

University of Wales Trinity Saint David
Faculty of Architecture, Computing and Engineering
Swansea Campus

Module: **Procurement Process**

Module Code: ACBA4026

Assignment Title:
Procurement & Contract Selection

Student Name: Yimi Calix

Student ID: 2514038

Programme:
HNC / HND / BSc Quantity Surveying

Lecturer: **Dr Deborah Hughes**

Submission: 23 of April 2026

Table of Content

Table of Content.....	2
Introduction.....	3
1. Overview of Procurement in the UK.....	3
2. Top Three Procurement Routes in the UK.....	4
2.1. Traditional Procurement.....	4
2.2. Design and Build Procurement	4
2.3. Management Contracting / Construction Management	4
3. Recommended Procurement Route	6
3.1. Client Priorities	6
3.2. Evaluation Criteria for Procurement Selection	6
3.3. Analysis.....	7
4. Tendering Strategy	8
4.1. Overview of Tendering	8
4.2. Analysis of the main tendering method	9
5. Conclusion	9
6. References	10

Introduction

The construction of a new Centre of Excellence for construction training in Swansea SA1 represents an important development project that requires careful planning, an appropriate procurement strategy, and effective contract management. Considering the availability of external funding and the client's priority to deliver the project within budget, it is necessary to evaluate suitable procurement routes and tendering strategies that align with the project objectives.

Procurement in the UK construction industry can be understood as the process by which a client obtains construction services, including design, construction and management, while ensuring that risks are allocated appropriately among the different parties involved (RICS, 2024). The selection of an appropriate procurement route is important, as it influences cost certainty, time performance and the overall quality of the project.

This report aims to:

- Identify and evaluate three key procurement routes used in the UK construction industry
- Recommend the most suitable procurement route based on the project priorities
- Propose an appropriate tendering method with justification

1. Overview of Procurement in the UK

Procurement in the UK construction industry is not only about selecting a contractor, but also about defining responsibilities, allocating risks, and establishing the contractual relationships between the different parties involved. One of the main principles of procurement is that risk should be allocated to the party best able to manage it, as this helps to improve efficiency and reduce potential disputes during the project.

Procurement is also closely related to the tendering process, where contractors are invited to submit bids for the project. In UK practice, tendering is considered an invitation to treat, which means that contractors submit offers, but the client is not legally obliged to accept them and may choose the most suitable option.

2. Top Three Procurement Routes in the UK

The selection of an appropriate procurement route depends on achieving a balance between cost, time, quality and risk. It is important to ensure that risks are allocated to the party best able to manage them, which supports better project performance and decision-making (RICS, 2024).

2.1. Traditional Procurement

The traditional procurement route separates the design and construction stages. The client appoints consultants, such as architects and engineers, to complete the design before inviting contractors to tender.

2.2. Design and Build Procurement

Under Design and Build (D&B), the contractor is responsible for both the design and the construction. The client provides the initial requirements, and the contractor delivers the project based on these.

2.3. Management Contracting / Construction Management

In this procurement route, the client appoints a management contractor or construction manager who is responsible for coordinating different trade contractors. The client keeps a higher level of control over the project.

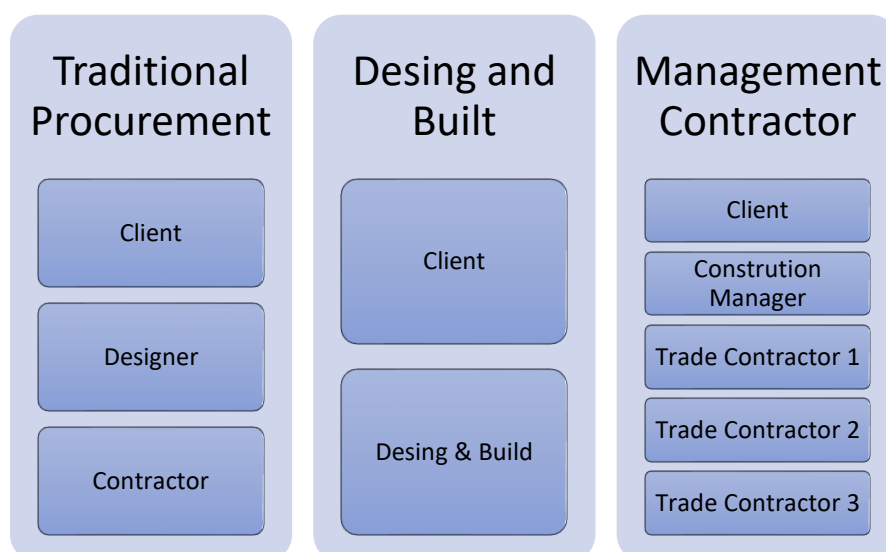


Figure 1: Comparison of the main procurement routes in the UK construction industry (adapted from RICS, 2024)

