

Company Response: Kier Facilities Services

Response Section: Question 1.1





Ref: SJ/NP/10-212

6th January 2011

Amgueddfa Cymru

Parc Cathays,
Caerdydd
CF10 3NP

**Amgueddfa Cymru
National Museum Wales**

Cathays Park
Cardiff
CF10 3NP

Dear Sirs

**Re: National Museum Wales, National Waterfront Museum Swansea:
Tender for Planned Preventative Maintenance**

In line with your recent request for costs, we now have pleasure in submitting our proposal for your consideration.

We have now had the opportunity to evaluate the information provided and have based our submission on the following key elements:

- Experience
- Quality of service
- Measurable performance levels
- Integrity
- Accountability
- Joint setting of objectives
- Financial cost control
- Individualised assets

We have attached our duly completed tender return for your consideration which we hope is fully in line with your tender requirements.

Please note the following:

- We believe the financial calculations are not calculating correctly to provide an accurate annual, fixed cost maintenance value. Please note our fixed three year price is the price of £768,102.86 indicated in section 3.1 which equates to a fixed annual value of £256,034.29.
- Clause 1.25.1 states 'It shall be the Contractor's responsibility to ensure that all necessary precautions / protections are taken to prevent damage to exhibits, artefacts etc whether on display or in storage. Where the works present a risk of damage to the collection or artefacts whether directly or indirectly the contractor shall notify the PM of the risk prior to any works being carried out. In all circumstances a full risk assessment shall be prepared and no works shall be carried out without the client approval.' Our understanding of this clause is that we will be required to carry out the above activities and that the Museums Insurance will cover site artefacts.

I look forward to explaining our operational capabilities regarding your requirements in the very near future.

Yours sincerely,

Account Manager



Invitation to Tender
For the Provision of
Planned Preventative Maintenance for the
Mechanical and Electrical Elements
To
Amgueddfa Cymru
National Museum Wales Cardiff
Amgueddfa Genedlaethol y Glannau
National Waterfront Museum Swansea



Introduction.

The National Museums Wales currently operates on 7 sites across Wales. These are the National Museum Cardiff, St Fagans National History Museum, National Slate Museum Llanberis, National Wool Museum Dre-Fach Velindre, National Roman Legion Museum Caerleon, Big Pit National Coal Museum Bleanarfonand. National Waterfront Museum in Swansea.

In addition, National Museum Wales has off site storage facilities and offices in Cardiff and the Vale, as well as the Collection Centre at Nantgarw.

Invitation to Tender

Re: Planned Preventative Maintenance.

You are invited to tender in competition with others to submit a fixed price tender for the works as outlined in the General Conditions / Specification document

Your tender return should include all elements required as contained within the General Condition Document.

Incomplete returns shall be discounted from the tender.

Where thresholds and or Inclusive elements are required within the form of tender acceptance will be subject to a full dilapidation survey carried out within 30 days of being accepted.

All tenderers must visit site and satisfy themselves as to the accuracy of the tender information scheduled in the scope of works provided against the existing installation, O&M manuals and the Health and Safety file. The NMW will not be held responsible for any subsequent discrepancy found once the contract / order has been let.

The Museum reserves the right to accept all or part of the submitted tender.

It is essential that you inspect the site to fully assess all works required. Arrangements may be made by contacting the Buildings & Estates Office via the message feature within the etenderwales portal.



Planned Preventative Maintenance
Form of Tender

Abstract of Particulars

Tender for: - Planned Preventative Maintenance

at:- **National Museum Wales**

1. The Authority shall be: National Museum Wales
2. The Client shall be the Buildings & Estates Department National Museum Wales
3. The Project Manager shall be: Mr Elfyn Hughes Head of Buildings & Estates National Museum Wales
4. The Contract Period shall be: 3 Years 1st April 2011 to 31st March 2014
5. Renewed annually subject to satisfactory performance and delivery of the contract, and the satisfactory execution of the Contractors obligations and performance.
6. All prices are fixed for the duration of the contract
7. The defects liability shall be: 12 months on all new & reactive equipment replacements
8. Retention's equal to 5% of the annual contract sum may be held for a period of up to 6 months following completion or termination of the contract
9. Security clearance is required to work in all premises for Principal Contractor and Sub-contractor. Means of identity must worn at all times
10. Period within which notice of possession is to be given in accordance with a mutually agreed programme 30 days
11. Supplementary Conditions are as the National Museum Building and Estates Office 'STANDARD GENERAL CONDITIONS OF CONTRACT FOR SERVICES'

Contractor: Kier Facilities Services

Signed: 

Date: 6th January 2011



Introduction

Management and Contract Administration

As part of our commitment to the contract we will ensure that senior management fully support and play an active part in the progression of the contract and implement the cultural change required. The Director responsible for the contract will be our Operations Director, XXX, for which we have provided full details below.

In addition to senior management support we will also ensure contract management support is available both on site and off site to support the contract. In section 4 we have provided full details of the staff involved in directly delivering the contract.

Central Management Support

Supporting and endorsing the contract service delivery will be our central management team. Set out below are a number of the key roles that the central management team will fulfil in order to ensure leadership and direction is provided to the contract management team.

Senior Management Stability

We believe that a key part of our service delivery can be attributed to the stability and continuity levels within the company. We believe this allows us to develop a long term approach, ensuring that commitments made at tender stage are delivered throughout the term of the contract. With our Regional Manager, our Operations Director and our Finance Director all able to offer at least ten years of continuous service we believe we are excellently placed to deliver a high quality service based on continuity and stability.

Senior Management Locations

	Operations Director	Cardiff / Basingstoke
	Regional Manager	Cardiff
	Finance Director	Basingstoke
	Managing Director	Cardiff / Basingstoke

Managing Director

Our Managing Director will be responsible overall for the facilitation, and implementation of change programmes which will include organisational strategy and structures and culture change.

In particular:

- Developing and implementing best practice, 'Business excellence' models to be utilised in the change process
- Performance management and competency framework which involve the design of both qualitative and quantitative measures of performance
- Developing and implementing 'across business' partnerships
- Steering management development and in particular:
 - Developing leadership qualities
 - Developing Team Building, improving management synergy and overall management performance
- Building 'across business' communications at all levels

The role of the board will be to set the strategic direction for the organisation and to ensure the agreed changes are implemented. Below the level will be a series of Service Delivery and Service Improvement managers who will have responsibility for ensuring the strategy is delivered.



