
Procurement

Job no

Job Title

Team members

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Instruction for use


This checklist is an rtf (rich text format) form, optimised for editing in Microsoft Office Word. Parts of it have been temporarily locked to preserve the default wording found in the *RIBA Job Book* (Ninth Edition). The parts that are not locked are the check boxes, the 'notes' fields and the 'completed on' fields. In other words, it is possible to add your own text and subsequently edit these fields.

It is recognised that the default wording, which is currently locked, may need to be added to and edited. To unlock it, please follow the instructions below:

Microsoft Office Word 2003

- Select *View>Toolbars>Forms* from the main menu. The *Forms* toolbar will appear.
- Click the *Protect Form* button  to unlock the checklist. To lock it again, click it again.
- If needed, click the *Form Field Shading* button  to hide the grey shading that appears around the editable fields. To show it again, click it again.

Microsoft Office Word 2007

- Click the Office button  to bring up a menu. Select *Word Options* from the bottom of the menu.
- The *Word Options* dialog window will open. Select the *Show Developer Tab* option. At the bottom of the window, click *OK*.
- A new *Show Developer* tab appears at the top of your screen. Click on it.
- In the *Protect* group, select *Protect document*. A window will appear on the right-hand side of your screen.
- In this window, select *Stop protection* from the bottom of the list.

Microsoft Office Word 2010

- Click the *File* tab to bring up a menu. Select *Word Options* from the bottom of the menu.
- The *Word Options* dialog window will open. Select the *Customize Ribbon* option.
- Select *Developer* box in the right hand side menu and click *OK* on the bottom of the screen.
- A new *Show Developer* tab appears at the top of your screen. Click on it.
- In the *Protect* group, select *Restrict Editing*. A window will appear on the right-hand side of your screen.
- In this window, select *Stop protection* from the bottom of the list.

P.1 Client team

P.1.1	<p>Check appointing documents with respect to services and fees:</p> <ul style="list-style-type: none">• If the services, cost or time targets are different from those agreed with the client, agree a formal variation by letter or deed as appropriate.• If the extent of professional services for the tendering activities is not settled, agree with the client and confirm in writing.• If the methods and levels of charging for the tendering activities are not yet settled, agree these with the client and confirm in writing. <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>	
P.1.2	<p>Establish any points to be discussed and developed during tendering.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.3	<p>Check whether any necessary contractual information to be supplied by the client is still outstanding.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.4	<p>Confirm with the client the details of any preliminary contracts for enabling works, demolition, etc.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.5	<p>Confirm with the client the details of any advance appointments of subcontractors and specialists. Ensure that the client has copies of relevant warranties.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.6	<p>Arrange with the client for further interviews of potential contractors if appropriate.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.7	<p>Confirm with the client the details of any phasing, restrictions and implications.</p>		

	<i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	
P.1.8	Confirm with the client the details of any proposal for work not forming part of the Building Contract to be carried out by other persons. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.9	Confirm with the client the list of tenderers. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.10	Confirm with the client the details of Building Contract appendix entries. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.11	Confirm with the client the details of any special or optional contract provisions. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.12	Confirm with the client and advisers that arrangements for insurance for works, etc. are being made. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.13	Check whether the client has confirmed the following: <ul style="list-style-type: none"> • whether tendering for the particular project is subject to legislative control • the preferred tendering method, any client tender operational requirements and the method for selecting firms to be included on the tender list. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.14	Clarify and confirm in writing any outstanding matters related to the tendering procedure to be followed, including procedures to be followed after receipt of tenders. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.15	Check with the client that the site will be available to the contractor on the date stated in the documents, and that there is nothing likely to prevent possession or commencement. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.1.16	Check whether the client has given authority for any preliminary tender action for specialist subcontractors and suppliers that will be required, and confirm in writing.		

	<i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	
P.1.17	Review with the client the appointment of subcontractors and specialists at this stage and whether it might be advantageous to place advance orders for materials, design or fabrication. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.2 Project team			
P.2.1	Agree input to tendering activities by design team members. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.2.2	Confirm the timetable for tendering activities and note its relationship to the project timetable as agreed with the client. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	
P.2.3	Confirm the timetable for receipt of any revisions to tender information required from design team members. Establish a cut-off point for revised information to be passed to the cost consultant. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.2.4	Assess any outstanding contributions to the pre-construction Health and Safety information. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.2.5	Confirm with project team members any further arrangements for inviting specialist tenders. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.2.6	Check with design team members their input to main contract tender documents to discover inconsistencies or omissions. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	
P.2.7	Review with design team members the tenders and accompanying information received from specialist subcontractors and suppliers and, if these are in order, confirm that you have no comments on them. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	

