the current mature rating.

Mid-Term Actions	Long-Term Actions
Whilst savings and social value commitments are captured and reported on, benefits are to be followed up and reported on as part of contract management	Procurement will be looking to support the Customer Empowerment Lead in relation to the approach to social value at Wandle, including the development of a strategy/statement, an agreed set of TOMs (themes, outcomes, measures) relevant to Wandle, and ensuring commitments are realised

Small and Medium-sized Enterprises (SMEs)

Small and Medium Enterprises (SMEs) are businesses with fewer than 250 employees, and a turnover of less than £50million. Micro-businesses are businesses with 0-9 employees, and a turnover of less than £2million.

These businesses play a major role in creating jobs and generating income for those on low incomes; they foster economic growth, social stability and are a source of innovation.

Small and medium-sized enterprises (SMEs) are the backbone of our economy. It is vital that we support businesses to achieve sustainable growth and open up procurement opportunities to more SMEs, therefore creating a thriving, varied and competitive marketplace. SMEs not only play a key role in communities by providing a local service and employment but can also offer innovative solutions to service delivery.

Procurement leads and Contract Managers should ensure that they level the playing field for SMEs to compete by reducing and removing barriers in the procurement process.

2026 Rating

Minimum	Developing	Mature	Leader	Innovator
Organisation does not see any benefits to be gained from SME engagement There is little or no knowledge of the local expertise that SMEs can bring	SME organisations are engaged in a few key contracts only There is some knowledge of how SMEs' local expertise can add value and attempts are made to integrate them	Taking a proactive approach to integrating SME organisations into procurement and removing potential barriers There is good knowledge of how SMEs' local expertise can add value and attempts are made to integrate them	SME engagement is embedded into corporate strategy Organisation engages regularly with SMEs (either collectively or individually) Support is provided to SMEs to understand how to respond to tender opportunities There is strong knowledge of the value SMEs bring in providing niche, localised services	SME engagement is a core operational way of doing business, integrated into all directorates and activities with regular reporting against targets SMEs' ability to provide niche, localised and innovative services is being celebrated and drawn upon routinely. Their broad community outreach is actively integrated into service provision

			and actively integrate them	
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Wandle is meeting the rating above (as of 2026) by:

- Advertising opportunities (where relevant) on Find a Tender Service and our eTendering platform (ProContract), which matches the same approach as other Housing Associations;
- Using the standard Selection Questionnaire and/or the Procurement Specific Questionnaire (as appropriate), allowing SMEs to re-use responses;
- Breaking contract opportunities down into Lots, where it is appropriate to do so;
- Providing detailed, specific, and timely feedback to all bidders in order to improve bidding capabilities;
- SSfH making all current Suppliers aware of their new obligations under PA23;
- SSfH encouraging soft market testing (engagement) as part of pre-procurement processes;
- Paying invoices within 30 days as a minimum and ensuring that these terms are passed down the supply chain;
- SSfH carrying out supplier questionnaires, asking for Suppliers to feed back on their experiences to date with Wandle (in terms of onboarding and contract management);
- SSfH organising and hosting a 'Supplier Day' to promote engagement with SMEs;
- Establishing opportunities for regular training and supplier pre-engagement activity for SMEs; and
- Voluntarily publishing a procurement pipeline on the Central Digital Pipeline (CDP).

Future focus, aspirations, and activity

Wandle's aim is to become a leader in this objective by 2028.

Long-Term Actions
Adopting a "Small Business Friendly Procurement Charter; Committing to support small businesses" (operated by the Federation of Small Businesses (FSB))

Compliance

Procurement compliance is important for a number of reasons. First, it ensures that organisations receive the best possible goods, services and works on a value for money basis. Second, procurement compliance helps to prevent corruption and bribery. Third, procurement compliance helps to increase transparency, and ultimately, create a more dynamic and competitive marketplace. Finally, procurement compliance ensures that Wandle's (and our customers') money is spent efficiently and effectively.

The impact of external events (financial/reputational health of a supplier, changes to regulations/legislation etc.) should be mitigated against to ensure the quality and continuation of services is not negatively affected.