Operations Director

The Operations Director will be responsible for day-to-day operations and overall management of the service and will be accountable for delivering a wide range of measurable short, medium, and long-term service improvements.

The Operations Director will have the delegated authority to 'get things done' and will manage the service through three senior service managers and a team of dedicated area managers.

Internal

The Operations Director will have the authority to take any necessary action to bring about the service improvements agreed with The National Museums and Galleries of Wales or required to meet the overall objectives of the business, including the following:

- Delivering consistent customer focused incentive scheme and address unsatisfactory performance
- The cultural and organisational change programme with a 'customer first' approach as a key component
- Profit and loss responsibilities
- Disciplinary and Grievance processes
- Empowering front-line staff to deliver
- Producing relevant KPI data
- Taking the lead as required in industrial relations, negotiations, and consultations
- Improved productivity levels

External

The external role of the Operations Director can be summarised in a one-line job description of "keep the customer happy". In particular, they will identify client representatives, stakeholders and public building users as their customers.

The Operations Director will:

- Ensure a responsible single point of contact is provided for specialist clients
- Work co-operatively with these Clients to ensure the delivery of agreed objectives
- Put in place a process for regular face-to-face contact between themselves, their managers and their key Client officers
- Ensure that Clients receive the requested KPI date in a timely, precise and accurate format
- All complaints are addressed and resolved within the agreed timescale and there is no "blaming" of others
- Attend programmed contract review meetings with The National Museums and Galleries of Wales, prepared with the relevant information and ready to contribute innovatively on service delivery issues
- Work with customer representatives, maintaining regular contact with all Representatives, in a practical and positive manner
- Work towards achieving exceptional customer satisfaction through leading by example, identifying staff for 'customer care' training and acknowledging excellence
- Contribute towards regular and meaningful user consultation and feedback mechanisms
- Develop mechanisms with The National Museums and Galleries of Wales for notifying customers of service standards and performance levels
- Identify duplication of effort and bureaucracy and eliminate it
- Ensure an integrated repairs ordering and delivery service.

Finance Director

The Finance Director is an important element of the team, ensuring that financial information is available in a concise and timely manner. The Finance Director will be



responsible for a number of key areas that will affect the delivery to The National Museums and Galleries of Wales, including:

- ICT systems
- Payroll and purchasing services
- The Company's systems for internal controls
- Forecasts, budgets, and longer term business plans with the Board
- Working with the management team to develop and implement strategy
- Advice and reports to managers on all financial aspects of the business
- Management of cash and working capital
- Monitoring and managing the Company's exposure to financial risk
- Compliance with all tax legislation
- Liaising with the Company's auditors
- Responsibility for the annual financial statement of the Company
- Responsibility for maintaining adequate insurance in accordance with Group Policy.

Regional Operations Manager

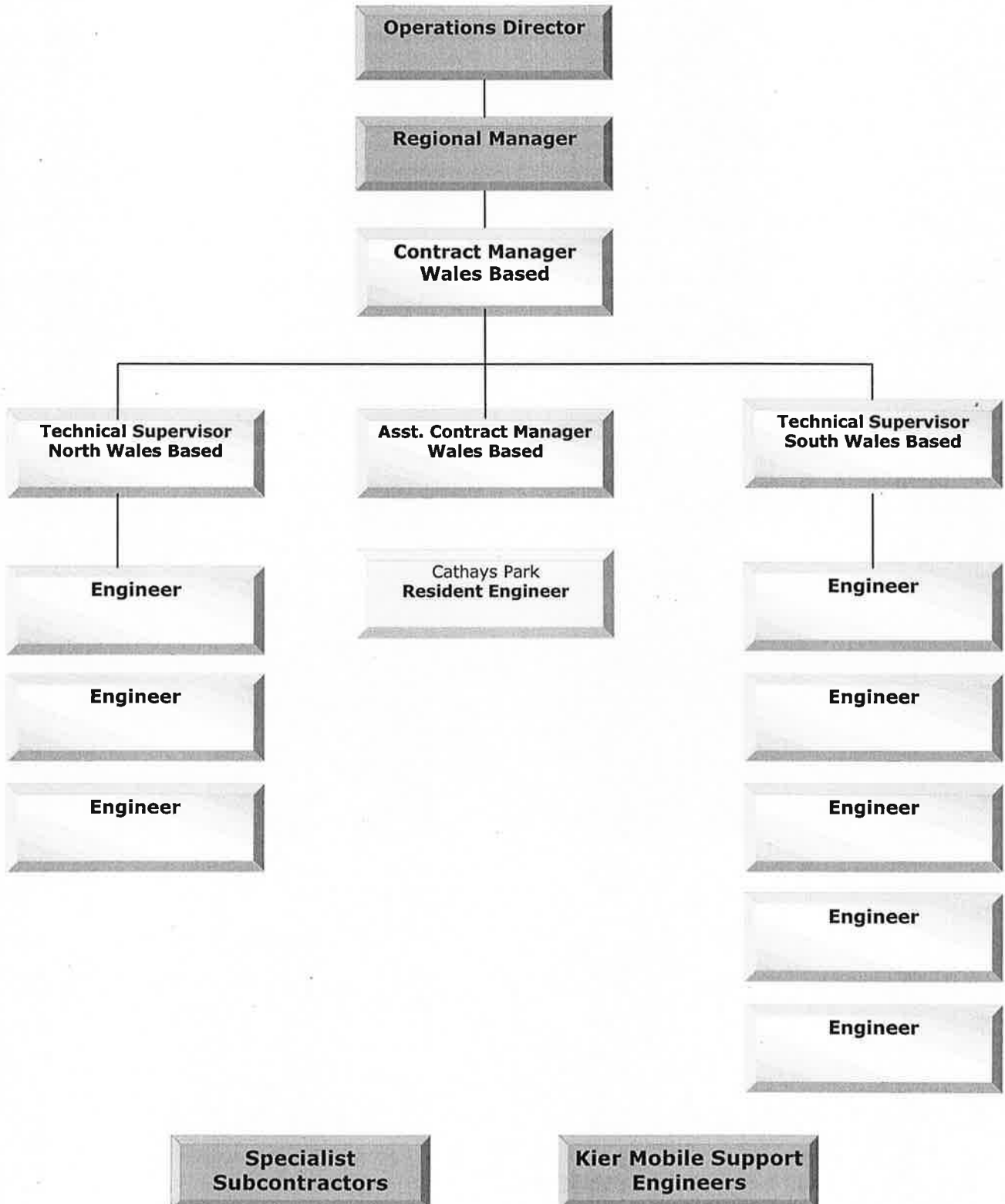
XXX is Regional Manager for the Cardiff Branch of Kier Facilities Services reporting to the Divisional Operations Director.

