PROCUREMENT POLICY

(Ref: PS 12)

Purpose of Policy: This policy sets out the operational stages commencing with the Procurement Strategy Plan and Procurement Method Review and leads staff through Procurement cycle to contract award.

Policy Monitoring Details	
Department:	All Teams
Author:	Amanda Hay Property Services Director
Status:	Group Policy
Date Approved by Board:	**31 January 2024**
Updated:	**01 March 2021** Removal of EU/OJEU terminology and updating links **17 June 2022** Scottish Government Fair work practices directive, Community Benefits reflecting increased contribution for community initiative fund and Section 75 diligence. **31 January 2024** Monitoring and reporting of Bribery or Fraud
Planned Review Date:	December 2026
Regulatory Issues / Social Housing Charter :	**Regulatory Outcomes** 3 Management of resources 4 Good quality information and advice **Charter Outcomes** 4 Quality of Housing 13 Value for Money
Tenant Consultation Required:	No
Equalities Impact Assessment	Initial

Content List:

1.0 Introduction
2.0 Development of Procurement Policy structure
3.0 Responsibilities
4.0 Risk Management
5.0 Procurement Strategy Plan
6.0 Procurement Method Review

7.0 SPD (Scotland) Document
8.0 Contract Notices on Public Contracts Scotland
9.0 Operational Route
10.0 Monitoring, Review and Reporting
11.0 Other relevant or related policies

Appendices

Appendix 1 Scottish Model of Procurement
Appendix 2 Annual Procurement Method Review
Appendix 3 Tiers of Legislation and Methods
Appendix 4 Frameworks
Appendix 5 Examples of Association input to PCS documentation
Appendix 6 Community Benefits Scheme

1. Introduction

1.1 This Procurement Policy has been developed to take forward the Association's Procurement Strategy and provides the framework for running all procurement activity.

1.2 Traditionally procurement activity has concentrated on specification and tendering however it is equally important to consider the full procurement experience from definition of service request through effective contract management, to learn from previous scenarios and build resilience into all procurement activities.

1.3 The Association undertakes to carry out procurement activities with best value for money as a prime consideration; an informed balance of cost, quality and sustainability. Due consideration is also given to the Association's core values in relation to equalities, health and safety, corporate social responsibility. Refer to **Appendix 1 Scottish Model of Procurement.**

2. Development of Procurement Policy Structure

2.1 This Procurement Policy continues to be developed. Areas may require further documenting or clarification and in this respect, it should be used as a guide, and ideas for refinements noted to Senior Management Team (SMT) for further discussion and inclusion.

3. Responsibilities

3.1 The SMT is responsible for implementing and following the Procurement Strategy and associated Policy and Procedures. Each procurement opportunity will be allocated a Procurement Lead to take it through the planning cycle, to ensure it is given relevant priority in terms of business viability, financial and staff resources, to continue to meet legislative requirements and to ensure outcomes are recorded and acted on for future procurement opportunities.

4. Risk Management

4.1 Within our Risk Management Strategy the Corporate Risk Register lists current risks and gives a basis for assessing and monitoring these risks, whether the risk element is lessening or increasing and if any new risks develop. This Procurement Policy together with the Procurement Strategy Plan have been put in place to proactively manage the process to minimise the risks outlined below.

4.2 Failure to adopt and apply Procurement legislation and guidance or failing to comply with the Scottish Model of Procurement will produce a number of risks to the Association:

- Failure to collate the necessary information for publishing data on tender opportunities and subsequently for the compilation of an annual strategy report to Board or Scottish Government (dependent on overall spend on regulated contracts)
- Difficulty in collating value for money information relating to procurement opportunities
- Failure to alert suppliers and contractors to procurement opportunities
- Failure to ensure adoption of best practice at corporate level
- Reputational risk not only by the Scottish Housing Regulator review but also by tenants, factored owners, partner organisations and the general public

The identified risks are treatable with active monitoring and will be reviewed in regular cycles through management reporting and actions updated if deemed necessary.

5. Procurement Strategy Plan

5.1 The Association will develop and maintain a five year procurement delivery plan – covering contracts for each area of spend identified, updated on a rolling programme. The Procurement Strategy Plan (PSP) will list our future procurement requirements and highlight ownership across the range. The PSP will include :

- Lead Team and Lead Procurement Officer
- Category and approximate spend for classifying if regulated
- Requirement and ideas for Community Benefit
- Requirement for Procurement Services
- Approximate spend requirement over rolling 5 year programme

and will be reviewed quarterly by the SMT.

