



13 March 2012 – Birmingham Metropole Hotel



National GO Awards 2012/13 – FAQ

Supported by



The National Government Opportunities (GO) Excellence in Public Procurement Awards recognise and reward excellence, innovation and achievement in this multibillion-pound sector.

The GO Awards are established as the most prestigious and important awards of their type and showcase the very best that public sector procurement has to offer as a career, as a market sector and, most importantly, as a means of delivering more efficient and effective public services.

The GO Awards recognise the work of individuals, teams and organisations from the public, private and third sectors and demonstrate not just best practice but exceptional practice, creating role models for others to follow.

Entering the National GO Awards costs nothing but winning – or even becoming a finalist – has tremendous value. That value will extend far beyond the moment when one of the unique Awards is presented to the successful entrants in front of hundreds of the UK's leading procurement practitioners at a special ceremony on held on the evening of 13 March at the Birmingham Metropole Hotel as part of Procurex National 2012.

Receiving a National GO Award is the ultimate accolade within public procurement, so if you have a story of outstanding success and achievement to tell, make sure you share it.

Entry forms can be requested at www.govopps.co.uk/go-awards-national

What the judging panel is looking for:

1. Entries which detail outstanding achievement in the context of the category or categories entered
2. Entries which give a detailed outline of the achievements made written in a clear and concise manner
3. Evidence of sustainability – achievements described should have a lasting benefit
4. Tangible measures of success to be provided ie savings and efficiency gains quantified
5. A clear explanation of each individual's role
6. Supporting statements from those who have been involved in the activity described or those who have benefited from it
7. All questions answered
8. Relevant supporting evidence/documentation

GO Awards entries – do's and don'ts:

1. Do ensure that you have answered each question thoroughly, providing clear evidence of achievement and supporting statements where available
2. Do spellcheck the entry before submitting it and check that the information provided is consistent throughout
3. Do give yourself ample time to prepare your entry
4. Do ensure that others besides yourself and the Awards entry team review your entry before submitting. An independent review can be a good test of your entry's quality
5. Don't attach appendices or supplementary information without either having a strong justification for doing so or without referencing it in the main body of your entry

The finalists in previous GO Awards were successful because their entries told a clear and concise story – backed up with facts and figures – of outstanding achievement in their particular area. A great story told badly will not achieve finalist status. Give your entry the time and attention it deserves.

Example of a successful application

GO Awards Scotland 2011/12

GO / John F McClelland Collaborative Procurement Initiative of the Year Award:

Name of organisation put forward for Award:
Transport Scotland, Glasgow City,
South Lanarkshire and Renfrewshire Councils

1 Please describe how your organisation has adopted a collaborative approach to its procurement activities, either on an ongoing basis or in respect of a particular project or initiative.

The collaborative working approach centres around the procurement and construction of the M74 Completion Project which forms part of the Scottish Government's Transport Strategy. This was successfully achieved through the Scottish Ministers, Glasgow City Council, South Lanarkshire Council and Renfrewshire Council entering into a joint venture to promote and deliver the scheme. This collaborative approach was enshrined in a formal Memorandum of Understanding (MoU) which was signed in October 2001.

The MoU sets out the respective roles, responsibilities of the partner bodies and agreed share of the costs, etc. Glasgow City Council (GCC) acts as Appointed Agent for the 4 Project Partners under a formal Agency Agreement with responsibility to procure all services and works required for the project. The rationale for this arrangement and split of responsibilities is to ensure GCC is fully engaged in a project which passes through its area; and to reduce the administrative burden on Transport Scotland and to take advantage of some additional VAT benefits.

Significant good practice was seen in the project team's willingness to mediate between the Contractor and key agencies whose views on aspects of the project were of critical importance. It was evident that these interventions assisted with the identification of pragmatic solutions to emerging issues which proved of benefit both to the tender timetable and the overall management of significant areas of risk.

In order to establish the ethos of cooperation, all parties adopted an open book policy and by working together at the same location, good working relationships were established, enabling a collegiate approach to resolving issues as they arose. This close working was assisted by monthly meetings between senior team members to discuss progress on the project and any issues that required to be resolved. Furthermore, given the critical importance of achieving timely decisions from Network Rail on the project, the decision to include representatives from Network Rail in the project team was taken to facilitate the overall decision making process and progress of the project within time schedules and budget. This approach was commended by the OGC Gateway 4 Review Team.

2 What aspects of the initiative or approach have been particularly innovative, creative and groundbreaking (while remaining within the bounds of procurement legislation)?

