



PEAKS & PLAINS
Housing Trust

The Trust

Procurement Policy

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1. INTRODUCTION

- 1.1 This Procurement Policy sets out how the Trust conducts all procurement of goods, services and works. Our overarching objectives are to achieve value for money, maximise public benefit, act (and be seen to act) with integrity, and maintain transparency throughout the procurement and contract management lifecycle. The policy also ensures compliance with legal and regulatory requirements and aligns procurement activity to our business objectives and resident outcomes.
- 1.2 This Policy operationalises the Procurement Strategy 2025–2028 by translating its strategic objectives into clear rules and processes. All procurement activity under this Policy must contribute to the Corporate Plan outcomes: being a great landlord, being a resilient organisation, and creating great places to live, in support of our purpose of providing safe homes and thriving communities.
- 1.3 The controls in this policy ensure that external expenditure is properly challenged, authorised, and aligned to organisational priorities. It requires budget owners to evidence the need to undertake procurements, assess value for money, and consider internal alternatives before committing spend. It also mandates regular contract reviews to prevent unmanaged cost escalation. Together, these controls are designed to increase transparency, support better commercial decision making, and ensure third party spend is both justified and effectively managed. The policy strengthens the role of the Procurement team by embedding more robust oversight throughout the sourcing and approval process ensuring that supplier selection, commercial terms, and any exceptions are subject to scrutiny.
- 1.4 This policy applies from the Effective Date and replaces previous versions. It should be read alongside the Standing Orders, Financial Regulations and Scheme of Delegation, the Procurement Strategy 2025-2028, Procurement Procedures and other related standards and guidance.

2. SCOPE

- 2.1 The Procurement policy applies to all Trust staff, temporary staff, consultants and any third parties conducting procurement activity on behalf of the Trust. It covers all external expenditure on goods, services and works (including consultancy, ICT, repairs and maintenance, planned and capital works, and call-offs from frameworks).
- 2.1.1 Out of scope: employment contracts with individuals, grants and sponsorships that are not public contracts, acquisition or disposal of land and property (except where works/services are procured).

3. LEGAL & REGULATORY REQUIREMENTS

- 3.1 All procurement activity undertaken by the Trust must comply with the relevant legislation and regulatory requirements. This includes:
 - 3.1.1 **The Procurement Act 2023** – the primary framework governing public procurement in England, which came into force on the 24th February 2025, replacing legacy EU regulations such as the Public Contract Regulations 2015 (PCR 2015).
 - 3.1.2 **Procurement Regulations 2024** – provides detailed rules and procedures to implement the Procurement Act 2023. This covers thresholds, notices, exclusions and contract management requirements

- 3.1.3 **Public Contracts Regulations 2015** – this legislation still applies to some procurements during the transition period (this is referred to as transitional arrangements). Where a procurement commenced before the 24th February 2025, this will still be governed by PCR 2015, this includes awards made under frameworks where the frameworks were procured before the 24th February 2025.
- 3.1.4 **Equality Act 2010** – mandates that all procurement activity considers equality of opportunity, eliminates discrimination, and advances inclusion.
- 3.1.5 **Modern Slavery Act 2015** – details due diligence and supplier transparency in supply chains.
- 3.1.6 **Data Protection Act 2018 and UK GDPR** – govern the handling of personal data throughout the procurement and contract management lifecycle.
- 3.1.7 **Public Services (Social Value) Act 2012** – requires consideration of social, economic, and environmental benefits in procurement decisions.
- 3.1.8 **Criminal Finances Act 2017** – is criminal and anti-money laundering legislation which is relevant because it affects supplier due diligence, exclusion and contract management obligations.
- 3.1.9 **Bribery Act 2010** – is a anti-corruption legal framework. Through our procurement activity, the Trust must avoid engaging with, or awarding to suppliers or contractors involved in bribery
- 3.1.10 **Transfer of Undertaking (Protection of Employment) Regulations 2006 (TUPE)** – safeguard employees' rights when a service or contract changes provider, ensuring continuity of employment and requiring fair, transparent management of workforce transfers throughout the procurement process; this could include outsourcing (moving an in-house service to a contractor), retendering (where the contract is retendered and given to a new supplier or contractor) or insourcing (a service was originally provided by a supplier or contractor and has been brought back in-house).
- 3.1.11 **Construction (Design & Management) Regulations 2015 (CDM 2015)** – ensure that health, safety, and welfare are properly managed throughout all construction and maintenance projects, requiring contracting authorities to appoint competent persons and integrate safety considerations into procurement, design, and delivery.
- 3.1.12 **The Building Safety Act 2022** - strengthens accountability and competence across the design, construction, and management of buildings—requiring procurement processes to identify risk and to embed building safety and clear responsibilities through the procurement cycle.
- 3.1.13 **The Health and Safety at Work etc Act 1974** - requires all employers and contractors to ensure, so far as is reasonably practicable, the health, safety, and welfare of employees and others, making it essential that procurement processes embed robust health and safety standards across all contracts and supply chains.
- 3.1.14 **IR35 (the off-payroll working rules)** - ensures that individuals working through intermediaries such as personal service companies are taxed appropriately when operating in employee-like roles, requiring contracting authorities to determine employment status, apply PAYE where necessary, and embed compliance checks throughout the procurement and contract management process.

