



1. Procurement Policy

1.1 Purpose

The purpose of the Restoration and Renewal Delivery Authority Ltd (the Delivery Authority) Procurement Policy is to ensure that all procurement and contract administration activities carried out by, or on behalf of the Delivery Authority, have regard to the priorities of the Delivery Authority, best current practice and support:

- (a) the delivery of **Value for Money** - defined as delivery of the full range of R&R Programme requirements within the Phase 1 and Phase 2 expenditure limits through the optimal use of resources.
- (b) **Risk management** – the delivery of all procurement and contract administration activities in a manner that:
 - satisfies the Delivery Authority’s governance, audit frameworks and delegated levels of authority,
 - meets the Delivery Authority’s legal obligations,
 - complies with financial constraints,
 - adheres to Government procurement and contract management policies, as appropriate.
- (c) the provision and enforcement of **effective, efficient and consistent procurement processes and systems** for procuring works, goods and services in a fair, objective and transparent manner.
- (d) **being a good client** – to support the reputation of the Delivery Authority as a good client that develops a high level of interest and appetite in the market to attract the best suppliers to help deliver the R&R Programme purpose and values.

This policy is not intended to be used in connection with the interpretation of any contract.

The Delivery Authority has statutory duties under The Parliamentary Buildings (Restoration and Renewal) Act 2019 (the Act) and must comply with the provisions in the Programme Delivery Agreement (PDA). It is also a contracting authority under the Public Contracts Regulations 2015. As a public body the Delivery Authority is subject to general legal obligations to be transparent, fair, open and to act reasonably in its approach to procurement.

1.2 Policy Scope and Application

This policy governs all the Delivery Authority’s procurement activities.

This policy applies to all Delivery Authority employees, agents and consultants managing procurement processes on behalf of the Delivery Authority. The Delivery Authority requires that agents and consultants make their employees aware of this Procurement Policy and ensure that their employees observe it when engaged to support the Delivery Authority with procurement tasks. This policy will be reviewed on an annual basis or as necessary to reflect any significant policy developments.



2. Value for Money

2.1 Key Policy Principles (KPPs) - Overview

The Delivery Authority will adopt good practice and guidance from the Cabinet Office, HM Treasury (HMT) and other organisations as appropriate.

The Delivery Authority's Value for Money model is based on the approach outlined by the National Audit Office. The Delivery Authority has developed its Key Policy Principles (KPPs) based on the pillars of effective procurement from the procurement module of the '[Project Routemap: Setting up projects for success](#)' guidance, published by the Infrastructure and Projects Authority. The KPPs have also been informed by lessons learnt from other projects and programmes, including the materials set out listed in Appendix 1.

These KPPs will be applied across the full range of commercial requirements and are set out in Appendix 2 under the following categories which align to the Delivery Authority's Value for Money model:

Pillar	Value for Money element
Requirements and Planning	Objective and economy
Market and Supply Chain	Efficiency
Packaging	Efficiency
Procurement Route	Efficiency
Contracting and Commercial	Effectiveness
Benefits and Communication	Equity

3. Organisation, Governance and Control

3.1 Organisation

The Delivery Authority will ensure that it has access to the necessary experienced, competent and highly motivated resources needed to successfully implement this policy. Strong client capability will help establish the Delivery Authority's reputation as a good client, which will help to attract the best suppliers and ensure strong competition for its contracts.

3.2 Governance

The procurement governance framework will ensure that all obligations and liabilities undertaken by the Delivery Authority will be wholly and necessarily associated with delivery of



the programme objectives and business needs.

Further detail is available in the Delivery Authority's Procurement Code and associated standards and procedures.

Any agreement entered into by the Delivery Authority shall be in the form of a written contract, properly authorized and executed in accordance with the Delivery Authority's Scheme of Authorities.

In respect of any transaction or subsequent changes a separation will exist between:

- (a) those who specify requirements and manage delivery,
- (b) those who select sources and conclude a supply agreement, and
- (c) those who process and pay invoices.

The Delivery Authority will aim to ensure that a different business function will deal with each stage.

3.3 Delegation of Authority

The Delivery Authority will maintain a Scheme of Authorities which will record the personnel or committees to whom authority to make commercial decisions has been delegated, including the financial limits in each case.

