

supply



The Olympic Delivery Authority's mission is to deliver venues, facilities, infrastructure and transport for the London 2012 Olympic and Paralympic Games on time, to budget and to leave a lasting legacy.

The ODA is responsible for all the permanent venues and other facilities in the Olympic Park; facilities at Broxbourne, Eton, Dorney and Weymouth and Portland; and the planning and delivery of transport infrastructure and services to support the 2012 Games and their legacy. The ODA is also responsible for venue conversion after the 2012 Games.

The ODA is working closely with the London Organising Committee of the Olympic and Paralympic Games (LOCOG), who is responsible for the preparation and staging of the 2012 Games.

mission

Foreword



The London 2012 Olympic and Paralympic Games will be a showcase for world class sporting excellence. It is also an opportunity to showcase world-class business performance.

Our key objective is clearly to deliver on time and to the agreed budget. As we do this we want to work with the best of business that also share our values and objectives. We have a duty to achieve good value and high quality from the companies contracted to help deliver the London 2012 Games.

To ensure world-class business performance we will provide a level playing field for companies to compete for contract opportunities. Our procurement will be open, transparent and fair and companies from across the UK will have the opportunity to support the Games and benefit from their success.

We will also help businesses, particularly small and medium size companies, identify and compete for opportunities supplying our contractors.

We have been listening to businesses of all sizes right across the UK. We have engaged with companies and other organisations through industry days, roadshows, relationships with industry groups, policy consultations, presentations to trade events, publications, online communications and more.

The London 2012 Games is a once in a lifetime opportunity. The Olympic Delivery Authority is grateful to all our funders for their support – the Department for Culture, Media and Sport, Greater London Authority, London Development Agency and the National Lottery.

I hope this guide can help you get involved and play your part.

A handwritten signature in blue ink, appearing to read 'David Higgins'. The signature is stylized and fluid, with a long horizontal stroke at the end.

David Higgins,
Olympic Delivery Authority Chief Executive

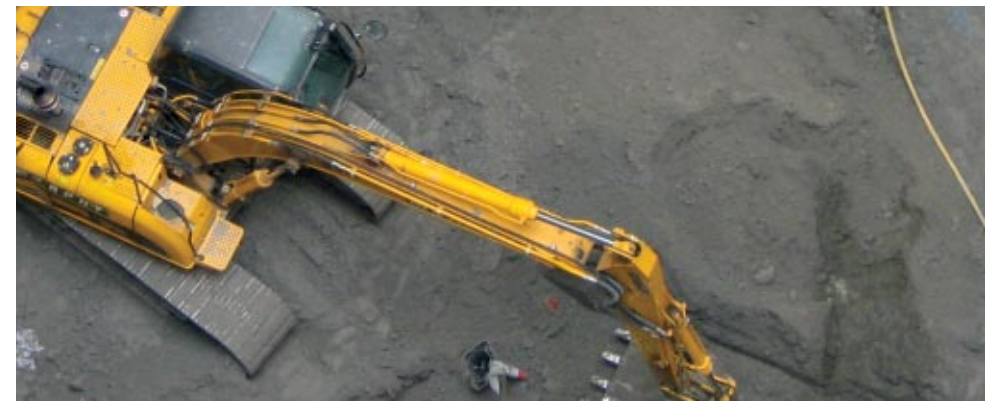
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Introduction

This supplier guide aims to provide useful information to suppliers and contractors interested in opportunities supporting the Olympic Delivery Authority's (ODA) work delivering the venues and infrastructure for the London 2012 Olympic and Paralympic Games. The ODA will be procuring a range of works, goods and services and it is important that businesses of all sizes understand how opportunities will be advertised, competed for, evaluated and won.

To get the best performance possible it is also important that the ODA understands businesses and the not-for-profit sector. The ODA will continue to engage with and listen to industry as procurement plans are formed and feedback will be incorporated into updated versions of this guide.



