

CRAIGOWEN HOUSING ASSOCIATION

PROCUREMENT POLICY V 5.0

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1. Policy Statement

- 1.1 Craigowen is committed to ensuring that procurement activities are undertaken in accordance with the requirements of the Housing Association Guide, Northern Ireland Public Procurement Policy and the legislative framework of the Public Contract Regulations 2015.
- 1.2 Craigowen is committed to the twelve guiding principles which govern the administration of Public Procurement, and these are detailed at Appendix 1.
- 1.3 The concept of good procurement can play a key role in delivering qualitative and quantitative efficiencies across any organisation.
- 1.4 The key drivers for any Procurement exercise should be in delivering:
 - the **right quality** of goods and services
 - in the **right quantity**
 - at the **right time**
 - from the **right supplier**
 - at the **right price**
- 1.5 While the total cost of a Procurement project is vital in determining the process with which we follow, this does not mean that the general principles of good procurement do not apply to even low value spend.
- 1.6 In looking at low value spend we will consider:
 - How often we purchase low value items?
 - What is the total aggregate value for any proposed spend?
 - Can a Contract be put in place?
 - Are there smarter ways in which the commodity could be purchased?
- 1.7 The environment in which procurement operates can appear a dangerous terrain. An ever-changing legal framework combined with an increasingly competitive market can lead to a lack of innovation and ultimately risk adverse procurement.
- 1.8 The role of this Corporate Procurement policy is to provide a clear framework for best practice and compliant procurement, in order to achieve efficiencies and value for money throughout Craigowen.
- 1.9 A Procurement Team will oversee all areas of procurement. This team will be made up of relevant Craigowen staff and/or Board members and external consultants if and when required.

2. THE LEGISLATIVE FRAMEWORK FOR PUBLIC PROCUREMENT

- 2.1 The procurement of services, goods, and works by public bodies is regulated by the Procurement Act 2023, the UK Public Contract Regulations, and the Northern Ireland Public Procurement Policy. This Act consolidates the previous EU directives with a single statute, introducing new procedures and transparency rules. While the Act replaces the EU directives, it retains many principles, ensuring that public procurement remains fair and transparent. The Procurement Act aims to streamline the procurement process and align it with the UK's domestic regulations.
- 2.2 Housing Associations are regarded as public bodies in this context and are required to adhere to the principles outlined in the procurement section of the Department for Communities (DFC) Housing Association Guide. That guide reflects the framework outlined in 2.1 above.
- 2.3 It should also be noted that case law in public procurement is very much the driving force for best practice.
- 2.4 Procurement law is a fluid process, as policies illustrate the principles which all public spend must follow, however the courts and case law define the actuality of how procurement must be managed.

3. THE PROCUREMENT THRESHOLD

3.1 Procurement Control Limits

The purpose of this guidance is to set out the Procurement Control Limits (PCLs) and the basis for contract award for application in all procurements to be undertaken within Craigowen. The thresholds aim to ensure that:

- there is effective competition (for achieving value for money)
- a balance is struck between the value of the contract and the transactional cost of undertaking the procurement procedures
- a proportionate approach is taken to procurement for low value requirements.

3.2 Procurement Thresholds: The following thresholds are applied by Craigowen staff:

- Under £5k demonstrate that value for money has been secured.
- Over £5k and under £30k at least 2 quotes
- Over £30k – Tender opportunity must be advertised on eTendersNI

These thresholds mirror those in the Northern Ireland Procurement Policy. Each threshold dictates the procurement approaches for any spend.

3.3 Frameworks

Where possible we will look to utilise the Procurement frameworks which we are members of - Fusion 21, Frameworkx, and Pagabo. These frameworks allow direct awards without the need for running a tender exercise. We will still look to ensure that any quotations received through these frameworks provide value for money before awarding any works.