Regulations that SSfH ensure compliance with include:

- Public Contracts Regulations 2015
- Procurement Act 2023
- Procurement Regulations 2024
- Procurement Procedure Rules (internal)

2026 Rating

Minimum Organisation does enough to meet statutory requirements and obligations No consideration given to the impact of external events on the functioning of the organisation	Developing Aware of relevant legislation and compliance issues with basic systems in place to manage risks of non-compliance Keeping abreast with updates and taking appropriate action, as and when required	Mature Taking a proactive approach to compliance management with all vulnerable areas identified and mitigating policies and plans in place	Leader Holistic approach to compliance across the organisation Policies and plans in place and shared ownership, transparency and reporting	Innovator Effective policies and plans in place, shared across the organisation with training programmes in place
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Wandle is meeting the rating above (as of 2026) by:

- Having a specialised and qualified Procurement team (via SSfH) who:
 - Take a proactive approach in relation to improvements (such as the successful rollout and implementation of the new approach to contract management);
 - Ensure all procurement activity is undertaken in a legal and professional manner with the highest standards of transparency, integrity, equal treatment, accountability and fairness;
 - Update templates, processes and the Procurement Procedure Rules to reflect any new procurement legislation and regulations, Procurement Policy Notes, case law and best practice;
 - Undertake relevant procurement activities in line with PA23;
 - Ensure that staff are kept up to date with knowledge and training in relation to procurement as required;
 - Advise on a variety of procurement processes and options, to meet the expected outcomes of Wandle;

- Maintain an accurate contracts register on My Compliance;
- Conduct a monthly spend analysis, comparing Purchase Orders raised against information on the contracts register, to mitigate the risk of off-contract spend; and
- Ensure due diligence is carried out on successful bidders prior to contracts being entered.
- Having up to date Procurement Procedure Rules in place;
- Having up to date anti-fraud and corruption policies in place;
- SSfH running regular training sessions, hosting lunch and learns and publishing Workplace blogs;
- SSfH developing a suite of procurement training videos for Wandle to access;
- SSfH providing quarterly updates on compliance and Exceptions to SMT and EMT;
- SSfH taking all reasonable steps to identify and keep under review and potential, perceived or actual conflicts of interest;
- Engaging across the organisation to ensure compliance with areas outside of procurement, such as:
 - Section 20;
 - Health and safety;
 - TUPE regulations;
 - Internal Standing Orders;
 - External grant funding conditions; and
 - GDPR.
- Materials Law Checklist reviewed and updated regularly; and
- The Finance team ensuring systems are in place to target both financial loss and fraud with a proactive approach to issues such as irregular transactions, duplicate payments, and fake creditors/invoices.

Future focus, aspirations, and activity

Wandle seeks to maintain and strengthen its current rating of Innovator in this objective.

SSfH will review any areas of continual improvement in relation to compliance and best practice, ensuring that the requirements of Public Contracts Regulations 2015 and the Procurement Act 2023 are adhered to, ensuring that the 2023 procurement audit rating of 'significant assurance' (GREEN) is maintained.

Social Value

Social value is the wider financial and non-financial impact to the wellbeing of individuals, communities, and the environment from public sector contracts, over and above the delivery of services, goods or works directly at no extra cost.

Wandle must have regard to the following outcomes in procurement activities, alongside any additional relevant priorities, where it is relevant to the subject matter of the contract and proportionate to do so:

- Creating resilient businesses and opportunities for employment and skills development;
- Improving innovation, supply chain resilience and security of supply; and

- Tackling climate change and reducing waste.

This can be achieved by identifying requirements within the specification of the goods, services or works to be purchased, or the award (evaluation) criteria which will determine the most advantageous tender.

Whilst it can be beneficial to consider such additional benefits, achieving them without overburdening suppliers is crucial, and we should ensure that we do not place onerous requirements on suppliers, or use disproportionate clauses in tenders and contracts.

