Wheatley Group

Making homes and lives better
wheatley-group.com

Wheatley Procurement Strategy

2026-2028

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1. Introduction

Introduction to Wheatley

Wheatley is one of the UK's leading housing and property-management groups.

Our purpose is 'making homes and lives better.' Owning or managing over 90,000 homes, Wheatley delivers award-winning services across 19 local authorities in Scotland. Wheatley is firmly rooted in our communities and is focused on delivering excellent services tailored to customers' needs.

Wheatley employs 2900 people directly and a further 2000 as joint owners of one of Scotland's largest repairs and maintenance companies, City Building (Glasgow).

We are committed to providing homes that are safe, warm, and affordable places where customers feel secure and proud to live. We value the dedication of our staff, whose efforts ensure customers receive the best possible experience every day.

Our focus on being a responsible business and continuously improving is evidenced through national and international awards and accreditations from organisations ranging from EFQM, Investors in People, Investors in Young People and the UK Government Cabinet Office, which oversees Customer Service Excellence.

Our priorities are shaped by our customers, people and partners. Our procurement is purpose driven. We wish to leverage our scale to build strategic procurement partnerships, attract private sector expertise into the public domain, support local businesses and create job and training opportunities for our customers.

Purpose, Vision and Values

Wheatley subsidiaries are united by our values. Together, by focusing on what matters most to customers, we will deliver on our purpose and improve the lives of our customers.

Our Purpose

Making homes and lives better

Our Vision

Our homes and neighbourhoods are places we, and our customers, are proud of. We listen, we learn, and we deliver what matters most to them.

Our Values

Excellence: we proactively pursue the highest standards.
Inclusion: every voice matters and is treated with respect.
Trust: we take pride in always doing the right thing.
Ambition: we are bold, innovative and challenge ourselves

Wheatley Structure

Wheatley comprises of:

- **Wheatley Homes Glasgow** – social landlord with over 43,000 affordable homes managed in Glasgow.
- **Wheatley Homes South -** social landlord with over 10,000 homes owned or managed in Dumfries and Galloway.
- **Wheatley Homes East** – social landlord with over 7000 homes in Edinburgh, the Lothians and Fife.
- **Loretto Housing Association** – social landlord with over 2000 properties owned and managed across the central belt.
- **Lowther Homes –** private rented landlord with over 1000 homes and property management service provider to over 28,000 customers who own their properties.
- **Wheatley Solutions** – corporate support services, ranging from finance, IT and procurement to governance, assurance, legal, marketing and communications
- **Wheatley Foundation** – charity that delivers our community and better lives activity.
- **City Building (Glasgow) –** principal activities are repairs and maintenance operations, construction, manufacturing and training of apprentices. CBG is a Wheatley Group subsidiary.

2. Public Procurement and Core Principles

Public procurement in Scotland is based on four basic principles:

- **Transparency** – the reasons for procurement decisions must be clear to all.
- **Accountability** – The Group is required to be accountable to our Board, stakeholders, and customers for all decisions that we make when spending money. This principle requires that decision making can be audited to ensure consistency with other principles and that any potential conflicts of interest are avoided.
- **Fairness, Equal Treatment and Non-Discrimination** – All parties involved in procurement decisions must be treated fairly, with no potential supplier being treated either more or less favourably than any other potential suppliers. This also means that contract opportunities must be advertised widely enough to ensure that genuine competition between suppliers is possible.
- **Proportionality** – The requirements made of potential suppliers must be made on a scale which is consistent with the type and size of the contract opportunity.

Our Procurement Vision

- To deliver commercially effective, transparent, compliant procurement processes across the Group and delivering value for money and Best Value to our customers and Stakeholders.
- To be recognised for leading commercial, procurement and professional skills that drive outstanding outcomes.
- To provide key input towards the Strategy.

Our Strategic Aims and Objectives

Our Procurement Strategy aim is to assist Wheatley to achieve business objectives and to contribute to the achievement of the aims and objectives of our partner organisations.

Deliver savings, value for money and Best Value and we will achieve these by:

- Working together to identify opportunities and continuing to challenge the status quo.
- Ensuring that all opportunities are thoroughly considered and all implications of change in delivery is fully appraised.
- Increasing our collaboration with other organisations.
- Developing a coordinated pipeline of future procurement projects to improve our services.

Change supplier and internal behaviours, improve processes and policies by:

- Creating Procurement Categories to provide support and promote market knowledge and information sharing to oversee implementation of this Strategy.
- Creating Procurement User Intelligence Groups (UIG's) to engage with all partner organisations to oversee implementation of this Strategy.
- Introducing and refining regular reporting of procurement performance and compliance.
- Improve contract and supplier relationship management through the continued use of the Contract Management System (CMS) across the Group to ensure that we are getting the most value and innovation from our contractual relationships.
- Improve contract and supplier management through the new Contract Supplier Management document issued to provide guidance on the Group's requirements for contract owners.
- Reviewing and improving our Purchase to Pay ('P2P') processes to strengthen controls, increase efficiency and provide useful and up-to-date management information.

- Ensuring that there are standard templates in place for all procurement and contracting documentation and ensure that these are regularly reviewed in line with legislation and best practice; and
- Embedding sustainable procurement as business as usual and incorporating community benefits in all appropriate contracts. Supporting local businesses and SMEs through closer working with stakeholders making our processes more streamlined and accessible.

Increase expertise, capacity and effectiveness and we will do this by:

- Developing staff within the Procurement Department through training, secondments, and mentoring programmes; and
- Developing and embedding contract and supplier management practices and improving commercial awareness.

Compliance with Procurement Legislation

The Scottish Government continues to promote a national programme of public sector procurement reform to drive continual improvement in procurement practice and we endorse and support that position. The Strategy recognises that the Wheatley Group and its subsidiaries, as contracting authorities, are subject to the application of the legislative requirements which bind public procurement practice in Scotland namely:

- The Procurement Reform (Scotland) Act 2014
- Public Contracts (Scotland) Regulations 2015
- Procurement (Scotland) Regulations 2016
- Concession Contract (Scotland) Regulations 2016

Where Wheatley is carrying out procurements by means of call-off from a framework agreement or dynamic purchasing systems put in place by contracting authorities in the UK that are themselves subject to the Public Contracts Regulations 2015 or Procurement Act 2023, these legislative requirements will be engaged and Wheatley Group, and its subsidiaries, will require to ensure they meet relevant obligations applying to them.

It is further acknowledged that all procurement activity must conform to the processes and governance detailed in the Group's Standing Orders, Procurement Policy and Procurement online learning tool "Passport to Procure".

Public Contracts (Scotland) Regulations 2015 Thresholds

PCSR 2015	From 1 January 2026 (inclusive of VAT)
Works	£5,193,000
Concessions – Works and Services	£5,193,000
Services and Supplies (non-Schedule 1 Entities)	£207,720
Light Touch Regime	£663,540
Small Lots (works)	£884,720
Small Lots (supplies and services)	£70,778

Procurement Reform (Scotland) Act 2014 Thresholds

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

As a business, we require to be able to respond quickly and proactively to economic, social, legislative, and political factors as they change. We require a dynamic strategy to ensure that there is a clear framework for achieving a continuous programme of improvement and value which is in alignment with our core corporate values and "Making homes and Lives better" 2026-31 strategy.

Current legislation in Scotland includes additional requirements for contracting authorities to demonstrate transparency and equal treatment of suppliers. In order to increase transparency and treat all suppliers equally and fairly, the Procurement Team will continue to undertake all procurement processes over £50,000 in accordance with agreed methodologies and the requirements of the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016, maintaining an audit trail of scoring and rationale throughout the process. The Procurement Team will provide advice to business leaders and budget holders on procurement below £50,000 to support good practice in procurement throughout the organisation.