The legal framework

The Olympic Delivery Authority is a Non Departmental Public Body (NDPB) governed by European Union (EU) and UK law. This framework means that the ODA will buy things in different ways depending upon the total contract value of the works, goods or services required. Each of these methods will seek to achieve value for money.

Value for money means the best possible combination of efficiency, effectiveness and economy throughout the life of a project.

European Union Directives

Where the estimated value of a contract is expected to exceed the relevant EU threshold the ODA must advertise it in the Official Journal of the European Union (OJEU), an online publication. The financial thresholds, or EU limits, are reviewed on a regular basis and are currently set at:

£3,611,319 for works
£144,371 for goods and services (see page 3).

EU law establishes rules which promote transparent and non-discriminatory practices in the procurement process. They also set minimum periods of time to allow for suppliers to respond to advertisements and prepare submissions.

This guide deals predominantly with contracts below the EU limits. For further information about the European Union Directives and how to view OJEU contract advertisements visit: www.ogc.gov.uk

UK legal framework

The ODA was set up under the London Olympic Games and Paralympic Games Act 2006 and as a public body must carry out procurement in accordance with Treasury guidance. This places a legal duty to achieve value for money in its agreements with suppliers and contractors.

What the ODA will be buying

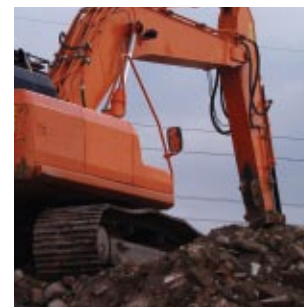
Procurement is the term used to describe how a company buys or agrees contracts for goods, works and services. The ODA will procure up to approximately 2,000 contracts directly and anticipates that there will be approximately 50,000 opportunities supplying contractors on London 2012 related work.

- **Goods** – products bought by the ODA directly such as construction materials and products, stationery items and computer equipment.
- **Services** – providing the ODA with services such as accounting, design and staff health facilities.

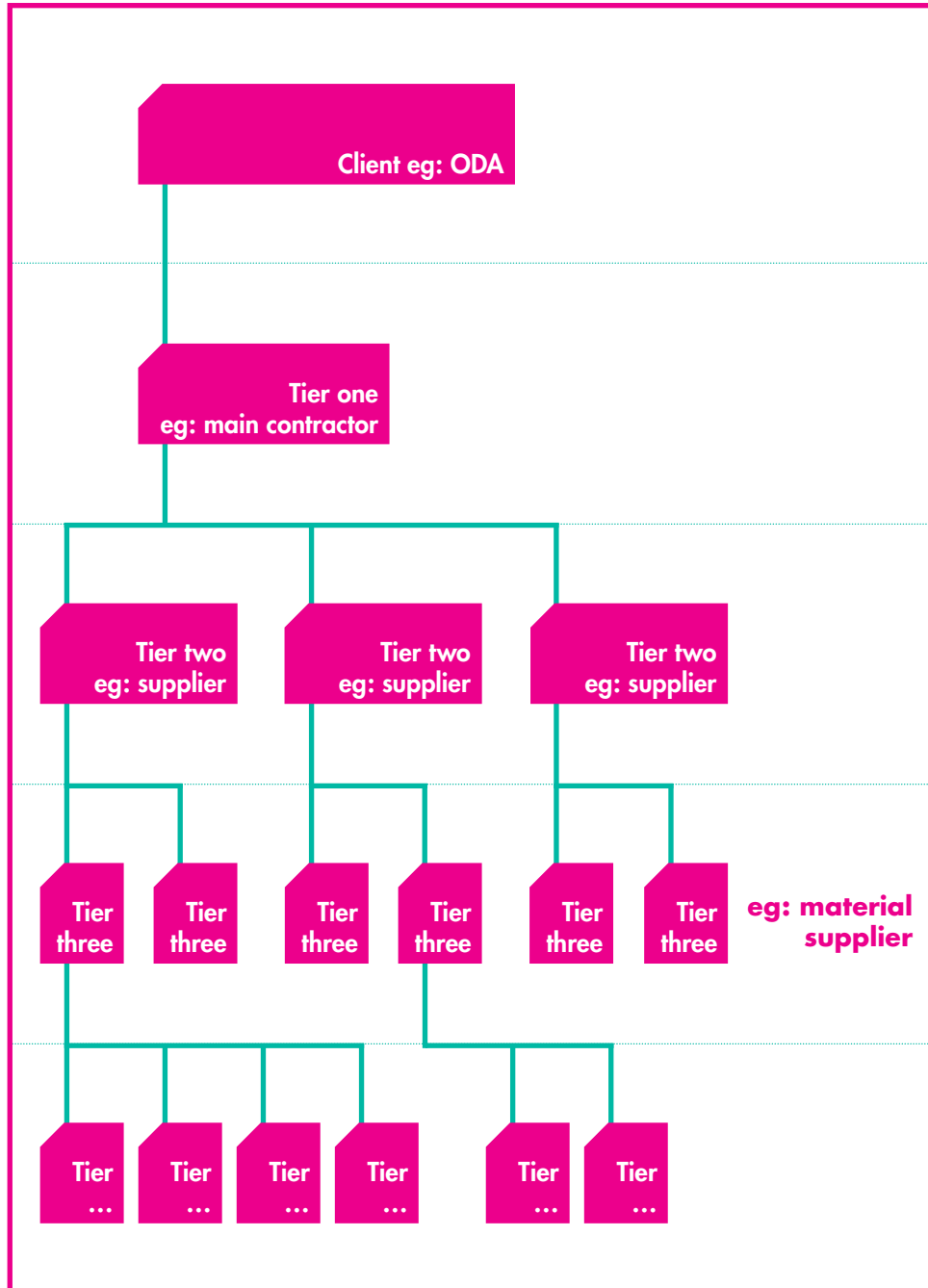
- **Works** – mostly relating to the construction works to build the venues and infrastructure for the London 2012 Games.