5.2 Members of the SMT should highlight new requirements as they arise to allow maximum time for market consultation

5.3 A formal report to the Board will be undertaken each year. In line with SFHA Guidance on Model Publication Framework an extract from the **Procurement Strategy Plan** will be published on the Association's web page showing the value, scope and duration of all regulated procurement contracts. This publication will include a link form the Association's Procurement Strategy and signpost to the Public Contracts Scotland PCS portal and information on framework arrangements that the Association can access.

If the Association's expenditure on public procurement exceeds £5m per annum, the Procurement Strategy Plan will be collated to form a report to meet Scottish Government requirements.

6. Procurement Method Review

6.1. The Lead Procurement staff will use the template report Annual Procurement Method Review to work through ideas, issues and methods used to establish the selected procurement option, and to notate any amendments for forthcoming procurement requirements. See **Appendix 2 Annual Procurement Method Review**

7. SPD (Scotland) Document

7.1 A common SPD (Scotland) document has been developed for collation of all necessary Pre-Qualification documentation from contractors and suppliers. This document must be used for all Scottish Regulated procurements.

7.2 Questions in the SPD (Scotland) document must not be re-numbered, re-worded or deleted. Where further specific information is required at pre-qualification, over and above that included in the SPD (Scotland) document, additional documents may be added and the Lead Procurement staff should formulate these specific requirements in the Prior Information Notice or Contract Notice, and follow rules listed in the Scottish Government Procurement Journey web pages.

7.3 When populating your questions throughout the SPD (Scotland) all monetary references should be prefixed GBP instead of (£) for clarity.

7.4 Contractors and suppliers sign off the SPD (Scotland) as a declaration that they comply, submit it with their tender bid and will only be asked to submit proof should they be successful in their tender bid, as part of the due diligence analysis of their bid.

8. Contract Notices On Public Contracts Scotland

8.1 All Contract Notices must be published on Public Contracts Scotland (PCS). PCS is the national advertising portal which provides suppliers with free access to contract opportunities.

Refer to **PCS** Procurement Journey and **Appendix 5 Examples of Association input to PCS documentation** for information to collate, formulate and publish.

8.2 Prior Information Notice (PIN)
A dual function notice containing some basic information regarding the goods, works or service to be purchased, published in PCS and used either :

to notify suppliers with information that there is a procurement process planned within the next 12 months, for early discussion with suppliers and assistance with development of specification

or

- to take selected suppliers to tendering stage– cutting time on full SPD/ Tender Stage process.
- The standard PCS PIN form should be used
- The PIN can be published up to twelve months in advance of the actual procurement exercise taking place.

8.3 Contract Notice
The contract notice will contain the following information:

- The name and contact details of the lead buying organisation
- Who will be entitled to use the contract (particularly if the contract is being placed on behalf of a group of public bodies)
- The type of contract - that is, goods, works or services
- Description of the goods, works of services to be purchased
- The main commodity being procured, and any other items which are not covered by the main object category
- The procedure that the tender will follow
- The minimum standards, selection and exclusion criteria that apply to the contract
- The criteria against which the contract will be awarded
- Whether suppliers can offer a 'variant bid' - that is, an alternative way of meeting the requirements, will be specified in the contract notice. This can be a useful way for suppliers to innovate
- The total quantity or scope of the contract - this valuation will include all lots and all optional extensions
- Summarise community benefits required
- Statement relating to Fair Work Practices under consideration

The contract notice should also include any additional information to the SPD (Scotland), for example :
- Scoring and Award criteria

9. Operational Route

9.1 Preliminary market consultations
Organisations can look to contacts in the marketplace to discuss contracting options, sound out innovative ideas including smarter ways to do the job and to formulate specification. The marketplace should be the first sounding point for all Manor contracts and Lead Procurement staff should build and maintain relationships with relevant contacts. This can be arranged through placing a PIN notice on PCS.

9.2 Suppliers, Contractors and Consultants
Where possible Lead Procurement staff should notify existing suppliers and contractors that the Association will be publicly contracting, using PCS to allow them chance to gear up for chance of future works. A link to PCS is included on the Procurement section of the Association's web page.

