

PROCUREMENT POLICY

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Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	1	Change Ref.	

PROCUREMENT POLICY

I have received a copy of the Procurement Policy:

Name

Signature

Date

Please sign this top sheet then detach and return it to the Finance Department.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	2	Change Ref.	

INDEX

1. INTRODUCTION	4
1.1. General	4
1.2. Procurement Philosophy	4
1.3. Objectives of the Policy	5
1.4. Scope of the Policy	5
2. DETAILED POLICY	7
2.1. Transparency Agenda.....	7
2.2. Purchasing Thresholds.....	7
2.3. EU and UK Procurement Directives, Regulations and Legislation	10
2.4. Quotations	10
2.5. Single Tender Action	11
2.6. Use of Framework Agreements	12
2.7. Use of Public Sector Panels	13
2.8. Tendering	13
2.9. Receipt of Tenders	14
2.10. Evaluation of Tenders	15
2.11. Award of Contract.....	16
2.12. Supplier Debriefing.....	16
2.13. Advertising	16
2.14. Contractual Terms and Conditions	16
2.15. Contract Management	17
2.16. Financial Due Diligence	18
2.17. Ethics and Conflicts of Interest.....	19
2.18. Corporate Social Responsibility	20
2.19. Record Keeping and Freedom of Information	21
3. IMPLEMENTATION.....	21
3.1. Responsibility for the Policy	21
3.2. Compliance.....	21
4. EU TENDERING	22
APPENDIX A	24

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	3	Change Ref.	

1. INTRODUCTION

1.1. General

Royal Armouries are a public body in receipt of public funding and as such we have a legal responsibility to ensure that those funds are spent appropriately, and that our procurement decisions are fully justified and supported by a clear audit trail. We are also bound by the principles of the EC Treaty and must comply in full with EU public procurement rules and regulations, where applicable. Full details and further guidance can be found on the Government Procurement Service website www.gov.uk/government/organisations/crown-commercial-service as well as Cabinet Office website (<http://www.cabinetoffice.gov.uk/>). Also refer to "Managing Public Money" available on Treasury website (www.hm-treasury.gov.uk).

The purpose of this policy is to fulfil those responsibilities by standardising the way in which we procure our goods, services and works. This will also ensure compliance with the relevant legal requirements, reduce our exposure to commercial risk, and deliver good value for money.

It is necessary to have a robust procurement policy, which is applied consistently across the whole organisation therefore it is important that you read this policy carefully, and comply with its provisions.

1.2. Procurement Philosophy

The key elements of the procurement philosophy are to ensure that:

- The goods, services and works supplied reflect the needs of the organisation and are provided at the right quality, in the right quantity, at the right time, in the right place, and at the right price
- For all goods, services and works, the Royal Armouries will strive for value for money (VFM) defined as the optimum combination of whole life costs (i.e. the cost of acquisition, operating and maintenance costs, if any, over the whole life of the contract through to disposal or termination) and quality (or fitness for purpose) to meet the customer's needs
- Relationships with key strategic suppliers are developed and improved with the benefits shared amongst the Royal Armouries, its customers and suppliers

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	4	Change Ref.	

- Royal Armouries are protected from commercial risk and potential damage to its reputation. For example, we shall not contract with suppliers that are financially weak and do not have the capability to fully satisfy the requirement
- All potential suppliers are dealt with professionally, fairly and ethically
- Legal and regulatory requirements are complied with including but not limited to European Union (EU) procurement directives, Freedom of Information Act (FOIA) and Data Protection legislation

1.3. Objectives of the Policy

The objectives of this Policy are to:

- Ensure a consistent, best practice approach to procurement and process continuity across the business
- Ensure all staff have a clear understanding of the Procurement Policy and what is required of them
- Satisfy customer requirements through the provision of goods, services and works that are fit for purpose and deliver VFM
- Protect the Royal Armouries, and the individuals involved, from the considerable risks associated with procuring goods, services and works improperly

1.4. Scope of the Policy

The underlying principles upon which this Policy is based are:

- Having a budget is not the same as having the authority to commit that expenditure. This may only be undertaken by individuals who have written Delegated Authority from the Director-General & Master or Finance & Admin Director. A full list of individual delegated authority limits is held in Finance and this list is regularly updated. Expenditure should only be committed where appropriate procurement regulations have been followed.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	5	Change Ref.	