The ODA will be a 'thin' client directly buying and managing a relatively small number of agreements with tier one suppliers or contractors who are often called main contractors. This means that the ODA will enter into a contract with a supplier to provide goods, works or services.

Expenditure amounts	ODA Procurement route required
Up to £25k	At least three quotation documents sought through existing frameworks or advertised on www.london2012.com/business
£25k up to EU limits	Competitive tenders, up to five bids sought, open tendering with appropriate pre-qualification and tender procedure or use of pre-procured frameworks available to the ODA
EU limits and above	Full OJEU compliant procedure, open, restricted, etc. Or use pre-procured frameworks available to the ODA



Supply chain relationships



Buying through the supply chain

A supply chain is made up of organisations that provide goods, works and services to a client company or organisation. For example a stationer's supply chain will include its product suppliers, delivery firm, printing company, IT provider and cleaning contractor.

Tier one of a supply chain is the main contractor who supplies direct to the client. An organisation that supplies to tier one is a tier two supplier and any organisation(s) that

supplies to tier two is a tier three and so on. The diagram opposite shows supply chain relationships.

Companies can view the tier one contracts the ODA intends to sign at the 'future opportunities' section of the London 2012 website, www.london2012.com/futureopportunities

Companies can also register to receive email alerts notifying them when opportunities go live.

Case study

Total CDM Solutions Limited is a six-person strong Cardigan-based health and safety consultancy, formed in 1999. The company bid for and won the contract to act as a sub-consultant to the company designing the London 2012 Aquatics Centre, Zaha Hadid Associates. The contract covers advice on health and safety, in the design of the Aquatics Centre, for use during the Games and in legacy. The company's previous experience carrying out a similar role for a 50m pool in Cardiff helped their bid tremendously. The company has already taken on extra staff since winning the contract.

ODA procurement values

The ODA is committed to delivering high quality venues, infrastructure and legacy for the London 2012 Games on time and within a given budget.

The London 2012 Games aim to deliver an economic, social, environmental and sporting legacy. This overarching commitment is supported by a number of policies, principles and explicit commitments on ODA objectives such as design and accessibility, equality and diversity, legacy, sustainability and health and safety and security.