No contract or agreement will be entered into unless budget is both available and approved in accordance with the Scheme of Authorities. Commitment Authorities will be based on best estimates of contract outturn costs including appropriate risk allowances. Only persons with delegated procurement authority will be permitted to authorise commitments to third parties.

3.4 Management System and Controls

The Delivery Authority's Commercial Director will implement this policy by establishing and maintaining a procurement management system that integrates with and supports all Delivery Authority functional management systems. The systems will include the following:

- (a) a Procurement Code and Scheme of Authorities;
- (b) structured assurance of tender and contract documentation, including legal review where appropriate, prior to commencing procurement (see Procurement Code – Part Five);
- (c) building and maintaining supplier relationships including producing and implementing performance measurement and development plans for key suppliers (see Contract Administration Manual);
- (d) establishing and maintaining a contract database that records all contractual arrangements entered into by the Delivery Authority with third party suppliers, including the nature of the services/works, term, maximum authorised spend and other relevant information;
- (e) producing management information and reports (see Commercial Manual);
- (f) ensuring that this Procurement Policy and its supporting process, procedures and systems are communicated throughout the Delivery Authority and overseeing compliance;
- (g) completion of final accounting within three months the end of the contract (see Contract Administration Manual);



(h) ensuring Market Engagement Guidance, Incumbent and Prior Involvement Supplier Strategy and Conflict of Interest policy are published and maintained to reduce commercial risk;
(i) compliance reporting covering adherence to the Public Contracts Regulations 2015, IR35 and Prompt Payment Code provisions (see Commercial Dashboard information in the Commercial Manual).

A Procurement Manager and Contract Manager will be nominated as the Delivery Authority leads for each work package. They will be authorised to perform procurement and business activities within the procurement process and will work in partnership to achieve the work package objectives.

All Delivery Authority employees or colleagues occupying substantive roles are required to comply with the Delivery Authority's Anti-Fraud and Bribery Policy and Gifts and Hospitality Policy.

Suppliers and partners working for or on behalf of the Delivery Authority must have a similar anti-fraud and bribery policy and procedure within their organisation that meets the requirements of the Fraud Act 2006 and the Bribery Act 2010 to which they will comply.

Procurement activities will be carried out in a way that supports employees in meeting their obligation to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) in an appropriate manner in accordance with relevant publications such as the Document Retention Policy and guidance on the Freedom of Information Act.

The Delivery Authority's Head of Contracts & Procurement will develop and implement an assurance process to ensure that procurement activities are being performed in accordance with this Procurement Policy and that risks to good value for money are effectively identified and avoided or managed.

A handwritten signature in black ink, appearing to read 'A. Haynes'.

Andy Haynes
R&R Commercial Director
28 March 2024



Appendix 1 Related Policies and Guidance

The Delivery Authority's Procurement Policy has been developed to align with public sector procurement best practice to achieve value for money and support the delivery of Government policies, including:

Ref.	Public sector procurement – rules and guidance	Version / Last update
1	Procurement Policy Notes (PPNs), as amended	n/a
2	Public Contracts Regulations 2015, as amended	n/a
3	Procurement Act 2023, as amended	n/a
4	HM Treasury – Managing Public Money	May 2023
5	The Sourcing Playbook	June 2023
6	The Construction Playbook	v1.1, September 2022
7	Infrastructure and Projects Authority – Project Routemap: Setting up projects for success	28 February 2022
8	Prompt Payment Policy	11 January 2024
	Delivery Authority documents	
9	Procurement Code	30 May 2022
10	Contract Administration Manual	2 April 2024
11	Value for Money Guidance	v7
12	Social Value approach: Preserving the past, protecting the future	October 2023
13	Skills Strategy	26 October 2020
14	Incumbent Supplier Strategy	28 March 2023
15	Conflict of Interest Policy	May 2022
16	Delivery Authority: Scheme of Authorities	v2.01, 9 May 2022
17	Equality, Diversity and Inclusion Strategy	January 2022



Appendix 2 Key Policy Principles (KPPs)

Requirements and Planning KPPs

KPP1 – the Delivery Authority will ensure that its procurement strategies, plans, processes and procedures support the achievement of value for money and good practice, including HM Treasury’s Managing Public Money handbook and the requirements of the Client Team and standards agreed between the Client Team and the Delivery Authority (‘Agreed Standards’).