- The Procurement Officer's role is to advise and support the business functions. It is important to engage the help of Procurement in a timely manner. All high risk, complex and/or major expenditure over £10k must be referred to Procurement, to advise, lead the procurement process where applicable and ensure competition is maximised.
- All standard requirements must be referred to Procurement as a means to exploit and explore opportunities to aggregate spend across the business.
- All expenditure must comply with the appropriate EU and UK Government procurement rules, regulations and legislation. Expenditure in this context means the 'aggregated' expenditure i.e. the total expenditure over the life of the contract. The artificial sub-division of aggregated expenditure is not permitted.
- Framework agreements, which are usually based on estimated volumes and containing pre-arranged terms and conditions (generally including price), but usually with no requirement in terms of having to purchase a minimum value or specific number of units shall be fully explored at the outset in order to obtain VFM, reduce administrative lead times and transaction costs.
- For all public sector bodies, competition is the primary tool for achieving VFM from suppliers. Single (i.e. non-competitive) sourcing should only be undertaken in exceptional circumstances.
- When procuring goods, services and works adequate consideration must be given to sustainability, the environment, health & safety and social responsibility.
- All those involved in the procurement process must exhibit the highest ethical standards.
- All Royal Armouries staff including management are responsible for implementing the Policy and ensuring compliance. Failing to comply with the Policy may result in disciplinary proceedings up to and including dismissal.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	6	Change Ref.	

2. DETAILED POLICY

It is the Budget Holder's responsibility to involve Procurement at the appropriate time with due regard for business plans and lead times to ensure correct procurement procedures are exercised. Procurement exercises can be terminated if there is evidence of an infringement to public procurement directives.

It is particularly important that we maximise the benefits of effective procurement in the letting and management of major, high value and high risk contracts.

2.1. Transparency Agenda

The Government has set out the need for greater transparency across its operations to enable the public to hold public bodies and politicians to account. This includes commitments relating to public expenditure, intended to help achieve better value for money.

The transparency agenda as a whole is being overseen by the Public Sector Transparency Board, which has been established in the Cabinet Office. The Board's role will include providing support to departments as they deliver the Government's transparency commitments.

As part of the transparency agenda, Government has made the following commitments with regard to procurement and contracting, as set out in the Prime Minister's letter of 31st May 2010:

- All new central government ICT contracts to be published online from July 2010.
- All new central government tender documents for contracts over £10,000 to be published on a single website from September 2010, with this information to be made available to the public free of charge.
- All new central government contracts to be published in full from January 2011.

2.2. Purchasing Thresholds

These are the minimum requirements and do not prevent staff from using higher value procedures where they consider this would be more likely to achieve value for money. For any expenditure over £3.5 million DCMS approval is needed and Treasury approval may also be required.

Orders should not be split to avoid a limit and should only be placed if there is an authorised budget. All figures exclude VAT.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	7	Change Ref.	

The criteria below should be applied in all circumstances unless it is considered appropriate to utilise a Single Tender Action (2.6) or a deviation from policy is authorised.

For contracts with a value between £50,000 and the £164,176 OJEU limit a majority of the Finance and Capital Committee can approve an alternative course of action whilst being mindful of the need to demonstrate value for money and ensuring the requirements under Managing Public Money are met. If necessary the Accounting Officer has the deciding vote.

All instances where an alternative action has been authorised should be reported to the Audit Committee and Finance and Capital Committee.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	8	Change Ref.	

Contract Value	Procedures
Less than £2,000	One written quotation and remember that it is good practice to ask for discount and try to improve initial price.
Between £2,000 and £9,999	Three written quotations remembering that it is good practice to invite at least five potential suppliers to quote.
Between £10,000 and £49,999	<p>Procurement to advise on the required approach depending on the nature of goods or services being sought. Approach to be one of the following:</p> <ul style="list-style-type: none"> - Seek three written quotes - Closed tender process to selected suppliers - Full open competition formal tendering process <p>Procurement will also advise on information to be provided to potential suppliers and information from suppliers that needs to be checked e.g. insurance cover.</p>
Between £50,000 and £164,176 for Goods and Services and £4,104,394 for Works	Full open competition formal tendering process
Greater than £164,176 for Goods and Services and £4,104,394 for Works	Advertise via OJEU and formal tendering process

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	9	Change Ref.	

2.3. EU and UK Procurement Directives, Regulations and Legislation

It is vital that the Royal Armouries complies with all applicable EU procurement directives and legislation. Royal Armouries must also be aware of the rules and guidance communicated by HM Treasury (including "Dear Accounting Officer" letters, Efficiency and Reform Group which includes Government Procurement Service (GPS) and National Audit Office.

Breaking laws or rules could have very serious consequences. For example, there can be financial penalties levied by the European Court of Justice (ECJ) or procurement exercises terminated. There are also risks to the Royal Armouries reputation and issues of perception amongst its clients and other stakeholders.