Procurement activity - Goods and Non Construction Services

Value	Procedure	What to consider?
Up to £5000	Demonstrate that value for money has been achieved	• Ensure there are no existing contracts, frameworks or agreements in place • Purchase is a one-off requirement • Total spend, which is below £5,000 must cover combined costs of all purchases associated with the initial requirement • Requirement is clearly specified • Carry out a price check on at least 2 suppliers • Price checks and the procurement process and details of the award should be documented and retained on the audit file
£5,000 to £30,000	Minimum of 2 suppliers invited to quote for the goods or service.	• Complete Procurement Initiation Document • Quotation template to be used • Standard terms and conditions to be included • Clear specification & marking scheme • Suppliers should be advised of closing date • Quotations evaluated • Procurement team to assist where required • Review/Sign off the procurement process from the Corporate Procurement team • Notify successful and unsuccessful suppliers of outcome • Award the contract/supply using standard letter • Maintain all correspondence of the procurement activity on the audit file
£30,000 – to UK Threshold	Publically advertised tender	• Complete Procurement Initiation Document • Tender documentation to be drafted in consultation with Procurement team Standard terms and conditions to be included • Clear specification • Clear marking scheme • Suppliers should be advised of closing date • Corporate Procurement team available to sit on evaluation panel for all tenders • Complete evaluation report • Notify successful and unsuccessful suppliers • Award the contract/supply using standard letter • Maintain all correspondence of the procurement activity on the audit file
Above UK Thresholds)	Tender advertised on E-Tenders NI	• Tender advertised on E-Tenders NI • Follow process as for that of contracts/supplies/services where value is £30,000 • Standstill period in effect prior to award of contract • Award the contract/supply using standard letter • Maintain all correspondence of the procurement activity on the audit file

PROCUREMENT ACTIVITY - Construction Works & Services

Value	Procedure	What to consider?
Up to £5000	Demonstrate value for money has been achieved	• Ensure there are no existing contracts, frameworks or agreements in place • Purchase is a one-off requirement • Total spend, which is below £5,000 must cover combined costs of all purchases associated with the initial requirement • Requirement is clearly specified • Carry out a price check on at least 2 suppliers • Price checks and the procurement process and details of the award should be documented and retained on the audit file
£5,000 to £30,000	Minimum of 2 tenders invited to quote for the works or service.	• Complete Procurement Initiation Document • Contractors must be registered on construction line • Works contract to be outlined • Clear specification & marking scheme • Suppliers should be advised of closing date • Quotations evaluated • Procurement team to assist where required • Review/Sign of the procurement process from the Corporate Procurement team • Notify successful and unsuccessful suppliers • Award the contract/supply using standard letter • Maintain all correspondence of the procurement activity on the audit file
£30,000 – UK Threshold	Publically advertised tender	• Complete Procurement Initiation Document • Tender documentation to be drafted in consultation with Procurement team • Standards terms and conditions to be included • Clear specification & marking scheme • Suppliers should be advised of closing date • Corporate Procurement team available to sit on evaluation panel for all tenders • Complete evaluation report • Notify successful and unsuccessful suppliers • Award the contract/supply using standard letter • Maintain all correspondence of the procurement activity on the audit file
£30,000 to UK threshold		• Complete Procurement Initiation Document • Contact Procurement for reference • Tender documentation to be drafted in consultation with Procurement team • Terms and conditions / Form of contract to be prepared • Clear specification • Clear marking scheme • Suppliers should be advised of closing date • Procurement team available to sit on evaluation panel for all tenders • Complete evaluation report • Notify successful and unsuccessful suppliers

Above UK Thresholds	Tender advertised on E-Tenders NI	• Tender advertised on E-Tenders NI • Follow process as for that of contracts/supplies/services where value is £30,000 • Standstill period in effect prior to award of contract • Award the contract/supply using standard letter • Maintain all correspondence of the procurement activity on the audit file
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4. HOW TO CARRY OUT THE PROCUREMENT PROCESS

4.1 Establishing the requirement is the starting point for any Procurement process. This requirement may arise with the end of an existing contract or the introduction of a new service that requires the testing of the market for solutions.