As the Regional Manager, Steve's responsibilities are to guarantee that the deliverance of the requirements of the client across all sites included within the portfolio are carried out in accordance with the contract. In addition he is responsible for ensuring we communicate at all levels of management and deal with all aspects of the service in a sensitive and positive way. He is Responsible for the supervision of associated staff and contractors.

His duties include Management of the contract manager's and their teams on the sites to ensure channels of communication remain open between Kier and the client, provide support to the FM's on specific service problems and is responsible for the Health & Safety performance of FM Staff and contractors working on the contract

Contract Management Structure

The management structure below sets out details of the managerial, technical and engineering resource that will be directly available to support the contract. In addition to this information we have also provided details of the respective roles and responsibilities of the key staff involved in delivering the service. In addition to the engineering staff below we have also provided details (in 2.2.2) of all the engineers available to support the contract.



Key



Allocated Resource



Indirect Contract Support



Dedicated Contract Resource

Roles and Responsibilities

Provided below are full details of the skills and roles expected for the key site staff. The descriptions and requirements cover both managerial and technical positions.

XXX - Contract Manager (Resides Merthyr / Works Cardiff)

The Contract Manager will hold overall responsibility for the day to day management of the contract.

The Contract Manager will liaise directly with The National Museums and Galleries of Wales and ensure that all contractual obligations are met on a continuous basis, particularly the co-ordination of the specialist sub-contractors and the delivery of each package of works.

Reporting to the regional manager and operations director, XXX will hold day-to-day responsibility for the management of the contract, in terms of operations, quality and personnel.

Working as a management team, XXX will have the following qualifications, experience and qualities as shown below.

Qualifications.	Experience.	Qualities.
Experienced with recognised industry qualifications in either buildings services, electrical, mechanical or building fabric disciplines.	At least five years experience of contract management including budgetary control, planning and scheduling of works.	Good communication skills. Leadership and motivation skills. Ability to use own initiative as required. Experienced of working for both local authorities and police services
Recognised management training or in house training program.	Experienced in delivering Service and Maintenance Contracts and the use of electronic maintenance management systems	Ability to work under pressure when required to produce desired results.
Recognised Training in Health and Safety	Project management of works up-to £1m Experience of both providing and reviewing method statements and risk assessments. Developing work based processes and applying CDM procedures Previous experience of working as an engineer and senior engineer in the field.	Proactive in following continuous program of improvement. Undertaken health and safety management training, be capable of delivering on-going staff training, tool box talks, refresher modules and communicating safety plans to all staff

Duties:

- Day-to-day management contact for the client.
- Overall management for all staff employed on the contract.
- To provide technical support to the engineering staff.
- Organisation of site staff and prioritisation of work.
- Maintaining sufficient manning at all times.
- Ensuring that all contract terms, rules and requirements are followed and Health & Safety regulations and procedures adhered to.
- Implementation of continuous audit of all works completed to monitor performance.
- Attending monthly meetings with the client.
- Monitoring the quality of the engineers employed on the contract.
- Preparation and implementation of permit to work systems.
- Preparing monthly reports.
- Procurement of materials.
- Ensuring that all Engineers work sheets and reports are completed and logged.
- Ensuring that Site PPM systems and records are kept up to date and maintained efficiently.
- To ensure the clients complete satisfaction in all areas of the contract.
- To carry out annual staff appraisals.
- To promote our organisation to the client and all other parties, to encourage the development of a lasting relationship

**XXX, Assistant Contract Manager
(Resides Llantrisant / Works Cardiff)**

XXX will support XXX in the management of the contract. XXX will attend monthly meetings and provide holiday and sickness cover. XXX is part of our succession planning programme locally and will ensure there are adequate resources to support the contract.

A key role for XXX will be to carry out regular audits of all log books at all sites to ensure all job sheet information and statutory servicing records are in place and up to date. This approach has worked particularly well with the XXX and XXX and we will replicate this approach on this contract in order to provide total assurance with regard to statutory elements of the contract.

Contracts Supervisors – XXX and XXX (maintenance and reactive works)

In order to ensure adequate management and technical support we will allocate regional supervisors reporting to the Contract Manager. The contract supervisors will play a key part in delivering the key day to day elements on the contract.

Their main responsibilities will predominantly be the effective management and completion of the mechanical and electrical elements, both cyclical servicing and reactive responses.

They will also be able to assist with managerial tasks, including planning and the overseeing of all tasks involving sub contractors or specialist support engineers.

Duties:

- Planning, control and execution of all planned and reactive maintenance.
- Responding to reactive work requests via the clients help desk.
- To be flexible, pro-active and self motivated in completing a variety of maintenance and reactive tasks.
- Updating records and ensuring their accuracy.
- Labour management and delegation of tasks.
- Procurement of materials.
- Identification of necessary stock items.
- Management of materials and stock control.
- Quality Insurance inspections.
- Performance monitoring and preparation of key performance indicators.
- Health and Safety Management.
- Permit to work systems.
- To carry out condition surveys and prepare dilapidation reports.
- Compliance with Statutory and Legislative regulations.
- To attend meetings with Contract Manager and client's representatives.
- Preparation of reports and quotations for additional works.
- Support for any Building management systems across the portfolio.
- Preparation of reports and quotations for additional works.
- Management of the site records system.
- Principal point of contact for out of hours emergencies.
- To communicate with all levels of the clients staff and to provide details of required works as necessary.
- Support the contract manager in the operation of all site systems.
- Writing up work sheets and service reports.
- Providing reports on works in progress and maintenance issues to the Contracts Manager and client's representatives.
- Ensuring that the Contracts Manager and administration department have all the necessary information required to keep records up to date and the Client informed of activities.



