

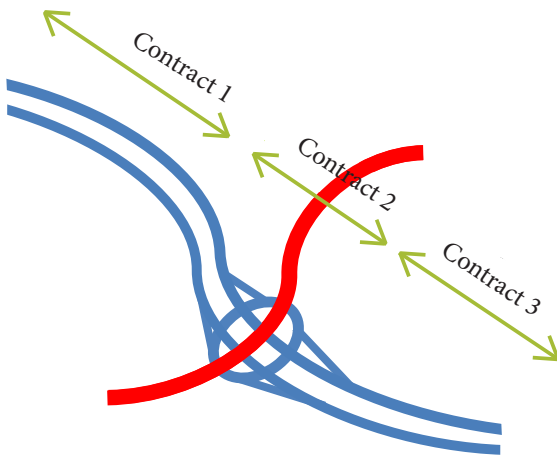


Using CEEQUAL for large, complicated and long duration projects or programmes

This leaflet supplements our introductory brochure to explain how CEEQUAL can be applied to larger scale projects where, due to their complexity, the use of multi-package assessments is most appropriate.

Multi-package assessments for large and complicated projects

For most projects that apply for a CEEQUAL Award, the usual Whole Team Award that assesses the role of the client, designer and principal contractor is sufficient to give an overall score. Multi-package assessments with separate scores and Awards for each package are used when it would, for a range of reasons, be impractical to assess a large and complicated project with one assessment. The multi-package assessment process enables separate CEEQUAL assessments of individual packages of works to be completed. The individual package scores are then aggregated on the basis of the individual package contract values to give an overall Whole Team Award for the project.



The above diagram illustrates a project split into three separate phases or contracts. Each phase or contract can be treated as a separate package and has its own CEEQUAL Whole Team Award. The Package scores are then aggregated to give an overall Whole Team Award.

There are five main reasons why the use of multi-package assessments is most beneficial.

- In a long duration project where the project is undertaken in phases, some stages are completed even before others are started. A multi-package approach separates these phases making the assessment process far easier. For example, there is no need to try to retain until late in the project sufficient detail from the early phases to enable some overall assessment to be made of the appropriate score for the whole project.

- The overall project may involve different teams of designers and contractors, working on different areas of works or phases. A multi-package approach makes evidence collection from these different supply chains much more straightforward as each package team provides evidence that is appropriate to its own contract or phase of work. As each designer and/or contractor is responsible for their own evidence, the process is much easier in relation to contractual responsibilities and confidentiality.

- Multi-package assessments help where the scope of the works, and therefore the scoping-out in the CEEQUAL assessment are significantly different for the different packages.

- Multi-package assessments help where, even if an overall assessment could be undertaken despite there being different designers and/or contractors involved, there is concern that one or more members of the overall supply chain may not 'pull their weight' on the issues in the CEEQUAL assessment. This could lower the score achieved in a single project assessment because when scoring the questions the Assessor has to take a "lowest common denominator" approach to the scoring.

- If using a multi-package approach and there is an issue around a legal non-compliance, then the score would only be reduced on the one package where it occurred.



CEEQUAL is applicable to **all** sizes and types of civil engineering works. From the entire infrastructure at the Olympic Park, or all of Crossrail, all the way down to a single bridge or quayside works on a canal with a total project value less than £100,000. Picture above: The Spårväg City Line 7 (Sweden) accessibility upgrade - achieved an 'Excellent' (86.4%) Construction Only Award.

Use of Interim Client & Design Awards on each assessment

As with any Whole Team Award assessment, the multi-package approach still allows for the use of an Interim Client & Design Award, enabling project teams to add a verified Assessment during the Design stage of a Whole Team Award. It is possible to combine the Interim Client & Design Award assessment and multi-package assessments in any combination that suits the manner in which the project is designed and constructed.



The Borders Railway Project achieved an 'Excellent' (87.1%) Interim Client & Design Award.

The stage in the design process at which the Interim assessment is undertaken can be chosen by the applicant to best suit their needs and procurement process. Every package could have its own Interim assessment or there could just be one for the overall project, or a specified number for key different types of work within the overall project. The client and designer can then secure recognition for their contribution to the project at the chosen stage.

Calculating the overall project score

Once the CEEQUAL assessments of all packages are complete, the score and grade for the overall project is arrived at by aggregating the multi-package scores on a construction-value-based averaging process.

This process uses construction value as a proxy for the amount of environmental and social harm one can avoid or benefit one can generate. It also means that, for example, a three-package project where one package is many times larger than the other two does not get a skewed overall result if the two small packages score dramatically better or worse than the largest package.

Fees

CEEQUAL fees for multi-package assessments are set on the basis of a headline fee being drawn from our Feescale based on the total construction value of the overall project. Headline fees for projects up to a construction value of £1 billion are given in our standard Feescale, available to view at www.ceequal.com/feescales.html. The headline fee includes

the cost of one or two verifications depending on whether an Interim verification is required. Additionally, there is a flat fee (currently £3,950 + VAT) for each additional verification. For example if there are 10 packages with no interims, there would be an additional 9 flat fees for the verifications to cover all packages. For projects taking a very long duration to design and construct, a mechanism is applied to cover inflation in cost base from application through to project completion.

Case study: The Olympic Park, London

Under a contract from the Olympic Delivery Authority, all of the civil engineering, landscaping and public realm works at the Olympic Park were assessed and verified using CEEQUAL. In total 17 separate package assessments were used, all achieving 'Excellent' Awards. These individual assessments included the enabling works (north and south areas), the landscaping and public realm in the south and north parks, the district heating and cooling network, overbridges and stadium bridges, and the primary foul sewer and pumping station.

Given the complexity and scale of the overall project, the multi-package assessment approach proved to be essential and still provided an overall project score for all assessments combined. The assessments were aggregated on a construction-value weighted basis, giving an overall weighted 'Excellent' CEEQUAL score of 93.8%.



The multi-package assessments at the Olympic Park scored between 75.2% and 94.7%. The overall weighted score was 93.8% ('Excellent').

For all large scale projects, CEEQUAL offers flexibility in the number of multi-packages, in how many Interim Awards best suit the project, and in the separate scoping of each package. For example, CEEQUAL Assessments at the Olympic Park were initially set at 23, rose to 26 at one point but, because of consolidation of a significant number into one assessment (the supply chain selected for them all was the same), the end result was 17 packages. This flexibility is then followed by the same evidence-based rigour of any CEEQUAL assessment, providing a score justified by appropriate evidence.

If you would like to discuss how a multi-package assessment could work on a project then please call the Scheme Management Team on + 44 (0) 20 3137 2379 for an initial discussion.

For more information about CEEQUAL, visit www.ceequal.com