



PROCUREMENT STRATEGY

Set to be the biggest and best Rugby League World Cup in history, the inspirational moments of England 2021 will capture the imagination of all.

EXECUTIVE SUMMARY

Procurement is the process by which we obtain goods, services and works, but this is more than just purchasing. The procurement process covers the full life cycle of activities starting with the identification of needs, through to evaluation, purchasing and contract management. Procurement can range from purchasing day to day commodities to purchasing key strategic items such as large capital assets or commissioning a service or buying an entire service.

Through this strategy and the supporting processes RLWC2021 Ltd will ensure that procurement is seen as a change enabler and creates value. RLWC2021 will also seek to implement an agile procurement approach which reflects and supports the tournaments values to ensure successful delivery of the all outputs.

INTRODUCTION

The Rugby League World Cup (RLWC) has been the pinnacle of International Rugby League since 1954. Now contested every four years, with a series of qualification tournaments leading up to it, the RLWC is open to all full and affiliate members of the Rugby League International Federation (RLIF).

In autumn 2021, England will stage the 16th RLWC and for the first time, the Men's, Women's and Wheelchair competitions will be staged in a single, celebratory event. The first of 65 games will take place on 23 October 2021, culminating in an epic Finals Weekend on 27 November to crown the champions of each.

The RLWC2021 will be a tipping point for the visibility of Rugby League across the UK and around the world: for the first time, every World Cup game will be shown live and free across BBC platforms. Along with unprecedented global reach through international broadcast coverage, new digital channels and social output, the global footprint is anticipated to be around 150 million viewers and 115 territories worldwide.

The majority of the tournament will be held in the north of England, reflecting both the history and popularity of Rugby League in this part of the country, and also the backing that the tournament has received from Northern Powerhouse Government funding.

RUGBY LEAGUE WORLD CUP 2021 LIMITED

The Rugby Football League (RFL) was awarded the right to host the event in late 2016 after a competitive bidding process. The winning bid was made by the RFL, with support from UK Sport and the Department for Digital, Culture, Media and Sport (DCMS).

The event will be funded by a combination of government funding, gate receipts, commercial revenue and host rights fees.



Rugby League World Cup 2021 Limited (RLWC2021 Ltd) is the organisation responsible for overseeing delivery of the event, it is a wholly owned subsidiary of the RFL and will be the Contracting Authority for all contracts relating to the delivery of the event.

EVENT CONTEXT

Delivery of the RLWC and its legacy is unique. It has a set of very specific and challenging delivery requirements. The scale and specialist requirements of the event coupled with a tight budget and an unmoveable deadline for delivery creates many challenges.

Delivery and funding of the event is a joint public/private sector endeavour, which gives rise to the following outputs:

- Being a large-scale event, which utilises public money, there is a need to ensure best value for money is achieved for the taxpayer.
- Given the unmovable deadline, approaches to buying goods and services, and the risks associated with this need to be carefully managed; balancing cost and certainty of delivery.
- The scale of event means it will have a noticeable socio-economic and environmental impact, which needs to be as positive as possible, over both the short and long term, to leave a meaningful and lasting legacy.
- It will be a major customer for industry and needs to take account of capacity, expertise, innovation and competition.

It is therefore vital that the procurement approach demonstrates fairness and transparency and delivers the best services / supplies in the most cost effective and affordable way. The approach also needs to be balanced with swift decision-making, where appropriate, and reflects the 'Northernness' of the event by ensuring that opportunities are offered to suppliers in the Rugby League heartlands.



PROCUREMENT STRATEGY

Excellence in procurement will drive and underpin RLWC2021's ambition to deliver a successful World Cup through innovation and maximising the impact of spend by being brave and bold, world class, authentic and inclusive:

 <p>BRAVE AND BOLD</p>	<p>Promote innovation using outcomes-based specifications; enabling suppliers to propose leading edge and creative solutions.</p> <p>Utilise a range of procurement & commercial techniques based on complexity, risk and value of each opportunity.</p> <p>Utilising market knowledge and business intelligence to exploit commercial opportunities to help achieve best value.</p>
 <p>WORLD CLASS</p>	<p>Seek out the best in class suppliers and service providers that share RLWC2021's values.</p> <p>Utilise the procurement expertise of our Public Sector partners based in the North.</p>
 <p>AUTHENTIC</p>	<p>Endeavour to offer opportunities to suppliers and service providers that have shown a genuine commitment to Rugby League and / or are based in the 'heartlands' of the sport.</p> <p>Apply appropriate contractual terms; being open to discussing and amending contract terms to improve overall cooperation, reduce risk for both parties and ensure these are not excessively arduous.</p>
 <p>INCLUSIVE</p>	<p>Use the widest possible channels to advertise opportunities.</p> <p>Ensure the selection processes are fully inclusive.</p> <p>Provide opportunities for small and medium enterprises / local suppliers by dividing requirements into smaller Lots, where possible and practical.</p> <p>Support pre-procurement activity by creating opportunities for dialogue with suppliers.</p>



AGILE PROCUREMENT

RLWC2021 will adopt an agile procurement approach to support its strategic themes.

To deliver an agile and low friction service it will work with procurement partners to use procurement toolkits and e-procurement systems that ensure lead times are reduced and duplication of effort is removed.

Opportunities for commercial partnerships will be maximised, where appropriate, to support value and income creation.

RLWC2021 Ltd will work with relevant public sector procurement departments in the heartlands of Rugby League to create the widest awareness of opportunities, to seek professional procurement support and create social value outputs.

GOVERNANCE

RLWC2021 acknowledges and understands the public interest in the tournament and whilst not being bound by the Public Contract Regulations 2015, it will ensure, where possible, that the principles of transparency and opportunity for all are implemented.

Along with its partners, RLWC2021 will ensure that the procurement procedure rules are understood by all stakeholders. Exemptions, where appropriate, will be considered and approved by the relevant party in line with the organisation's Procurement Policy.

Where there are modern slavery risks within the supply chain, measures will be in place, through procurement partners to assess and mitigate these.

RLWC2021 will keep abreast of Brexit developments and should there be any changes to public sector procurement legislation and/or procedures, it will ensure the processes are reviewed and changes implemented in a timely fashion.

SUPPLIER RELATIONSHIP MANAGEMENT

Each appointed supplier will be allocated a Supplier Relationship Manager from RLWC2021 Ltd who will be responsible for overseeing the delivery of the contract and managing the relationship with the supplier. This is likely to be the operational project lead for the relevant area of work; but could also be a senior manager from RLWC2021 where the contract has significant commercial / strategic implications.

SRM activities will include activities such as:

- Overseeing the implementation of the specification
- Dealing with day-to-day operational / delivery issues
- Monitoring delivery against Key Performance Indicators
- Risk management

PROCUREMENT DOCUMENTATION

This Procurement Strategy is underpinned by the RLWC2021 Procurement Policy and a suite of procurement templates and documentation which together will ensure effective implementation of the strategy.

PROCUREMENT POLICY

The RLWC2021 Procurement Policy & Guidance sets out the procurement principles, governance and approval process, plus procedures for undertaking procurement activity. These policies and guidance will be addressed and represented within individual Procurement Strategies for all high risk, high value or complex procurements and Procurement Proformas on all other procurements.

TEMPLATES

A suite of templates will be used to ensure a consistent and standardised approach to procurement activity; including:

- Tender Plan (*for high value / complex / high risk contracts*)
- Tender Initiation Form
- Risk Management Plan
- Procurement tracker spreadsheet
- Contracts Register
- Invitation to Tender / Request for Quote
- Specification / Scope of Works
- Terms and Conditions
- Bidders Clarifications form
- Tender evaluation (price/quality) scoring matrix
- Letter templates to inform of successful and unsuccessful bid
- Contract Variation Agreement

TERMS & CONDITIONS

All goods and services procured for the delivery of the RLWC will be supported by a set of relevant Terms and Conditions aimed at protecting the interests of RLWC2021 Ltd. A range of boilerplate clauses will be included to cover aspects such as, but not limited to:

- Governing law
- Confidentiality


























- Liability and indemnity
- Mechanism for serving notice / termination
- Intellectual Property Rights

RLWC2021 will work with suppliers to adjust contract terms where needed to improve overall cooperation, reduce risk for both parties and ensure the contractual obligations are not excessively arduous.