Procurement Routes Based on Spend

Financial Value	Process	No. of Suppliers
Below £25,000	Guidance on WE Connect that must be followed to achieve best value. Quick Quote process via PCS (quality/price) may be followed if the contract is deemed to be of medium risk or higher.	N/A unless Quick Quote is used. if so, 3 – 5 suppliers must be invited to quote.
£25,000-£50,000	Quick Quote process via PCS (quality / price)	3 - 5
£50,000 (Goods and Services) £2m (Works) and above up to PCSR Thresholds	Tender process via PCS – quality / price in accordance with the requirements of the Procurement Reform (Scotland) Act 2014 and the Procurement (Scotland) Regulations 2016	As per specific procurement route. Seek advice.
Above PCSR 2015 Thresholds	Tender process in accordance with the requirements of the PCSR 2015	As per specific procurement route in the PCSR 2015. Seek advice.
Beneath £50,000 (Goods and Services) and £2m (Works) where a competitive tender process is not possible	Waiver Approval Form	Single Supplier
Above £50,000 (Goods and Services and £2m (Works) where a competitive tender process is not possible	Negotiated Procurement without prior publication of a Contract Notice	Single Supplier

Separate to the above, it may be that the procurement route involves use of a collaborative procurement approach in the form of a framework agreement or dynamic purchasing system, in which case the relevant process will be dictated by the detail of the relevant collaborative procurement approach.

3. 2026-2031 Strategy

‘’Making Homes and Lives Better’

Our ‘Making homes and Lives better 2026-31 strategy sets out our plans and responding to customer, staff and partner priorities. This balances building new homes, investment in existing homes, customer experience, and financial resilience, while having a clear focus on meeting regulatory obligations and supporting Scotland’s long-term transition to a greener housing system. Our strategic themes and key outcomes are as follows:

Strategic Theme	Strategic Objectives			
Homes and neighbourhoods to be proud of	*Maintain and enhance homes to meet the Wheatley standard*	*Create thriving neighbourhoods, collaborating with customers and partners*	*Lead the way in expanding supply of affordable, quality homes*	
Personalised services	*Connect with customers through proactive, tailored communication*	*Enhance and apply what we learn to drive customer focused services*	*Deliver seamless services to meet customer needs*	
Better Lives	*Make the largest landlord contribution to ending homelessness* in Scotland	*Shape powerful partnerships to alleviate poverty and open doors to new opportunities*		
Delivering sustainable value	*Nurture and invest in our people, recognising their contribution*	*Drive effective solutions, harnessing digital capabilities and data assets*	*Ensure financial efficiency today, prepared for tomorrow*	*Grow our reputation as an ethical, trusted business*

Specifically, the Procurement Team will have an impact in the following areas:

Theme 1: Homes and Neighbourhoods to Be Proud Of

Delivering the Wheatley Standard

- Achievement of the Wheatley Standard for internal components, external fabric and environmental quality.
- Delivery of EPC C by 2031 (or SHNZ standards once finalised) where technically and economically feasible.
- High-quality materials, modern components and robust supply-chain standards
- Strong assurance on building safety, damp and mould remediation, and compliance with Awaab's Law.
- Specifications for all planned and cyclical investment procurements will be redesigned to ensure suppliers deliver consistently high standards that improve comfort, quality and safety while supporting a "single view of the home."

Supporting Major Regeneration and Development

Procurement will underpin the delivery of:

- A minimum of 4,300 new affordable homes across Scotland.
- Regeneration activity in priority communities including TRAs and emerging regeneration sites.
- Modern, energy efficient homes informed by customer insight and future demographic needs
- Procurement will maintain strong relationships with development partners, landowners, and City Building (Glasgow) to secure best value solutions that improve neighbourhoods and address housing need

Enhancing Local Environments

- Integrate neighbourhood quality requirements—such as 5-star KSB environmental standards—into relevant contracts
- Commission services that tackle fly-tipping, improve green spaces, and create pride in place
- Ensure community priorities identified through local engagement are reflected in specifications
- Community Benefits will be built into all major works and monitored through the enhanced Contract & Supplier Management system to deliver tangible, local improvements.

Theme 2: Personalised Services

Digital Platforms and Customer Contact

- Deliver systems and tools supporting the Wheatley's shift to seamless digital communication and self-service.
- Ensure major system procurements align to the "single view of the customer" approach.
- Secure solutions enabling real time updates, clearer communication, and accessible service options.

Strengthening the Repairs and Service Experience

- Support integrated working between Wheatley and City Building (Glasgow) by procuring tools that improve diagnostics, scheduling efficiency and first-time fix rates.
- Ensure repairs and maintenance contracts deliver reliability, accuracy, and customer focused service.
- Embed continuous improvement requirements into all contracts, informed by customer insight and performance data.

Embedding Customer Insight

- Reshape specifications based on customer priorities such as repairs timeliness, clear communication, and consistent service quality.

Theme 3: Better Lives

Ending Homelessness and Strengthening Support

- Procuring assistive technology and care equipment that enable independence and improve quality of life.
- Supporting contracts that help sustain tenancies by supporting early intervention and prevention activity.

Alleviating Poverty and Creating Opportunities

- Embedding Community Benefits that create jobs, apprenticeships, training and volunteering opportunities.
- Working with suppliers to deliver pathways to employment for Wheatley customers.
- Supporting accessible digital inclusion initiatives, including affordable broadband offers.

Safer and More Resilient Communities

- Sourcing innovative fire prevention technology.
- Solutions that support community safety partnerships.
- Services that enable neighbourhood improvements co-designed with customers.

Theme 4: Delivering Sustainable Value

Driving Efficiency and Financial Resilience

- Deliver intelligent sourcing strategies that maximise value for money and reduce unnecessary cost.
- Introduce continuous improvement cycles across all recurring contracts.
- Leverage the Group's scale to drive commercial benefits and reinvest savings into customer priorities.

Digital, Data and AI-Enabled Procurement

- Securing integrated technology platforms that support predictive analytics, automation, and smarter decision making.
- Tools that strengthen contract management, supplier insights and risk visibility.

Responsible and Ethical Business Practices

- Support delivery of the refreshed Sustainability Framework, net zero commitments and circular economy ambitions.
- Ethical sourcing standards, anti-slavery obligations and transparent supply chains.
- Carbon-reduction measures and sustainable materials in all relevant procurements.
- Upholding organisation's Equity Diversity and Inclusion commitments by ensuring suppliers uphold inclusive, fair and ethical practices.

Culture, Capability and Innovation

- Support the Think Yes culture by enabling flexible, customer focused service solutions.-focused service solutions
- Strengthen internal capability through training on procurement law, sustainability, commercial risk and contract management.
- Promote innovation through early market engagement and supplier partnerships that bring forward new ideas and technologies.

Building Capability

The Procurement Team will build the knowledge and experience to undertake and support procurement through an updated version of a “Passport to Procure”- a training programme designed to help staff understand the role of procurement, manage procurement compliantly in conjunction with the Procurement Team, use the Public Contracts Scotland portal for low value procurement and become smarter buyers on behalf of the Group.

The Contract and Supplier Management (‘CSM’) enables the Group to maximise the value it derives from its contracts and help to facilitate partnership approaches with key suppliers. This approach will be supported by software to automate and streamline workflows to conduct effective CSM across the organisation. Contract Managers and Administrators will have access to a CSM e-learning course to ensure that they have the requisite skills and knowledge to manage their contracts.

In order to fulfil our strategic vision and aims we have an agreed approach to ensure continuous improvement through a process of external assessment and accreditation. This process will support Business Leads with nationally recognised external frameworks against which they can set improvement activities and measure improvement. The Procurement Team will support the Group’s external accreditation programmes in the following areas:

- **Customer Service Excellence (CSE)** – offers a framework which allows us to validate that the products and services we provide are designed around our customers’ needs, ensuring our customers are satisfied with the service they receive.
- **Investors in People (IIP)** – provides a framework which allows us to validate that we manage, support, encourage and develop our people, realising their potential and creating staff who advocate strongly for the Group to fellow employees, our customers and wider stakeholders.
- **EFQM** (European Foundation for Quality Management) is not just an external accreditation for Wheatley — it is an organisational improvement framework actively embedded in how Wheatley designs strategy, develops leaders, measures performance, and assures culture.
- **PCIP (Procurement & Commercial Improvement Programme) -** PCIP is an onsite audit which provides a means of measuring and reporting on the procurement and commercial capability of organisations through the provision of evidence, based around a series of set questions and other evaluation methods.