The ODA's Procurement Policy explains that good value and high quality are paramount and that companies who want to win ODA contracts will be asked to demonstrate how they perform on these primary performance

measures. A 'balanced scorecard' will be used at each stage of procurement to evaluate how a company performs on the ODA's objectives of value and quality. The scorecard can also encompass the broader themes highlighted earlier such as safety, security, quality and functionality, sustainability, legacy and equality.

The ODA will apply its scorecard to the procurement of tier one contracts and will ask contractors to keep the ODA informed of how their suppliers and sub-contractors perform on the same objectives.



ODA policies

The balanced scorecard covers a number of policies including:

Health and safety

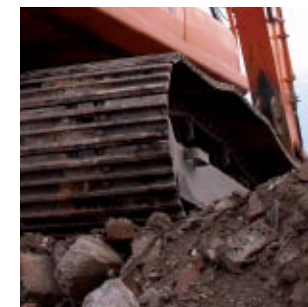
The ODA is committed to being a leader in health and safety, and will integrate good performance as a core element in every planning, design and construction operation.

The ODA is determined to work in partnership with suppliers and contractors so that everyone is enthusiastically involved in managing risk and securing success. That means the ODA will support and assist everyone working on the construction programme, in whatever capacity, to prevent illness and injury and promote the well-being of all involved in project work.

Sustainable development

The ODA's sustainable development commitments include:

- aiming to minimise the carbon emissions associated with the Olympic Park and venues through a 50 per cent reduction in carbon dioxide for the built environment by 2013;
- the reuse or recycling of 90 per cent of demolition material;
- aiming for a 40 per cent reduction in the demand for potable water in permanent venues and aspiring to transport 50 per cent of construction materials, by weight, to the Park by water and rail.



Equality and diversity

ODA is committed to leaving a lasting equality legacy including:

- permanent sports venues and an Olympic Park and Village that form a model for inclusivity and accessibility;
- a step-change in equality practice in the construction sector;
- sustainable skills and experience gained by employees from diverse groups in the London 2012 Host Boroughs
 - Hackney, Tower Hamlets, Newham and Waltham Forest, London and the UK.

Employment and skills

The ODA will contribute to a London 2012 employment and skills legacy. It will work with national and regional employment and skills bodies to achieve this.



The ODA is committed to fair employment terms and encourages its suppliers and contractors to adopt fair employment terms and conditions and practices. This includes payment of nationally agreed rates where applicable and fair and appropriate pay.

The ODA encourages suppliers and contractors to implement adequate provision for employee representation in the work place, to enable quick and smooth resolution of potential industrial conflicts.

The ODA will look to its main contractors to ensure that their personnel have the required competency and skills, through the use of schemes such as the Construction Skills Certification Scheme, the national vocational qualifications framework, apprenticeships and any equivalent arrangements.



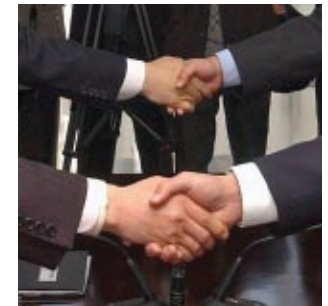
The full policies are available at www.london2012.com and hard copies are available on request.

ODA procurement

The ODA is required by law to open up most of its contracts to competition and has its own policies to ensure it does this in a fair and transparent way. For some contracts the ODA will use its own tendering processes, which differ according to the value of the opportunity. In other cases the ODA may choose to use the framework and contractual arrangements with approved suppliers and contractors that are available through the various government frameworks established by the Office of Government Commerce (OGC), English Partnerships and other Government Departments.

Contracts worth up to £25,000 will more often than not use an existing framework or will be advertised through www.london2012.com/business and selected companies will be invited to submit a traditional written quotation.

Competitions for contracts greater than £25,000 will more often than not be run through the London 2012 eTendering system at www.london2012.com/business including the pre-qualification stage and submitting a formal tender.