- 3.1.15 **Economic Crime and Corporate Transparency Act (ECCTA)** – is a piece of UK legislation aimed at tackling financial crime and improving corporate transparency. It impacts procurement by introducing stricter requirements for verifying the identity of directors and persons with significant control (PSCs) in supplier organisations and increases importance of supplier vetting/due diligence.
- 3.1.16 Other legislative or regulatory requirements may apply depending on the subject matter (e.g., safeguarding, information security, environmental standards). The Procurement Team will advise on applicability.
- 3.2 Where thresholds trigger public procurement obligations, staff must follow the prescribed routes and notices (e.g., Find a Tender), with Legal/Procurement guidance.

4. DEFINITIONS

- 4.1 **Central Digital Platform – the enhanced Find a Tender service provided by the Cabinet Office**
This is a central online system for the publication of notices, documents and other information in relation to the Procurement Act 2023.
- 4.2 **CPV (Common Procurement Vocabulary) codes**
A single classification system used in public procurement to describe the subject matter of public contracts.
- 4.3 **Covered Procurement**
A procurement subject to the full provisions of the Procurement Act 2023 (above-threshold public contracts and other specified contracts).
- 4.4 **Open Procedure**
Under the Procurement Act 2023, the Open Procedure is a single-stage competitive tendering procedure in which any interested supplier may submit a tender, without pre-qualification restrictions. It is designed to promote maximum transparency and competition by allowing all suppliers to bid directly in one stage.
- 4.5 **Competitive Flexible Procedure**
Under the Procurement Act 2023, the Competitive Flexible Procedure is a versatile, multi-stage competitive tendering procedure that allows contracting authorities to design their own procurement process, provided they comply with the Act's objectives and procedural requirements.
- 4.6 **Dynamic Market and Framework**
Tools enabling future call-offs in line with published terms
- 4.7 **Invitation to Tender (ITT)**
An ITT is a formal request sent out by an organisation seeking bids from potential suppliers for a product or service and typically include comprehensive information about the requirement being tendered, such as detailed specifications, quantities, pricing format and delivery timelines
- 4.8 **National Procurement Policy Statement (NPPS)**
A statement setting out the Government's strategic priorities in relation to procurement.