Table 1: Summary of advantages and disadvantages of main procurement routes (adapted from RICS, 2024)

Criteria	Traditional Procurement	Design & Build	Construction Management
Cost Certainty	• Good cost certainty if design is complete (lump sum) • Depends on completed design • Variations may increase costs	• Early price agreement provides strong cost certainty • Reduced risk of overruns if requirements are clear • Changes can be expensive	• Potential for competitive package pricing • Low-cost certainty at early stages • Final cost unknown until completion
Time (Speed)	• Clear and structured process Sequential → longer duration • No overlap between design and construction	• Overlapping design and construction • Faster delivery than traditional • Early commitment may limit design time	• Fast-track approach (overlap) • Reduced project duration • Requires strong coordination
Risk Allocation	• Construction risk transferred to contractor • Design risk remains with client • Higher client exposure	• Single point of responsibility • Design & construction risk transferred Contractor may price higher for risk	• Risks managed across trade packages • Majority of risk retained by client • High coordination risk
Control (Client Control)	• High control over design and quality Requires strong client involvement • Limited contractor input in design	• Reduced client management required • Limited control over design • Quality may be compromised	• High flexibility and direct involvement • Strong control over decisions • High management burden

The key advantages and disadvantages of the main procurement routes are summarised in Table 1 to support a comparative evaluation.

3. Recommended Procurement Route

3.1. Client Priorities

Based on the project brief, the main priorities of the client are:

- Delivering the project within the available budget
- Managing a project that is larger than their previous experience
- Ensuring an efficient and well-organised project delivery

In this case, the client's focus on cost certainty may influence decisions related to project duration and design quality. This approach is illustrated by the iron triangle.

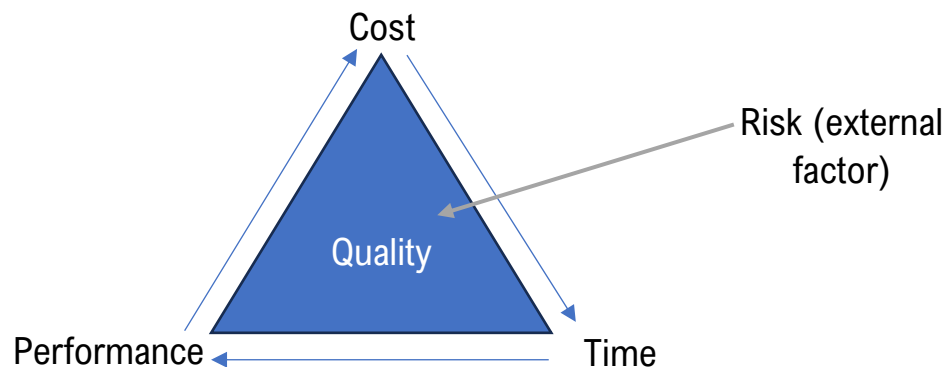


Figure 2: Iron Triangle illustrating the balance between cost, time, and performance in procurement decision-making (adapted from RICS, 2024)

As illustrated in Figure 1, cost is the primary constraint in this project due to strict budget requirements. Risk is considered as an external factor that influences the balance of the triangle, particularly affecting quality and performance

3.2. Evaluation Criteria for Procurement Selection

A weighted evaluation matrix will be used to support a structured and objective decision-making process, reducing subjectivity in the selection of the most appropriate procurement route.