4.2 There are some key triggers at the identification of a procurement process which will dictate the approach taken.

4.3 (1) **Identify the Need.**

Procurement needs identified at this stage will be programmed by the Procurement team for completion throughout the year in consultation with the end user. Requirements not identified in the Procurement Plan may only be delivered based on available resources and urgency.

(2) The Procurement team will meet to consider available options and approach to agree specification and tender documents.

4.4 **Anticipated value**

(1) The anticipated value of the contract in line with Procurement Thresholds dictates the process which needs to be followed, and the type of contract required. The anticipated value of the Contract /Supply is the key contributor in deciding how many suppliers are invited to quote, the need for public advertisement or does the contract need to be advertised on e-Tenders

(2) It should be noted that the anticipated value of the contract/supply should be calculated on the anticipated life of the purchase of the contract /supply. For example, the total cost of a 3-year contract is the value for all 3 years.

4.5 **Time**

(1) The more complex the project, the more time that should be factored in, to enable suppliers to submit a tender response. Also, to note, there are legal timescale requirements for tenders above UK thresholds

4.6 **Contract Period**

- (1) Consideration should be given as to whether this is a one-off procurement or a contract for a period of time? If for a period of time, the commencement and end dates will need to be considered, as these could have an effect on the value of the contract.
- (2) There may also be corporate factors to consider when committing Craigowen to a contract for a given period.

4.7 **Delegated Authority to commit**

- (1) Is the required approval to proceed with the procurement exercise in place i.e. has a Procurement Initiation Document been completed and authorised

4.8 **Other Stakeholders**

- (1) Are there any other stakeholders who should be involved in the procurement, such as -

- End users
- Staff in other sites
- Health and Safety Staff
- Environmental Officers
- Maintenance Staff
- COPE
- DFC/NIHE
- Other Housing Associations

- (2) When initiating any new Procurement, consideration should be given as to who this purchase will impact, or who could benefit. Consultation should then be sought with relevant officers who could be involved in the drafting of a specification, evaluation of tenders and ultimately the award of a contract.

4.9 **The Procurement Team**

- (1) The Procurement team should be informed as early as possible of the potential for any procurement requirements.
- (2) This early consultation will enable the procurement team to advise on the approach that should be taken.
- (3) Areas which will be considered by the Procurement team include:-
 - Is there a current contract in place?

- Is there potential to incorporate the contract into an overall corporate contract?
- Are there any Government or other NIPPP compliant Frameworks which could be used to provide this service?
- Assistance in drafting specifications and evaluation criteria
- Advice on timelines and key milestones
- Advice on contract management

4.10 **Consultation stage**

- (1) Prior to issuing tender documents, those members involved in the procurement activity, under the guidance of the Procurement team, will draft and agree the specification and evaluation criteria, and consider how the market will respond to the requirements outlined.
- (2) Research may be carried out to source potential products, solutions and suppliers.

5 HOW TO WRITE THE PERFORMANCE SPECIFICATION FOR THE PROCUREMENT ACTIVITY?

- 5.1 Whenever it is determined that a procurement activity is required, then a Procurement Specification on which Suppliers will be asked to price, should be prepared. This should consider/include the following:-
 - Compatibility
 - Dimensions
 - Timelines
 - Inputs
 - Outputs
- 5.2 A key factor to consider when writing a procurement Specification is that while the intention is to highlight need to the supplier, the Purchaser must always be careful not to write a procurement Specification that excludes products / suppliers or favours one supplier / product over another.
- 5.3 Where appropriate, procurement Specification can reference other products but should emphasise that this '**is for reference purposes only**' and equivalent products will be accepted.
- 5.4 An alternative approach may be to consider developing a **conformance or a performance specification**.

(1) A **Conformance Specification** outlines the specific needs of the buyer:

- Goods must be specific size
- Service must follow this set programme
- Works must follow the outlined designs

(2) The **Performance specification** on the other hand indicates to the supplier the need and lets the market present how best this need can be addressed.