2026 Rating

Minimum	Developing	Mature	Leader	Innovator
Compliant; doing just enough to meet the conditions of The Act	Compliant but only proactively seeking social value in a few key contracts only	Taking a proactive approach to integrating social value into procurement	Social value embedded into corporate strategy and have comprehensive frameworks for management and delivery	Social value is a core operational metric, integrated into all departments and activities with regular reporting against targets
No measurement taken	No specific policy in place	A process and policy is in place to identify which contracts should include social value	Social value requirements applied to supplies, works and services above AND below public procurement thresholds	Specific policies in place on stakeholder involvement, materiality assessment and valuation
	Some limited form of social value (i.e. SME spend)	Named department takes responsibility for managing and delivering social value	Requirements are tailored to reflect size and scope of contract	Policies include coverage of the Living Wage, ethical procurement and visibility of supply chain
	Social value is mentioned in tenders (where relevant) relating to services but no weightings or specific score allocated	Measure social value in non-financial terms against organisational TOMs (based on national TOMs)	Social value embedded into all procurement routes where appropriate	Expectation that all members of staff take responsibility for managing and delivering social value
	Tenderers asked for social value commitments to improve the economic, social and environmental wellbeing of the relevant area	Social value requirements included in all relevant tenders as a part of quality score	A specific scoring and weighting system in place of at least 5% of the total score	Social value used as a KPI to assess progress
	Limited or informal social value reporting and feedback only	Social value weighting as a part of quality score 5-10%	Measure social value in BOTH non-financial AND financial terms against TOMs	Specific social value commitments sought from tenders that have been open/transparent to the public and adapted to take
		Annual feedback to relevant committee on social value committed to and realised/delivered	Organisational TOMs updated on an annual basis with evidence and	

			methodology to support	account of residents' input
			Regular feedback to relevant committee on social value committed to and realised/delivered	Weighting system in place of at least 10% of total score unless a robust rationale for lesser percentage exists

Wandle is meeting the rating above (as of 2026) by:

- SSfH reporting on the use of (and spend with) local and SME suppliers via quarterly updates to SMT and EMT;
- Certain procurement activity having social value evaluation criteria included;
- Social value commitments being captured on a case-by-case basis and included in the Procurement Recommendation report; and
- SSfH working closely with Wandle lead on social value actions to support Wandle in improving its rating in this objective.

Future focus, aspirations, and activity

Wandle's aim is to become mature in this objective by 2028.

Mid-Term Actions	Long-Term Actions
Whilst social value commitments are captured and reported on, benefits are to be followed up and reported on as part of contract management (SSfH to support Contract Managers on how to achieve social value objectives) (ongoing action) Monitoring continuous improvements and performance in relation to supplier's social value commitments (as per the tender documentation and submission) and subsequent delivery Putting social value at the heart of procurement and contract management through setting realistic, achievable, and measurable targets (in collaboration with the Customer Empowerment Lead)	Procurement will be looking to support the Customer Empowerment Lead in relation to the approach to social value at Wandle, including the development of a strategy/statement, an agreed set of TOMs (themes, outcomes, measures) relevant to Wandle, and ensuring commitments are realised (this will be in line with the review of the Community Empowerment Strategy) Measuring social value in both financial and non-financial terms against organisational Themes, Outcomes and Measures (TOMs) The Customer Empowerment Lead reporting regularly on the progress and delivery of social value against targets

Sustainability

Sustainable procurement considers social, economic and environmental factors alongside the usual price and quality considerations when buying goods and services. It

means we can get works, goods and services in a way that minimises damage to the environment, while achieving value for money.

Some examples are included below, but they must be relevant and proportionate to the contract being procured:

- Purchasing electricity from renewable sources;
- Considering upcycling/recycling options as part of disposal at the end of a contract;
- Changing fleet vehicles to ultra-low emission vehicles or electric vehicles;
- Using low-carbon construction materials;
- Reducing energy and resource consumption;
- Including recognised environmental standards as part of the specification; and
- Consulting with stakeholders and environmental managers.

Sustainable practices can include reducing supply chain emissions, reducing consumption and waste, improving energy efficiency, and sustainable transport.

Sustainable procurement is a critical issue; we must ensure our natural resources are used efficiently, waste is avoided, and carbon emissions are minimised wherever practicable. Our spending decisions are therefore an important instrument in tackling climate change both by reducing our emissions associated with purchasing goods or services and ensuring that our buildings and infrastructure are resilient to climate change.