EU rules apply to 'aggregated' expenditure i.e. the total expenditure in a defined commodity area (goods, services or works) over the whole life of a contract. Unless there are justifiable business reasons, artificial sub-division of aggregated expenditure to avoid EU regulations is not permitted.

HM Treasury's 'Transforming Government Procurement' published in January 2007 requires greater collaborative buying across government departments and utilisation of centrally negotiated contracts, which can be found through GPS. Unless there are justifiable business reasons not to, the Royal Armouries will make maximum use of these framework agreements and pre-negotiated contracts and reduce the number of ad hoc purchases with one-off suppliers.

2.4. Quotations

Purchases less than £2,000 do not require competition but staff and consultants acting on behalf of the Royal Armouries must obtain a single quotation at the very least. Even where you are only seeking one quotation it is important to try and ascertain the best possible price, i.e. ask for discount, negotiate free delivery etc.

For purchases of £2,000 or greater but less than £10,000 competitive tendering is required. This may take the form of 3 written quotations where a formal competitive tender would result in disproportionate administration costs or unacceptable delay. Requests for quotations may be made by letters, telephone, fax or email. Quotations received orally must be confirmed in writing to provide an audit trail.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	10	Change Ref.	

To ensure that you receive 3 quotes it is advisable to invite at least 5 firms to quote. It is the responsibility of the buyer to ensure that a clear audit trail of all procurement activities and decisions is kept on file for a maximum of 6 years. This will be subject to a periodic internal and external audit.

Care must be taken by the purchaser to ensure that successive associated work does not exceed OJEU tendering limits. Where this is a possibility the OJEU process must be commenced at the outset.

2.5. Single Tender Action

Competition between suppliers is the best way the Royal Armouries can achieve Value for Money (VFM). It reduces the risk of selecting an unsuitable supplier and avoids suggestion of improper or illegal behaviour by the Royal Armouries. It is not a sufficient or adequate reason for a requirement to be single sourced due to poor project planning and time management.

Budget Holders/Project Managers are required to know when an existing contract will end and should therefore have a succession plan in place in order to avoid starting the procurement process, if required, when the goods or service is disposed of or terminated respectively.

Only in exceptional circumstances should a requirement be sourced without competition, for example:

- Failed competition (Unable to obtain sufficient quotes or less than 3 tenders),
- Specialist Service/ Unique item (only available from one supplier),
- Continuity of specialist knowledge. Care must be taken by the purchaser to ensure that original contract arrangements allow for this extension. No extension will be permitted where OJEU thresholds are compromised.
- Excessive set-up costs.
- Exceptional emergency (immediate danger to people or property, or urgency not of the Museum's own making)

Single sourcing is a procurement route which does not preclude the Budget Holder from adhering to general procurement practices.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	11	Change Ref.	

Approval is mandatory before any order or contract can be awarded under single tender action (STA). An application for single tender action must be completed using the standard form and submitted to Procurement. This will then be checked and signed by both the Procurement Officer and Director General & Master or Finance & Admin Director. Any STA in excess of £50,000 also requires approval by DCMS under the terms of our Management Agreement. All STAs must be reported to the Finance & Capital Development Committee on a regular basis.

The single tender form should include sufficient evidence that fully supports the decision to waive the competitive procurement exercise. Any form that does not have sufficient detail or appropriate justification will be returned to the Budget Holder.

If the value of the single tender exceeds £10,000 then a formal award letter and terms and conditions needs to be issued by Procurement before placing the order with the supplier.

Single tenders may not be used to replace the OJEU procurement thresholds.

2.6. Use of Framework Agreements

Where similar goods, services and works are repeatedly required, framework agreements should be used. A framework is an agreement, usually based on estimated volumes and containing pre-arranged terms and conditions (generally including price), but usually with no requirement in terms of having to purchase a minimum value or specific number of units. A legal contract is only formed when an actual defined quantity of goods or services is 'called off' the framework

The benefits of frameworks are that they optimise VFM, help ensure quality of materials and reliability of supply, and reduce administrative lead times and associated transaction costs.

Frameworks should be for a fixed period of normally 4 years except in exceptional circumstances. The duration will be dependent upon factors such as development costs, the stability of the market, and the pace of technology change.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	12	Change Ref.	

2.7. Use of Public Sector Panels

Public sector panels can be used to procure, but care must be taken in that they use the public sector panel's terms and conditions and that the panel procurement process has been followed.