An example of this could relate to the purchase of a software solution. Rather than specifying all the features required, the outlined brief could indicate to suppliers the background to the need, any administrative problems, systems that will need to interact with. The result of which will be tender responses that potentially address the same problem in different ways, with different features.

5.5 The Procurement Specification should be a collaborative process. Input should be sought from all stakeholders, including

- - End users
 - Staff in the relevant community
 - Health and Safety Staff
 - Environmental Officers
 - Maintenance Staff

Those involved in drafting the Procurement specification must be mindful of all these concerns and ideally lead the project through consultation, specification drafting, tender evaluation, and award.

Remember it is too late to change the spec once the tenders have been received.

6. HOW TO MANAGE/EVALUATE PROCUREMENT RETURNS

6.1 The Procurement team will assist in the delivery of all projects but should be consulted on the approach as soon as a need is identified to agree a timeline.

6.2 The Procurement Team can offer varying degrees of assistance depending on the complexity, value or strategic importance of the project.

6.3 Areas which the Procurement team will be involved in:

- Advertisement of tender opportunities
- Development of evaluation criteria
- Management of the clarification Process.
- Management of the Tender submission Process.
- Oversight of the tender evaluation
- Assistance in tender report recommendation
- Contract award

6.4 A key part of the Procurement Process relates to the evaluation of tender responses received. This is the point at which Craigowen can assess how the market has interpreted the specification and brief. Bids received must be evaluated against the tender documents and specification and not against each other.

6.5 Evaluations generally consist of two stages.

Stage 1: Selection Stage.

This stage assesses the suitability of the tendering organisation on financial, technical, capability and capacity criteria.

Tenderers must pass this stage in full before their bid can be assessed.

Stage 2: Award Stage

This stage assesses the bid offered and is assessed on:

MEAT (Most Economically Advantageous Tender) basis with a combination of cost and quality criteria

6.6 An evaluation panel needs to be assembled to carry out evaluations. The panel may consist of departmental lead officers, Craigowen staff or Consultants acting on behalf of Craigowen.

6.7 The Procurement team has developed Template Evaluation Documents which can be used for each competition.

7. TENDER EVALUATION

7.1 Introduction

- (1) A key part of the Procurement Process relates to the evaluation of tender responses received. This is the point at which Craigowen can assess how the market has interpreted the specification and brief.

7.2 The Evaluation Panel

- (1) At the initiation of the procurement process, an Evaluation Panel will be identified.
- (2) As a collective, the Evaluation Panel will be responsible for the decision to award a contract.

Remember - Disagreement over the specification is too late at the evaluation stage

- (3) Best practice indicates that an evaluation panel should be made up of a minimum 3 members, though depending on the complexity of the project this can increase dramatically.
- (4) To achieve buy in for the award of a contract, the make-up of the panel should be considered.

7.3 The Chair

- (1) Each Procurement Activity will have a lead officer or chair, the individual who is driving the need for a contract. They should consider:
 - Who else will this contract impact?
 - Who will have a different perspective on the deliverables?
 - Are there any key technical skill sets we will need involved?
- (2) The Chair of the Panel may be the lead officer for the procurement activity or the Corporate Procurement team member acting in a non-scoring role.
- (3) The role of the chair is to ensure that the tender process follows best practice guidelines and that the exercise remains open, transparent and fair to all suppliers.
- (4) The chair will be responsible for the logistics of the evaluation meeting including:

- Providing panel with copies of the tender documents
- Providing copies of tender responses
- Providing a copy of the evaluation criteria
- Preparation of the scoring matrix and evaluation sheet
- Sign off evaluation sheet with panel members

7.4. **Evaluation**

- (1) Procurement guidelines dictate that all evaluation criteria should be published within the documents alongside their relative weightings.
- (2) This allows a potential bidder to understand the priorities of the buyer and how his bid will be assessed. Failure to include this information leads to the assumption that any tender will be scored purely on cost.

To introduce new criteria to an assessment, following receipt of tenders could lead to a legal challenge

- (3) Any tender evaluation can be made up of 2 distinct stages, Selection and Award.