For low value / low risk contracts, it may be appropriate to use the supplier's Terms and Conditions.

PROCUREMENT CATEGORIES

To stage a Rugby League World Cup in 2021 that meets the vision of being '*the biggest and best ever*' it will be necessary to procure multiple services and supplies across the following categories:

Business Services		Media & Communications		Sports Services	
	Logistics and Storage		Radios		Sports Equipment
	Risk and Readiness		Communications & PR		Sports Presentation
	Event Management System		Customer Call Centre		Anti-doping
	Insurance		Photography		Match Official communications
	Merchandising and Licencing		Creative		Accreditation and Volunteers
					Medals
Audience Experience		Transport		Wellbeing	
	Big Screens		Domestic and overseas fan travel		Medical Equipment
	App development				Uniforms / Workwear
	Branding and Signage				Water and Sports Drinks
	eSports Strategy & delivery agent				
	Match analytics system				

ESTABLISHING REQUIREMENTS / PROCUREMENT PACKAGES

Whilst some requirements will be straight-forward, there will be some requirements that are much more complex, or which pose higher risks (for example financially high value, regulated services). It will therefore be vital that a detailed understanding of these requirements is established and documented, with input from key stakeholders, including (where possible) potential suppliers. This preparation work will be vital in informing:

- The estimated value of the contract
- The most appropriate route to market
- The likely interest from the market in the opportunity
- Potential commercial / sponsorship opportunities that could be exploited as an alternative to procurement
- Potential Lot structure to support participation by SME's / local suppliers
- Potential for utilising existing public sector frameworks / collaborative procurement with host local authorities

Due to the nature of the event, as planning progresses, it is highly likely that the RLWC will offer opportunities for commercial interest / sponsorship. It is not uncommon for private sector / commercial organisations to offer a commercial deal that includes accepting a package of sponsorship for whole or parts of requirements that are in the process of being procured. Therefore, when planning procurement activity and requirements, a degree of flexibility will be needed in order to respond to these suppliers commercial deals and ensure that the event is able to maximise on these opportunities and achieve best value.

In accommodating this flexibility, procurements will maintain the procurement principles of fairness by recording, evaluating and demonstrating the value of non-monetary considerations (e.g. sponsorship deals) in supporting the final evaluation process and subsequent decisions.

PROCUREMENT SCHEDULE

An outline procurement schedule has been developed and provides high-level timescales for the procurement of each aspect of the service delivery (Appendix 1). The timescales of each procurement exercise will depend on factors, including; size and complexity of market maturity and/or supplier engagement.

Within the timescale for each procurement activity, the project lead (with support from procurement colleagues) will undertake:

- Requirement scoping / design
- Supplier engagement
- Specification development

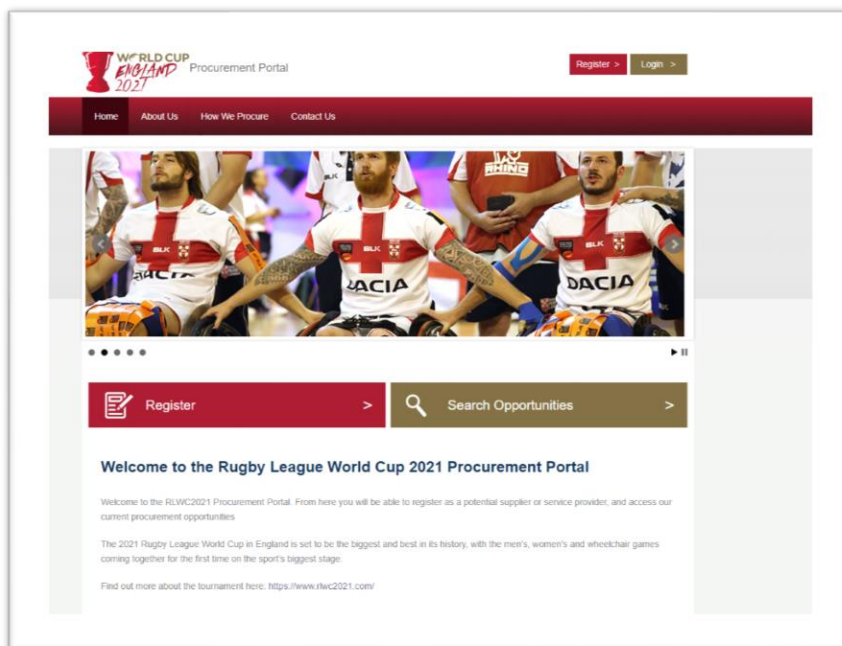
- Governance sign-off processes (as applicable)
- Development of relevant tender documentation
- Tender advertisement period
- Tender evaluation and clarification period
- Contract award and any necessary final contract negotiation
- Standstill period (where applicable)
- Risk management will be on ongoing activity throughout each procurement exercise