2026 Rating

Minimum Not considered within the organisation	Developing Organisation only seeks sustainable objectives in a few key contracts No specific policy in place Sustainability is mentioned in tenders (where relevant) but no weightings or specific score allocated Limited or informal reporting and feedback only	Mature Organisation meets its procurement needs in a way that achieves value for money whilst minimising damage to the environment Taking a proactive approach to integrating sustainability into procurement A process and policy is in place to identify which contracts should include sustainability objectives Named department takes responsibility for managing and	Leader Sustainability embedded into corporate strategy Requirements are tailored to reflect size and scope of contract Sustainability embedded into all procurement routes where appropriate Regular feedback to relevant committee on sustainability objectives and delivery against these	Innovator Sustainability is a core operational metric, integrated into all departments and activities with regular reporting against objectives Expectation that all members of staff take responsibility for managing and delivering sustainability objectives Sustainable objectives are used as a KPI or as part of a balanced scorecard to assess progress
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		delivering sustainability Sustainability requirements included in all relevant tenders (quality score) Annual feedback to relevant committee on sustainability objectives and delivery		
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Wandle is meeting the rating above (as of 2026) by:

- Certain procurement activity having sustainability or environmental evaluation criteria included in the tender;
- Promoting climate objectives being considered as part of any procurement process, including prompting Contract Managers to ensure details of the objectives are within the specification and for part of the Key Performance Indicators, detailing what is to be measured, how often and the format information is to be provided in;
- Considering the whole life of contracts (where appropriate), beyond the initial upfront cost as sustainable solutions may deliver significant savings during the life of the contract through energy efficiencies and waste reduction;
- Holding training sessions with key members of staff to ensure better engagement with procurement resulting in more informed decisions; and
- Opting into the [Sustainability for Housing model Home - Sustainability for Housing](#) and reporting against this.

Future focus, aspirations, and activity

Wandle's aim is to become mature in this objective by 2028.

Mid-Term Actions	Long-Term Actions
Contract Managers consulting with key stakeholders (pre-procurement) to reach a common understanding of what sustainability might look like for their contract and what matters most Sustainability requirements included in all relevant tenders (quality score)	Annual feedback to relevant committee on sustainability objectives and delivery against these Wandle to develop and implement a Sustainability Strategy, highlighting environmental objectives for Wandle Housing Association (and its subsidiaries as appropriate) Set a benchmark for Wandle's sustainability activities throughout the supply chain which focuses on areas to help Wandle achieve good returns against its Sustainability Strategy

Customer and Stakeholder Engagement

The aim is to have a “one team” approach to the design and implementation of procurement activities. Working as a single team (across Wandle and our customers) to make the best use of resources and ideas can lead to innovative solutions and better results.

Engaging with relevant stakeholders and customers to ensure specifications reflect community requirements and recognises the contribution of existing services is key to deliver quality, value for money services that meet the needs and desires of our customers.

Successful engagement enhances knowledge and builds trust, drives mutually beneficial relationships, and improves outcomes.

2026 Rating

Minimum	Developing	Mature	Leader	Innovator
There are teams but they work in isolation from procurement advisers	The organisation acknowledges the business case for a cross organisational approach and is seeking to encourage this	Designing and implementing solutions as a single team in high value/high risk projects	Designing and implementing solutions as a single team is the organisation's normal way of working	Designing and implementing solutions as a combined organisation or as a group of HAs with health, fire, police, local authority and other partners
Departments generally have their own arrangements and processes	Lessons being learned for planning and budgeting processes, project management and governance	The team approach is supported by corporate and service planning and budgeting processes and effective governance arrangements	Training programmes cover 'soft skills' of partnership working and shared processes	Customer engagement is a core operational metric, integrated into all departments and activities with regular reporting against targets
No customer engagement	Some limited engagement on specifications	A proactive approach is taken to engage customers in both specification review, needs analysis and evaluation (where appropriate)	Engagement is reported on formally against a defined KPI to the relevant committee, at least annually	Expectation that all members of staff take responsibility for managing customer engagement
	Limited involvement of customers in evaluation panels	Named department takes responsibility for managing engagement	Specific evaluation criteria is created within a procurement activity, with the purpose of customers evaluating	
	Limited or informal reporting on customer engagement	Appropriate engagement is considered for every procurement activity on the forward plan		

Wandle is meeting the rating above (as of 2026) by:

- SSfH reviewing and considering involvement of our residents (relevant panels) with projects listed in the forward plan;
- Engaging resident panel members in the review of specifications and evaluation where Contract Managers have felt it appropriate;
- Report to EMT on what projects have had customer engagement, and where they haven't, the reasons for this;
- Engaging with all internal stakeholders to ensure a good definition of the requirements;
- Recognising the benefits of partnership working and the potential efficiencies;
- Seeking collaborative procurement opportunities between departments;
- Integrating the role of Procurement into Wandle as standard practice through regular training, lunch and learn sessions and weekly Workplace blogs;
- Making information easily accessible via the intranet;
- SSfH liaising with multiple teams in a project management capacity (such as Homeownership and Governance);
- SSfH working closely with Wandle lead on Customer and Stakeholder Engagement actions to support Wandle in improving its rating in this objective; and
- Actions such as the below, as further outlined within 2.3, "Leadership and Governance":
 - Streamlined approval process;
 - SMT and EMT oversight of the Procurement forward plan; and
 - Ensuring SMT and EMT have necessary skills and awareness to maintain oversight of procurement activities within their area(s).

Future focus, aspirations, and activity

The target rating for this objective is to move from developing to leader.

Immediate Actions	Mid-Term Actions
Considering the most effective ways to involve and engage with resident panels as standard practice when preparing procurement documentation Where customers (residents and internal stakeholders) will be impacted, provide an opportunity for them to help shape community benefits Incorporating resident views and feedback into the approach to the procurement, requirements defined within it and method of delivery	Seeking collaborative procurement opportunities as part of the Shared Service arrangement Joined up working between SSfH and the Customer Engagement Team to allow for early and proactive customer engagement A target of 25% of procurements on the forward plan have some form of customer engagement

3.0 What does success look like?

The strategy sets out Wandle's objectives in relation to procurement activity, and the annual review will ensure these objectives are monitored and kept on track. Over the lifetime of the strategy, successfully delivering on improved ratings against these objectives will deliver change in the organisation both internally for key stakeholders, and externally for our customers and suppliers that we work with.

Success for our Customers

Procurement impacts our customers in many ways, whether that be the quality of Estate Services or the reactivity of a repair. Reporting will be carried out annually to summarise where residents have been engaged in (re)procurement activity, ensuring their voice is heard and included in the services we procure; this will be reported on against the KPI of 25% of procurement activity on the forward plan having some form of customer engagement.

Success will also be measured in relation to savings and social value obtained for customers via procurement activities.

Feedback Forms

Feedback forms will be used to monitor SSfH's performance in relation to individual procurement activity as well as training that is delivered. Scores from this feedback is a good indicator for effective engagement, joint working, and the team's commitment to delivering a high-quality service.

Performance Reports

Quarterly reports to SMT and EMT are used to monitor and update leadership on success and further opportunities in areas such as savings, compliance, and delivery against the forward plan.

Contract Management

Quarterly reports to SMT, EMT and the AIC Committee on contract management will be an indicator that the strategy's objectives are being achieved; contracts delivering the intended outcomes to the expected levels of cost and quality whilst also delivering continuous improvement during its term.

Engagement

The strategy has highlighted the importance of engagement with key internal stakeholders, customers and relevant supplier markets. Increased engagement across the board will evidence success and ultimately will improve the quality of our contracts and service delivery to customers.

Staff Retention

Whilst there may be many reasons staff may leave a business, the strategy looks to ensure we have the right staff in place, with the right tools in place to support them to deliver an excellent and efficient service to our internal and external customers.

4.0 Roles and Responsibilities

Procurement Team at SSfH

SSfH are responsible for the monitoring of the strategy and performance objectives through its lifecycle, as well as carrying out an annual review of the strategy and updating any objective ratings as appropriate.

Director of Procurement at SSfH

The Director of Procurement at SSfH is the owner of the strategy and is responsible for ensuring its overall implementation within the business.

Senior Management Team (SMT)

SMT members are responsible for the delivery of the Procurement Strategy within their respective teams. They are also responsible for ensuring that procurement activities are conducted in line with the strategy and its intended outcomes where appropriate.

All Staff

It is the responsibility of all staff to help deliver the strategy and to ensure that they recognise the way that their role can impact on the objectives and outcomes.

Organisation wide commitment to the Procurement Strategy will ensure the full value of procurement and contract management is met across Wandle.

5.0 Related Documents

Internal

Policies	Standing Orders Procurement Procedure Rules
Other internal documents	Corporate Strategy Value for Money Strategy Community Empowerment Strategy (Social Value)

External

Public Contract Regulations 2015

Procurement Act 2023

Procurement Regulations 2024

Procurement Strategy (2024 - 2028)



Social Value Act 2012

National Procurement Policy Statement 2025