7.5. **Selection Stage (commonly referred to as the Pre-Qualification Questionnaire – i.e. PQQ)**

- (1) The **Selection Stage** of a tender evaluation is an opportunity to look at the capability of the Organisation who has submitted a return
- (2) Areas to consider at selection stage could be:
 - Acceptance of terms and conditions
 - Compliance with legislation
 - Financial information including insurances
 - Past relevant experience
 - Relevant qualifications or accreditations
- (3) Each of these factors it could be said looks backwards on an organisation with no attempt to understand their proposals going forward and the project in question.
- (4) In larger procurement exercises and particularly in works contracts the Selection stage may take the form of a unique tender process – namely the Pre-Qualification Questionnaire (PPQ).

- (5) The terms for PQQ's should be clearly defined in the information pack distributed to suppliers. These terms should include weightings for the qualification criteria and also if relevant the number of suppliers who can proceed to the next stage or the minimum score required in order to proceed to the tender stage.
- (6) For the purchase of goods and services it is possible to have a selection stage as part of a single tender exercise though this should be clearly indicated in the tender pack.
- (7) The assumption is that any supplier who passes the Selection stage has proved they are capable of delivering the contract

7.6 Award Criteria

- (1) The award stage of a tender process is about reviewing how this 'capable' supplier intends to deliver the project.
- (2) The focus of award criteria is not on the organisation, but on the proposal and would either be assessed in terms of Most Economically Advantageous Tender (MEAT) or Lowest Cost.
- (1) Award criteria can include but not limited to the following:
 - Quality / Technical Merit
 - Design functional characteristics
 - Maintenance and technical support
 - Methodology
 - Delivery or period of completion
 - Price

7.8 Weighting Criteria

- (1) Where criteria are outlined in a tender document a weighting should also be applied.
- (2) This approach allows suppliers to understand the priorities that are driving the process, and they could tailor their bid.
- (3) Generally, weightings would be split on a quality / cost basis with percentage weights added accordingly.
- (4) However, it is possible to have key criteria as pass / fail.

7.9 Scoring Matrix

- (1) A scoring matrix should be part of every tender exercise. This matrix should highlight the weightings applied to each criterion and the scores achieved.
- (2) Evaluation teams should also take notes against any criteria or supplier scored.

7.10 Feedback

- (1) Many suppliers will contact purchasers for feedback on their tender submission and detailed note taking by the Evaluation Panel aids this feedback process.
- (2) At the end of any tender exercise all suppliers should receive either a successful or unsuccessful letter. Following receipt of this letter there exists the real possibility that a supplier will request a debrief.
- (3) Debriefing suppliers can be a difficult stage of any procurement process. Whilst this can be difficult, it can also be constructive.
- (4) Feedback will be provided by Craigowen by way of a written debrief.
- (5) In procurement activities that exceed the highest threshold there exists a mandatory standstill period of 10 days for which suppliers can challenge an intention to award.
- (6) In advising a supplier of the intention to award a contract, buyers have to advise all suppliers of:
 - Name of winning tender
 - Winning Tender score
 - Their own score
 - Relative advantages and disadvantages between their bid and winning bid.

8. CONTRACT AWARD

8.1 Contract Award

- (1) The award of contract is a critical phase of the Procurement process as this is the point where successful and unsuccessful contractors are advised of the evaluation decision.

8.2 Approval Process

- (1) All contracts must be processed in line with this Procurement Policy and Craigowen's Financial Regulations.

8.3 Award Notification

- (1) Best practice states that any supplier who submits a formal bid in a Procurement exercise should be advised of the outcome of the process.
- (2) Depending on the value and complexity of the contract this notification will require varying degrees of detail.
- (3) In a simple award for the purchase of goods a supplier would expect the award to detail:
 - The agreed price
 - Order quantities
 - Delivery instructions
 - Craigowen contact information
 - Invoicing instructions
- (4) For a service contract we may need to include all the above, however reference may also be made to possible:
 - Pre-contract meeting
 - Contract period
 - Special conditions for delivering contract

8.4 Standstill Period

- (1) The standstill period applies to contracts awarded above the highest thresholds
- (2) The standstill period is a cooling off period of 10 days introduced between notification of the 'intention to award' a contract and the award.
- (3) This period allows unsuccessful contractors an opportunity to challenge the decision.