P.3 Construction team

P.3.1 Appraise tenders and prepare report (or assist in preparing report) with recommendations for client.
Enter notes here *Completed on*

P.3.2 Post tender-receipt actions if cost too high.
Enter notes here *Completed on*

P.3.3 Notify successful tenderer and arrange for signing of contract documents.
Enter notes here *Completed on*

P.3.4 Notify unsuccessful tenderers.
Enter notes here *Completed on*

P.3.5 Where providing design services to the contractor (e.g. after novation), obtain a professional indemnity (PI) insurance certificate from the contractor for the same amount that you are providing.
Enter notes here *Completed on*

P.3.6 Establish the scope, content and context for tendering activities.
Put this information into context, particularly if previous stages were undertaken by others. If possible, establish whether material produced now is likely to be acted upon by others taking over subsequent stages.
If the appointment includes Soft Landings activities, the architect must contribute to the appraisal of tenders/negotiations relative to the Plan for Use Strategy and Facilities Management matters.
Enter notes here *Completed on*

P.4 Cost

P.4.1 Provide information for the cost consultant to prepare a pre-tender cost estimate (or prepare a pre-tender cost estimate if appointed to do so).
The pre-tender cost estimate is an essential check prior to inviting tenders. At this

	<p><i>point the estimate should be an accurate prediction of the tender figures. The design and tender documents may need to be amended if the estimate does not match the Project Brief.</i></p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.4.2	<p>Review with the client the implications of the pre-tender estimate prepared by the cost consultant.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.4.3	<p>Discuss possible options with the client. Explain implications for timetable and consultants' fees if amendments are required to change (or comply with) the brief.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.4.4	<p>Report to the client on cost matters at agreed intervals.</p> <p>If procurement is through design and build:</p> <ul style="list-style-type: none"> • for an employer client: provide revised information if relevant for corrected cost estimates • for a contractor client: provide revised information if relevant to the contractor's estimators. <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5	Other activities	
P.5.1	<p>Obtain from subcontractors and suppliers any outstanding project information.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.2	<p>Provide final information to the cost consultant for bills of quantities and the pre-tender cost estimate.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.3	<p>Consolidate the final detailed information for technical design drawings, subcontract specifications and preliminaries (or project management sections) to specifications or schedules of work.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.4	<p>Establish the form of the Building Contract and</p>	<input type="checkbox"/> <i>Completed on</i>

	its conditions. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	
P.5.5	Prepare, coordinate, collate and check the tender documents. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.6	Prepare report on tendering activities and submit to the client. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.7	Request client's authority to invite tenders. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.8	If procurement is through design and build: <ul style="list-style-type: none"> • for an employer client: check whether the client has confirmed in writing acceptance of proposals and information supplied in Stages 3 and 4 which are to form part of the Employer's Requirements • for a contractor client: review any client comments on the detail design or development, and note any adjustments which may be unavoidable owing to modifications introduced recently by component manufacturers or specialist subcontractors. Detail design amendments might also be necessary, for example if long delivery times of component manufacturers or specialist subcontractors force substitutions to be made. <p>Check what action is to be taken as a result.</p> <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.9	Make a final check of information for main contract tenders, including: <ul style="list-style-type: none"> • that documents sufficiently explain the requirements and that they are accurate, listed and numbered • that any requirements for a warranty or guarantee bond are made known to tenderers at the time of invitation. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	
P.5.10	Make a final check to ascertain whether the selected firms have all completed the tendering questionnaire and any non-collusion or other similar certificates required by		CA

the client.

Key principles of good practice to be adopted when appointing contractors are as follows:

- *Clear procedures should be followed that ensure fair and transparent competition in a single round of tendering consisting of one or more stages.*
- *The tender process should ensure compliant, competitive tenders.*
- *Tender lists should be compiled systematically from a number of qualified contractors.*
- *Tender lists should be as short as possible.*
- *Conditions should be the same for all tenderers.*
- *Confidentiality should be respected by all parties.*
- *Sufficient time should be given for the preparation and evaluation of tenders.*
- *Sufficient information should be given for the preparation of tenders.*
- *Tenders should be assessed and accepted on quality as well as price.*
- *Practices that avoid or discourage collusion should be followed.*
- *Tender prices should not change on an unaltered scope of works.*
- *Suites of contracts and standard unamended forms of contract from recognised bodies should be used where they are available.*

There should be a commitment to teamworking from all parties.

