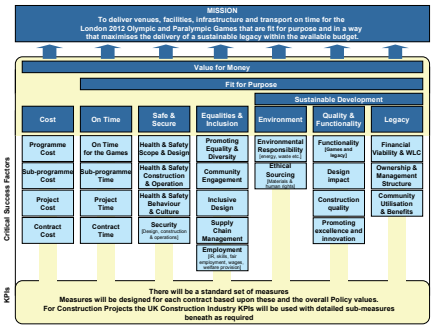
Learning legacy

Lessons learned from the London 2012 Games construction project

Balanced Scorecard

Champion Products are examples of tools and formats used by the Olympic Delivery Authority (ODA) in executing its programme. The ODA is publishing these as part of its Learning Legacy in the anticipation that they may be of use to future projects seeking best practice examples of tools and templates that have been used successfully on a large, complex programme.



Purpose of the document, description and how it was used

The ODA Balanced Scorecard was one of the key outputs of the ODA's Procurement Policy, published in 2007, prior to the start of the ODA's procurement programme. The Balanced Scorecard summarised the ODA's Procurement Policy into a single diagram which shows how the ODA's evaluation weightings are built of priority themes together with the traditional evaluation criteria of cost, time and quality.

The Balanced Scorecard underpinned all of the ODA's procurement, building the ODA's policy objectives into the tender process and subsequent contracts, which then enabled delivery in these policy areas.

The Balanced Scorecard was also applied to the ODA's supply chain. The ODA's Tier One contracts, for example with the main contractors, included the requirement to apply the Balanced Scorecard to all Tier Two procurements, driving the ODA's policy objectives down the supply chain and to smaller firms who had not been directly exposed to client-led initiatives.

Benefit to future projects

The Balanced Scorecard has developed evaluation (particularly within construction) from the traditional evaluation criteria of cost, time and quality to include the progressive themes of Safe and Secure, Equality and Inclusion, and Environment and Legacy identified in the Balanced Scorecard, which support the ODA's priority themes.

It is presented as a best practice example of how an organisations aims and objectives can be simply presented for application to enable the delivery of policy objectives.

LOTTERY FUNDED

department for culture, media and sport

LONDON DEVELOPMENT AGENCY

MAYOR OF LONDON

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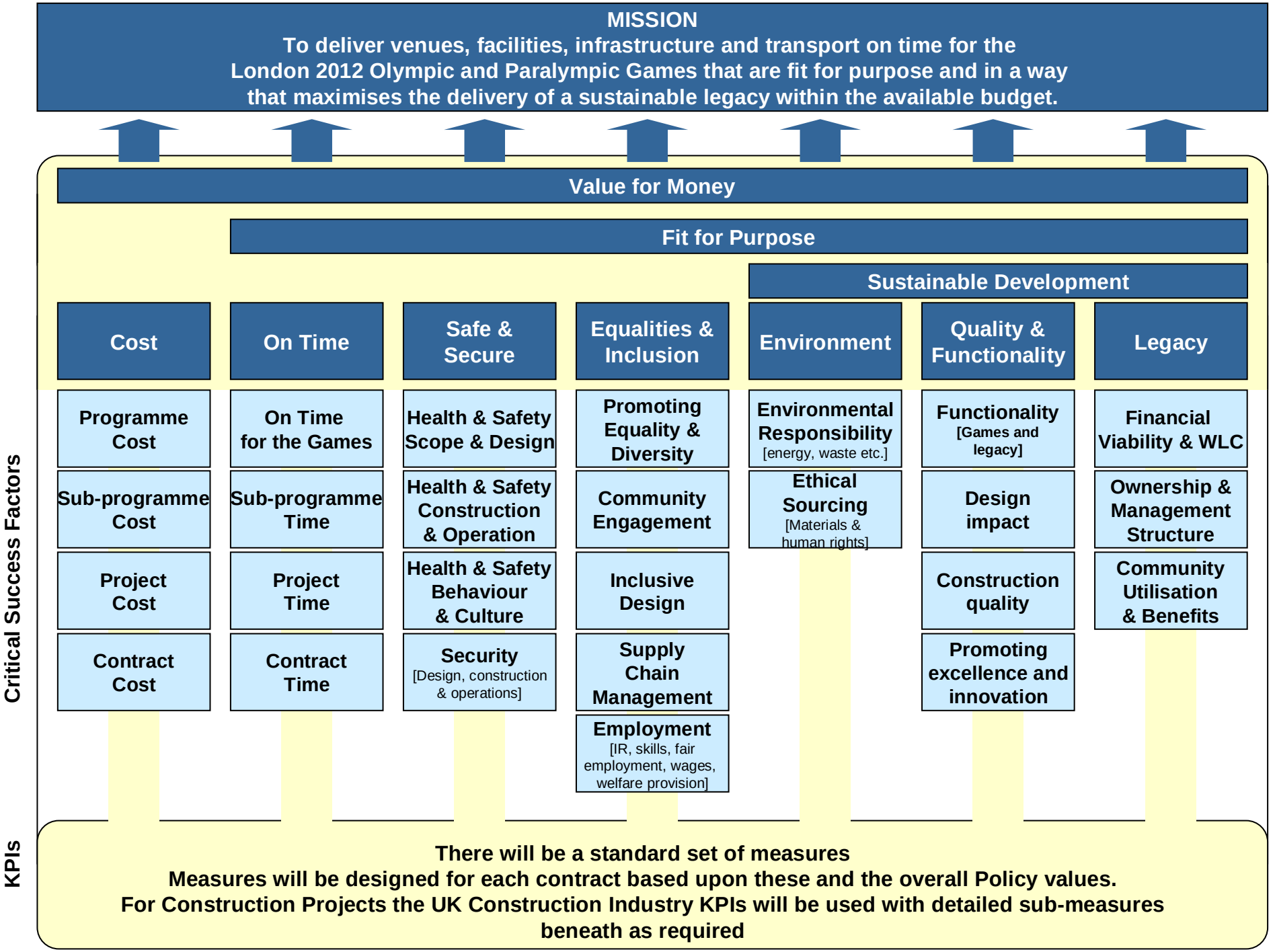
MISSION
To deliver venues, facilities, infrastructure and transport on time for the London 2012 Olympic and Paralympic Games that are fit for purpose and in a way that maximises the delivery of a sustainable legacy within the available budget.
Value for Money
Fit for Purpose
Sustainable Development
Cost
On Time
Safe & Secure
Equalities & Inclusion
Environment
Quality & Functionality
Legacy
Programme Cost
Sub-programme Cost
Project Cost
Contract Cost
On Time for the Games
Sub-programme Time
Project Time
Contract Time
Health & Safety Scope & Design
Health & Safety Construction & Operation
Health & Safety Behaviour & Culture
Security [Design, construction & operations]
Promoting Equality & Diversity
Community Engagement
Inclusive Design
Supply Chain Management
Employment [IR, skills, fair employment, wages, welfare provision]
Environmental Responsibility [energy, waste etc.]
Ethical Sourcing [Materials & human rights]
Functionality [Games and legacy]
Design impact
Construction quality
Promoting excellence and innovation
Financial Viability & WLC
Ownership & Management Structure
Community Utilisation & Benefits
Critical Success Factors
KPIs
There will be a standard set of measures
Measures will be designed for each contract based upon these and the overall Policy values.
For Construction Projects the UK Construction Industry KPIs will be used with detailed sub-measures beneath as required