KPP2 – the Delivery Authority will establish a clear and considered contract scope, appropriate to the requirements and with flexibility as necessary, prior to the commencement of each procurement exercise.

Market and Supply Chain KPPs

KPP3 – the Delivery Authority will establish early and regular consultation arrangements with contractors, manufacturers and suppliers to develop a well informed and well-prepared marketplace, and to gather feedback that will inform the development of procurement strategies and plans. This will include raising awareness of the R&R End-State Vision and Strategic Objectives. All such activity will be carried out in alignment with the Delivery Authority’s Market Engagement Rules and Guidance.

KPP4 – the Delivery Authority will engage with the supply chain throughout the nations and regions of the United Kingdom to encourage diverse supplier involvement and share the benefits of the R&R Programme. Market interest and competition will be maximised by publishing and maintaining a procurement pipeline and openly advertising opportunities (including those below tier-1).

KPP5 – the Delivery Authority will create opportunities for small and medium enterprises and social enterprises, wherever appropriate.

Packaging KPPs

KPP6 – the Delivery Authority will ensure that contract packaging is supported by appropriate market consultation to maximise market interest and to align contract packages with market capabilities and capacity.

KPP7 – the Delivery Authority will consider the number and nature of technical, contractual and physical interfaces, and the related key delivery risks, in the development of its approach to contract packaging. The Delivery Authority will ensure that the responsibilities for design and integration between contracts are clearly assigned between the parties and to an appropriate standard.

Procurement Route KPPs

KPP8 – the Delivery Authority will only allow Single Tender Actions (i.e., purchases that are not competitively tendered) in limited circumstances. The Commercial & Change Sub-Committee (CCSC) will authorise all such procurements and they must only be undertaken in exceptional circumstances and normally be of low value.



KPP9 – the Delivery Authority will develop and implement streamlined procedures and criteria to assess the financial strength, technical capability and capacity of suppliers to be invited to tender for Delivery Authority contracts. As appropriate, this will include considering the contractor’s policies and procedures relating to corporate social responsibility and employment (including in relation to the blacklisting of employees).

Contracting and Commercial KPPs

KPP10 – the Delivery Authority will promote a culture of collaboration in its contracts, Contract Management Plans and commercial relationships. The Delivery Authority will ensure that relationships with suppliers are established, conducted and concluded honestly, fairly, transparently, efficiently and effectively. Procurement and related business activities will meet the highest standards of integrity and ethics, including supporting certification, ethical and responsible sourcing schemes wherever possible.

KPP11 – the Delivery Authority will seek to place contracts based on a fair allocation of risk appropriate to the requirement, which is considered at the procurement planning stage and reflected in the contract commercial model. Risks will only be transferred where they can be assessed, valued and managed by the supply chain, considering the value for money offered by transferring the risk. The Delivery Authority will develop a policy on contract liability and liability caps that supports the achievement of good value for money.

KPP12 – the Delivery Authority develops clear contract incentives, where appropriate, aligned with the R&R End-State Vision, Strategic Objectives and Programme Benefits. Incentives will be proportionate, simple and transparent.

KPP13 – the Delivery Authority will adhere to the Prompt Payment Code and does not withhold retention money on its contracts.

KPP14 – the Delivery Authority will ensure that each contract, where appropriate, has an approved Contract Management Plan and that resources are identified and deployed in accordance with the plan.

Benefits and Communication KPPs

KPP15 – the Delivery Authority will monitor its expenditure with tier-1 suppliers and key supply chain companies and publish details of the economic and other benefits of the R&R programme across the UK. A Commercial Dashboard shall be reported to the Delivery Authority’s Board quarterly.

KPP16 – the Delivery Authority will ensure its procurement activity contributes to tackling the problem of modern slavery and, where possible, delivers social value (including the promotion of equality, diversity and inclusion) by adhering to the agreed Commercial Strategy for Social Value.