2.8. Tendering

Where panels or framework agreements have not been used full competitive tendering is mandatory for all orders/contracts with a value greater than £50,000, and may be identified as the required route for contracts above £10,000. This is because:

- There is the prospect of better value for money than just using quotations,
- Service or performance standards are built into the specification,
- There is a potentially contentious purchase where the clearest possible audit trail is necessary for public accountability,
- No framework or panel is available.

There is a formal tender process for contracts over £50,000 but below OJEU Threshold and a longer process for contracts over the OJEU Threshold (see section 4). Formal tendering should take no longer than 2/3 months maximum to complete, whilst OJEU tendering could take up to 6 - 8 months. These processes can be found at Appendix A and B at the end of this policy.

The tendering process can be commenced at any time and does not necessarily require a budget to be allocated to the activity before the process starts. **However**, under no circumstances must contracts or confirmation of acceptance be given until budget has been allocated and approved to the activity.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	13	Change Ref.	

All formal tenders need to be undertaken with the Procurement Officer who will work closely with the teams to ensure compliance with the established procedures and processes. The following documents are used as part of the Invitation to Tender (ITT):

- Instructions to Tenderers (detailing administrative procedures relating to the tender e.g. dates and times, method of tender return, evaluation criteria and where tender queries should be directed)
- Specification of Requirement. This is a key document that sets out the details of the goods or services required, how tenders will be evaluated and timetable of tender. All specification documents must be reviewed and signed off by the Procurement Officer. Advice and guidance of producing the specification can be sought from the Procurement Officer, but responsibility for producing the document sits with the procuring manager
- Form of Tender
- Royal Armouries Model Terms and Conditions (tailored to suit each procurement)

Templates for all tender documents are available from Procurement.

Tender Award letters / Contracts can only be signed by the following:
 Director General & Master
 Finance & Admin Director

During the procurement exercise, all communication between Royal Armouries and suppliers must be undertaken by the Procurement Officer.

2.9. Receipt of Tenders

Tenders are returned to the Procurement Officer. The Tenders must be submitted by the tender return time and date given in the invitation to tender letter. Any late tenders may be rejected. It is the tenderers responsibility to ensure that the tender is received on time. The Royal Armouries decision as to whether to accept a late tender or not will be final. Where tenders do not follow administration procedures they will be rejected and returned to the supplier.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	14	Change Ref.	

When tenders are received the Procurement Officer logs them in the Tender Receipt Book and allocates them a number. Once the deadline for return has passed then all tenders are opened at the same time in a secure environment. The details of the tenders are logged on a Tender Opening Sheet which is then signed by the Procurement Officer.

Both the Procurement Officer and a third party not related to the tender exercise sign and date all copies of the tender. One copy is then given to the project manager. The tenders are then distributed to the panel for marking.

2.10. Evaluation of Tenders

In order to preserve the integrity of the competitive process, it is imperative that the evaluation of proposals is undertaken objectively, consistently and without bias towards particular suppliers. Tenders are evaluated against a pre-determined set of criteria which are detailed in the Specification of Requirements. Scoring and weighting of criteria is determined at the same time the tender is compiled. There are normally two elements of the evaluation:

- Evaluation of the various quality (non-financial) criteria which is done by a nominated evaluation panel. In some instances the criteria may include an element to be accessed by interview / presentation, but this must be set out in the specification.
- Financial evaluation which is undertaken by the Procurement department.

The evaluation scores are then combined by the Procurement department to arrive at the overall evaluation.

It is very unlikely that contracts are awarded on the basis of price alone. The Royal Armouries will only award a contract to the supplier(s) it considers offers the best value for money. For the reason, the main evaluation criterion will be the “most economically advantageous tender” (MEAT) as determined by the criteria set out in the tender documents. The award criterion varies depending on the type of contract.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	15	Change Ref.	

2.11. Award of Contract

An evaluation team will examine each tender received and make recommendations as to which tender represents best value for money. Once the contract has been awarded, both the successful and unsuccessful tenderers will be notified.

Once the contract is awarded, the budget holder will need to raise a purchase order and details of raising purchase orders and authorising invoices are available in the Soprano Policy.

2.12. Supplier Debriefing

As part of good procurement practice and in keeping with GPS guidelines, Royal Armouries promotes the use of supplier debriefing as a useful learning tool for both the buyer and supplier.

As well as identifying ways of improving the process, good supplier debriefing should help suppliers improve their competitive performance.

Supplier debriefing also mitigates risks of legal challenges from disappointed tenderers as the practice proves to suppliers that the tendering process has been carried out correctly and according to the rules of procurement and propriety.