Collaborative Procurement Approach

The Procurement Team has a strong track record of collaborative procurement, offering its frameworks for other contracting authorities to utilise and using external frameworks to maximise buying power. The Procurement Team is engaged with key partners in the areas where we work, notably The City of Edinburgh Council, Glasgow City Council, Dumfries and Galloway Council to share knowledge, experience and conduct collaborative procurement where appropriate.

As an associate member of Scotland Excel, we have access to a wide range of corporate and capital frameworks. This access to framework contracts has delivered efficiencies and financial benefit to the Group. The Group is also a participant on the West Territory Hub through Scottish Futures Trust.

Other framework providers being used by us include the Scottish Procurement Alliance (SPA), Northern Housing Consortium (NHC), Health Trust Europe, Crown Commercial Service, ESPO, Scottish Government and Procurement for Housing (PfH). Our procurement programme has been aligned with framework and dynamic purchasing systems availability to ensure contracting for optimal solutions with the best placed suppliers is realised. The overarching requirement to achieve Value for Money remains our key focus.

Procurement includes supporting the role of suppliers in the Group's business continuity arrangements. Working collaboratively with the Business Continuity team, the Procurement Team works with business owners to improve the robustness of our business continuity plans through desktop and scenario testing, building requirements where appropriate into our contracts. Key areas include new build homes, repairs, IT service providers, and facilities management.

Wheatley / City Building (Glasgow) LLP Joint Working Principles

We hold a 50% stake in City Building (Glasgow) LLP. Glasgow City Council holds the remaining stake. City Building (Glasgow) LLP delivers repairs, general maintenance, and investment work within the Group's Registered Social Landlords in the South and West of Scotland (including Wheatley Homes Glasgow, and Loretto Housing), and our commercial housing and property management subsidiary, Lowther Homes. City Building (Glasgow) LLP also delivers repairs and maintenance services to Glasgow City Council.

We are working to develop a collaborative approach to managing procurement, where appropriate, with the City Building (Glasgow) LLP team. This will be developed and agreed in line with the Group's compliance and legislation principles, reflecting best value and sustainability through the supply chain, determining the most effective route to market, jointly supporting SMEs, effectively benefiting the customer through the

efficient management of Community Benefits, and ultimately promoting excellence in procurement and service delivery. City Building (Glasgow) LLP currently manages its own procurement policy. We expect City Building (Glasgow) LLP to operate in line with its own procurement policy and for this policy to be subject to approval by Wheatley and GCC.

Funding

Procurement can contribute to the effective cost management of the organisation by leveraging the size and scale, where appropriate. It is understood that this should not be at the expense of being rooted in local communities. This will be delivered through large scale framework contracts, either procured by us or utilising external ones, which incorporate Community Benefits. The Procurement Team will have a key role in monitoring savings and value for money.

The Group acknowledges the increasing importance of ESG outcomes. Some loan agreements are now tied to ESG goals like energy efficiency, housing for homeless households, and education bursaries. Achieving these targets lowers loan costs, incentivising the Group to pursue sustainable benefits for communities.

The Group's subsidiaries use purchasing cards to make local, low-value purchases. This streamlines VAT returns and enhances staff security by minimizing petty cash use.

Alignment to Wheatley Partner Strategies

Procurement is not just about cost, value for money and quality, it encompasses the wider elements of responsible business encompassing sustainability, EDI, economic, social, and environmental measures to generate savings and identify efficiencies that can be reinvested in other areas of Wheatley. This Strategy is therefore part of a coherent strategic approach that complements and is aligned with our Wheatley strategic framework.

Given the need to remain agile and flexible through the life of the Wheatley's five-year strategy, an annual review considers what has been delivered to date, our business operating context and the external operating environment. Our procurement performance will inform the annual review of our five-year strategy, and associated Delivery Plans, and this Procurement strategy updated as appropriate.

Digital & Technology Strategy

Technological innovation and digital transformation will enable us to improve how we deliver services to our stakeholders and communities over the coming years. Procurement will complement the aims of our technology strategy, ensuring that:

- Our technology services meet our business outcomes, are supported and secure.
- We engage and partner with key technology suppliers, influencing product and service roadmaps ensuring ongoing alignment with Group ambition and outcomes.
- We develop more integrated service delivery options through our use of data and technology, ensuring that our business keeps pace with advancing technology and delivery approaches; and
- We continue to develop our technology solutions so that they support the delivery of more effective, efficient services aligned with Group digital ambitions and with our partner organisations.

Implementing and adopting new digital operating models requires new approaches to supplier engagement, flexibility in the delivery of shared outcomes and management of commercial, information and innovation risks. At the same time, procurement transparency and compliance will be delivered through the use of relevant frameworks such as Crown Commercial Services and Scottish Procurement.

The Procurement and Digital Technology Solutions Teams will work collaboratively to deliver an ongoing procurement programme to support this critical area of spend. Key areas include:

- improving technological infrastructure and access to SAAS and cloud services.
- aligning business outcomes with supplier capabilities, products and services.
- ensuring best value delivery of digital services and transformation.
- improving business processes and enabling the delivery of more effective services.
- support for Group-wide digital transformation across the services and channels we deliver to our stakeholders.
- simplification and consolidation of services and vendor offerings.
- automating processes through technology innovation and adoption; and
- improving business delivery and decision making.

Sustainability Framework

Our sustainable procurement policy makes clear we will derive positive environmental impact from the £300m we spend each year on goods, services and works. Minimising environment impact will become embedded in every purchasing decision, in the same way that value for money, statutory compliance and risk management is today. We will expect our supply chain, including our City Building (Glasgow) joint venture, to rise to this challenge by ensuring they reduce emissions in their business and have the skills and solutions to deliver, maintain and repair low emission products and services.

We recognise our impact on our environment does not stop at the activities we undertake directly. The goods and services we procure and the processes that support manufacture and delivery also contribute to the climate crisis. As such, we have a duty to understand these wider emissions and act to minimise them. We will do this through building our knowledge and expertise in this area and requiring suppliers to provide their Scope 1 and 2 information relative to the value of purchases made by Wheatley, as base line of the carbon emissions associated with their product or service. We will use this to understand our own Scope 3 impact and move towards solutions to mitigate, in partnership with our suppliers.

Priorities will include reducing carbon emissions in our energy supplies, waste minimisation and increasing the use of recycled products and products derived from reclaimed or sustainable materials.

We expect our suppliers to meet our standards for sustainability as set out in our Sustainability Strategy. The requirements will vary according to the commodity being procured but we expect all our suppliers to demonstrate their compliance with good sustainability practice throughout the supply chain. Procurement will start to measure Scope 3 emissions data from its key suppliers and contractors. The range of data to be measured will include purchased goods and services, asset emissions, fuel and energy consumption, transportation and waste generation.

Where applicable, the Procurement Team will adhere to requirements of the Sustainable Procurement Duty, as set out by the Procurement Reform (Scotland) Act 2014. Under this legislation, we are required to consider how we can improve social, environmental, and economic wellbeing outcomes as part of contracting activities.

4. Procurement Pipeline

The Group's external expenditure in 2024/25 was £384.2m of which 30.1% (£268.9m) was on capital and 69.9% (£115.3m) on revenue. The Group's new build housing programme and investment in existing homes contribute to the capital spending.

The landscape in which we operate has experienced a challenging economic period over the past two years as inflation rose steeply and the Bank of England responded with sustained interest rate rises, creating financial pressure to both businesses and households. Over the last year the monetary policy decisions by the Bank of England have helped reduce inflation and while there are now signs of economic recovery, and potential for interest rate reductions, challenges remain in keeping inflation close to the Bank of England 2% target and creating sustainable growth. While general Consumer Price Index (CPI) inflation remains above but close to target, costs remain higher for key areas of our business such as repairs and insurance and inflation, in line with market predictions increased slightly at the end of 2024. Forecasts are inflation will remain close to the target prompting further interest rate cuts from the current rate of 5.0% in 2025.

The Group spend budgeted for goods, services and works will be delivered using a combination of existing contracts, use of external frameworks and procurement of new contracts and frameworks.

New contracts will be established through the Group as the lead procurement body on behalf of the Group's subsidiaries to maximise flexibility and leverage value for money. Where a procurement process is specialist in nature for a specific subsidiary or customer group consideration will be given to the "contracting authority" on a case-by-case basis.