9.3 Collaboration
The Lead Procurement staff should establish whether any other organisation with whom the Association has or would consider carrying out a joint working project has a framework or a tendered contract that could fit requirements. To enable this level of discussion the Association will regularly share information from its PSP through existing networks of local housing providers and local housing association forums.

9.4 Frameworks

Frameworks, that are already compliant with the Scottish and GPA (Agreement on Government Procurement) rules, can be sourced to allow access to list of qualified contractors or suppliers who have already been screened for Most Economically Advantageous, have KPIs established, have a known focus on quality, functionality and values for money and have established social and environmental benefits. The term of the frameworks must not exceed four years.

Frameworks can offer efficiencies in :

- Quick and efficient procurement, save some time and expense of tendering
- Legally compliant with duties placed on set values of works and services
- Speedy access to evaluated companies, usually offering at least one, often more than three suppliers
- Opportunity to award directly based on evaluation criteria – price, quality or the combination
- Confirmed competitive market price
- Instant access to project data
- Guaranteed service level from enquiry to supply
- High quality standards maintained throughout the project – wanting to be successful framework contractor for continuity of work
- Benefit that they can be used as market test without purchasing any works

They can however carry a premium charge or surcharge on the rate payable for the tendered goods.

The Lead Procurement staff should identify whether there are any suitable frameworks – through contacts with industry, other Housing Associations and contractors and suppliers, and keep a watching brief ahead of any required procurements. Refer to **Appendix 4 Frameworks** for information. The Lead Procurement staff should check the details of the framework selected and be satisfied that the Association is an identified user.

9.5 New build developments

It is not always possible to tender for Contractors to undertake new developments due to the nature of the process where the development will be offered by a Property Company with its own in-house contractor. This Procurement Policy can allow negotiation with a Section 75 Developer provided we outline the due diligence scrutiny that should be undertaken for example checking reputation for completion, Dun and Bradstreet appraisal, and undertaking a full project risk appraisal across all business departments.

9.6 Utilising Procurement Consultancy or Working In house

The Lead Procurement staff should consider whether there is sufficient documentation available to formulate suitable Procurement information in house or whether the Association would require the assistance of a Procurement expert.

The Lead Procurement Staff should also consider minimum timescale required to run through key milestones :

- Initial discussion / meetings
- Preparations and issue of tender documents
- Advertising and posting on PCS
- Tender Period
- Answering of tender queries
- Evaluation stage

- Interview stage – shortlisted Contractors or Suppliers
- Appointment and contract finalised
- Board reporting timetable
- Feedback to successful and unsuccessful tenderers

9.7 Contract Lots
Consideration should be given to whether a contract should or should not be split into smaller lots. The Lead Procurement staff should take due consideration of the size and type of contract, and reference will be made in the Contract Notice. Additionally, lots should not be used to circumvent the threshold levels.

9.8 Evaluation criteria
All contracts should be awarded on the Most Economically Advantageous Tender (MEAT) principle, and this will therefore form the backbone of the evaluation criteria across all our procurement activity. The Lead Procurement staff should consider what would make the most economically advantageous, taking into account sustainability over the life of the goods or works project. The Lead Procurement staff will refer to ~~refer~~ examples of evaluation criteria collated in Manor Estates document samples. and should ensure that the criteria selected accurately reflect the content and anticipated outturn of the contract,

9.9 Holding Contractor Interviews and Feedback
The Lead Procurement team should be willing and able to provide feedback both to successful and unsuccessful tenderers to allow them not only to have a better understanding the Association's client requirements but also to improve the tendering process for all. The regulations allow specific timeframes to answer feedback and the Lead Procurement staff should ensure that there is a member of staff available with access to the queries at all times to ensure adequate responses.

9.10 Corporate and Social Responsibility
Through the Procurement Reform (Scotland) Act 2014 the Scottish Government has imposed a Sustainable Procurement Duty on all Public Contracting Authorities to help move Scotland towards a circular economy:

Improve	Economic, social, environmental wellbeing and reduce inequality in the Area – human, health and labour/ employment rights
Involve	Small and medium enterprises and 3rd sector bodies including supported businesses
Promote	Innovation

applying these criteria across all regulated Procurement exercises, whilst maintaining economic goals.

The Lead Procurement staff will formulate ideas and record them on the Annual Procurement Method Review report for further discussion with SMT and for incorporation in future Procurement documentation.

