

# AWARD<sup>®</sup> assists in heading off bidder challenge in major Transport for London procurement

**Given the scale and complexity of the organisation, the procurement exercises undertaken by Transport for London are vast and considerably varied. Having standardised on AWARD<sup>®</sup> since 2009, the solution provides Transport for London with the flexibility to deliver on all its various procurements with confidence.**



## Customer profile

Transport for London (TfL) Group is the local government body responsible for most aspects of the transport system in Greater London. Its role is to implement the Mayor of London's transport strategy and to manage transport services across London. The TfL Group is part of the Greater London Authority and was created in 2000 under the Greater London Authority Act 1999.

The TfL Group is organised into three main directorates and corporate services, each with responsibility for different aspects and modes of transport. The three main directorates are London Underground, London Rail and Surface Transport.

## About the procurement project

The retendered New Engineering and Project Management Consultancy Framework covers 11 categories of work, including asset management, civil and structural engineering, environmental services and project and

programme management strategy. It has a total of 36 framework suppliers.

The framework has also encouraged small and medium enterprises (SMEs) to partner with the 36 lead suppliers and 145 SME consortia members linked through the lead suppliers.

The original Engineering and Project Management Framework was awarded in November 2005 for a period of four years and included 32 suppliers across ten categories.

The framework is open to Crossrail, other functional bodies within the Greater London Authority family, the Metropolitan Police Service and the London boroughs. It is estimated that the value of the work that could be let through the Framework if all organisations participated would be between £400 million and £500 million. Some of the key TfL investment programme projects that used the previous framework include the Tottenham Court Road Tube station redevelopment, Elephant and

Castle Interchange, and London Underground signalling upgrades.

The framework has been OJEU'd under EU public sector regulations for the maximum duration of four years and launched in Dec 2009. Out of 151 bidders, 36 companies were selected to participate in the retendered framework.

## Procurement project risks

The main challenges of this procurement were:

- a small procurement team dealing with a large-scale and complex procurement exercise
- a large number of stakeholders including functional bodies within the Greater London Authority family, the Metropolitan Police Service and the London Boroughs
- a huge amount of documentation to be managed – more than 750 documents
- large number of evaluators who were geographically dispersed – up to 70 at its peak



- a large and complex bid with more than 65 completed Invitations to Tender (ITTs)
- time pressure to complete the bid process
- the need to demonstrate a clear and transparent audit trail as the project underwent a live audit
- preparation of debriefs for the successful and unsuccessful suppliers
- suppliers challenging the award of the framework and potentially halt the award

### Role and value of Commerce Decisions and AWARD®

Commerce Decisions has been working with TfL for more than four years, and AWARD® has been used to support all of its major projects. The retendering of the Engineering and Project Management Framework is the latest project to have been let successfully with the support of Commerce Decisions and AWARD®.

Commerce Decisions supported the TfL project team in putting together an appropriate evaluation methodology. AWARD's inherent flexibility meant that it could then be set up to support the project's requirements, approach and processes.

TfL received 71 responses to the ITT. The ITT comprised 11 categories, and

about 350 responses were received. More than 750 documents were loaded into AWARD® before the evaluation, each one being automatically marked with a unique identifying reference. In parallel to this activity, about 80 people were trained to use AWARD, including the evaluators and the internal auditors at TfL.

Given the size and nature of the procurement, and with the numbers of staff involved, it was potentially a real challenge for the project team to manage the process. However, the use of AWARD® enabled them to have real-time updates on the progress of the evaluation, ensuring that it was on track to achieve key milestones.

The real value of AWARD® was that it allowed TfL to identify problems that were occurring in the evaluation process, and it enabled them to address bottlenecks with individual evaluators. Using the AWARD® dashboard they could see where evaluators had stalled. During the evaluation process the project team held regular progress meetings and used reports drawn from AWARD® to update stakeholders and the evaluators. These meetings also allowed the team to review the scoring

progress as the evaluation proceeded.

At the end of the evaluation, TfL was able to achieve consensus using AWARD®, and allocated the successful bidders to the multiple categories. This was then reviewed by the stakeholders, and the final results were presented using reports generated from AWARD®

At the final stage of the procurement, the results were published and all the bidders were informed of which categories they had won or lost. Considerable effort was taken in debriefing the bidders using information produced from AWARD®.

TfL received two challenges. However, it was able to demonstrate to the two challengers exactly why they were unsuccessful. TfL was able to access the relevant data in AWARD® very easily, and could then present this to the challengers. This satisfied the challengers, who did not pursue their challenges any further, thus saving TfL the significant amount of effort and cost that would have been involved in defending a legal challenge.

**AWARD® is available to all project teams within TfL and is managed by the Group Procurement team.**