Online procurement

The ODA's eTendering system enables companies to register online to receive alerts as soon as a new opportunity goes live. Further information on the contract can be read and downloaded from the site. Most of the stages in the procurement process will then take place and be managed online including the submission of documents, updates on the process from the ODA and evaluation of tenders. The eTendering system is simply an online version of the traditional procurement route and will not be used to carry out electronic auctions.

opportunities

Steps to procurement

Step one

Registering

Suppliers or contractors interested in ODA opportunities should register through www.london2012.com/business to ensure they are alerted when opportunities go live. Registered companies will also be alerted of ODA procurement news and industry days. In autumn 2007 a service will be launched that will enable companies to be alerted when opportunities emerge in the supply chains of ODA tier one main contractors.

Step two

Qualifying

The ODA invites registered companies to apply for opportunities. Their applications are evaluated to ensure they meet ODA requirements on financial stability, technical competence, health and safety, equal opportunities, sustainability and customer and workforce matters. Companies that successfully meet the necessary standards will be considered 'fit to compete' for ODA procurement opportunities.

The ODA will use the selection criteria and procedures appropriate to the size of the contract and its associated risks. Details of the different approaches to selection are set out in the Procurement Policy (available on the London 2012 website) and in this guide.

For tier one contracts the ODA operates a pre-qualification process. Companies responding to an advertised opportunity complete a questionnaire that is used to assess their application on a range of fundamental criteria

including financial standing, legal and governance matters, and technical and professional ability. Compliance to relevant legislation, such as health and safety law, is also assessed.

ODA's tier one main contractors will be encouraged to adopt a similar procedure and to instil this throughout their supply chain. During autumn 2007 LOCOG and the ODA, and partner organisations (the London Development Agency and Regional Development Agencies) will launch a service to help smaller businesses and organisations qualify to compete for ODA opportunities and contracts across the supply chains of ODA contractors.

Suppliers who have already gone through a qualification and approval process for other Government frameworks, are able to be automatically selected and shortlisted for relevant procurements under specific ODA frameworks.

Step three

Submitting a tender

The ODA will invite tenders from the suppliers or contractors that have been shortlisted following the application process, or selected from frameworks. The number shortlisted will depend on the contract value and related tender requirements, as well as the number of companies that qualify to bid for the opportunity.

If you are submitting a tender you will be provided with a selection of documents according to the nature of the specific opportunity along with an explanation of how to complete the documents and a timetable of the procurement process.

The majority of the procurement process will be managed through the ODA's eTendering service. For certain contracts the ODA may require suppliers to undertake a presentation to members of an evaluation panel.