2.13. Advertising

Advertising plays an important role in generating competition. Under EC Treaty principles there is an obligation of transparency which means that Royal Armouries must ensure a degree of advertising (based on the individual circumstances of the case) sufficient to allow the market to be opened up to competition.

2.14. Contractual Terms and Conditions

All contracts must be based on Royal Armouries standard Terms and Conditions. The latest versions of these are available from Procurement. Where a supplier does not wish to accept the standard terms, Procurement must be contacted before any agreement to use alternative terms is agreed.

Please be advised that failing to comply with this would put Royal Armouries at unnecessary risk (e.g. Royal Armouries could be bound to an inappropriate contract length and/or may be subject to an unfavourable termination clause).

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	16	Change Ref.	

2.15. Contract Management

The award of the contract is not the end of the overall process, but rather the start of the operational stage. Contract management is a process to ensure that suppliers satisfactorily deliver the goods and services outlined in the contract, throughout the contract term. This process usually applies to the larger value and critical contracts and ideally, there will be two formal supplier reviews per year.

Contracts awarded under an external framework will usually be managed by the contracting body e.g. Crown Commercial or NEUPC and as such it is not normally necessary for the Royal Armouries to carry out separate formal contract management, although this can be done if necessary.

With external frameworks feedback on supplier performance is normally captured via category management groups or via customer satisfaction survey and supplemented by account management feedback. All feedback is shared with the suppliers and users alike. If performance does not come up to expectations, this can lead to the introduction of new Service Level Agreements and/or Key Performance Indicators.

All meetings and surveys are documented and shared with the staff. Management Information (MI) is collected from suppliers and ratified with members of the groups. Forward thinking staff could interpret the MI in order to bring greater efficiencies and ensure prices are benchmarked. With directly awarded contracts or internal frameworks, it will be necessary to identify at the time of award, whether the contract needs to be included in a formal management process. This will be done by the contracting manager and will be done with reference to the size and critical nature of the contract.

Non external framework contracts need to be managed by the Royal Armouries. There are a number of areas which are important to the success of this activity and to ensure that the needs of the contract are optimally addressed for the duration of the contractual relationship and beyond. The main areas are:

- **Performance Management**

Ideally a framework needs to be established against which performance for the operation of the contract can be measured. A set of Key Performance Indicators (KPI's) will be established. These should have been established at the sourcing and supplier selection stage. There should be no surprises in the

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	17	Change Ref.	

'what' or 'how' of performance expectations at this stage.

- **Contract Management**

This concentrates on the actual management of the individual contract. Managing the delivery of obligations as set out in the contract is a very important duty. It is also about the facilitation and ongoing review of contracts which contribute to the organisations strategic goals. Contract management should also include supplier review meetings, supplier visits and assessments, problem resolutions of underperformance and also monitoring and where necessary amending performance indicators.

- **Supplier Relationship Management**

This involves the management of the individual suppliers. Supplier relationship analysis and management is the proactive management of business relationships to secure a competitive advantage for your organisation. Royal Armouries should be aiming for longer term relationships with key suppliers.

It is recognised that it is not necessarily practical or necessary to carry out formal reviews on every contract twice a year. Formal reviews are only required on larger and critical contracts. These will be identified by the Procurement Officer and Finance Director at the point of contract award.

All contracts should be monitored and any performance issues should be noted and if necessary a suitable contract management process commenced irrespective of whether the contract is one that would have routine management. If required the procurement team will be able to give advice on a suitable process to follow.

2.16. Financial Due Diligence

Frameworks and contracts are tendered with a financial 'qualifier' that is bespoke to the likely applicants, such as turnover, ratios and maximum contract values.

Suppliers tendering for opportunities under an externally awarded framework will be financially assessed by the contracting body e.g. Crown Commercial and as such it is not necessary for the Royal Armouries to carry out a separate assessment.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	18	Change Ref.	

Financial assessment of suppliers on internally run tender exercises will be considered as part of the specification and tendering process and will give due consideration to the type of contract, size of contract and type of suppliers bidding. Oversight to the process will be provided by the procurement function and the Finance Director who may impose some due diligence if they consider it necessary such as a credit checks from Dun and Bradstreet.

2.17. Ethics and Conflicts of Interest

Bribery is an inducement or reward offered, promised or provided to influence the actions of the recipient.

Bribery is a criminal offence. Royal Armouries does not, and will not, pay bribes or offer improper inducements to anyone for any purpose, nor does the museum or will the museum , accept bribes or improper inducements.

The museum is committed to the prevention, deterrence and detection of bribery and has a zero-tolerance towards bribery.

