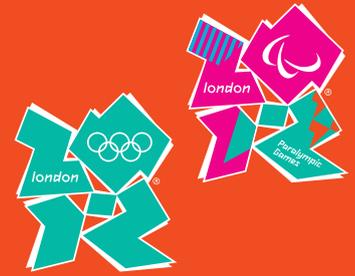


Learning legacy



Lessons learned from the London 2012 Games construction project

e-Evaluation tool – Award

Traditional evaluation is based on time, cost and quality. For its own evaluation tool, the Olympic Delivery Authority (ODA) also wanted to include its priority themes. The increased complexity of the evaluation process, and the high level of scrutiny that the ODA was subjected to, meant that a robust evaluation tool was required that would enable simultaneous remote access to individual procurement projects and provide a robust audit trail. The tight time constraints meant that an 'off-the-shelf' tool was procured rather than the bespoke systems commonly employed. This approach proved cost effective, quick to embed and efficiently supported the delivery of 470+ procurement projects involving over 4,600 suppliers and over 1,000 evaluators.

The procurement challenge

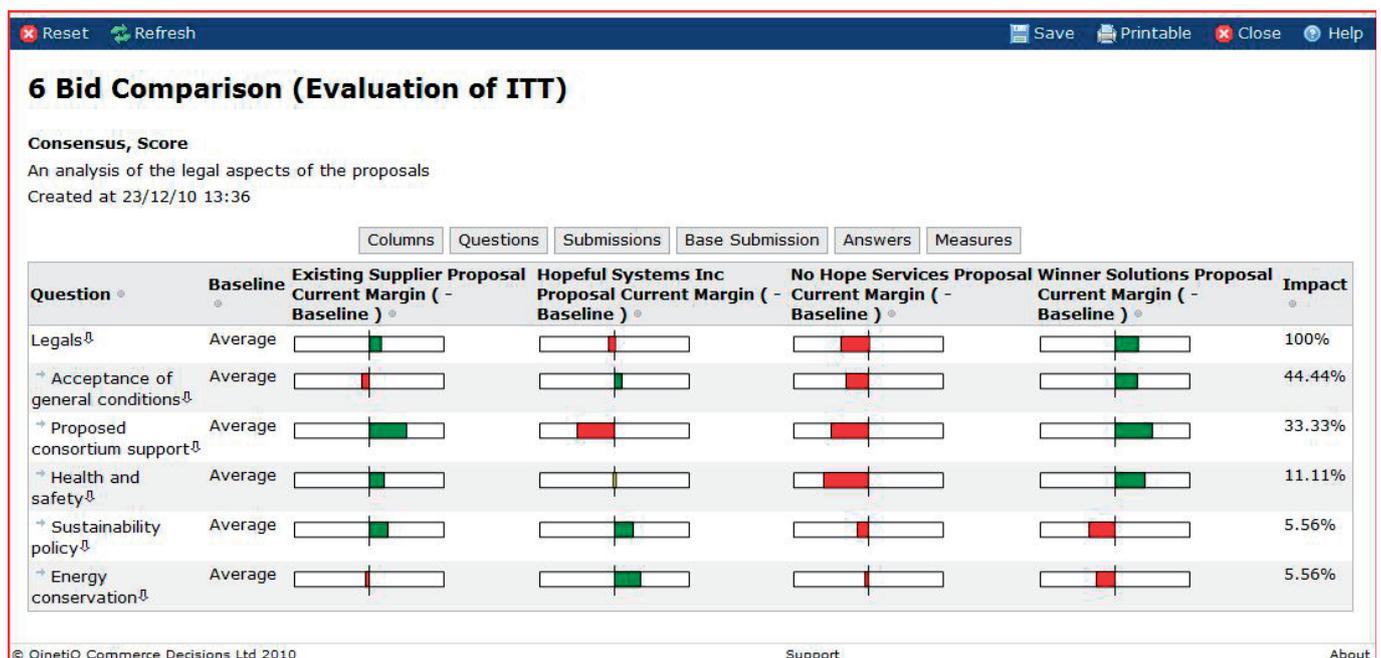
The procurement challenge for the ODA was unprecedented. The scale and specialist requirements, coupled with the immovable deadline for delivery, created a set of specific and unique challenges. The London 2012 Olympic and Paralympic Games programme is on such a large scale, and of such a high profile that it attracts huge and unprecedented interest from industry, all seeking to win contracts. All of this made the need for