In line with Scottish Government directive to ensure the highest standards of service quality, the Lead Procurement staff should include the following statements relating to Fair Work practices in any contract notices and should consider incorporating Fair Work practices into the quality assessment of the contractor, consultant or supplier by asking are they committed to :

A. Achieving best value through the contract by:

- securing continuous improvement in the performance and delivery of its function;
- maintaining an appropriate balance between quality and whole life cost
- actively contributing to sustainable development

B. adopting the Fair Work First practices in the delivery of this contract of :

- appropriate channels for effective voice, such as trade union recognition
- investment in workforce development
- no inappropriate use of zero hours contracts
- action to tackle the gender pay gap and create a more diverse and inclusive workplace and including the Equality Act 2010
- providing fair pay for workers (for example, payment of the real Living Wage and at least the National Minimum wage
- offer flexible and family friendly working practices for all workers from day one of employment
- oppose the use of fire and rehire practices

C. complying with the International Labour Organisation's (ILO) eight Fundamental Conventions, on advancing social justice, promoting decent work including :

- Freedom of association
- Collective bargaining
- Forced labour
- Child labour
- Equality of opportunity and treatment
- Tripartite consultation
- Labour administration
- Labour inspection

9.11 Community Benefits

The Lead Procurement staff should consider the possibility of incorporating community benefits into the Procurement – whether relating to tenants, the locality, training and recruitment, sub-contracting opportunities, schooling or other economic, social and environmental requirements - and should weigh up the likely overhead the contractor or supplier will put on the contract to include that benefit.

It may be deemed satisfactory to pay more for a Procurement that has a secured community benefit to improve liaison for the Association and its neighbourhoods.

The Association's Community Benefit Scheme will be included in all quotations and procurements over £10,000 and details are listed in **Appendix 6 Manor Estates Community Benefit.**

9.12 National Minimum Wage, National Living Wage and the Voluntary Living Wage

The Lead Procurement staff should include reference to the National Minimum Wage (for those of school leaving age and above) and the National Living Wage (for those over age 25) as essential criteria for the award of the procurement contract.

In addition, it should be noted that the Association encourages the payment by Suppliers and Contractors of the accredited Living Wage to their staff, at least the new voluntary Living Wage rates which are significantly higher than the national minimum wage. The payment of the Voluntary Living Wage will now be a specific consideration in the MEAT evaluation process.

9.13 Modern slavery legislation and right to work
The Lead Procurement staff should direct bidders to the Association's standards required in terms of modern slavery legislation, making them aware that if they are of sufficient size they would need to demonstrate what they are doing to prevent violations of local labour laws in relation to minimum wage and excessive overtime, and widespread child labour.

9.14 Right to Work
The Lead Procurement staff should direct bidders to the Association's standards required in terms of right to work by declaration that they have checked that all job applicants were allowed to work for the bidder in the UK before they were employed, and that this has been backed by inspection of relevant documents.

9.15 Prompt Payment of Contractors and Suppliers
The Procurement Reform legislation requires public contracting authorities to promptly pay commercial debt, and target 30 days. To ensure this filters through to Subcontractors the Lead Procurement staff should ensure that contract documentation includes a 'prompt payment' clause stating that valid invoices must be paid within 30 days of receipt at all stages of the supply chain relating to the contract.

9.16 Modifications of Contracts during contract term
The Procurement Reform legislation has set strict criteria on where extensions to contract terms may be considered. In addition, a Non-Competitive Award (NCA) can only be approved where there is a genuine business need, which outweighs the requirement to tender, for example extreme urgency, one supplier, geographical area, exclusive rights or additional purchase.

The Lead Procurement staff should consider criteria and the set provisions to be adhered to before making recommendation to SMT.

10. Monitoring, Review and Reporting

10.1 Procurement Method Review

The procurement Lead and procurement delivery personnel will work through targeted questions listed in the Procurement Method Review collating relevant feedback for quarterly review by SMT and feeding into future Procurement cycles and the Procurement Strategy Plan:

- Was the procurement the best that can be achieved?
- What aspect can be improved?
- Can future savings be anticipated?
- Future procurement considerations including enhancing community benefits?

10.2 Training Requirements

The SMT will undertake an annual review of Procurement / budgeting and will flag up any future training requirement to ensure the team and the Lead Procurement staff can adequately meet the requirements of a Public Procuring Authority. Training will be accessed through attendance at industry conferences, training and workshops and through each member's own study or continued professional development.