Table 2: Weighted scoring matrix

Criteria	Weight	Traditional		D&B		Management	
Cost certainty	5	4	20	5	25	2	10
Time	4	2	8	5	20	4	16
Risk	5	2	10	4	20	2	10
Control	3	5	15	2	6	5	15
TOTAL	100%	53%		71%		51%	

Scoring: 1=Very poor, Average=3, 5= Very good.

$$\text{Formula} = \text{Weight} \times \text{Score} \times 100\%$$

Due to the availability of budget and previous experience, a weight of 5 is assigned to cost certainty and risk, a weight of 4 is assigned to time, as there are no strict time constraints, although external funding is available. A weight of 3 is assigned to control, based on the client's previous experience in large projects.

The results indicated that Design and Build (71%) achieved the highest score and the traditional procurement is a viable option with a score of 53%.

3.3. Analysis

- Although traditional procurement offers a structured approach with a good level of design control and reasonable cost certainty at the contract stage, its effectiveness depends on how complete and accurate the design is. In practice, if the design information is incomplete or unclear, this can lead to a higher number of changes during construction, resulting in additional costs, delays and possible disputes.
- In contrast, Design and Build offers a more integrated approach, as both design and construction are managed by the same contractor. This reduces the separation between design and construction, limits design-related changes and provides earlier cost certainty.
- Considering that the client is delivering a larger project than previously experienced and has prioritised staying within budget, Design and Build is a more suitable procurement route.

4. Tendering Strategy

4.1. Overview of Tendering

Tendering is the process of inviting contractors to submit bids for construction work. It is based on key principles such as fairness, transparency and competition, ensuring that contractors are selected based on a balance between quality and price rather than price alone (RIBA, 2020).

In UK practice, tendering is considered an invitation to treat, meaning that contractors submit offers which the client evaluates before forming a binding contract, in line with general principles of contract law (JCT, 2017).

Table 5: Summary of tendering methods used in the UK construction industry (adapted from lecture materials and RICS guidance)

Tendering Method	Description	Advantages	Disadvantages	Typical Use
Open Tendering	Open to all interested contractors through public advertisement	• High level of competition • Transparent process • Suitable for public sector	• Time-consuming • Risk of unqualified bidders • Complex evaluation process	Public sector projects, government works
Selective Tendering	Only pre-qualified contractors are invited to tender	• Higher quality bids • Reduced risk • More efficient evaluation • Balanced competition	• Less competition than open tendering • Requires pre-qualification process	Medium to large projects, Design & Build
Negotiated Tendering	Client negotiates directly with a single contractor	• Fast process • Early contractor involvement • Suitable for specialist works	• Lack of competition • Potential for higher costs • Reduced transparency	Urgent projects, specialist or repeat clients
Two-Stage Tendering	Contractor selected early; final price agreed later	• Early contractor involvement • Improved buildability • Faster start on site	• Reduced cost certainty at early stage • Requires trust and collaboration	Complex projects, evolving design

In addition to the main tendering methods, other approaches such as framework agreements and serial tendering exist, but these are typically used in specific contexts and are not considered suitable for this project.

4.2. Analysis of the main tendering method

- The most appropriate tendering strategy for this project is selective tendering. This approach allows the client to invite bids from a shortlist of contractors who have relevant experience and technical capability. As the project is larger than those previously undertaken by the client, it is important to ensure that only competent and financially stable contractors are selected.
- In addition, selective tendering works well with the Design and Build procurement route, where the contractor is responsible for both design and construction. This requires a higher level of expertise and reliability, which can be achieved through a pre-qualification process.

5. Conclusion

- At RIBA Stage 1, procurement decisions must balance cost, risk and time. While traditional procurement offers greater design control, Design and Build is more appropriate, as it reduces client risk and improves cost certainty for a larger, more complex project (RIBA, 2020).
- In conclusion, **Design and Build** is the most suitable procurement route for this project, as it provides early cost certainty, reduces the level of risk for the client, and supports efficient project delivery.
- This is supported by a **selective tendering** approach, which ensures that only experienced and capable contractors are invited to bid. Together, these strategies align with the client's priorities of budget control, risk reduction and efficient project delivery.

6. References

- Royal Institution of Chartered Surveyors (RICS) (2024) *Developing a construction procurement strategy and selecting an appropriate route*. 2nd edn. London: RICS.
- Royal Institute of British Architects (RIBA) (2020) *RIBA Plan of Work 2020*. London: RIBA.
- Joint Contracts Tribunal (JCT) (2017) *JCT Standard Building Contract 2016 (as amended 2017)*. London: JCT.