All procurement should be carried out in accordance with Royal Armouries standard defined processes, procurement and financial policies. In addition, all Trustees and staff involved at any stage of the procurement process must abide by the following:

Compliance with The Bribery Act 2010 and apply due diligence procedures in respect of persons who perform, or will perform, services for or on behalf of the organisation in order to mitigate identified bribery risks.

Any potential conflicts of interest (including significant share ownership, family or friends employed by supplying firms, etc) must be avoided or if unavoidable, declared and discussed with Procurement as soon as possible.

Gifts from suppliers or potential suppliers are not acceptable other than advertising material of a nominal value such as diaries.

Any gifts or entertainment offered by a supplier in the tender process should be approved by the Director-General & Master. Gifts or cash must not be accepted under any circumstances. Acceptance of cash gifts is viewed by the Royal Armouries as an act of gross misconduct that will result in disciplinary proceedings unto and including dismissal.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	19	Change Ref.	

Entertainment provided by suppliers or potential suppliers (included during necessary business travel) should be approached very cautiously and should be of a level that Royal Armouries could be expected to reciprocate. Approval should be sought in the first instance from the Director-General & Master.

In particular, dealings with suppliers during active contracting periods must be handled with care to avoid both actual bias and the potential appearance of bias.

All gifts and/or hospitality offered must be recorded in the Royal Armouries Gifts and Hospitality book. The gift/hospitality book will be kept on 5th Floor in PA's office.

Further detailed information is available in the Royal Armouries Gifts and Hospitality Policy.

Information given as a result of a request by a supplier must also be available to other potential suppliers.

2.18. Corporate Social Responsibility

It is becoming increasingly important to manage the impacts of all procurement activities by employing sustainable development principles. Sustainable procurement is not just about environmental issues; it is about how resources can be used more efficiently and safely to benefit the economy and environment both locally and globally in line with sustainable development principles. All new projects should incorporate sustainable procurement.

Wherever possible, goods, services and works will be manufactured, used and disposed of in an environmentally responsible way. Specifications should meet and, where appropriate exceed the standards required by legislation. Sustainable procurement offers many opportunities that have environmental, social and economic benefits across the public sector, business and wider society, including:

- Avoiding adverse environmental impacts arising on the estate and in the supply chain by, for example, reducing waste and emissions
- Making more efficient use of public resources, for example, through reduced energy consumption and reduced packaging

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	20	Change Ref.	

- Stimulating the market to innovate and to produce more cost effective and sustainable options for all purchasers and
- Setting an example for business and the public and demonstrate that government and the wider public sector is serious about sustainable development

2.19. Record Keeping and Freedom of Information

The method of supplier selection must be fully documented to allow full and open review of the decision making process at any time. This will include the selection process used and the selection criteria (financial status, price, expertise, innovation, etc) weighted accordingly to the Budget Holder's needs. This record should be logged and kept on file and be made available to Audit upon request.

3. IMPLEMENTATION

3.1. Responsibility for the Policy

It is the responsibility of all employees, contractors and consultants to ensure that they adhere to this Policy. Managers are accountable for managing the policy within their department and areas of responsibility.

3.2. Compliance

This policy will be an audited requirement and contravention of this Policy may result in disciplinary proceedings up to and including dismissal. If you have any comments or questions relating to the Policy, in particular, if you do not understand any elements therein, you must contact your Line Manger or Procurement.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	21	Change Ref.	

4. EU TENDERING

Where the overall value is likely to exceed certain financial thresholds the Royal Armouries is required to follow procedures laid down in the EU Public Procurement Regulations. Within these regulations there are a number of tendering approaches that can be used and are outlined below:

- **Open Tendering**

Open tendering is a one-stage bidding process, where all interested service providers responding to an advert will be invited to submit a tender. The advert states where interested parties obtain tender documents and the last date when tenders will be accepted. Open tendering is not commonly used within the Royal Armouries.

- **Restricted Tendering**

This is a two-stage bidding process in which potential contractors expressing an interest in bidding are evaluated first. A shortlist is then drawn up from the evaluation exercise for the sole purpose of inviting bids. The public notice gives details on information that must be submitted by the supplier or on how to receive the necessary documentation to express an interest in being short-listed. The restricted procedure is the Royal Armouries preferred option.

- **Competitive Dialogue**

A new procedure to be used for complex contracts where the open or restricted procedure is not appropriate, but there are no grounds for using the negotiated procedure. An OJEU advert is issued, followed by a competitive dialogue procedure with the bidders to identify the best solution (this is not permitted under the open or restricted procedures). Bidders then submit bids which may be clarified but negotiation (in the sense of the negotiated procedure) is not permitted.