Resident Engineer – XXX

In the event that the current resident engineer fails to transfer to Kier we will provide an alternative experienced engineer to 'shadow' the incumbent during the mobilisation phase and be available on site on March 1st.

Reporting to the regional supervisor the multi-skilled technicians will carry out the majority of the mechanical and electrical maintenance on site.

Their main responsibilities will predominantly be the completion of PPM and reactive calls across the site.

Duties:

- Labour management and delegation of tasks.
- Procurement of materials.
- Management of materials and stock control.
- Quality Insurance inspections.
- Performance monitoring and preparation of key performance indicators.
- Health and Safety Management.
- Permit to work systems.
- Compliance with Statutory and Legislative regulations.
- To communicate with all levels of the clients staff and to provide details of required works as necessary.
- Support the Contracts manager in the operation of all site systems.
- Providing reports on works in progress and maintenance issues to the Contracts Manager and client's representatives.
- Ensuring that the Contracts Manager and administration department have all the necessary information required to keep records up to date and the Client informed of activities.



In addition to the detailed information on contractual roles and responsibilities for key staff working on the contract listed below are details of the CV's of the supervisors and engineers that will provide direct support on the contract.

Name: XXX - Supervisor - South Wales

Telephone:

Mobility: full driving licence company van

Profile:

Experience contract supervisor who has worked for Kier Group for the last four years on minor works and planned maintenance contracts, NICEIC supervisor for Kier XXX team

Key Skills:

Computer for lighting controls and reports
Disciplined approach to overview team for planned and reactive works for electrical element.
Fire alarms
Good communication with client
Tool box talk representative for SE Wales.
Fault finding skill on all electrical

CRB: Yes

Name: XXX – Supervisor - N Wales

Telephone:

Mobility: full driving licence company car

Profile:

Experience contract supervisor who has worked on this contract for a number of years for minor works and planned maintenance works

Key Skills:

Computer for lighting controls and reports
Disciplined approach to overview team for planned and reactive works for electrical element.
Fire alarms
Good communication with client
Tool box talk representative for North Wales.
Fault finding skill on all electrical services.

CRB: Yes



Name: XXX - Cardiff

Telephone:

Mobility: full driving licence company van

Profile:

Experience electrical service engineer who has worked on this contract for a number of years

Key Skills:

Computer for lighting controls and reports
Disciplined approach to planned and reactive works for electrical element.
Fire alarms
Good communication with client
Fault finding skill on all electrical
Member of minor works team.

CRB: Yes

Name: XXX - SE Wales

Telephone:

Mobility: full driving licence company car

Profile:

Experience contract supervisor who has worked on this contract for a number of years for minor works and planned maintenance works

Key Skills:

Computer for lighting controls and reports
Disciplined approach to overview team for planned and reactive works for electrical element.
Fire alarms
Good communication with client
Tool box talk representative for SE Wales.
Fault finding skill on all electrical services.

CRB: Yes

Name: XXX - SE Wales

Telephone:

Mobility: full driving licence company van.

Profile: trainee electrical service engineer in final year due to take NVQ level 3 May 2009. Supervised by Bob Cox SE Wales and has proved to be a good addition to our SE team.

Key Skills:

Computer lighting controls
Fire alarms
Emergency lighting
Good fault finding under supervision
Disciplined approach to planned maintenance works.
Good communication skills.
Minor works team member for small works.

CRB: Yes



Name: XXX - N Wales.

Telephone:

Mobility: full driving licence company van

Profile: qualified mechanical service engineer for commercial gas and air conditioning

Key Skills:

Computer skills
Controls
Good reactive/ fault finding
Disciplined approach to planned maintenance work
Pipe fitting
Experience on commercial gas and ac plant
Minor works additions
Good communication with client

CRB: Yes

Name: XXX - North Wales

Telephone:

Mobility: full driving licence company van

Profile:

Experience electrical service engineer who has worked on this contract for a number of years

Key Skills:

Computer for lighting controls and reports
Disciplined approach to planned and reactive works for electrical element.
Fire alarms
Good communication with client
Fault finding skill on all electrical
Member of minor works team.

CRB: Yes

Name: XXX - West Wales

Telephone:

Mobility: Full driving licence company van

Profile: qualified commercial gas engineer and experienced mechanical fitter

Key Skills:

Computer based control systems
Installation and service to commercial gas equipment
Service/ reactive support for mechanical plant
Disciplined approach to planned maintenance
Good communication skills
Pipe fitting experience for minor works

CRB: Yes

Management Charts



Management charts and the skills assigned to the contract reflect our analysis of call information and our 'costing' of all the assets provided to ensure we implement a delivery model with a heavy emphasis on preventative planned maintenance.

Throughout the contract term we will make a clear commitment to introduce and measure innovation and Best Practice wherever possible. In this section we have set out our proposals for ensuring we clearly measure innovation, as part of the formal reporting and KPI mechanism.

In order to ensure this we propose concentration on a number of key areas. This will ensure focus will be provided and resources will prioritise and target these areas. To demonstrate our success in the wider market place we have provided case studies of where our innovative approach has delivered clear costs savings without impacting on the standard of service provided.

In addition to our concentration on innovation in reducing costs we will also introduce Best Practice and Innovation in our services, using technology to improve the flow of information, allowing decisions on expenditure to be made quickly, ensuring that potential expenditure could be limited as minor issues are addressed before becoming events which require major expenditure.

Details of all supporting staff, Engineering team stating their roles and responsibilities, capabilities and place of work. Administration team stating their roles and responsibilities, capabilities and place of work

Introduction

In this section we have provided extensive details of the key support services we will utilise on the contract. In particular we have provided details of our helpdesk structure, our administrative support, our health, safety and quality support and also details of the financial accounting support we can provide. Please note all individuals listed in this section are based in our Cardiff office.

Helpdesk Support

Supporting the technical and management team on the contract will be our helpdesk and administration team. Based in Cardiff they will provide helpdesk management, KPI reports and general management support.

Provided below are full details of how helpdesk structure which includes details of the staff that record and distribute calls and also details of the second stage of the helpdesk process – managing the call. The strong emphasis on our helpdesk support in Cardiff has played a key part in the expansion of the business in Wales.