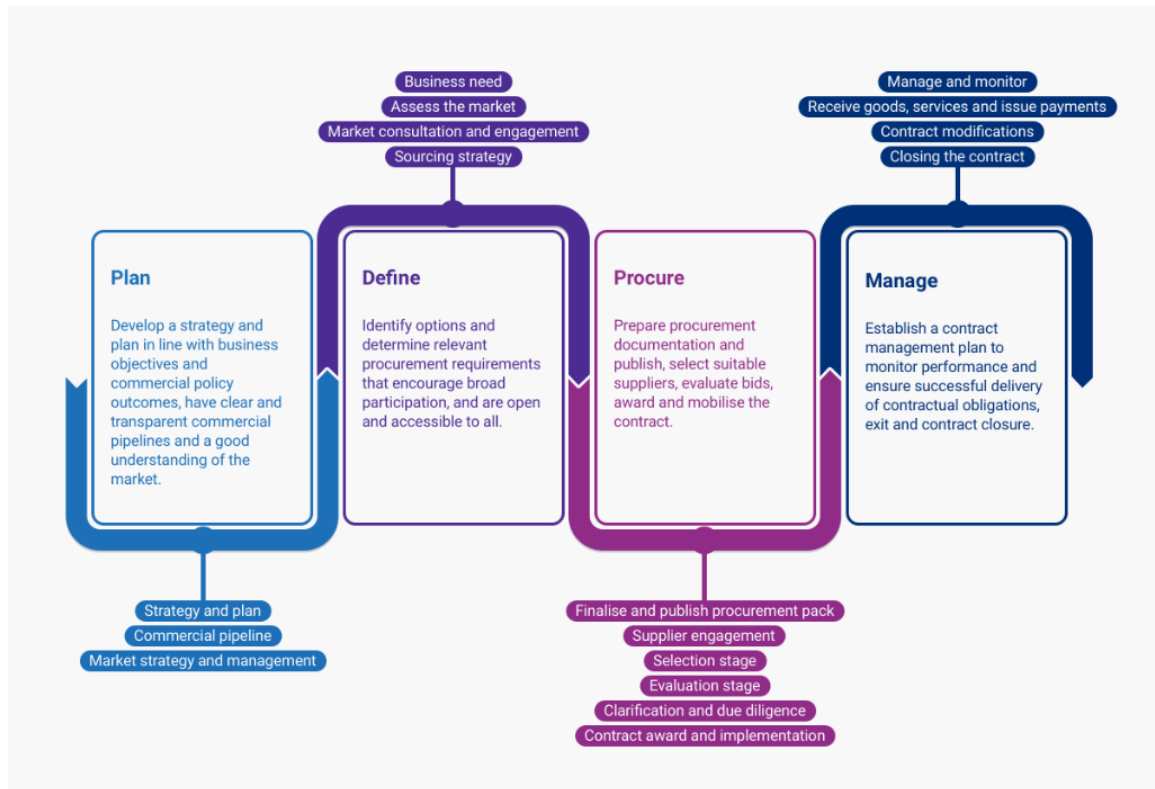
- 4.9 Procurement Review Unit (PRU)**
A team established in the Cabinet Office to exercise procurement oversight.
- 4.10 Regulated below-threshold contract**
A below-threshold contract which is not an exempted contract, a concession contract or a utilities contract. Subject to obligations in Part 6 of the Procurement Act 2023.
- 4.11 Small and Medium-sized Enterprises (SME)**
Under the Procurement Act 2023, an SME is defined as an enterprise that has fewer than 250 staff, a turnover of an amount less than or equal to £44 million, or a balance sheet total of an amount less than or equal to £38 million.
- 4.12 Value for Money (VfM)**
Achieving the optimal balance of cost, quality, risk, and sustainability over the contract life. Please refer to the Value for Money and Social Value Strategy.
- 4.12.1 Conflict of Interest**
A situation where personal or financial interests could improperly influence procurement decisions.
- 4.13 Public Procurement Thresholds**
Financial limits set by law that trigger specific legal obligations (e.g., advertising on Find a Tender).
- 4.13.1 Contract Register**
Central record of all active contracts, including key dates, values, and risk ratings.
- 4.14 Emergency Procurement**
Urgent purchase required to protect health, safety, or critical services, where normal procedures cannot be followed.
- 4.14.1 MAT**
Most Advantageous Tender (this replaces MEAT), means award to the tender that best meets the published criteria (price, quality and other factors including social value)
- 4.15** A full extensive glossary can be found in the knowledge area of the Trust's internal SharePoint site (Knowledge – Procurement – Procurement Glossary).

5. OUR POLICY

5.1 THE PROCUREMENT CYCLE

- 5.1.1** Procurement is the process of acquiring goods, works and services but spans the whole procurement and supply lifecycle from initial concept of identifying a need right through to end of life of the asset or end of a services contract. The Government has created the following Procurement Pathway to use as a guide through the end-to-end procurement lifecycle which is broken down into four phases of procurement (the depth of activity is proportionate to value, risk and complexity):

5.1.2



5.1.3 The Procurement lifecycle also covers assessments where insourcing may provide better value for money, resilience, risk management or service quality compared to outsourcing.

5.1.4 Procurement is a collaborative activity and is normally conducted jointly by the business, Procurement and Finance teams. Input from other teams may be required, such as ICT, Governance, Health & Safety and Human Resources as well as customer involvement where relevant to the procurement opportunity.

5.1.5 Each procurement will have different requirements; the overall procurement timetable should reflect all the activities required based on the complexity, value and risk of each procurement ensuring that sufficient resources are available.

5.1.6 All procurement activities must be conducted electronically through the Delta eSourcing platform (<https://www.delta-esourcing.com>), except where the process is carried out via an approved framework provider. Staff can request training at any time, and additional e-learning resources are available within the system's Help section.