Implementation

A range of activities have been identified which will allow us to achieve our aims and objectives. These are divided into the following three areas; more detail on which can be found in the following tables:

a) Strategy, Policy and Advice

b) People and Organisations

c) Processes and System

a) Strategy, Policy and Advice

The Procurement Team will work closely with stake holders to identify how we can add most value to support delivery of the Group's strategic priorities.

We will continue to provide excellent customer service to our stake holders and suppliers and act as a centre of excellence of procurement for the Group. We have developed a clear procurement policy and supplementary guidance for staff on how to purchase goods, services and works. We will work closely with business owners and budget holders in respect of producing a culture of trust and innovation and aim to deliver right-first-time services.

We will also continue to ensure compliance with relevant legislation and integration with Group policies and processes by regular review of our processes and regular training of our staff.

Identified Factor	Future Priorities	How	Target Date
Procurement Strategy	The Procurement Team will work with business owners, budget holders, key stakeholders and suppliers to regularly review this Strategy.	Workshops with key stakeholders On-going review for publication annually.	Annual Review
Best Value / Value for Money	The Procurement Team will, in line with legislation, award all contracts on the basis of the 'Most Economically Advantageous Tender' (MEAT) principle. For all procurement, we will consider the key principles set out in this Strategy and award contracts in a clear, transparent, and proportionate manner. We will ensure applied ratios (cost / quality) are rigorously tested prior to advertising. The applied ratios will take into account qualities such as continued costs, whole life costing throughout the life cycle of the contract, financing and depreciation.	Training and awareness sessions for the Procurement Team. Contractual obligations contained within the terms and conditions of engagement.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	The Procurement Team will also ensure that in all procurement activity economic operators are treated equally and without discrimination, in order to encourage greater competition, promote innovation and encourage a wider range of economic operators to become involved in public procurement. This will assist in delivering value for money and achieving Best Value.	CSM Guidance Document ensures contract owners are aware of their responsibilities for contract monitoring.	
Excellent Service Delivery	The Procurement Team will support business owners, budget holders and stakeholders to delivery excellent customer service and save money across the group.	Procurement Team attendance and input to project groups, tendering, general advice and supporting alternative delivery models.	Ongoing
Communication	We will engage and communicate effectively with all internal and external stakeholders, including community representatives and user groups affected by the procurement, to ensure those affected directly and indirectly by regulated procurement are considered. We will do this by market testing, supplier engagement, and feedback sessions with stakeholders at all stages throughout the procurement process and UIG meetings with internal team members. In doing so, we will consider the best practice principles set out in the National Standards for Community Engagement. The outcomes of these consultations will then be considered, and outputs will be used to assist in implementing our procurement policy.	Training and awareness sessions for staff. Regular meetings with suppliers.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	We will ensure that local suppliers and SMEs are aware of how to tender for our contracts, and we will ensure our tender processes reflect a local dimension where this is appropriate. All regulated procurement opportunities shall be advertised on Public Contract Scotland where a collaborative procurement approach is being used such as a framework or dynamic purchasing or market arrangement.		
Individual Needs	We will utilise our collective strength to procure goods and services which meet the needs of the Group, while recognising individual and specialist needs of particular customer groups.	Regular UIGs with all stakeholders.	Ongoing
Contract and Supplier Management	Embed a consistent, risk-based Contract and Supplier Management approach, ensuring arrangements are proportionate to value, complexity and risk, with enhanced oversight for higher-risk and business-critical contracts. Strengthen contract ownership, performance and resilience, through structured performance monitoring, regular contract review meetings and active risk and resilience management to drive continuity and improvement. Enable effective digital contract management and transparency, supporting secure record-keeping, audit readiness and a live Contracts Register to meet statutory requirements. Strengthen supplier relationships and value delivery, to improve performance, deliver mutual efficiencies and support wider social, community and sustainability outcomes.	Apply the Group's CSM framework across all Regulated contracts. Support clearly defined Contract Owners. Use the Contract Management System (CMS) as the single corporate source for contract information. Take a more collaborative approach to supplier engagement.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	Engage the market and support a diverse supply chain, including “Meet the Buyer” events, to support SME participation, transparency and a competitive, resilient supply base.	Continue proactive market engagement.	
Compliance with Procurement Legislation: **Procurement Reform (Scotland) Act 2014** **Public Contracts (Scotland) Regulations 2015** **Procurement (Scotland) Regulations 2016** **Where relevant: Procurement Act 2023** **Cross-Border Public Procurement (Miscellaneous Amendment) (Scotland) Regulations 2025 (in force from 20 December 2025).**	We will support all Group and subsidiaries to act in accordance with the Groups Standing Orders, the Procurement Policy and Procurement Manual. We will ensure all updates are implemented where not already in place by the completion date: - ▪ Agree revisions required to the procurement strategy on an annual basis. ▪ Continue to consider lot structure within tenders to ensure quality and opportunity for SMEs. ▪ Increase market research at strategy stage. ▪ Comply with the use of the Single Procurement Document (“SPD”)	Training and awareness sessions for staff. Introduction to updated Passport to Procure eLearning tool.	Ongoing
Performance Framework	We will review our compliance regime to monitor “off contract” expenditure and using our best endeavours, manage the transition to a 100% compliance target from a number of legacy contracts and informal procurement arrangements.	Created a performance framework to monitor via Procurement Compliance KPIs including off contract spend.	Ongoing

Identified Factor	Future Priorities	How	Target Date
		Reported monthly to ET and quarterly to Wheatley Solutions board.	
Document Standardisation	We will undertake a complete review of all procurement standard documentation to take cognisance of legislative change. Regular review meetings are held with the legal team and documentation is kept up to date according to legislation and lessons learned.	Review of documentation by Legal team. Regular review to take account of good practice.	Ongoing
Terms and Conditions	We will support the business to use standard terms and conditions for all low value procurement in accordance with the Group Standing Orders, the Procurement Policy and Procurement Manual.	Provide access to template documents on WE Connect Training and awareness sessions for staff. Regular review for compliance.	Ongoing
Contracts Register	We will publish our contracts register on our website at www.wheatley-group.com. The Register is a live document and is updated on a regular basis. Procurement Team will be responsible for managing the Contract Register on behalf of the Group.	The Contract Register will be regularly updated.	Ongoing
Community Benefits	We will build from our good practice and look to apply robust, relevant, and proportionate Community Benefit Clauses at every appropriate opportunity and in line with the legislative requirements outlined in the 2014 Act.	Consider Community Benefit Clauses in all procurement contracts above £2m (Works contracts) / above £200k (all other contracts).	Ongoing

Identified Factor	Future Priorities	How	Target Date
	We will ask suppliers to deliver new jobs, apprenticeships, and training opportunities through their Community Benefit requirements. In utilising Community Benefit Clauses, the Procurement Team will seek to achieve the aims and objectives of the Wheatley Foundation and improve the economic, social or environmental well-being of the local areas in which they operate. In order to do so, we will engage with the local community in order to understand the needs of the area and tailor Community Benefit Clauses to these needs.	Engage with our suppliers to contribute to the Wheatley Foundation. Use customer equality data to analyse employability programmes, engaging with the Wheatley Foundation	
Small – medium sized enterprises (SMEs)	We recognise that procurement activities can contribute to our local communities. In this regard, we will ensure that local suppliers and SMEs are aware of how to tender for our contracts, and we will ensure our tender processes reflect a local dimension where this is appropriate.	An established "Quick Quote" system for lower value/ lower risk procurement on W.E. Connect. Review all larger procurements to consider the option of splitting them into smaller lots, which may encourage SME participation.	Ongoing
The Real Living Wage	We are committed to fair work practices, and the Procurement Team will encourage and promote the payment of the Real Living Wage to all employees servicing the Group through external contracts, in line with Scottish Government Guidance on the Real Living Wage.	Scored in accordance with the quality evaluation criteria contained within each procurement.	Onwards