All employees working out of the Cardiff office are focussed on ensuring all contractual KPI's are met. In order to ensure the KPI's are met for this contract we will allocate a KPI administrator to monitor callouts, PPM's and other agreed indicators. The KPI administrator will then collate figures and include the results in the monthly management report.

As further assurance of our quality approach to the delivery of the service we will also implement a compliment and complaint procedure. Details of this process are included in this section.

* Cardiff Helpdesk Operation

Call Recording and Distributing

Detailed below is the frontline team responsible for logging all helpdesk calls at Cardiff and allocating to the correct person trained and skilled to deal with the call.

Office Manager

Helpdesk Supervisor

Helpdesk

Helpdesk

Helpdesk

Helpdesk

Key



Allocated Contract Support



General Support

Call Management - Administration and Helpdesk Management Structure

Detailed below is the regional administration team that will provide frontline support to the contract. We recognise the importance of efficient and effective administration to the contract and strongly believe that our investment and commitment in invoicing, helpdesk, subcontractor management and general administrative support is the cornerstone of our success.



Key



Allocated Contract Support



General Support

Roles and Responsibilities

XXX - Helpdesk Manager

XXX is the Help Desk Team Manager. XXX's responsibilities include many different tasks including running a RTR (real time reporting) and data inputting system with our operatives and clients to ensure that the information and status of a job is updated as and when it occurs and the data inputted is accurate information, which can then be relayed to our clients.

All associated paperwork to do with any given job is copied by our associates and incorporated into our job packs so that when the jobs are passed to our billing team, they have all the information they need to bill the jobs efficiently and correctly.

XXX also liaises between our supervisors and surveyors to ensure up to date contractual information is gathered and filtered down where necessary.

XXX's experience includes;

- Client Liaison
- Database entry of staff man time and expenses associated with projects/jobs
- Allocating/liasing with operatives over work loads/mini projects.
- Managing a team of helpdesk associates ensuring that KPI stats are met
- Liaising with various helpdesks internal and client to ensure smooth running of contracts.
- Running reports prior to client meetings with back up information regarding statistics produced in relation to contractual KPI's
- Word processing, production of reports, specifications, memos and other correspondence relating to structural, highway, infrastructure and geotechnical disciplines
- Implementation and maintaining filing and record systems

XXX, Helpdesk Supervisor (M&E) – XXX will be responsible for managing the team responsible for dealing with any mechanical and electrical reactive calls received from The National Museums and Galleries of Wales. In addition she will also be responsible for the programming and scheduling of all the PPM activities on the contract.

M&E Helpdesk Operators –will be responsible for prioritising and allocating all calls received and will be responsible for updating The National Museums and Galleries of Wales on details of call progression and call completion.

XXX, Administrator, The National Museums and Galleries of Wales – XXX will be responsible for providing key support to the contract management team. Working closely with the Contract Manager and the helpdesk XXX will provide management reports detailing completed PPM works, reactive call response times and completion rates and also detailed information on quotes submitted and outstanding.

XXX is highly experienced and will be focused on ensuring agreed standards are met on the contract.

Help Desk and Administration

The role of the help desk administrators is to support the contract management team, liaise with both the engineers and The National Museums and Galleries of Wales.

This will include the provision of regular reports that will be based around the required information to substantiate the required Key Performance Indicators built into the contract.

Duties:

- Single point of contact for recording all additional work requests for the contract.
- Liaison with the client when dealing with reactive works
- To record and issue all requests for remedial or reactive works.
- To ensure that all regular PPM activities are planned, programmed and completed on time.
- To support the Contract Management team and Engineers in the discharge of clerical duties.
- Management of the computerised maintenance system – Vixen.
- Inputting data onto the computerised system.
- Office management.
- Contract Administration.
- Management of all Test Certification and Statutory Information.
- Provision of reports.
- Provision of Quotations and contract information.
- Provide limited technical support to assist in dealing with enquiries.
- Procurement of Materials.

Helpdesk / Call Management

A cornerstone of our operations will be our CAFM system, COINS fm, which is an integrated system which tracks costs and also provides real time reporting on reactive and PPM calls, ensuring transparency in all areas and visibility on statutory compliance completion rates and our response time to reactive calls.

The system also has a real time engineer's diary for reactive response call requests, a maintenance planning facility and the capability of producing contract specific reports in a variety of formats. The system also has the capability of integrating with other systems and is web enabled.

In addition to our CAFM system we have also implemented the use of PDA's – hand held terminals for our engineers to reduce the volumes of paperwork and to improve information flow.

All our engineers and operatives are all equipped with PDA's which are linked to our COINS system and this technology provides a real time reporting facility. This has reduced the volumes of paperwork and improved information flow.

Our system has the facility to automatically update our clients at the various stages a responsive job goes through from the original call handling to job completion in the following manner:

- Call is logged and a reference number is issued – client receives reference electronically and this can be used to track job through to invoice stage.
- Call is allocated to an engineer.
- Engineer accepts request and completes task in hand.
- Engineer logs in as on route to new call – client or call originator is automatically informed.
- Engineer reaches site and confirms on site status – time is automatically recorded for KPI reports – client or call originator is automatically informed.
- Engineer attends to task and records all steps taken including use of materials and time taken on task.
- If job is completed at first attendance then client automatically informed that job is complete – PDA has signature capability for proof of completion.
- If additional materials are required and are available, engineer will procure and utilise and then sign off job as complete following process as above.
- If materials are not available the job will be put on hold whilst materials are resourced and delivered and client will be automatically informed of status and anticipated completion date.
- If a specialist engineer or contractor is required due to a complex fault then the task will be escalated to the help desk who will then coordinate the works with the specialists and continue to update the call originator and the client.
- Further visit to complete the works will be coordinated with engineers or specialists, once materials are available and client then informed of intended dates for attendance and completion.

The provision of a unique reference number for each reactive task allows us to have a complete history of each task, its progress and completion, with each step available for the production of reports that are then used to demonstrate performance to established service levels and that key performance areas are being met and exceeded.

We enclose an overview of our electronic data transfer system using PDA technology:

Call Logging Procedure

Provided below are details of the Helpdesk Call Logging process we will implement on the contract.