structure, transparency, defensibility and governance of paramount importance to the ODA. From the outset, the ODA decided it would need a combination of electronic tools and robust, best practice procurement processes to succeed against these demanding requirements. In fact, the need for an electronic evaluation tool to create a robust and auditable environment was considered to be sufficiently critical for it to be specified in the ODA's original procurement

policy london2012.com/documents/business/oda-procurement-policy.pdf

Cloud computing

Often, large organisations needing electronic tools develop lengthy and complex build specifications and work with large contractors to create bespoke and locally installed IT systems. However, due to limited timescales, the ODA selected an e-Evaluation solution – a robust tool already well proven in the public



Screen shot from e-Evaluation tool showing consensus scores for each theme

procurement field – accessed via the web browser. The whole service was hosted externally in an accredited data centre with full security, resiliency and disaster recovery. This allowed an almost instant deployment of the system, and avoided ‘the programme schedule being made to fit the IT’ which is so often the case, especially in the public sector. The ODA have used e-Evaluation on over 470 individual projects, evaluated over 4,600 suppliers, and have in excess of 1,000 unique evaluators.

Risk of bidder challenge

Inevitably, among the many and various companies bidding for work on the London 2012 project, there were many disappointed tenderers. Many of these bidders requested full debriefs in order to understand where and why they were unsuccessful. Following the debrief, one or two requested more detailed feedback about the decision-making process. The use of an electronic decision structure and tool allowed all of these potential challenges to be resolved efficiently and effectively by the production of detailed audit trails generated by the evaluation teams while using the e-Evaluation system.

Reduction of complexity

When a programme consisting of many large contracts is being let in a short time period, a hugely complicated matrix of criteria, documents and evaluators is created.

However, the adoption of an e-Evaluation tool allowed the procurement team to manage the evaluation stakeholders efficiently. Each individual was presented with the set of data relevant to their particular role and tasks, and the administration overhead and risk

of error was greatly reduced. The e-Evaluation tool has handled over 145,000 separate documents.

The ODA procurement programme ranged from the very simple to the most complex (multi-lot design frameworks), from low value (£25,000) to high value (£550 million), and from the innocuous to the most secure and sensitive contracts. The e-Evaluation tool was used for all ODA procurements above £25,000.

Programme critical procurements

While the importance of quality and cost cannot be underestimated, the largest risk faced by the ODA procurement programme was that of time. Delaying the Games was obviously not an option, so a tool which not only reduced the risk of procurement slippage but significantly reduced the procurement programme was of critical importance. Linked to this was the potential risk of challenge. The ODA needed to be able to respond to questions and requests for information in the most efficient manner possible and, critically, in a way which demonstrated the robustness of the process and tools used.

Despite undertaking 1,000+ evaluations, the ODA was able to successfully address any requests for debrief or information rapidly.

Conclusion

The procurement of over £5 billion of contracts, involving over 470 projects and more than 4,600 suppliers, evaluated to time and cost without delay or challenge, has demonstrated the benefits of a robust procurement process effectively supported by off-the-shelf market-leading tools like e-Evaluation.

An off-the-shelf e-Evaluation system based on cloud computing rather than traditional bespoke installed systems allowed the procurement system to be in place within weeks and in a cost-effective manner.

Project

Programme-wide procurement

Supplier

QinetiQ Commerce Decisions Ltd – e-Evaluation provision and support

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MAYOR OF LONDON



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