- (4) As such 'intention to award' letters should also advise each supplier of:
 - The name of the winning supplier
 - Feedback on the suppliers bid
 - Feedback provided to the winning supplier including scores
- (5) Following the standstill period and if no challenge has been awarded an award letter and unsuccessful letters should be awarded to the relevant suppliers.

8.5 **Contract Database**

- (1) A database of all Craigowen contracts is maintained by the Finance Officer.
- (2) This database will host the following information of all contracts:
 - Supplier name
 - Contract details
 - Contract period
 - Any additional notes
- (3) An agreed review date will be set against each contract. This date will be based on the potential complexity of any procurement exercise. At this date the procurement team will liaise with the designated Craigowen manager to implement any available extension periods or commence a new procurement process.
- (4) Following award of any contract, details should be passed to the procurement team to include on the database.
- (5) **Pre- Contract**
Where applicable, Procurement will facilitate a pre- contract meeting between the relevant Association Officer and the successful tenderer. This meeting should cover areas including:
 - Contract Implementation
 - Service Levels
 - Contract Management (to include the use of KPI's)
 - Reporting Levels
 - Points of Contact.
 - Contract Signing (if applicable)
- (6) Following the pre- contract meeting, Procurement will have a debrief meeting with the department. This meeting should cover areas including:

- Evaluation of Tender Process
- Dispute escalation procedures.
- Information gathering/ reporting.
- Partnership working.
- Outstanding training required for full implementation.

9. CONTRACT MANAGEMENT

9.1 Following the Award

- (1) The award of a contract is not the end of the procurement process. In fact, depending on the user's place in the supply chain it could be the most important and the area with most risk.
- (2) Contract Management and evaluation of our contractors is vital in terms of assessing how we have managed a project and how we can improve the next time.

9.2 Control of Contractors

- (1) Any contractor awarded a Craigowen contract should be invited to a pre-contract meeting prior to visiting a site.
- (2) The complexity of the project will dictate the formality of this meeting.
- (3) However, all contractors should be reminded of their health and safety responsibilities and any risk assessments carried out by Craigowen.
- (2) Contractors may also be required to carry out and report on their own risk assessment.

10. SINGLE TENDER ACTION

- 10.1 A Single Tender Action (STA) occurs when an Organisation wishes to award a public contract direct to a single supplier without instigating any form of market competition.
- 10.2 It should be noted that although widely used, this term is not defined in the UK Procurement Regulations.
- 10.3 Single tender actions should only be used in exceptional circumstances and require a business case and rationale for the approach with authorisation from the General Manager.
- 10.4 UK legislation and policy governing public procurement and the award of contracts declare that contracts should only be awarded on the basis of:
- (1) Lowest Cost (or)
 - (2) Most Economically Advantageous Tender (MEAT) This doesn't make sense in the context of single tender contracts.

10.6 Importance of Competition

- (1) Competition is at the heart of public procurement. Competitive supply helps suppliers develop and grow, thus playing a part in stimulating economies. Public expenditure has a duty to play a part in this process.
- (2) Competition in procurement can also lead to the creation of new approaches and ideas.
- (3) Achieving value is key to good procurement. This is not the idea of cheap, but the concept of assessing whole life costs and areas such as sustainability. Only by listening to the alternative approaches that the market suggests can an organisation declare that they are achieving value for money and meeting environmental or sustainability targets.

10.7 Implications of Single Tender Actions

- (1) If it is established that a single tender action appears contrary to best practice to Public Procurement, then why would a Single Tender Action be required?
- (2) The simple answer is that a Single Tender Action should always be the last resort to purchase goods or services.
- (3) Too many or invalid reasons for the use of Single Tender Actions could lead to negative audit reports and ultimately governance issues.