- **Negotiated Tendering**

This is when the Royal Armouries, under certain limited circumstances, negotiates with one or more organisations of its choice following a process of pre-qualification. In order to reduce numbers to a manageable level for the purposes of tendering (when using either the restricted or negotiated procedures), expressions of interest from potential suppliers are subject to a process of pre-qualification.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	22	Change Ref.	

- **Pre-Qualification**

Potential suppliers must demonstrate their financial, commercial and technical capabilities to fully meet the contractual requirements being tendered.

Purchasers may use open OJEU panels from other public sector bodies which can reduce the time taken to procure.

When compiling the Invitation to Tender the relative weightings of the evaluation criteria must be communicated to potential suppliers.

Specific EU legislation requires that there is a 10 day standstill period between the notification of the successful bidder and the contract award.

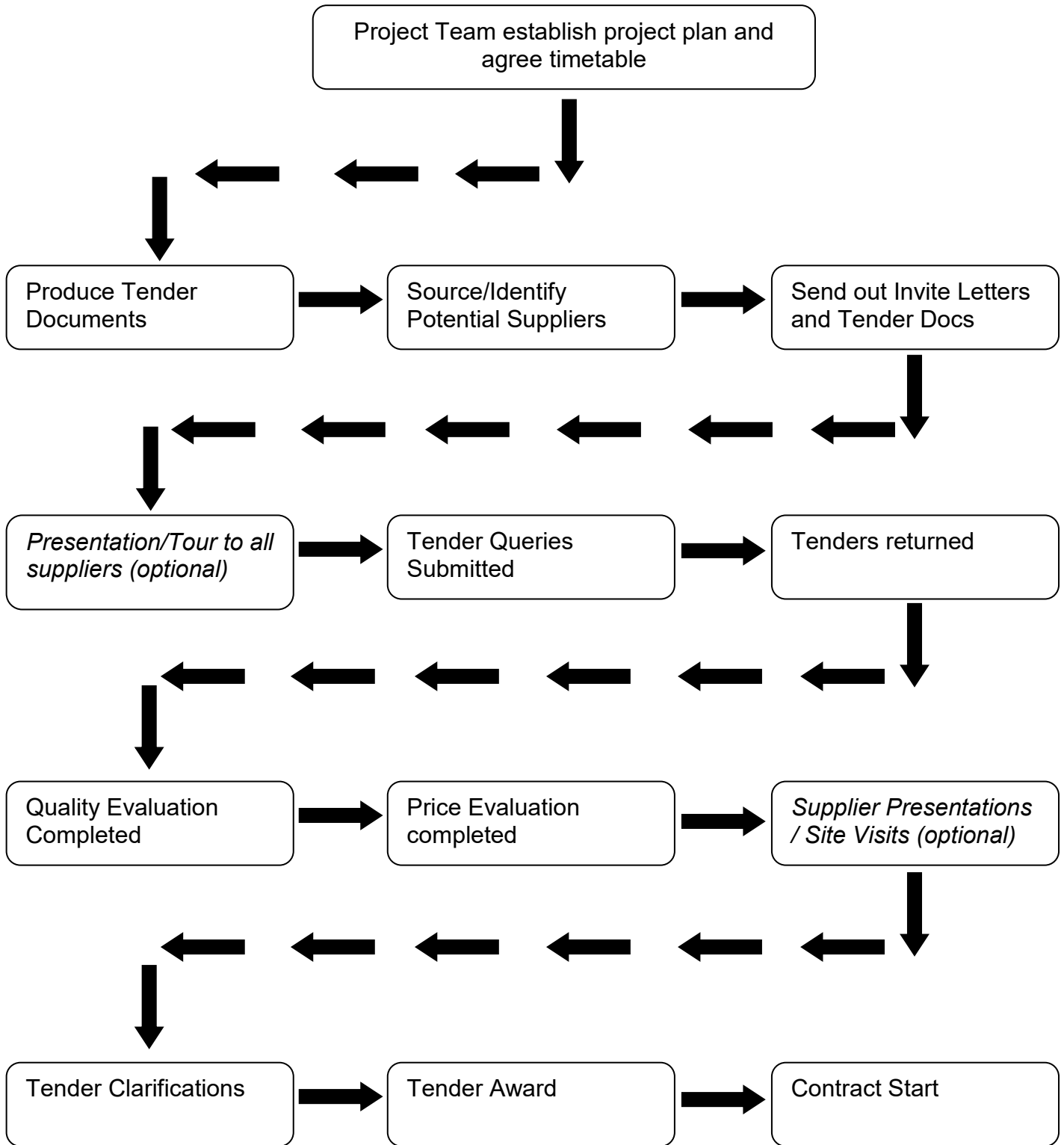
A contract award notice will be placed in OJEU (if applicable) within 48 days of the contract being awarded.