Identified Factor	Future Priorities	How	Target Date
	This will be promoted through all tender exercises conducted by the Procurement Team and considered alongside other relevant factors at the outset of each procurement to ensure an appropriate balance between quality and cost and on a proportionate basis based on the scope, size, and place of performance of each contract. As a Real Living Wage accredited organisation, all current and future exercises procuring services must meet the Living Wage Foundation's criteria will have an essential requirement to pay all workers involved in the delivery of the service at the Real Living Wage level or above. The Procurement Team will promote and evaluate fair work practices including the living wage as an element of quality within a tender.	Contractual obligations contained within the terms and conditions of engagement. CMS surveys for Supplier and Contractor adherence.	
Supported Businesses & Social Enterprises	In line with Regulation 21 of the Public Contracts (Scotland) Regulations 2015 we reserve the right to participate in procurement for the award of a public contract or framework agreement to a supported business or to provide for such a contract or framework agreement to be performed in the context of a supported employment programme. Via our Joint venture with Glasgow City Council City Building Glasgow fully own and operate Royal Strathclyde Blindcraft Industries (RSBi), one of the largest supported manufacturing businesses in Europe. RSBi employs over 250 people, more than 50% of whom have a registered disability.	Identify opportunities to develop and support enterprises which fit with our vision and business needs.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	RSBI supply all the Group requirements for manufactured kitchens, door sets and UPVC windows to our new build and investment works.		
Health and Safety	We will support the Group's commitment to compliance with the Health and Safety at Work etc. Act 1974 and all related provisions and legislation including the Construction (Design and Management) Regulations 2015 and we will expect all of our suppliers to fully comply with the legislation and promote good working practices throughout the supply chain. Assessment of health and safety requirements will be considered on a case-by-case basis and will be monitored by contract managers on an ongoing basis to ensure compliance. We expect suppliers to be responsible for implementing measures to respond to identified risks and will ask suppliers where appropriate for evidence of said measures and of compliance with health and safety legislation.	Promotion through all tender exercises conducted by the Procurement Team.	Ongoing
Fair and Ethical Trading	In support of Scotland's Fair-Trade Nation status, we will look to demonstrate delivery of real and lasting impact by reducing poverty and improving the lives of people in the communities that we serve. We will also work with existing suppliers to increase the range and availability of fair and ethically traded goods and services.	Include a requirement for suppliers to evidence their commitment to fair and ethical traded goods and services to be included in their Expressions of Interest and Tenders.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	We will seek assurances of fair and ethical practices in supply chains from our suppliers and will include conditions relating to the performance of the contract to ensure that the economic operator complies with environmental, social and employment law. We will also consider lifecycle costing as part of our tender processes.		
Prevention of Modern Slavery	We will put in place safeguards in our contracts to prevent the use of slaves in compliance with the Modern Slavery Act 2015.	We shall implement this through the use of clauses in technical specifications, award criteria or contract conditions and is embedded within our procurement policy.	Ongoing
Provision of Food	In all regulated procurements relating to food, we will actively consider how we can improve the health, wellbeing and education of the local communities that we serve, in line with our sustainable procurement duty. We shall actively consider animal welfare standards in the context of each relevant regulated procurement and will promote the highest standards of animal welfare with our suppliers.	Promotion through all tender exercised conducted by the Procurement Team.	Ongoing
Sustainability and the Sustainable Procurement Duty	In line with our sustainable procurement duty, we will take a robust approach by actively considering all sustainability issues at the outset of any regulated procurements to support the Group's Sustainability Strategy.	Training and awareness sessions for staff.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	This will include considering whether or not to include Community Benefit Clauses at every appropriate opportunity in order to improve the social, environmental and economic wellbeing of the areas in which we operate. The Procurement Team will review all larger procurements to consider the option of splitting them into smaller lots in order to facilitate greater access to procurements and promote innovation. The Scottish Government's Scottish Public Procurement Prioritisation Tool and Sustainability Test will be utilised in order to assess sustainability risks and opportunities in line with the Group's Sustainability Strategy.	We shall implement this through the use of clauses in technical specifications, award criteria or contract conditions.	
Payment Terms	We will support requisitioners and approvers across the Group to ensure that all purchasing is carried out using approved system and processes including Purchase to Pay (P2P) and will seek to ensure that the following payments are made within 30 days after a valid invoice for payment is presented: ▪ Payments due by the Group to a contractor ▪ Payments due by a contractor to a sub-contractor ▪ Payments due by a sub-contractor to a sub-contractor Contractual provisions relating to payment terms will be incorporated into the terms and conditions of each regulated procurement.	Contractual obligations contained within the terms and conditions of engagement. Monitored and reported via P2P KPIs. Report published in line with HMRC requirements.	Ongoing

Identified Factor	Future Priorities	How	Target Date
Business Continuity	We will support the Group's business continuity arrangements by working with key suppliers who will help to provide the Group's response in the event of a business impact event.	Contractual obligations contained within the terms and conditions of engagement. Monitored and reported via contract management meetings.	Ongoing
External Audit	We will comply with legislative requirements to undertake external audit.	Formal Request from Scottish Government.	Ongoing

b) People and Organisation

Effective implementation of this Strategy is dependent on having staff with the right skills and experience in place with strong professional relationships with client departments and suppliers. We seek to empower staff with the correct training and skills to provide an excellent customer service experience and to allow for asset growth. We identify that developing collaborative relationships across the sector will help us to deliver on our key strategies.

Identified Factor	Future Priorities	How	Target Date
Customer Service	We pride ourselves on our excellent customer service and in line with our Key Strategic Platform for Customer Service Excellence, we will continue to provide excellent customer service and supplier contract management by building strong and positive professional relationships.	Training sessions for the Procurement Team.	Ongoing
Training	We will support procurement staff to become professionally trained and all permanent staff are encouraged to undertake regular Continuous Professional Development. Introducing the rollout of our online training for Service Department staff 'Passport to Procurement' to increase confidence and ensure compliance for dealing with procurements under £50K in terms of the 'Quick Quote' procedure.	Professional training programme for all procurement staff. Passport to Procurement eLearning tool updated for all staff involved in procurement.	Ongoing
Collaboration	We will seek out opportunities to use collaborative contracts established by other organisations (including central government procurement service, Scotland Excel, Procurement Scotland, local authorities, Procurement for Housing etc.) where it offers us better value for money than conducting our own procurement and meets our business needs. In doing so, we will be mindful of the Procurement Act 2023 and the Cross-Border Public Procurement (Miscellaneous Amendment) (Scotland) Regulations 2025, which came into force from the 20 December 2025.	Engagement with external framework providers.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	We will be aware of the need also to comply with this legislation when it begins to impact on relevant framework and dynamic market arrangements that the Group may use.		
Criminal Convictions / Serious and Organised Crime	We view criminal conduct of our suppliers very seriously and work closely with Police Scotland including an Information Sharing Protocol. As a standard term of contract, we generally require all suppliers to complete a Declaration of Non-Involvement in Serious and Organised Crime. We are expressly required to exclude a business from bidding if it, or someone who holds a senior position in it, has been convicted of specific offences as detailed in the Procurement Reform (Scotland) Act 2014 or the Public Contracts (Scotland) Regulations 2015 unless there are exceptional circumstances as mentioned in Regulation 58(6) relating to public interest, such as public health or protection of the environment.	Implement Information Sharing Protocol. Use of appropriate clauses in tender documentation.	Ongoing
Exclusion of Bidders	The Procurement Reform (Scotland) Act 2014 Act and the Public Contracts (Scotland) Regulations 2015, specifically Regulation 58, detail that as a contracting authority we are required to exclude a potential supplier from bidding for contracts for certain reasons as detailed in the aforementioned legislation. Furthermore, the legislation also allows us to use our discretion to exclude bidders where certain specific circumstances as set out in Regulation 58 of the aforementioned regulations are met.	Awareness training for Procurement Team and all staff involved in procurement. Contractual obligations contained within the terms and conditions of engagement.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	Such exclusions are subject to statutory time limits. In terms of Regulation 58(13) of the Public Contracts (Scotland) Regulation 2015, suppliers who are in breach of certain exclusion grounds have the ability to 'self-clean' by providing a summary of the circumstances and any remedial action taken. We will consider the sufficiency of any such evidence submitted in line with the legislation, and if deemed sufficient will not exclude the supplier. If the evidence is deemed insufficient, we will give the supplier a statement of reasons for this decision. We expect main contractors to be responsible for ensuring the supply chain of potential sub-contractors complies with the legislation and a declaration confirming same shall form a standard term and condition of contract. Going forward, similar approaches to exclusion are in place for collaborative procurement approaches covered by the Procurement Act 2023 namely S.115 and the Cross-Border Public Procurement (Miscellaneous Amendment) (Scotland) Regulations 2025 (the "Cross-Border Regulations"). The Cross-Border Regulations clarify how Scottish law applies when UK authorities use Scottish procurement arrangements, but they do not entirely disapply the Procurement Act 2023. The debarment list is something that Wheatley Group may consider once there are entities on that list.	Contractual obligations are managed and monitored via contract management meetings led by contract owners.	