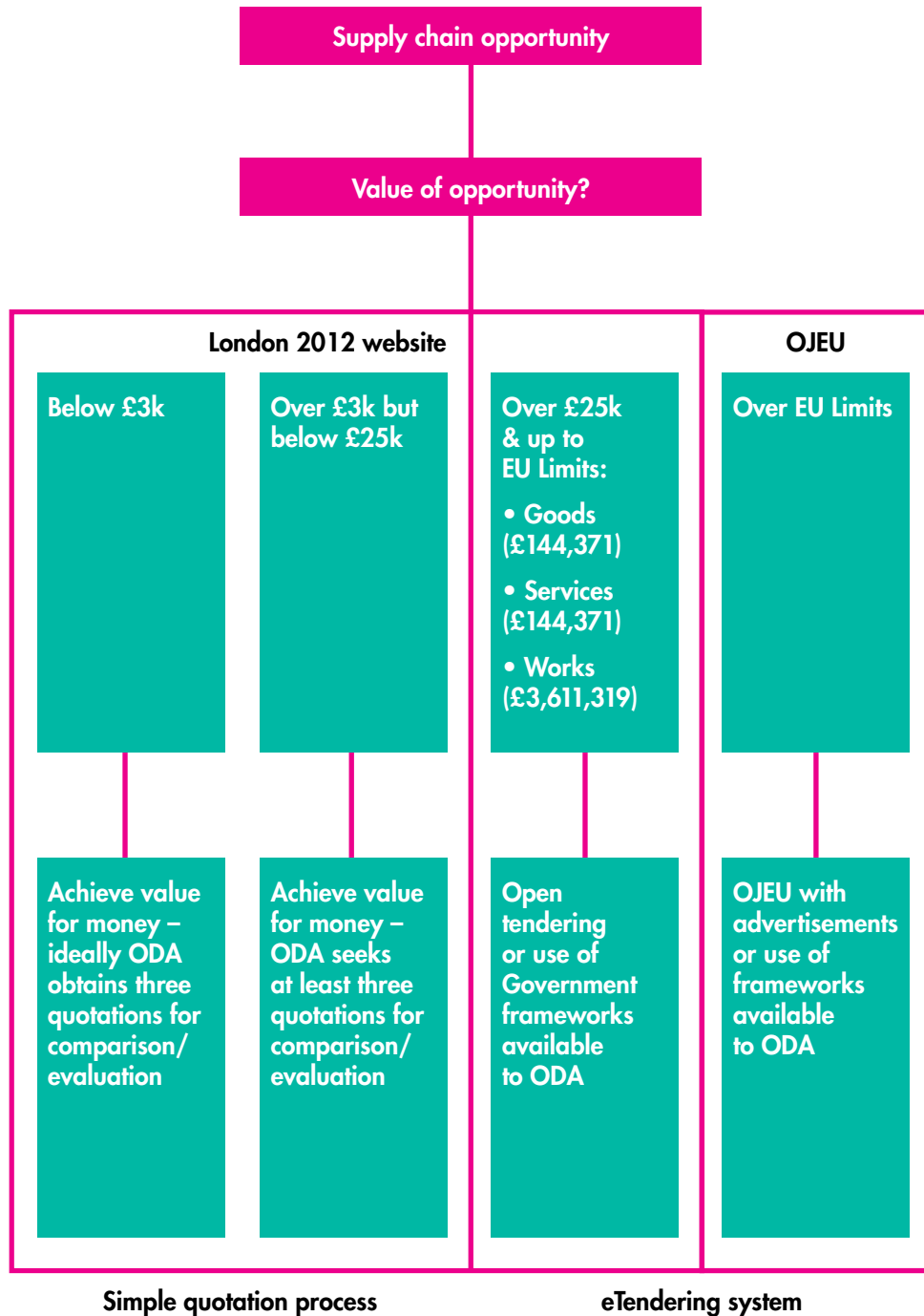
The tender itself will be evaluated according to the ODA's balanced scorecard. On top of cost, delivering on time and technical specifications, the quality element of the scorecard can incorporate the five different themes that embody the ODA's corporate objectives: safety and security, quality and functionality, sustainability, legacy, equality and diversity.

Within these broad themes the scorecard used to evaluate bids can include a number of specific ODA objectives or commitments. For example, the ODA's commitments on sustainable development and health and safety.

The evaluation will be objective, consistent and fair and unsuccessful bidders will receive constructive feedback. The tendering and evaluation process is subject to scrutiny by the ODA's Internal Audit Department.

The ODA will apply its scorecard to the procurement of direct contracts and will ask contractors to keep the ODA informed of how their suppliers and sub-contractors perform on the same objectives. The ODA's contractors will be encouraged to adopt this balanced scorecard approach throughout their supply chain.

Process of procurement



Simple quotation process

eTendering system

Identifying ODA supply chain opportunities

The ODA recognises its tier one main contractors will have existing supply chains. The ODA wants to help businesses, particularly small and medium sized companies to identify the opportunities that will emerge across the supply chains related to London 2012 contracts. This will be achieved through a mixture of contractual arrangements and incentives.

To be as open and transparent as possible and help open up supply chains the ODA has committed to publishing the details of the companies it appoints as tier one main contractors. The full list will be available in the coming months at: www.london2012.com/business

The ODA will be encouraging its tier one main contractors to advertise and process their tier two supplier opportunities through the London 2012 website.