Advice must be sought from the Procurement Officer before any EU tendering process is commenced.

Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	23	Change Ref.	

APPENDIX A

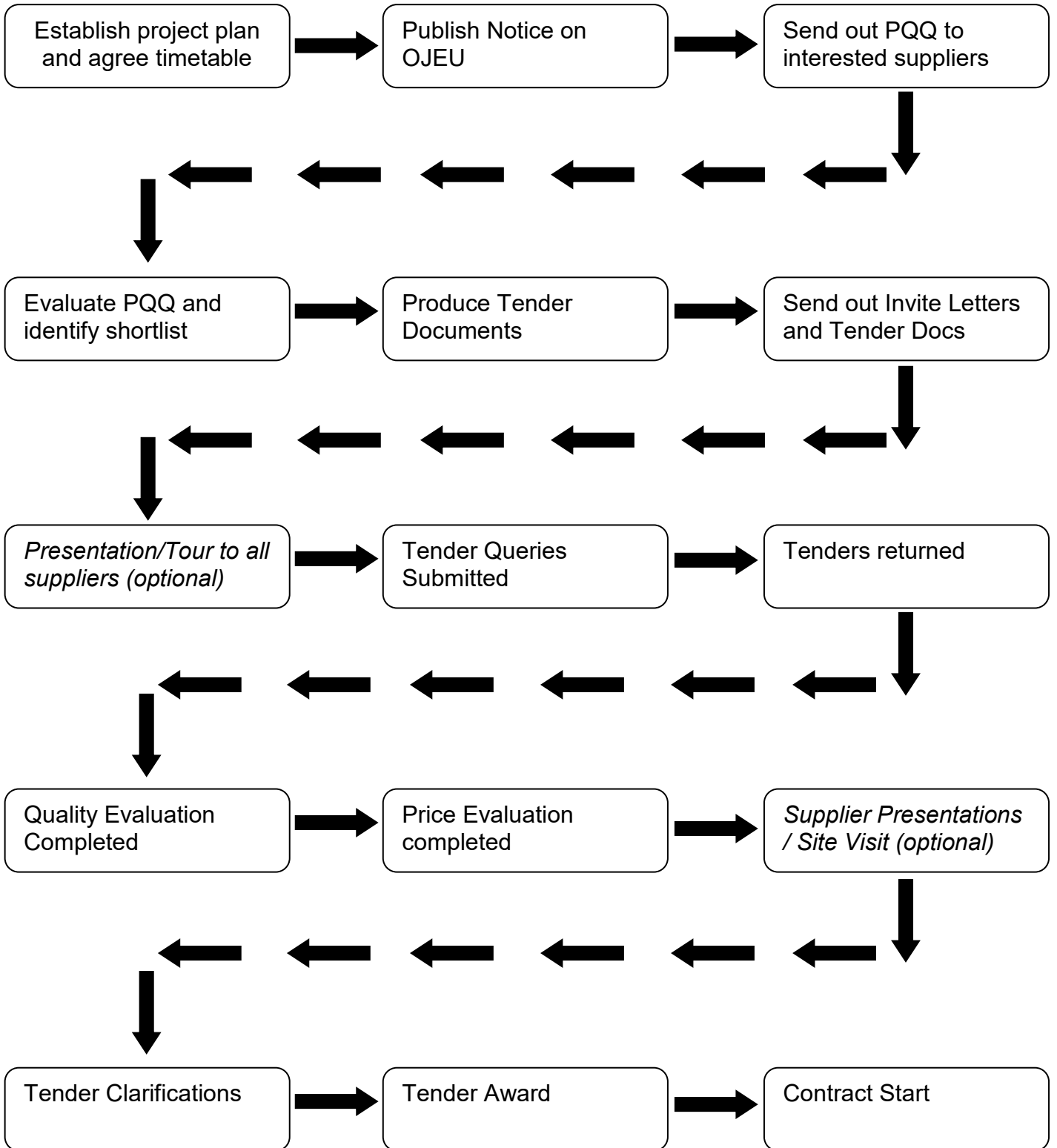
TENDER PROCESS FOR PROJECTS BELOW OJEU THRESHOLD



Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	24	Change Ref.	

APPENDIX B

TENDER PROCESS FOR PROJECTS ABOVE OJEU THRESHOLD



Policy Number	FIN-POL-003	Date Printed	29/10/2018	Owner	Procurement Officer
Revision	05	Page	25	Change Ref.	