5.1.7 All planned procurement activity with an estimated contract value over £30,000 must be notified to the Procurement Team by submitting a Procurement Initiation Document to procurementqueries@peaksplains.org before any market engagement or sourcing activity begins.

5.2 PROCUREMENT ROUTES

5.2.1 Route selection is based on the estimated total contract value (inclusive of VAT) over the full term, including options and foreseeable spend. Estimates must not be split to avoid obligations. The Scheme of Delegation within the [Standing Orders, Financial Regulations and Scheme of Delegation](#) sets out internal thresholds and approvals.

- 5.2.2 **Covered procurements** (i.e. procurements subject to the full provisions of the Procurement Act 2023, including above-threshold public contracts and other specified contracts): use the Open Procedure or the Competitive Flexible Procedure as appropriate; direct award is limited to grounds set out in legislation (e.g., extreme and unavoidable urgency, protection of exclusive rights, or user choice contracts).
- 5.2.3 **Below-threshold procurements:** apply proportionate competition and transparency in line with internal thresholds, ensuring fairness and equal treatment and remove unnecessary barriers for small medium enterprise's (SME's) or voluntary, community and social enterprise's (VCSE's) and local suppliers.
- 5.2.4 Before carrying out any procurement activity, staff should consider whether there is an existing contract already in place or whether an approved framework or dynamic market can meet their need.
- 5.2.5 **Procurement Waivers:** Must only be used in genuinely extenuating circumstances where running a competitive process is impossible or would expose the Trust to significant operational, safety or financial risk. Waivers are not a mechanism for avoiding competition, poor planning, or supplier preference. All waiver requests must include full justification, evidence of risk assessment, and confirmation that no alternative compliant route is available. Only an Executive Director may approve a waiver, and they must not approve waivers relating to their own area of responsibility. All approved waivers will be logged, reported, and subject to periodic review by the Head of Business Assurance and Audit Committee.

5.3 **TENDER EVALUATION, AWARD AND CONTRACT SIGNING**

- 5.3.1 All tenders must be evaluated in a fair, consistent and transparent manner using the pre-agreed evaluation criteria published in the tender. Evaluation criteria to be based on Most Advantageous Tender (MAT) principles, considering price, quality and social value. All decisions must be documented, including rationale for award and any clarifications.
- 5.3.2 The award recommendation must be approved in line with the Scheme of Delegation.
- 5.3.3 Where legally required (e.g., above public procurement thresholds), apply the mandatory standstill period before contract execution.
- 5.3.4 Assessment summaries will be issued to all bidders who submitted an assessed tender.
- 5.3.5 A contract award notice will be published and a mandatory standstill of eight working days observed before contract execution (unless a statutory exemption applies).
- 5.3.6 Contracts must include 30-day payment terms, data protection clauses (where applicable) and KPIs.
- 5.3.7 Contracts must be signed strictly in accordance with the Scheme of Delegation. Electronic signatures are the Trust's preferred method, provided they meet legal and security requirements.
- 5.3.8 Executed contracts will be stored in the Contract Register and contract details published in line with transparency obligations.

5.4 USING EXTERNAL FRAMEWORKS

- 5.4.1 All staff are only permitted to use frameworks that have been formally vetted and approved for use with the support and oversight of the Procurement Team. For a full list, please refer to the Procurement Frameworks section within the Procurement SharePoint site.
- 5.4.2 When using a framework: (i) confirm scope and validity; (ii) follow the framework's call-off rules; (iii) run a mini-competition where required; (iv) keep a full audit trail; and (v) ensure best value is achieved, including consideration of social value and sustainability. Transitional rules apply to frameworks let under previous legislation.

5.5 PROCUREMENT CODE OF ETHICS

- 5.5.1 All staff involved in procurement must: act with integrity and impartiality; avoid and declare conflicts of interest; maintain confidentiality; treat suppliers fairly; avoid gifts and hospitality that could influence decisions; reject bribery and corruption; and uphold obligations relating to modern slavery, human rights and environmental stewardship.