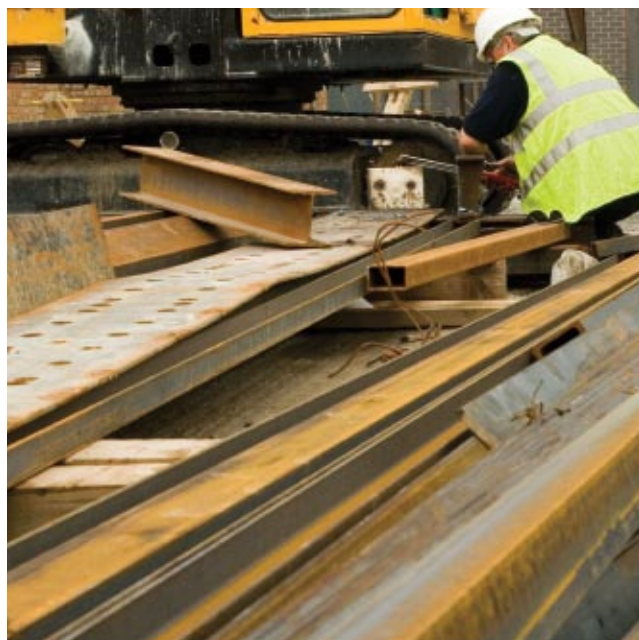
London 2012

Visit www.london2012.com/business to:

- View current and future tender opportunities
- Sign up for e-alerts of emerging opportunities, industry days and ODA procurement news
- Read about London 2012 speakers and events
- Learn about eTendering
- Read answers to frequently asked questions
- Find links to business support organisations
- Find ODA policies
- Read about the use of London 2012 branding
- Compete for contracts

Local business opportunities

The five Host Boroughs – Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest have created a joint scheme. This will help match local residents to employment possibilities and local businesses to supplier opportunities. A number of local companies have already benefited from this scheme, through the BOOST programme.



BOOST case study:

Doric Signs Limited is a Greenwich-based sign manufacturing company employing 42 people, and is celebrating its 50th anniversary. The company bid for and won the opportunity to supply and fit 21 road signs around the Olympic Park site, which will direct the construction traffic to the correct areas of the Park development. All the signage is manufactured in the company's own workshops in Greenwich using environmentally friendly materials. The company has previously supplied similar services to Greenwich and, Havering Councils, as well as many national rail companies.

Business network

To be informed when the business network is launched register for the London 2012 e-alert service on www.london2012.com/business

Most work governed by the ODA will be delivered by tier two suppliers or below. Most of the supply chain opportunities will become available in 2008 and in the coming months a business network will be launched.

It is envisaged that this service will remain post 2012 and be opened up to other significant public procurements.

The business network will include a service that enables companies to register for potential work. Every level of the supply chain will be able to advertise contract opportunities with other business network members.



glossary

Applicant

The person/organisation completing a PQQ

Balanced scorecard

The set of values against which ODA will determine which tenders offer the best value for money

Delivery partner

The organisation appointed to work alongside the ODA as the programme manager for the construction works for the London 2012 Games

Expressions of interest

Notice given by organisations which demonstrates they may be interested in submitting a tender

ITN

Invitation To Negotiate – the invitation given to an organisation to enter into formal negotiations with the buyer to provide goods, works or services

ITT

Invitation To Tender – the invitation given to an organisation to submit a formal tender

Fit to compete

The level of operation at which an organisation must be to submit a tender, this will include items such as relevant insurances, policies etc

NDPB

Non Departmental Government Body – a body which performs governmental functions, often with government funding or other support

OGC

Office of Government Commerce – this is an office of HM Treasury, responsible for improving value for money by driving up standards and capability in procurement

PQQ

Pre-Qualification Questionnaire – the first formal stage for applying to tender to supply goods, works or services

Tender

The formal offer made to supply goods, works or services

Please note that this document has been prepared as informal guidance to assist suppliers in understanding how to apply for work with the ODA. It is not a statement of the law.

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Other languages This publication is available on request in other languages.

Telephone: 0203 2012 749

Reference LOSG/07/23

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