10.3 Fraud /Bribery

In accordance with the Preventing Bribery and Fraud Policy (G02) staff must immediately advise their Director, and Board Members must alert the Chief Executive Officer, if they become aware of an attempt by any contractor or supplier to influence a procurement decision by way of inducement or otherwise.

Canvassing of staff or Board Members by contractors or suppliers for any contract is expressly forbidden and a standard clause is included in all procurement documents to make this clear. Contractors or suppliers who have behaved in this way will be excluded from the procurement process and subsequently may be disqualified for competing for other current and future contracts. Legal advice will be taken where this is considered appropriate.

Similarly, contractors or suppliers must alert the Chief Executive Officer and or Chairperson if inducement is sought by any staff or Board Member. Such action breaches the Association's Code of Conduct and will be dealt with through the Association's disciplinary procedures.

11. Other relevant or related policies

11.1 This policy has been developed from the Procurement Strategy and should be read in conjunction with the following policies and procedures (this is not an exhaustive list):

- G16 Risk Management Strategy
- CS01 Financial Regulations
- G07 Entitlements, Payments and Benefits
- G02 Preventing Bribery and Fraud Policy
- PS01 Procurement Strategy
- PS22 Framework for Service Providers Policy

APPENDIX 1 Scottish Model of Procurement

Through the National Performance Framework and Scottish Procurement Reform, the Scottish Government has focussed its current economic strategy on finding the right balance between cost, quality and sustainability as a means to support sustainable economic growth. These priorities are backed up with the concept of social responsibility and are illustrated in the Scottish Model of Procurement and underpin our Procurement Strategy, Policy and Procedures :



APPENDIX 2 Procurement Method Statement

The Lead Procurement staff will use the template report Annual Procurement Method Review to work through ideas, issues and methods used to establish the selected procurement option, and to notate any amendments for forthcoming procurement requirements.

APPENDIX 3 Tiers of Legislation and Methods

The new threshold values are relevant to all procurement exercises commenced on or after 1 January 2024 (next reviewed January 2026).

GPA Regime – lodged in Statute		Scottish Reform Regime		Below the Regime
Public Contracts (Scotland) Regulations 2015		Procurement Reform (Scotland)Act 2014 / Procurement (Scotland) Regulations 2016		Applies to all Scottish public authorities when procuring works, supplies and services
WORKS : Construction and maintenance works				
Works £5,372,601 Including VAT		**Works £2,000,000**		**Works up to £2,000,000**
SUPPLIES : Goods, furniture, stationery etc				
Supplies £214,904 Including VAT		**Supplies £50,000**		**Supplies up to £50,000**
SERVICES : Consultancy, insurance, landscaping, legal services etc				
Services £214,904 Including VAT		**Services £50,000**		**Services below up to £50,000**
Must use SPD (Scotland) as pre-qualification		**Should use SPD (Scotland) as pre-qualification**		**Can use SPD (Scotland) as pre-qualification**
Bidder not required to produce supporting documentary evidence until specifically requested – give equal validity to qualifications & standards in line with GPA requirements		**Bidder not required to produce supporting documentary evidence until specifically requested– give equal validity to qualifications & standards in line with GPA requirements**		
Bidder to be treated equally without discrimination		**Bidder to be treated equally without discrimination**		
Must act in transparent and proportionate manner		**Must act in transparent and proportionate manner**		
Must give reasons on lotting contracts		**Should give reasons on lotting contracts**		**Consider implications of lotting of contracts**
Community Benefits must be considered – reasons given for exclusion		**Community Benefits should be considered no requirement to give reasons for exclusion**		**Community Benefits may be considered**
Selection criteria & scoring methodology must be listed in the Contract Notice		**Selection criteria & scoring methodology should be listed in the Contract Notice**		**Selection criteria & scoring methodology should be listed in the contract documentation**

Sustainable Procurement Duty to be followed		**Sustainable Procurement Duty to be followed**		**Work towards Sustainable Procurement Duty**
Encourage Supported Businesses & supported employment programmes		**Encourage Supported Businesses & supported employment programmes**		
Publish Contract Notice – unless call off under existing framework		**Publish Contract Notice – unless call off under existing framework**		
Publish Contract Award notice		**Publish Contract Award notice**		
Debriefing of Bidders		**Debriefing of Bidders**		**Consider Debriefing of Bidders**
Maintain Contracts Register		**Maintain Contracts Register**		**Consider maintain Contracts Register**

APPENDIX 4 Frameworks

Frameworks, that are already compliant with the Scottish Procurement rules, can be sourced to allow access to list of qualified contractors or suppliers who have already been screened.

