

## PARTNERING POLICY

### 1.0 INTRODUCTION

- 1.1 We will enter into partnering arrangements where, having taken professional advice as required, we consider that this form of procurement will deliver 'best value', i.e. the best overall combination of high quality standards with a competitive price (though not necessarily the lowest price).
- 1.2 The partnering approach will not be suitable on every occasion and we will use traditional competitive tendering, or existing successful relationships with contractors or suppliers, or other procurement methods such as a negotiated contract without partnering, where we assess that this may achieve the best results.
- 1.3 This policy supports the current version of the Procurement Guide for use by Registered Social Landlords 2016.

### 2.0 AREAS OF ACTIVITY WHERE PARTNERING MAY BE USED

- 2.1 We will consider using partnering arrangements in the appointment of consultants and contractors for:
- new-build or major refurbishment projects – including projects where we may work with other RSLs or agencies;
  - cyclical or planned maintenance projects;
  - services such as reactive repairs or landscape maintenance.
- 2.2 For individual projects we will decide whether to adopt the Strategic Partnering or Project Partnering approach.
- Strategic Partnering** is where the client works with a team that includes all consultants, main and key sub-contractors/suppliers over a series of projects (which may or may not be linked geographically or functionally) to promote continuous improvement.
- Project Partnering** is where the client works with a team as above on a single project (which may include work on more than one site as part of a single project).
- 2.3 For maintenance services we will consider partnering arrangements that cover several years (normally up to 3 or 4 years in the first instance with annual reviews) with the possibility of extending the arrangement following appropriate reviews. We may also consider converting an existing term contract into a partnering arrangement.

### **3.0 PARTNERING PRINCIPLES**

- 3.1 Where we are considering partnering we will ensure that this information is included in the details provided to consultants and contractors, so that their knowledge of and commitment to collaborative working can be demonstrated and assessed as part of the appointment process.
- 3.2 Where we decide to adopt a partnering approach, we will include the principles both we and the consultant(s) and/or contractor will seek to follow in a Partnering Charter or Partnering Agreement, which will be signed by all the team members as confirmation of their commitment to the partnering arrangements for that contract.
- 3.3 We will ensure that we maintain the highest standards of probity and accountability when adopting a partnering approach, and in particular that all meetings to discuss partnering, interviews and assessments of consultants or contractors, decisions on appointments etc. are fully documented with clear audit trails.

### **4.0 MONITORING**

- 4.1 We will hold regular meetings with the consultant(s) and/or contractor to monitor the partnering arrangements and in particular to monitor progress in achieving the key performance indicators or any other targets agreed.

The monitoring arrangements will be included in the text of the Partnering Charter or Agreement.

- 4.2 Reports on the success or otherwise of partnering arrangements will be submitted to the Finance Sub-Committee, as part of the general reporting arrangements for each contract.

Within 6 months of the end of each contract a report will be submitted summarising the benefits (including where appropriate financial benefits) or the costs arising from adopting the partnering approach.

### **5.0 IMPLEMENTATION & REVIEW**

- 5.1 The Head of Property Management is responsible for ensuring that this policy is implemented when appropriate.
- 5.2 The Head of Property Management will ensure that this policy is reviewed at least every three years.

**Approved by the SLT** **January 2017**

**Approved by Board of Management** **March 2017**

**Review of policy due by** **January 2020**

**Complies with** **Scottish Social Housing Charter**