Step 1 - Calls are logged onto the Coins system via telephone or email

Step 2 - According to the description given by the client at the time the call is logged an agreed priority is set i.e. 1,2,3 and 4. The priorities will be agreed for each individual building for The National Museums and Galleries of Wales and are set into the system in a drop down list.

Step 3 - Once the job has been logged, the job task automatically drops into the Callsys dispatcher from Coins, and the job is dragged down to the engineers PDA by the Helpdesk Allocator.

Step 4 - The engineers complete the work that is on their PDA and update the notes; they send this back to the helpdesk via the PDA and the job is updated.

If a return visit is required, or parts need to be ordered, the helpdesk will allocate the engineer another task and put this back down his PDA for another day. If the job has been completed, the helpdesk will close the job down on Coins FM.

The same process is used for the allocation and updating of PPM, PPM is uploaded from the planners into coins, and the jobs are put down to the engineers PDA in exactly the same way as reactive jobs.

The key benefits to RBG of the process detailed above and the utilisation of a computerised management system, is that it will provide instance access to call information and progression. Furthermore we will provide a daily report to demonstrate the reactive state of calls received and also the level of PPM activities completed.

Emergency Call Out Facility

In addition to our Cardiff based helpdesk we will provide a 24 Hour emergency callout facility to provide round the clock cover for any mechanical or electrical failure.

Mobile Engineers will provide cover for sickness and holiday periods as well as providing back up, should additional support be required in an emergency.

This ensures that continuity is provided and Engineers familiar with the plant and equipment will always be in attendance.

The same telephone number is used for both during and outside hour's calls to avoid confusion.

Emergency Call Out Facility - Contact Methods

The engineers can be contacted at all times either by a mobile phone or PDA units to respond to the help desk immediately. Any emergency occurring outside of the normal working day will be firstly responded to by our 24 hour call bureau.

Details again will be gathered and a selected engineer notified to attend site within a given time period.

The dedicated engineers will be on hand to deal with or support any emergency call out of this nature.

Contact numbers will be held for all key personnel and specialists for out of hours call outs should attendance be required.

Case Study – Emergency Response

On all our contracts our contract management team and engineers are all focused on ensuring that we are able to provide a fast, effective response in emergencies. The knowledge and understanding of site requirements built up over a number of years has greatly assisted our ability to recognise and define emergency situations and respond accordingly.

A further contributory factor in the development of a coordinated approach to providing an emergency response on the contract has been the relationships built up at all levels between Kier staff and XXX divisions and departments. The key benefit of this close working relationship is that it has created a strong, united team ethos, ensuring that critical situations are viewed equally by all parties, rather than in a traditional supplier versus provider relationship.

'Through the joint efforts of Kier and XXX staff a new boiler was authorised within two days of the original's latest breakdown. That was followed, in quick succession, by the supply of additional temporary heaters, the sourcing of a permanent replacement and its speedy installation and commissioning by Kier. All of this took place during the coldest winter for 30 years and during a period of heavy snow.'

The response from Kier personnel was both supportive and efficient. The project, including the making good, was completed to a high standard and the discomfort for, and disruption to, locally based staff was minimised. I like to think it was a good example of joint team working and cooperation which achieved a prompt and effective outcome.'

XXX, Caretaker – XXX

Additional Local Contract Support

Kier are fully committed to supporting and developing the Cardiff office and are able to provide local access to a number of support functions which will be fully utilised to ensure this contract is a success. Provided below are full details of the key support areas. Also provided are details of how they will support the contract service delivery on the contract.

Health, Safety and Quality Assurance



XXX, Health and Safety Manager – Our locally based Health and Safety Manager, XXX will attend site during the mobilisation phase and will continue to attend site on a regular basis to ensure that all health and safety requirements of the contract are being met.

A key part of Glynn's role will be to ensure that as a minimum we will:

- Ensure an understanding and knowledge of the asbestos register for each site is in place
- Ensure method statements and risk assessments are being carried out
- Ensure the site safety plan is being adhered to
- Ensure all permit to work systems are in place
- Ensure the site teams have the training and skills to ensure health and safety elements of the contract are covered.



XXX, Quality Assurance Manager – XXX will attend during the mobilisation phase to ensure a quality plan is produced which reflects the commitments made in our proposal documentation. XXX will attend site on a quarterly basis as a minimum to ensure the commitments made are being adhered to.

Human Resources

We will ensure our local human resources department will be available to support both new staff and any transferring staff. This support will commence during the mobilisation period and continue throughout the term of the contract. Please find details below of both the staff available and also how this support will be provided.

XXX
Human Resources Manager

XXX
Human Resources Assistant

XXX
Human Resources Assistant

Contract Roles and Responsibilities

Reflecting the likely insecurities and uncertainties of the current site staff we will ensure a prominent role is given to Human Resources not just during the mobilisation phase of the contract, but also through the full contract term. As part of this commitment we will arrange a quarterly 'surgery' for all employees based on site. This will involve a member of the regional human resources team attending site and being available for a 'one to one' to discuss a range of concerns and queries, including:

- Pensions
- General terms and conditions
- Career progression and opportunities
- Overtime payments and arrangements

The surgery provided will not detract from the 'day to day' management support available to employees but will provide an objective outlet to address any non direct contract issues that may be of concern.

Company Response: Kier Facilities Services

Response Section: Question 1.3





Introduction

Our aim as a company is to keep sub-contracting down to a minimum, however where necessary we will utilise specialists where there is value in doing so and when we do not possess the specific skill set required.

As a company we have developed by employing high quality engineers and managerial staff with proven experience and a high level of technical expertise in the maintenance and repair of building services and fabric.

In addition we have also extended our service to self deliver fire alarm and air conditioning maintenance and we will use this experience to good effect with The National Museums and Galleries of Wales (following initial assessments) to improve service levels and reduce costs.

Any sub-contractors we will utilise must pre-qualify and comply with our QA procedures before commencing work on the contract. They must also be suitable to the client, have the correct levels of technical expertise and employ staff who are security cleared to the correct level.

At present our reliance on subcontractors and agencies accounts for less than 20% of our work commitments. This allows us to closely manage our business and ensure clients receive a high quality service.