Routes to possible frameworks are :

Scottish Procurement Alliance SPA and their parent organisation LHC
Procurement for Housing (through Housemark / CIH)
Places For People Procurement Hub
Scotland Excel
Changeworks EST

The Lead Procurement staff should check the details of the framework selected and be satisfied that the Association is an identified user.

APPENDIX 5 Examples of Association input to PCS documentation

Link to PCS web
Home - Public Contracts Scotland
The Scottish Governments official national portal for public sector contract opportunities.

Link to PCS Procurement Journey
Welcome to Procurement Journey | Procurement Journey
a step by step guide to conduct a procurement exercise
route 1 up to £50,000
route 2 between £50,000 and GPA thresholds
route 3 Above GPA thresholds
Procurement Journey wheel stages of procurement process

1. **Develop brief or strategy**
2. **Develop documents**
3. **Identify suppliers / supplier selection**
4. **Issue tender documentation**
5. **Open & evaluate tenders**
6. **Post tender clarification**
7. **Contract Award / contract notice**
8. **Contract Implementation**
9. **Contract & Supplier Management**
10. **Lessons Learned**

PCS Prior Information Notice / Call to competition

APPENDIX 6 Manor Estates Community Benefit

Community Benefits must be considered in Contracts of the following Values:

GPA Regime – lodged in Statute		**Scottish Reform Regime**		**Below the Regime**
Public Contracts (Scotland) Regulations 2015		Procurement Reform (Scotland)Act 2014 / Procurement (Scotland) Regulations 2016		Applies to all Scottish public authorities when procuring works, supplies and services
WORKS : Construction and maintenance works				
Works £5,372,601 **Including VAT**		**Works £2,000,000**		**Works up to £2,000,000**
SUPPLIES : Goods, furniture, stationery etc				
Supplies £214,904 **Including VAT**		**Supplies £50,000**		**Supplies up to £50,000**
SERVICES : Consultancy, insurance, landscaping, legal services etc				
Services £214,904 **Including VAT**		**Services £50,000**		**Services below up to £50,000**
Community Benefits must be considered – reasons given for exclusion		**Community Benefits should be considered no requirement to give reasons for exclusion**		**Community Benefits may be considered** **Manor Estates will include in all contracts over £10,000**

Where they require to be considered Manor Estates offers the following Community Benefits scheme :

Community Benefit Contract Provision

All Contractors, Consultants and Suppliers will be asked through tender or quick quote submission to participate in Manor Estates Community Benefit Contract Provision.

Contractors, Consultants and Suppliers will have the choice to select any number of provisions from the attached list.

Contract			
Contract no.			
Company			
Contact Value (ex VAT)			
Contract Term			

Community Benefit	**Benefit description**	**Tender Agreement**	**Contract Outcome**
Modern Apprenticeship	Creation of a new apprenticeship		
	Support of ongoing apprenticeship		
Trade Apprenticeship	Creation of a new apprenticeship		
	Support of ongoing apprenticeship		
Graduate Internship	Creation of a new internship		

	Support of ongoing internship		
Trainee /work experience	Creation of a new work experience placement		
	Support of existing work experience placement		
Supply chain development	Support to sub-contractors to attend safety briefings and trade information sessions		
Staff Training	Development of Manor Estates staff training programme		
	Allow Manor Estates to attend your staff training programme		
Personal development training	Offer of personal development support to neighbourhood meetings or events		
Participation in local school initiative	Offer of staff volunteers o materials to engage in school initiative		
Sponsorship of local youth team or club	Provision of financial support or kit		
Community enhancement – participation in Manor Estates Task Force physical / environmenta project	Work with Manor Estates staff by provision of staff volunteers, materials or operative manpower to tackle community project		

Community enhancement – contribution to Manor Estates Community Initiative Fund	Contribution of £75 per £25,000 contract value or 0.3% of contract value per annum. Whichever is higher. ** Example £250,000 contract = £750 £100,000 contract = £300		

**Set at £75/ £25,000 or 0.3% contract value at Board Meeting 26.01.2022