- (4) Non-competition on contracts and continual extensions could also lead to legal challenge from suppliers who believe that public contracts are not being offered fairly and certain suppliers are favoured.

10.8 What if a Single Tender Action is the only approach?

- (1) Before implementing the Single Tender Action all possible alternative approaches must be considered.

The Lead Officer considering the use of Single Tender Actions should liaise with the General Manager to establish the reason why it is not possible to offer a contract for competition or seeking alternative approaches to deliver the goods / service in line with legislation.

- (2) Urgency may be a factor, along with lots of other reasons such as:

- Emergency situation
- Health and Safety Requirement

If considering a Single Tender Action, the Lead Officer should also consider what can be learnt from this approach.

- Is there a contract or framework that should have been in place for this type of work?
- Could it have been planned better?

10.9 The Single Tender Action Process

- (1) A Single Tender Action Template should be completed providing background to the procurement exercise, all relevant research, supplier contact details and total cost of contract.
- (2) If the Single Tender Action is to cover a period in time for the contract of services, a start and end point should be outlined. Consideration may also be given for an optional short-term extension if the Single Tender Action is to facilitate the setting up of a new contract.
- (3) Any supporting information should also be included with the Single Tender Action Template.

- (4) When this has been approved details of the Single Tender Action must be updated onto the Single Tender Register, which is maintained by the Finance Officer and reported to the Board.

11. Social Value and Value for Money

- 11.1 The Sustainable Procurement Task Force of England, Scotland and Wales have defined Social Value as, *‘a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment’*.
- 11.2 In line with government policy Craigowen are committed to the use of social value clauses in all construction contracts.
- 11.3 These clauses require contractors to provide training and employment opportunities based on the value of said contract.
- 11.4 To further emphasis Craigowen’s commitment to social value the Procurement team will seek to embed social value criteria into the evaluation of contracts. The rationale for this approach is that rather than a fixed clause which contractors are required to deliver post award. Tenderers must consider what they can offer for each bid, and this will be scored accordingly.
- 11.5 This approach emphasises the potential of contracts being won by the best combination of quality, cost and commitment to social value.

12. Policy Review

12.1 This policy will be reviewed every three years.

Policy Reference	
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Assessed by:	Maintenance Staff
Date approved by Board	July 2026
Review date	July 2029
Chairman's signature	

APPENDIX 1

**TWELVE PROCUREMENT PRINCIPLES
CONSTRUCTION PROCUREMENT GUIDE**

The 12 guiding principles govern the administration of public procurement are as follows:-

1. **Accountability:** Effective mechanisms must be in place in order to enable departmental accounting officer and their equivalents in other public bodies to discharge their personal responsibility on issues of procurement risk and expenditure.
2. **Competitive Supply:** Procurement should be carried out by competition unless there are convincing reasons to the contrary.
3. **Consistency:** Suppliers should, all other things being equal, be able to expect the same general procurement policy across the public sector.
4. **Effectiveness:** Public bodies should meet the commercial, regulatory and socio-economic goals of government in a balanced manner appropriate to the procurement requirement.
5. **Efficiency:** Procurement processes should be carried out a cost effectively as possible.
6. **Fair dealing:** Suppliers should be treated fairly and without unfair discrimination, including protection of commercial confidentiality where required. Public bodies should not impose unnecessary burdens or constraints on suppliers or potential suppliers.
7. **Integration:** In line with the Executive's policy on joined-up government, procurement policy should pay due regard to the executive's other economic and social policies, rather than cut across them.
8. **Integrity:** There should be no corruption or collusion with suppliers or others.
9. **Informed decision-making:** Public bodies need to base decisions on accurate information and to monitor requirements to ensure that they are being met.
10. **Legality:** Public bodies must conform to European Community and other legal requirements.
11. **Responsiveness:** Public bodies should endeavour to meet the aspirations, expectations and the needs of the community served by the procurement.
12. **Transparency:** Public bodies should ensure that there is openness and clarity on procurement policy and its delivery.