It should be noted that at present our subcontractor reliance on this contract is just below 30%. It will be a key area of concentration in the first year of the contract by Kier to reduce this figure closer to our general figure of 20%, with any service improvements and cost reductions provided to The National Museums and Galleries of Wales.

Provided below are details of the areas we self deliver compared to areas where we utilise subcontractors. Please note there will be exceptions where either the client nominates a particular supplier, or where there is a complex, specialist installation.

Discipline	Self Delivery	Sub-contracted
Access Control Systems	✓	✓
Air Conditioning	✓	
BMS Design, Installation & Maintenance	✓	✓
CCTV	✓	✓
Controls Maintenance	✓	✓
Drainage	✓	✓
Electrical Services Maintenance	✓	
Electrical Testing	✓	
Emergency Power Systems	✓	✓
Energy Management	✓	
Fabric Works	✓	
Fire Detection Systems	✓	✓
Grounds/Landscape Works	✓	✓
Health and Safety Management	✓	
Help Desk Facilities	✓	
I.T. Systems Maintenance	✓	
Intruder Alarms	✓	✓
Lift Maintenance		✓
Mechanical Services Maintenance	✓	
Mechanical & Electrical Installation	✓	
Moves Management	✓	
Network & Communications Maintenance	✓	✓
PAT Testing	✓	✓
Plumbing	✓	
Project Management of Major Installations	✓	
Public Health Services Maintenance	✓	
Quality Management	✓	
Refrigeration	✓	✓
Refurbishment Projects	✓	
Remote Monitoring	✓	✓
Security Systems	✓	✓
Sprinklers	✓	✓
UPS	✓	✓
Water Treatment	✓	✓



All sub contractors that are invited to join our Approved Supplier List are monitored on a continuous basis and assessed on a number of different criteria (please see below). In addition to the criteria listed we also now assess our supplier base for environmental compliance, carrying out checks on the location of engineers and operatives, their general approach to environmental issues and their approach to waste management and recycling.

Overall our subcontractors are also selected and assessed in the following manner: -

- a) A credit check is run with Dun & Bradstreet to check on their financial status
- b) Last three years audited accounts are submitted
- c) All sub contractors are obliged to submit their Health & Safety Policy, together with risk and method statements.
- d) On site training is given to all sub contractors where applicable
- e) Our own Health & Safety Advisor attends site to ensure that all Health & Safety rules are adhered to.
- f) On completion of each project, our operatives will, on a scored assessment basis, evaluate the subcontractors.

Provided below is an example of the method we use to record our assessment of our subcontractors.



Approved Sub-Contractor Request

Company Details	
Name	
Address	
Registered Address (If Different from Above)	
Tel:	
Fax	
Contact Name	
Email:	
Type of Business:	
Company Registration Number:	
UTR (Unique Tax Reference)	
VAT Number:	
Bank Details (For BACS Payment)	
ISO9001:2000 Registration Number	
Do your engineers Hold CSCS Cards	Yes / No

Please provide copies of the following documents:

- Current Public Liability, Employers Liability Insurance Certificate & Contractors All risks
- Current Health & Safety Policy Document
- Current Qualification Certificates, i.e. Corgi, NICEIC, OFTEC, etc

Completed By	
Signature:	Name:
Position:	Date:

For Kier Use Only:

Requested By	
Reason for Request	
Reviewed & Authorised By	
Date	
Subcontract Ledger Name	
Coins Account Number	



The approach to ongoing management of the contractor

All sub-contractors used on the contract will be subject to operating under our own strict quality assurance, KPI's and health & safety guidelines. They will also be monitored and will receive a detailed site induction to ensure they understand the cultural approach on the contract and are aware of the service expectations.

We believe it is essential to build a close working relationship with all of our sub-contractors and aim to develop a partnership approach, with the intention of achieving continuous improvement and best value for money.

The Contract Manager will establish a competency register for all sub-contractors staff. This requires all sub-contractors to submit training records for all staff likely to visit and undertake works on a contract.

All staff are expected to undergo a site induction training session, covering site specific procedures to be followed, and to ensure that all visiting engineers are aware of the requirements of The National Museums and Galleries of Wales and of the standards of service expected of them.

Once training records are established and the Induction process is complete, the sub-contractors staff are added to the sub contractor competency register. Only engineers that are registered will be permitted to work on the sites.

All sub-contractors working with us to provide the service to The National Museums and Galleries of Wales will adopt a pro-active attitude, making recommendations for changes and improvements to the services they provide and also to the equipment and systems that they are responsible for. This will be achieved through constant dialogue with our management team and The National Museums and Galleries of Wales. We also expect our specialist sub-contractors, who are responsible for maintaining critical items of plant, to advise us of recommendations for holding critical spares, if they are not readily available from the manufacturer.

An annual review of all sub-contractors will be undertaken prior to renewal of any contract to review performance during the preceding contract year. In addition to the review spot check audits will be undertaken throughout the year, and after each visit to site by a sub-contractor any non-compliance or lack of performance is brought to the attention of our contract management team.



The approach and initiatives undertaken to control costs with contractors

We will continually seek to reduce the cost of the services provided by our supplier base through a range of initiatives. We will always work openly and closely with our suppliers to ensure changes provide improvements whilst also reducing costs. By approaching this area in this manner we will ensure savings are sustainable and do not increase overall contract costs.

It is our proposal that during the initial twelve months of contract, we will evaluate the utilisation of third party organisations and subsequently review and recommend the potential following changes:

1. Change / replace suppliers. We would extend this process to cover all subcontractors, including those currently nominated in order to assess what cost savings could be provided.
2. Deliver the service by utilising the site team or other KFS personnel for minor servicing elements whilst retaining the specialist incumbents services for major service visits
3. Supplement the contractor by utilising a member of the resident team to assist during PPM attendance (ie. for fire alarm servicing - one engineer to attend instead of two)
4. Introduce a training programme to increase the amount of self delivered services and reduce costs
5. Carry out regular mini tender exercises for all service streams on a regular basis to market check and reduce costs wherever possible.
6. Work in partnership with our subcontractors to use new technology and new methods of working to reduce costs.
7. Move service visits for non compliance related tasks outside the 'narrow' framework provided by the 'annual' contract approach ie. visits could take place in week 27 and week 1 (second year) of the contract. Although still carried out on virtually a 6 monthly basis it could provide contract cost savings



Subcontractor Health and Safety Management

We will ensure that all subcontractors engaged on the contract will be subject to the same standards and response times as our directly employed engineers. In addition we will also engage local, suppliers to support us on the contract wherever possible and we will be using 'Vendor Ratings' to ensure we only use approved subcontractors and suppliers (If required, clients can also define which subcontractors / suppliers we approve and use).