Enter notes here

Completed on

P.5.11

Invite tenders for main contract works from contractors on the final tender list.

CA

Follow the relevant codes of procedure for tendering to ensure fairness and reliable pricing.

P/N3

Supply all tenderers with identical information. If queries are raised during the tendering period, deal with them promptly, and notify all other tenderers in identical terms.

P/N5

	<i>Do not accept late tenders.</i>		
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.12	<i>Initiate action for second-stage tendering if relevant.</i>		CA P/N5
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.13	If procurement is through design and build, make a final check that the Employer's Requirements are complete.		P/N2
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.14	Draft preliminary notes for bills of quantities/specifications/schedules of work. <i>This should be done systematically as further materials are chosen and standards of workmanship set.</i>		CA
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.15	Agree with the client the tendering period and procedures to be followed in opening tenders and notifying results. <i>Allow adequate time for tendering, and for the assessment of tenders. The most acceptable tender must be thoroughly checked for errors, and this takes time.</i>		CA
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.16	If necessary, send out preliminary enquiries to firms selected as potential tenderers, as agreed with the client.		CA P/N3 P/N4 P/N5 P/N6 P/N7
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.17	Check that the form of contract to be used has been confirmed with the client in writing.		CA
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.18	Discuss with the client the need to use supplements to cover, for example, sectional completion, contractor's design and fluctuations.		CA
	<i>Enter notes here</i>	<input type="checkbox"/>	<i>Completed on</i>
P.5.19	Discuss with the client the appropriate choice for optional provisions in the Building		

	<p>Contract.</p> <p>Advise on the particulars which need to be entered in the appendix to the Building Contract and referred to in the tender documents (e.g. dates, insurances, liquidated damages, option clauses).</p> <p><i>Enter notes here</i></p>	CA	<input type="checkbox"/> <i>Completed on</i>
P.5.20	<p>Confirm with the client the inclusion of any special clauses or amendments to the Building Contract, bearing in mind legal advice obtained.</p> <p><i>Enter notes here</i></p>		<input type="checkbox"/> <i>Completed on</i>
P.5.21	<p>Confirm with the client any arrangements to employ persons direct to carry out work not forming part of the Building Contract during the contractor's occupation.</p> <p><i>Enter notes here</i></p>	CA	<input type="checkbox"/> <i>Completed on</i>
P.5.22	<p>If procurement is through design and build:</p> <ul style="list-style-type: none"> • for an employer client: advise on completion and content of tender documents and the final form and content of the Employer's Requirements • for a contractor client: inspect drawings and information received from specialist subcontractors and suppliers for checking against the Contractor's Proposals, and advise the client. <p><i>Enter notes here</i></p>	P/N2	<input type="checkbox"/> <i>Completed on</i>
P.5.23	<p>Obtain the necessary information from firms to be named.</p> <p><i>Obtain this information in good time and place reliance on it only after having secured a design warranty in favour of the client.</i></p> <p><i>Check on availability and delivery before including particular materials or sources named in the technical design.</i></p> <p><i>Enter notes here</i></p>	CA	<input type="checkbox"/> <i>Completed on</i>
P.5.24	<p>Check, in particular, that the client is aware of the requirements of insurance provisions in the Building Contract and that they appreciate the advisability of seeking specialist advice from their insurers or brokers.</p> <p>It is very important that the client should be fully</p>	CA	

	aware of the insurance requirements well in advance of the tender process. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	
P.5.25	Confirm any outstanding details of the contractual terms – including supplements, optional provisions and particulars – which need to be entered in the appendix to the Building Contract. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.26	Discuss with the client the results of any pre-selection interviews or other selection procedures and take any necessary further action. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA P/N3
P.5.27	Confirm with the client the final tender list and inform all tenderers of their inclusion. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.28	Check that the client has finalised all insurance arrangements. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.29	Check that all advance orders for design, materials and fabrication by specialist subcontractors and suppliers, as agreed, have been placed. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.30	Check that any preliminary contracts for enabling works are under way and on schedule. Administer the preliminary contracts, if authorised. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.31	If appropriate, confirm with the client that the appointment of a clerk of works is in hand. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.32	Confirm with the client that any arrangements to employ persons direct to carry out work not forming part of the Building Contract are in hand. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>	CA
P.5.33	Review, with other design team members, any further tenders received from specialist subcontractors and suppliers and include in		CA