6. EQUALITY, DIVERSITY & INCLUSION

- 6.1 The Trust is committed to ensuring that our procurement activity is fair, transparent, and accessible to all — supporting diverse suppliers and promoting equality of opportunity. EDI will be considered when designing procurements, evaluating tenders and managing contracts. Specifications, evaluation and contract conditions will include proportionate and relevant requirements to advance equality of opportunity, eliminate discrimination and foster good relations. We will use inclusive language and accessible formats, consider barriers to small medium enterprise (SME) or voluntary, community and social enterprise participation, and monitor outcomes where appropriate
- 6.2 An equality impact assessment was completed for this policy which identified the following actions to be taken to ensure equality and inclusion across procurement activities:
 - 6.2.1 Provide training and guidance for suppliers on e-tendering platforms and deliver a full training programme for customers joining the Procurement Panel (to address digital exclusion).
 - 6.2.2 Use pre-market engagement to identify potential conflicts with religious holidays and keep tenders open for at least 3 weeks to allow sufficient time for bids

7. RESPONSIBILITIES

- 7.1 The following summarises the roles and responsibilities in relation to procurement:
 - 7.1.1 **Audit Committee**
Approve this policy and receive at least annual assurance on procurement compliance and performance
- 7.2 **EMT**
Has overall authority for procurement and contracting including the decision, award and signing of contracts.
Approving procurement waivers.

- 7.2.1 Head of Business Assurance**
Owns the policy; oversees compliance and reporting; maintains waiver and verbal-contract logs; maintains the Procurement Pipeline and ensures it is used to plan activity.
- 7.3 Procurement Officer/Team**
Advise on routes to market; lead sourcing; ensure legal compliance; manage the pipeline, eSourcing and the Contract Register; support social value and supplier due diligence.
- 7.4 Data Protection/Information Security**
Conduct information security assessments and provide assurance that data protection and security obligations are clearly defined and fully embedded within procurement specifications and contracts.
- 7.5 Health and Safety Team**
Maintain the Trust's contractor health and safety appraisal process to ensure that only competent contractors and suppliers are appointed, with appropriate arrangements in place to manage risks effectively and comply with statutory and organisational H&S standards throughout service delivery.
- 7.5.1 Individual Budget Holders and delegated individuals**
Define requirements; engage the Procurement Team early; ensure all activity is on the Procurement Pipeline; manage contracts and supplier performance; keep records complete and timely; avoid verbal contracts.
- 7.5.2 Finance Team**
Undertake financial due diligence and oversee supplier payments.
- 7.6 All staff**
Adhere to this policy and complete required training prior to undertaking any procurement activity.
All staff must complete staff declarations of interest.

8. MONITORING AND REPORTING

- 8.1** The following indicators will be tracked and reported to either PMG and/or Audit Committee:
- Number of verbal contracts
 - Number of Procurement Exceptions/waivers raised YTD
 - % of invoices paid to terms
 - Average days to pay invoices
 - Number of suppliers highlighted as high risk with regards to financial viability
 - Meet the Buyer events held
 - Contractors that pay at least the relevant Real Living Wage
 - Number of procurement contracts that include commitments to deliver Social Value
- 8.2** In addition, Audit Committee will receive a procurement assurance report (at least annually) that outlines performance against objectives, tender activity completed, contracts awarded, contractor performance and risk, procurement governance (which includes details on verbal

contracts, waivers, conflicts of interest and payment compliance), and customer insight and involvement in procurement.

9. CONSULTATION

- 9.1 The Trust engaged its Customer Challenge Group in the development of the overarching Procurement Strategy 2025–2028, ensuring customer perspectives were considered in shaping the Trust’s strategic approach to procurement, value for money and supplier engagement.
- 9.2 However, no consultation with customers was required for this Procurement Policy, as the Policy sets out internal rules, processes and compliance requirements that staff must follow in order to deliver the objectives of the approved Procurement Strategy. The Policy describes internal governance, delegated authorities, procedural steps and staff responsibilities, and therefore does not require customer consultation. This policy has been reviewed by the Senior Management Team and Executive Management Team.

10. REVIEW

- 10.1 This policy will be reviewed every three years, or sooner if there are material legislative or organisational changes.

ASSOCIATED DOCUMENTS

Procurement Strategy
Value for Money & Social Value Strategy
Environmental Strategy
Staff Code of Conduct
Anti-Fraud, Bribery and Corruption Policy
Anti-money laundering policy
Standing Orders, Financial Regulations and Scheme of Delegation
Criminal Finances Act Policy
Equality, Diversity and Inclusion Policy
Health and Safety Strategy
Health and Safety Policy
Safeguarding Policy
Site Rules for Contractors
Procurement Procedures (Available on the Procurement SharePoint site).
Declaration of Interest form

POLICY INFORMATION

Policy Name:	Procurement Policy
Status:	FINAL/APPROVED
Approved by:	Audit Committee
Drafted By:	Head of Business Assurance
Date approved:	10 February 2026
Next Review Date:	February 2029