Identified Factor	Future Priorities	How	Target Date
Detection and prevention of fraud	Should staff become suspicious of bidders acting in a potentially fraudulent manner such activity must be reported in writing (together with any supporting evidence) in accordance with the Fraud Procedure. All reporting of anti-competitive behaviour and fraud will be dealt with in accordance with the Group's Whistleblowing Policy.	Training and awareness sessions for staff. Regular review for compliance.	Ongoing
Continuous Improvement	We are developing a pro-active approach by anticipating future procurement needs and identifying and considering alternative delivery options as part of continuous improvement.	Procurement Team attendance and input to project groups, tendering, general advice and supporting alternative delivery models.	Ongoing
Gifts and Hospitality	All staff involved in procurement must comply with the Group's policy on Gifts, Hospitality, Payments and Benefits.	Awareness training for Procurement Team and all staff involved in procurement.	Ongoing
Conflicts of Interest	The Group contributes to the economies of the areas we work in and has commercial and business relationships with many different companies, contractors, suppliers, and service providers. We will take appropriate measures to prevent, identify and remedy conflicts of interest arising in the conduct of procurement procedures to avoid any distortion of competition and to ensure equal and non-discriminatory treatment of all economic operators.	Awareness training for Procurement Team and all staff involved in procurement. Referring to policy and legislation.	Ongoing

Identified Factor	Future Priorities	How	Target Date
Equality, Diversity and Inclusion (EDI)	We require suppliers to adhere to strict ethical standards and behavior, and in return the Group will also demonstrate the highest level of ethical standards. All procurement will be conducted such that all suppliers with the necessary abilities have a fair and equal opportunity to secure Group business. The Group will be fair, honest, and transparent in all dealings with Suppliers and avoid any conduct which is capable of being adversely interpreted. All suppliers will be treated equally and without discrimination. The Procurement Team will review all larger procurements to consider the option of splitting them into smaller lots to facilitate greater access to procurements. We have added the existence of an EDI policy as a desirable requirement in our Procurement Policy to highlight our commitment to this to potential suppliers. By retaining this as desirable rather than essential, this helps ensure we are not discriminating, for example, against SMEs who may not have a policy. We will track and report on this requirement through our CMS.	Awareness training for Procurement Team and all staff involved in procurement. Contractual obligations contained within the terms and conditions of engagement are managed and monitored via contract management meetings led by contract owners. EDI policy as a desirable requirement, monitored and reported through CMS. Supplier EDI data will be presented in the Annual Equalities Report.	Ongoing
Equal Treatment, Non-Discrimination, **Transparency and Proportionality**	The Procurement Team will act in a transparent and proportionate manner at all times and at all stages of each procurement. In line with legislation, electronic communication will be available for all procurement activity, all procurement documentation will use plain and concise language in order that it is readily understood by all participants, and the Procurement Team will ensure open and public market engagement.	Utilise Public Contracts Scotland web portal to procure contracts or established collaborative framework or dynamic purchasing/ market arrangement.	Ongoing

Identified Factor	Future Priorities	How	Target Date
	Procurement shall ensure compliance where relevant to the procurement process and principles within Section 8 of the Procurement Reform (Scotland) Act 2014 and Regulation 19 of the Public Contracts (Scotland) Regulation 2015.	Procurement will use templates to ensure that the wording used is consistent and clear to tenderers. The team will comply with procurement regulations at all times and ensure that all internal stakeholders receive training and guidance on procurement	
Procurement of Health and Social Care Services	We will procure Health and Social Care services in line with the provisions of Regulation 74 of the Public Contracts (Scotland) Regulations 2015 and also Section 12 of the Procurement Reform (Scotland) Act 2014 or, if a collaborative approach engaging legislative arrangements out with Scotland, then with the relevant provision. We will also adhere to any policies or requirements outlined in the Care Reform (Scotland) Act 2025.	Implementation of the processes in the legislation	Ongoing

c) Process & Systems, P2P, Benefits Tracking, E-Procurement

This element of the Strategy is essential if the Group is to achieve efficiencies in our procurement process. If we do not have detailed processes and effective systems, which are adhered to, savings achieved through the tender process will not materialise. We aim to look for new and innovative ways to work and develop and train our staff to utilise technology in order to achieve this.

Identified Factor	Future Priorities	How	Target Date
Supplier onboarding	To ensure all purchasing is transparent and in line with the Group's Financial Codes, the Purchase to Pay team has introduced a No Purchase Order No Payment process. Suppliers will be given information on how to do business with the Group when they are onboarded. In future all suppliers will be expected to complete onboarding documentation electronically to improve efficiency, minimise risk of fraud and improve accuracy of information on the database.	Contractual obligations contained within the terms and conditions of engagement are managed and monitored via contract management meetings led by contract owners.	Ongoing
Purchase to Pay (P2P)	We have implemented a number of system improvements to help suppliers to be paid on time and accurately and to be publicly reporting in line with HRMC requirements.	Monitoring & reporting	Annually on 31st March
Purchase Cards (PCard)	PCards have been fully launched and rolled out across the Group. The PCard system provides increased visibility and transparency of spend across the Group. This allows for greater reporting procedures and faster, more efficient payments for suppliers.	Group policy and procedural documentation.	Ongoing
Supplier Management	We have implemented a streamlined, strategic approach and facilitating a standardised approach to supplier management across the Group to develop and improve relationships and payment targets for suppliers. We will monitor the supplier onboarding process to ensure that suppliers are processed efficiently.	To be monitored via Procurement Compliance KPIs to be recorded.	Ongoing

Identified Factor	Future Priorities	How	Target Date
E-Auctions	E-auctions are a simple, transparent procurement method where suppliers compete online. We consider the use of E-auctions at strategy stage for some contracts which we deem suitable an where there are tangible benefits in doing so. We will evaluate the use of e-auctions for contracts and consideration should be given to appropriateness and benefits that may be achieved if used to tender other contracts.	Route to market to be strategically evaluated by the Procurement professional.	Ongoing
Benefits Tracking **Database**	Community Benefits and other financial/non-financial benefits will be monitored as part of contract management review meetings held between the Group and its supply chain. The CMS system will record progress of delivered benefits over the course of the contract. Contract Managers will be responsible for ensuring that the supplier's target is being met in accordance with the contract.	Contractual obligations contained within the terms and conditions of engagement are managed and monitored via contract management meetings led by contract owners.	Ongoing

Procurement of large-scale expenditure above Regulated and PCSR 2015 thresholds is provided at Appendix 1.

Appendix 1 – Outline Procurement Programme

Potential Future Contractual Opportunities

The table below shows examples of potential procurement opportunities which may become available over the next 24 months, once confirmed, all available contractual opportunities will be advertised on Public Contract Scotland procurement portal.