The tendering process for the M74 Completion Project, which commenced with the issue of an OJEU notice in August 2006, was disappointing in that there was only one prospective tenderer – M74 Interlink Joint Venture, comprising of Balfour Beatty, Morrison Construction, Morgan Sindal and Sir Robert McAlpine. This left Transport Scotland without a competitive procurement environment.

Following consideration by the project Partners it was decided to proceed with the tender using the competitive dialogue procedures. The level of engagement and collaborative working that had to be achieved between all parties, and especially with the Joint Venture, was extremely important, and through a predetermined protocol it was agreed to proceed with the single tender action and the use of a cost comparator.

The team worked for six months to develop a 'shadow bid' from first principles, which enabled Transport Scotland to "cap" the tender and maintain competitive tension.

On this basis the Joint Venture accepted the concept of having their bid compared against a shadow bid. However, this brought the added risk of spending costs on a tender competition they may not win on vfm when compared with the shadow bid. Therefore, as part of the tendering process it was agreed by the project Partners that they would cover an element of the Joint Venture's costs if the contract was not awarded. In addition to this, it was agreed that Transport Scotland would own the design property rights should they wish to carry forward the design for a future competition that could be competitively priced under another tender competition.

However, on the other hand, should the contract be awarded there was the need to ensure that there was no excess profit on the contract. This meant that there had to be a profit cap to protect the public funding. All accounts would require to be audited and any excess profits would be paid back to project Partners. The Tenderer, after much dialogue agreed to these principles.

3 What level of engagement has been achieved with parties outside of the contracting organisation (for example other organisations, suppliers, the local community or other interested groups)?

Business Relocation

A key element in the planning process was the early establishment of an independent Land and Business Relocation Team in 2002, which involved officers from different councils and disciplines working together with local firms affected by the scheme. In this context, council boundaries effectively disappeared with the "shared service" Team relocating firms to the best site to match business needs. Advanced voluntary land acquisition programme was also spearheaded by the councils.

The Team engaged pro-actively with over 120 affected businesses to provide advice and assistance on relocation. 95% of these businesses were relocated, retaining 97% (2872) of existing jobs, and in a number of cases the relocation provided opportunities for businesses to expand.

Contract Design

Although “Design and Construct” is not unique, several contract components were combined to produce a unique contract for this project, such as shared value engineering, open-book accounting and profit cap. This provided for joint working in overcoming problems and reduced costs. It encouraged the Team to be pro-active with stakeholders like Network Rail and SPT and led to the involvement of Network Rail staff in the site team and participation in project management arrangements. The engagement of external auditors to monitor costs was also key to ensuring costs were kept within budget.

Community Engagement

Community engagement and communication was a key feature and a range of exhibitions, liaison meetings, newsletters and websites were deployed to keep people involved and informed. A key activity focused on local children and young people, with the Contractor engaging actively with local primary and secondary schools on a number of areas, such as construction careers and Health and Safety, as well as welcoming well in excess of 100 visiting groups to site. Similarly, the M74 archaeological dig presented a unique opportunity to unearth and record undiscovered history for future generations. This public programme involved a range of activities for all age groups including school workshops, oral history events and exhibitions in local museums.

4 How have end-users benefited from the collaborative approach taken?

Avoiding any delay or having to abandon the tendering process and start again enabled the scheme to remain on programme to be open to traffic by February 2012, deliver the benefits it would bring on time and support the regeneration of South and East Glasgow and the Clyde Gateway regeneration project.

The road was opened on the 28th June 2011, some eight months ahead of schedule and is on course to be some £20 million under the tender price, allowing for the early delivery of the following benefits for end-users.

Traffic Reduction on Existing Motorway Network

The new motorway was expected to take approximately 20,000 vehicles per day off the M8 between Baillieston and Charing Cross. Early indication shows a reduction of between 19,000 and 26,000 vehicles per day based on a comparison of the average weekday flows in July 2010 and July 2011.

Journey Time Reductions

The motorway is delivering the expected journey time savings across and through Glasgow, with the following reductions in journey times:

- Hamilton to Glasgow Airport – reductions of between 9 minutes (23%) and 16 minutes (38%) against a target reduction of 12 minutes
- Glasgow Airport to Eurocentral (based on JT survey Hillington to Newhouse): reductions of between 5 minutes (17%) and 20 minutes (48%) against a target reduction of 6 minutes

Traffic Reductions on Local Roads

The motorway is providing an alternative route across the south of Glasgow and is helping reduce traffic on many local roads. Early results show a 28% reduction in Rutherglen Main Street against a target of 15% and a 28% reduction in Dalmarnock Road against a target of 10%, based on a comparison of the average weekday flows in July 2010 and July 2011.