	tender documents as appropriate. <i>Enter notes here</i>	<input type="checkbox"/> <i>Completed on</i>
P.5.34	Amend the technical design if necessary following cost checks. Establish whether changes are to be reflected in the Building Contract documents (which will then differ from the tender documents) or whether amendments are to be the subject of immediate variations under a contract administrator's instruction issued when the Building Contract has been entered into. <i>Enter notes here</i>	CA <input type="checkbox"/> <i>Completed on</i>
P.5.35	Check the effects of any amendments on specialist subcontract work and arrange for adjusted tenders if necessary. <i>Enter notes here</i>	CA <input type="checkbox"/> <i>Completed on</i>
P.5.36	Record all amendments. Identify changes clearly on revised documents. Retain and file all original issues. <i>Enter notes here</i>	CA <input type="checkbox"/> <i>Completed on</i>
P.5.37	Manage any questions arising during the tendering process. <i>Enter notes here</i>	CA <input type="checkbox"/> <i>Completed on</i>
P.5.38	With the cost consultant, appraise the tenders received and prepare a report with recommendations for the client: <ul style="list-style-type: none"> • Check with the cost consultant for arithmetical errors in the most acceptable tender; if any are found, use the appropriate stated procedures. • Inspect draft programmes submitted by tenderers, if required. • Check that the tender includes information regarding the contractor's competency. Deal with tender errors, or the need for a reduction, strictly in accordance with recommended procedures. <i>Enter notes here</i>	CA <input type="checkbox"/> <i>Completed on</i>
P.5.39	Prepare and review the tender report with the client and discuss recommendations about acceptance.	CA

	<p><i>Be wary of a very low tender and explain to the client the possible risks in accepting it.</i></p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.40	<p>If the lowest figure is greater than the amount allowed for in the Cost Plan, discuss with the cost consultant the most appropriate measures for reducing it (such as making alterations to the design), agree the action to be taken with the client and initiate it through negotiation or re-tendering.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.41	<p>Assist as necessary with any negotiations following consideration by the client of the most acceptable tender.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.42	<p>Continue with appraisal of tenders from specialists. Check that offers are still open for acceptance and that particulars on which they tendered are still correct.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.43	<p>Notify unsuccessful tenderers of the result when the Building Contract is signed and provide figures when appropriate.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.44	<p>If procurement is through design and build, assist the client with negotiations following the submission of the Contractor's Proposals and the contract sum analysis, as relevant.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.45	<p>Arrange interviews to select the Principal Contractor if relevant and necessary.</p> <p>Pre-tender meetings and interviews should only be held if considered essential, and always with a strictly limited agenda.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>
P.5.46	<p>If appropriate, arrange for interviews for selection of contractors by negotiation.</p> <p><i>Enter notes here</i></p>	<input type="checkbox"/> <i>Completed on</i>

<p>P.5.47</p>	<p>Regularly check progress against the timetable for tendering activities.</p> <p><i>Enter notes here</i></p>	<p>CA</p> <p><input type="checkbox"/> <i>Completed on</i></p>
<p>P.5.48</p>	<p>Continue resource control procedures for the job (usually monthly):</p> <p>check expenditure against the office job cost allocation for tendering activities</p> <p>monitor fee income against the projected fee income.</p> <p><i>Enter notes here</i></p>	<p>CA</p> <p><input type="checkbox"/> <i>Completed on</i></p>
<p>P.5.49</p>	<p>Report regularly to the client on fees and expenses incurred and submit accounts at agreed intervals (usually monthly).</p> <p><i>Check that the client settles all accounts promptly.</i></p> <p><i>Enter notes here</i></p>	<p>CA</p> <p><input type="checkbox"/> <i>Completed on</i></p>
<p>P.5.50</p>	<p>Arrange for tenderers to have the opportunity to inspect the site and/or existing buildings during the tender period.</p> <p><i>Enter notes here</i></p>	<p>CA</p> <p><input type="checkbox"/> <i>Completed on</i></p>
<p>P.5.51</p>	<p>Arrange for tenderers to have the opportunity to inspect drawings not issued with the tender documents.</p> <p><i>Enter notes here</i></p>	<p>CA</p> <p><input type="checkbox"/> <i>Completed on</i></p>
<p>P.5.52</p>	<p>If procurement is through design and build:</p> <ul style="list-style-type: none"> • arrange for submission and testing of prototypes designed by contractors or specialist subcontractors, as required by the tender procedure • if applicable, arrange for tenderers to submit any queries to the lead designer for answering before tender submission. Q&A information should then be shared with all tenderers to ensure fairness and that all tenders are 	<p>CA</p>

based on the same information.

Enter notes here

Completed on

P.5.53 Decide on the method statement required from the appointed contractor on quality management testing, verification, audit and records.

Enter notes here

Completed on