Procurement	Approx. Value	Route	When
Application Management Services & Support	£50k over 1 year	National Framework	Delivery 2026
Asset Management System	£1.5m over 4 years	National Framework	Delivery 2026
Consultants (Various) New Build Wyndford	TBC	Wheatley Framework/National Frameworks	Delivery 2026
Commercial Property Portfolio Services	£300k over 4 years	National Framework	Delivery 2026
Customer Engagement Services (Research)	£50k	National Framework	Delivery 2026
Cycle to Work Scheme	TBC	National Framework – Mini Comp	Delivery 2026
Decorating Vouchers	£160k over 2 years	Subject to Procurement Plan	Delivery 2026
District Heating Upgrades	£10m over 5 years	Open Tender	Delivery 2026
Electric Vehicle Charge Points	£0 over 20 years	Open Tender	Delivery 2026
E-Learning Platform	£150k over 2 years	National Framework	Delivery 2026
M&E Group wide testing and repair	£41m over 5 years	National Framework	Delivery 2026
Financial Forensics Software	£50k over 3 years	National Framework	Delivery 2026
Group Site Surveys & Investigations Framework	£2m over 4 years	Wheatley Framework	Delivery 2026
Grounds Maintenance Equipment & Services	£950k over 3 years	Subject to Procurement Plan	Delivery 2026
Intranet Services	£120k over 3 years	National Framework	Delivery 2026
IT Consultancy Services	£600k over 2 years	National Framework	Delivery 2026
IT Research Services – Subscription Based	£115k	National Framework	Delivery 2026
Legal Services Framework	£55m	Wheatley Framework	Delivery 2026
My Housing Software System	£1m over 4 years	National Framework	Delivery 2026
Network Services including Data, Voice and LAN	£500k over 5 years	National Framework	Delivery 2026
Occupational Health & Employee Assistance Programme	£500k over 4 years	National Framework – Mini Comp	Delivery 2026
Office Stationery Supplies	£200k over 4 years	Subject to Procurement Plan	Delivery 2026

Procurement	Approx. Value	Route	When
PPE & Workwear	£800k over 4 years	National Framework – Mini Comp	Delivery 2026
Provision of Driver Checks	£42k	National Framework	Delivery 2026
Provision of External Finance Auditor Services	TBC	National Framework	Delivery 2026
Provision of Managed Detection and Response Services	TBC	National Framework	Delivery 2026
Reinstatement Works to Fire Damaged Property	£300k over 1 year	Open Tender	Delivery 2026
Secure Document Archiving and Scanning	£120k over 2 years	Subject to Procurement Plan	Delivery 2026
Telecare Equipment and Associated Services	£750k over 2 years	National Framework	Delivery 2026
UC Verification RPA Project	£100k over 2 years	National Framework	Delivery 2026
Universal Adapter – Multi Use	TBC	National Framework	Delivery 2026
Virtual Desktop Adoption Project	TBC	National Framework	Delivery 2026
Void Trauma Cleaning Services	£250k over 4 years	Subject to Procurement Plan	Delivery 2026
Waste Management	£7m+ over 5 years	National Framework	Delivery 2026
Wheatley Air Conditioning Refurbishment	£2.5m works	National Framework	Delivery 2026
Wheatley Homes South – Windows and Doors Investment Programme	£12.75m over 4 years	National Framework	Delivery 2026
WHG Fleet Management Software	£40k	National Framework	Delivery 2026
WHG Various Sites - New Build Homes	£85m	Gen 3 Framework	Delivery 2026 - 2028
WHG Investment works - Ibroxholm	£4m	Subject to Procurement Plan	Delivery 2026 - 2028
WHE Various Sites - New Build Homes	£30m	Gen 3 Framework	Delivery 2026 - 2028
WHE – Investment Works – Marine Drive	£7m	Subject to Procurement Plan	Delivery 2026 - 2028
WHS Various Sites - New Build Homes	£90m	Gen 3 Framework	Delivery 2026 - 2028
WHS Refurbishment Works – 9 Blocks, Osborne Crescent/Road (Dumfries)	£2m	Subject to Procurement Plan	Delivery 2026 - 2028
Loretto Various Sites - New Build Homes	£38m	Gen 3 Framework	Delivery 2026 - 2028
Contract Management System	TBC	National Framework	Delivery 2027
Fleet Provision	£18m	National Framework	Delivery 2027
Firewall Replacement & Core Re-design	TBC	National Framework	Delivery 2027
Human Resources Software System	£450k over 4 years	National Framework	Delivery 2027

Procurement	Approx. Value	Route	When
Lone Working Application & Associated Services	£200k over 3 years	National Framework	Delivery 2027
Microsoft Licensing – Enterprise Subscription Agreement	TBC	National Framework	Delivery 2027
Publishing, Print, Design & Associated Services	£750k over 4 years	Subject to Procurement Plan	Delivery 2027
Corporate Hotel & Travel Services	£350k over2 years	Subject to Procurement Plan	Delivery 2027
Risk Management Software	£120k over 2 years	National Framework	Delivery 2027
Rope Access	£4m over 4 years	Open Tender	Delivery 2027
Safer Communities Software	£400k over 4 years	National Framework	Delivery 2027
Security Personnel	£1.3m over 4 years	Subject to Procurement Plan	Delivery 2027
Social Care Agency Staff	£160k over 4 years	Subject to Procurement Plan	Delivery 2027
Software and Associated Services	£85k over 3 years	National Framework	Delivery 2027
SQL & Windows Server Licensing & Associated Services	TBC	National Framework	Delivery 2027
Technical Consultancy Framework	£4m	Wheatley Framework	Delivery 2027
Utilities Technical Improvements Project	TBC	National Framework	Delivery 2027
Voice Channel Licensing	TBC	National Framework	Delivery 2027
Void Maintenance & Repairs – Lowther	£3m over 4 years	National Framework	Delivery 2027
Wheatley Vehicle Telematics Services	£100k	National Framework	Delivery 2027
UC Verification RPA Project	£100k over 2 years	National Framework	Delivery 2027
Generation 4 – New Build Framework	£500m	Open Tender	Delivery 2027
Lift Maintenance Services	£660k over 3 years	Subject to Procurement Plan	Delivery 2028
Taxi & Private Vehicle Hire	£160k over 4 years	Subject to Procurement Plan	Delivery 2028
Hybrid Mail & Digital Mailroom	£2m over 4 years	Subject to Procurement Plan	Delivery 2028

Contracts delivered in the previous 12 months

The table below shows procurement opportunities which were delivered in the previous 12 months and are now showing live in the Contracts Register advertised on the Wheatley Group website.

Procurement	Approx. Value	Route	When
Financial and Tax Due Diligence - Wheatley Care Reorganisation	£75k over 1 year	Quick Quote	Delivered 2025
Lowther Project Management	£480k over 4 years	Open Tender	Delivered 2025
Lowther System Consultancy and Project Assurance	£9k over 1 year	Quick Quote	Delivered 2025
Framespan Subscription	£10k over 1 year	Direct Award	Delivered 2025
Treasury Capital Markets Advisory Services 2025	£130k over 4 years	Quick Quote	Delivered 2025
Remediation Projects Scope Advisory Services	£12k over 1 year	Direct Award	Delivered 2025
Load Balancer Hardware	£140k	Framework	Delivered 2025
WHS - Kitchens and Bathrooms Investment	£6m	Framework	Delivered 2025
Income Management and Epayment Software	£400k	Framework	Delivered 2025
Meraki Hardware and Associated Services	£405k	Framework	Delivered 2025
Utilities RPA Project	£155k	Framework	Delivered 2025
Risk Management Software	£55k	Framework	Delivered 2025
IT Service Management & Support	£245k	Framework	Delivered 2025
Microsoft Copilot Training (300 Users)	£60k	Framework	Delivered 2025
Recruitment Training Software System	£120k	Framework	Delivered 2025
Reactive Maintenance for IT Equipment	£60k	Framework	Delivered 2025
Payment Management Platform Services	£40k	Framework	Delivered 2025
Roof Renewal Works - Langholm	£215k	Quick Quote	Delivered 2025
RAM Financial Software	£260k	Framework	Delivered 2025
Pilot Multi-storey Flats (MSF) Building Survey Services	£10k over 1 year	Quick Quote	Delivered 2025
EFQM-based Strategy Development Consultancy 2025	£11k over 1 year	Quick Quote	Delivered 2025