Services to support the launch of the team / event will be prioritised; including services such as the ticketing provider, ICT hardware for the team and legacy impact evaluation. These procurement activities will take place in early to mid-2019.

Focus will then be turned to a range of other support services, prioritised in terms of scale, value or important; which include services such as; media and PR, logistics and insurance, licencing, workforce workwear, volunteers and accreditation. The final tranche of procurement will then focus on transport, accommodation and a wide range goods and services that will be needed to deliver the event; radios, medical equipment, water, medals, photography and the signage / branding.

PROCUREMENT PORTAL

RLWC2021 will utilise an established procurement portal, called Delta, for the publication of procurement opportunities; which can be accessed at: <https://www.rlwc2021.com/procurement>



The portal:

- allows potential suppliers and partners to register their organisation and then subsequently receive information on all RLWC2021 procurement exercises;
- provides an opportunity to browse existing opportunities published by RLWC2021;
- enables the procurement team to invite suppliers to bid for opportunities - which is particularly useful for suppliers who are not already registered on the portal;
- facilitates the publication of Contract Notices to the UK Contracts Finder website; which will help to promote the opportunity to potential suppliers;
- provides a centralised single point of access for potential suppliers to respond to procurement opportunities – creating a streamlined and consistent platform;
- offers a simple route for RLWC2021 to communicate with suppliers during a procurement exercise - providing transparent, consistent and simultaneous messaging to all involved;
- allows RLWC2021 (and other invited parties, where necessary) to view and evaluate bids online using a consistent scoring methodology;
- provides a robust audit trail in case of future query / audits.

COMMUNICATION OF PROCUREMENT OPPORTUNITIES

Whilst the procurement portal is central to communicating opportunities, other methods will also be used to ensure the greatest possible reach:

- **News stories** – each procurement exercise will be promoted as a ‘news story’ and covered via RLWC2021’s various communication channels, including social media, and each story will signpost to the portal.
- **RLWC2021 Website** – The RLWC2021 website includes a dedicated procurement area within the ‘Get Involved’ section; this specifically covers procurement news stories as well as providing a link to the portal.
- **Supplier Database** – RLWC2021 has a database of potential suppliers which pre-dates the portal; this was built using personal contacts and indications of interest. Each supplier on the database will be contacted with information about the portal to encourage registration and also invited to bid for relevant contracts (via the portal’s ‘invite supplier’ function).

PROCUREMENT WORKSHOPS

In May 2019, RLWC2021 hosted two procurement workshops (in London and Manchester) aimed at providing potential suppliers with information about the tournament, the procurement process and schedule, and to highlight opportunities for commercial involvement.

Workshop Objectives

- Create the widest possible awareness of future procurement opportunities to ensure maximum sign-up and, in due course, response to tenders.
- Build confidence in the RLWC2021 processes amongst potential suppliers and service providers.
- Encourage suppliers to register on the portal while at workshop.
- Highlight the opportunity for suppliers and service providers to become commercial partners for the tournament.
- Promote RLWC2021, its vision, mission, values and strategic goals.

Core Proposition for the Workshops

- Range of motivational and inspiring speakers on RLWC related topics, sandwiching the procurement / commercial messaging.
- Offer speaker content for potential attendees beyond learning about RLWC procurement plan – giving reasons to make the journey and give up the time.
- Build in networking opportunities at the start and end of speaker sessions.