Supporting Employment

An expected 700 jobs were recently announced at Clyde Gateway East, a new business park located at Junction 2a; and in the longer term 20,000 new jobs are expected to be generated.

5 What were the expected outcomes of the collaborative initiative or approach, and what success has been achieved to date? Please provide evidence of specific targets set, feedback received and performance or other measurable benefits achieved.

Faced with the prospect of potentially having to abandon procurement of the scheme due to only one expression of interest, a number of meetings and consultations with key project stakeholders, namely the project Partners were conducted, where it became clear that a public sector cost comparator would provide the only means of independently market testing the vfm provided by the Joint Venture's tender. Transport Scotland appointed an independent advisor and worked closely with them and the other project stakeholders to develop a shadow bid to ensure that project's critical path for an opening in 2012 could be achieved whilst enabling the procurement process to continue.

This approach enabled Transport Scotland to proceed with the procurement of the M74. It provided the evidence required by Transport Scotland and the Scottish Government that the Consortium's bid provided value for money in line with current construction market cost; and that the Tender submitted by the Joint Venture was within the range of the shadow bid, proving value for money was being obtained.

If a completely new tendering process had to be undertaken the time involved in retendering could have taken two or more years with no guarantee that the M74 Completion would be constructed and open to traffic prior to the 2014 Commonwealth Games. There was also the real risk that the construction costs would also have increased at the time in the order of £3 million per month if the decision to proceed with a single tender had not been made. The economic benefits of progressing with the scheme were enormous at nearly £3 billion with a cost benefit ratio of 6.

By using a shadow bid, the project Partners avoided any delay to the tendering process which enabled the scheme to remain on programme and deliver the benefits it would bring on improving journey times, support the regeneration of South and East Glasgow and the Clyde Gateway regeneration project.

Ultimately, this collaborative approach resulted in the opening of the road some eight months ahead of schedule and on course to be some £20 million under the tender price.

6. How has your organisation spread the benefit of this initiative or approach to other organisations (either within Scotland or elsewhere) and with what results?

Good Practice Roll-Out

Much of the above innovation is being rolled-out on other projects, either as it stands or adapted to meet specific needs. Transport Scotland is already deploying some of the lessons learned on other road projects to capture areas of good practice which may be used for future projects and a formal project evaluation process is underway and with data collection being undertaken.

City Property in Glasgow are using the M74 approach to land assembly as part of its routine business arrangements. It is also interesting to note that senior contractor staff now regard client objectives on a par with their business aims and intend to carry this forward when delivering future schemes.

Partnership Working

This was the core ethos throughout the project and was deployed at all levels to ensure collaboration and co-operation underpinned all activities. A good example relates to supply chain partnering where the Contractor sought best value within all subcontractor and supplier proposals. Incentive schemes were established to ensure certainty of delivery to cost and programme.

Working Together

In order to establish the ethos of cooperation, all parties adopted an open book policy and by working together at the same location good working relationships were established, enabling a collegiate approach to resolving issues as they arose. This close working was assisted by monthly meetings between senior team members to discuss progress on the project and any issues that required to be resolved. This office sharing approach is being successfully adopted throughout many of the construction sites that Transport Scotland has.

7 Please provide any other information that you believe is supportive of this entry.

The project, which had been under discussion for some years, was well-known to the contracting market. Disappointingly, there was only one response to the invitation to tender for this major complex road project to be constructed within an urban environment, involving river and rail crossings, contaminated land and compulsory land acquisitions.

The project Partners and Appointed Agent ensured that a collaborative partnership approach was adopted by the numerous consultants that formed the Project Design Team to provide the Specimen Design, Draft Orders, Contract Documentation, Land Acquisition and Business Relocations which enabled the successful delivery of the project.

The shadow bid strategy and collaborative working approach enabled the project Partners to proceed with the procurement of the M74. It provided the evidence required by Transport Scotland and the Scottish Government to ensure the consortium's bid provided value for money in line with current construction market cost; and that the Tender submitted by the Joint Venture was within the range provided by the shadow bid and thus proved value for money was being obtained.

Avoiding any delay or having to abandon the tendering process and start again enabled the scheme to remain on programme to be open to traffic by February 2012; and deliver the benefits it would bring on time, and support the regeneration of South and East Glasgow and the Clyde Gateway regeneration project

Through effective collaborative working with the Contractor, the project Partners were able to identify efficiencies and savings during the course of the construction, that ultimately it provided programme and cost certainty and received Audit Scotland approval. Strong evidence for this was that the contract commenced in May 2008 for a tender price of £445 million with a completion date of February 2012.

It was opened on the 28th June 2011, some eight months ahead of schedule and is on course to be some £20 million under the tender price.