Procurement	Approx. Value	Route	When
Investors In People Accreditation Consultant 2025	£15k over 1 year	Quick Quote	Delivered 2025
Spray-Cork Insulation Works - Pilot Phase	£20k over 1 year	Direct Award	Delivered 2025
Wyndford District Heating Transition Advice	£25k over 1 year	Quick Quote	Delivered 2025
Site Marketing Services - East Govan / Ibrox TRA	£45k over 1 year	Quick Quote	Delivered 2025
Heating Network Readiness Support	£60k over 1 year	Quick Quote	Delivered 2025
Mould Monitoring / Eradication and Building Survey	£360k over 3 years	Open Tender	Delivered 2025
Roof Repair 8 Murdoch terrace	£200k	Open Tender	Delivered 2025
Roof Repair 11 Murdoch Terrace	£30k	Open Tender	Delivered 2025
Roof Repair 36 Caledonian Crescent	£250k	Open Tender	Delivered 2025
Demolition Wyndford Community Hub	£250k	National Framework	Delivered 2025
Void Property Energy Supplier	£0k over 5 years	Open Tender	Delivered 2025
Roof Repairs West Port	£400k	National Framework	Delivered 2025
Group wide Janitorial Supplies	£900k over 4 years	National Framework	Delivered 2025
Cycle to Work Scheme	£100k over 2 years	National Framework	Delivered 2025
Secure Document Archiving & Scanning	£140k over 2 years	Subject to Procurement Plan	Delivered 2025
Group M&E Compliance Works	£5m	National Framework	Delivered 2025
Group Gas Audit	£1m	National Framework	Delivered 2025
Refurbishment / New Build - Duke Street	TBC	Gen 3 Framework	Delivered 2025
Newbuild - Forfar Avenue	£6m	Gen 3 Framework	Delivered 2025
Newbuild - Cook Street	£26m	Gen 3 Framework	Delivered 2025
Newbuild Newington WHS	TBC	Gen 3 Framework	Delivered 2025
Capital Investment - WHE	£7m	National Framework- Mini Competition	Delivered 2025
Group Server Solution	£175k	National Framework	Delivered 2025
Cyber Security Software	£350k	National Framework	Delivered 2025
Electronic Cash Collection Services	£650k	National Framework	Delivered 2025
Contract Management Software System	£50k	National Framework	Delivered 2025
IT Technical Consultancy Services for Anite System	£350k	National Framework	Delivered 2025
Print Equipment and Associated Services	£350k	National Framework	Delivered 2025

Procurement	Approx. Value	Route	When
Co-location Services	£275k	National Framework	Delivered 2025
Stairlift - installation, removal, repairs and maintenance contract	£450k	National Framework	Delivered 2025
Managed Database Services	£450k	National Framework	Delivered 2025
Insurance Brokerage	£60m	National Framework	Delivered 2025
Decorating Vouchers	£900k over 4 years	Subject to Procurement Plan	Delivered 2025
Lift Maintenance Services	£660k over 3 years	Subject to Procurement Plan	Delivered 2025
Newbuild - WHS Catherinefield Farm	TBC	Gen 3 Framework	Delivered 2025
Newbuild - WHS Jonstonebridge	£9m	Gen 3 Framework	Delivered 2025
Newbuild -WHG Bank Street	£3m	Gen 3 Framework	Delivered 2025
Newbuild -WHG North Toryglen	£12.5m	Gen 3 Framework	Delivered 2025
Newbuild - WHG London/Springfield Rd	TBC	Gen 3 Framework	Delivered 2025
Management System - Lowther	£1m	National Framework	Delivered 2025
Payroll Software System & Associated Services	£450k	National Framework	Delivered 2025
Electronic Signature Software	£40k	National Framework	Delivered 2025
Provision of Furniture & White Goods	£2m	National Framework- Mini Competition	Delivered 2025
External Stonework Repairs - WHE	£300k	National Framework- Mini Competition	Delivered 2025
Safety and Security Services - WHS Temporary Supported Accommodation	£250k	National Framework	Delivered 2025

Appendix 2 – Legislative References

The following table sets out the sections of this Procurement Strategy which relate to the requirements set out in the Guidance under the Procurement Reform (Scotland) Act 2014 issued by the Scottish Government on 17 March 2016 and also in accordance with SPPN 4/2021, to disclose the publication of this strategy to Scottish Ministers.

Legislation	Section	Legislative Reference	Strategy Reference Page
Procurement Reform (Scotland) Act 2014	S.15	To have a Procurement Strategy	Full strategy
Procurement Reform (Scotland) Act 2014	S.15(1)(b)	Annual review of strategy	Full strategy
The Public Contracts (Scotland) Regulations 2015	Reg. 39	Occasional joint procurement	6, 14, 32
Procurement Reform (Scotland) Act 2014	S.9	Sustainable procurement duty	7, 12, 18, 29, 30
Procurement Reform (Scotland) Act 2014	S.8	General duties (equality, non-discrimination, transparency and proportionality)	6, 9 19, 26, 27, 34, 35
The Public Contracts (Scotland) Regulations 2015 Procurement Reform (Scotland) Act 2014	Reg. 5 S.3	Thresholds	8, 9, 10
Procurement Reform (Scotland) Act 2014	S.15(5)(a)(i)	Functions and Purpose	Full strategy
Procurement Reform (Scotland) Act 2014	S.15(5)(a)(ii)	Delivering value for money	6, 7, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 21, 22, 32
Procurement Reform (Scotland) Act 2014	S.15(5)(b)(ii)	Consulting and engaging with those affected by our procurements	7, 11, 12, 13, 14, 17, 19, 21, 22
Procurement Reform (Scotland) Act 2014	S.15(5)(7)	Living Wage	27, 28
Procurement Reform (Scotland) Act 2014	S.35	Contract Register	26

Legislation	Section	Legislative Reference	Strategy Reference Page
Procurement Reform (Scotland) Act 2014	S.15(5)(b)(i)	Community Benefits	7, 12, 15, 16, 26, 38
Procurement Reform (Scotland) Act 2014	S.9(1)(a)(ii)	Small-medium sized enterprises	7, 15, 23, 24, 25, 35
Procurement Reform (Scotland) Act 2014	S.11	Supported Businesses	28
Procurement Reform (Scotland) Act 2014	S.15(5)(b)(iv)	Health and Safety	28
Procurement Reform (Scotland) Act 2014	S.15(5)(b)(v)	Fair and Ethical Trading	29
Modern Slavery Act 2015	S.54	Transparency in the supply chain	35
Procurement Reform (Scotland) Act 2014	S.15(5)(c)(i) S.15 (5)(c)(ii)	Provision of food	29
Procurement Reform (Scotland) Act 2014	S.15(5)(d)	Payment terms	30
The Procurement (Scotland) Regulations 2016 Procurement Reform (Scotland) Act 2014 The Public Contracts (Scotland) Regulations 2015	Reg. 8 Reg. 9 S.27 Reg.58	Criminal Convictions/Serious and Organised Crime	32
The Public Contracts (Scotland) Regulations 2015	Reg.25	Gifts, Hospitality and Conflicts of Interest	34
Procurement Reform (Scotland) Act 2014	S.7	Dynamic Purchasing Systems	8, 10, 14, 15, 23, 35
The Public Contracts (Scotland) Regulations 2015	Reg.36	E-Auctions	38
Concession Contracts (Scotland) Regulations 2016	All Regulations	Procurement of Concession Contracts	8

Guidance Requirement	Legislation Reference	Requirement	Strategy Reference Page.
2.5.1	15(5)(a)(i)	Contribution to carrying out of functions and achievement of purposes	Full Strategy
2.5.2	15(5)(a)(ii)	Ensuring Value for Money	6, 7, 9, 10, 12, 13, 14, 15, 16, 17, 18, 19, 21, 22, 32
2.5.3	15(5)(a)(iii)	Equal Treatment and Non-Discrimination	6, 9, 19, 26, 27, 34, 35
2.5.4	15(5)(a)(iii)	Acting in a transparent and proportionate manner	6, 9, 19, 26, 27, 34, 35
2.5.5	15(5)(a)(iii)	Sustainable Procurement Duty	7, 12, 18, 29, 30
2.5.6	15(5)(b)(i)	Community Benefit Requirements	7, 12, 15, 16, 26, 38
2.5.7	15(5)(b)(ii)	Consulting and Engaging	7, 11, 12, 13, 14, 17, 19, 21, 22
2.5.8	15(5)(b)(iii)	Living Wage	27, 28
2.5.9	15(5)(b)(iv)	Health and Safety	28
2.5.10	15(5)(b)(v)	Fairly and Ethically Traded Goods	29
2.5.11	15(5)(c)	Regulated Procurements involving provision of Food	29
2.5.12	15(5)(d)	Payments within 30-day timescales	30

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