As part of the continuous monitoring of our subcontractors we will use a number of measures to assess performance, including:

- Health and Safety Audits
- 10% Audit of work carried out
- Details of 'locality' of engineering resource to ensure environmental and response times commitments are met
- Mechanism for supply and submitting reports
- Helpdesk and call out support
- Compliance with legislation
- Value for money

Failure to comply or to meet the standards set out above will result in the subcontractor's position on our supplier list being re-assessed. If a breach is particularly severe, or the levels of performance are unacceptable, the offending supplier will be removed from our subcontractor list.

At Kier we fully realise the benefit of a secure supply chain management system and over recent years have invested heavily to ensure that it is a workable system to suit our business and the requirements of our partners. Our supply chain database has been designed to give flexibility to enable us to select our subcontractors and suppliers to suit and precisely match the circumstances of a project or contract.

Over time we have also built up strong business relationships with our supplier partners and are able to identify partners that offer better value management solutions over others. A key element of our selection of subcontractors to support us in the delivery of the services will be their dependability and ability to:

- Demonstrate an understanding of the health and safety requirements of the contract
- Provide a demonstrable track record in providing similar services where similar health and safety conditions apply
- Submit risk and method statements for approval prior to commencing work on site
- Work to the same standards expected by both Kier and The National Museums and Galleries of Wales
-

We have a long term relationship with many of our contractors, and although we regularly market test our supply chain, we are satisfied that we will receive a 'best value' service from each contractor. However we do recognise that best value does not always mean lowest cost and as part of our 'value' assessment we will continually monitor the performance in health and safety and also test our suppliers' structures available to ensure their health and safety performance stays at a high level.

By using these principles with our suppliers we can measure how we are working together, diagnose areas that need improvement, plan how to improve and implement these processes.

Company Response: Kier Facilities Services

Response Section: Question 1.4





Introduction

In this section we have provided details of our commitment to introduce a series of measurable innovative service solutions throughout the term of the contract (we would be happy to include as formal KPI's, in addition to the KPI commitments set out in 2.3.3). In addition we have also provided full details of the health and safety approach we will develop on the contract.

Measurable Innovation

As part of our commitment to the contract and our willingness to invest in developing a partnership model of working with The National Museums and Galleries of Wales we will provide full access and support in a number of key areas including:

- **Compliance Audits** – independent assessment by a Kier manager not associated with the contract to ensure statutory and regulatory compliance
- **Health and Safety** – updates and periodic checks of the Health and Safety management plan
- **Independent quality assessments** - Compliance and Energy Management,
- **Helpdesk consultancy** – regular attendance by the helpdesk manager to train and develop on site helpdesk operatives
- **Operational workshops** – 6 monthly workshops between the on site operational team, the off site operational team and The National Museums and Galleries of Wales to discuss, develop and introduce service initiatives
- **Energy Survey** – we will carry out a free site energy survey during the mobilisation period and will use the findings of the survey to develop a long term coordinated approach to energy usage at the site. The survey will be updated regularly and recommendations will be proposed to The National Museums and Galleries of Wales

As part of our commitment to partnership working there are no hidden, additional costs associated with the commitments made above. We would, however, wish to discuss the potential for the introduction of a gainshare mechanism when clearly identifiable cost savings have been highlighted.

Innovation Commitments

In addition to our general commitment to improve service levels and manage and control contract costs, we will also commit to concentrating on five key areas where we believe we can make cost savings through innovation and our industry expertise and experience on other contracts.

In identifying five clear areas where we believe savings can be made we will ensure both focus and concentration, rather than developing an uncoordinated approach in this area. To further encourage concentration on these identified areas we would be happy to include the areas identified in our monthly report as a way of ensuring measurement of our progress.

Listed below are five key areas we will concentrate on. We have provided details of how we will address the issue and also provide outline details of when cost savings will be reviewed / implemented.

Cost Saving Initiatives	Process	Schedule for Review
Energy related cost saving initiatives	Carry out site energy survey and provide firm recommendations with details of costs and payback periods for any investment in replacing plant and equipment	Complete energy review within 3 months of contract commencement. Provide recommendations with programme for implementation in years 2-5 of the contract.
Proactive diagnostic approach – reducing costs and labour dependency	Introduce diagnostic approach to maintenance for both M&E elements of the contract in order to reduce plant failures / callouts and identify minor faults prior to escalation	Review progress in first year of the contract and benchmark against previous years callouts and expenditure. Use 1 st year information in years 2-5 to assess whether increased maintenance frequencies could deliver further savings
Helpdesk / Call Reductions	Provide close management of the call logging procedure, limit internal 'call loggers,' bundle calls and assess success of diagnostic approach outlined above	Review call levels in the first year of the contract. Report on the percentage reduction in call levels and make cost saving recommendations for years 2-5.
Increased training to further reduce subcontractor cost and subcontractor dependency	Monitor and assess retained subcontractor services in the first year of the contract	Following review of subcontractors in the first year of the contract provide recommendations for reducing subcontractor dependency
New installations to include consideration for cost savings through energy usage and improved operating systems – also whole life cycle considerations ie. more expensive plant installed / but with longer life cycle – all part of our assessment at project stage	Ensure all quotations provide full information on all potential cost options for clients to enable informed decisions to be made	Monitor and assess plant failure levels during years 2 – 5 of the contract



Service Innovation

A key service innovation that we believe we can provide to The National Museums and Galleries of Wales is the use of PDA technology to provide real time reporting and allowing instant access to details of events and responses, allowing the site team to make quick, informed decisions on the course of action to be pursued.

This streamlined service has also had a massive impact on our carbon footprint as we are reducing the amount of paper in our business by a staggering 95% over the next three years.

Specific benefits have also been achieved in the job management process which includes:

- Our integrated operational and financial system has reduced the reliance on paperwork to manage maintenance contracts.
- A single system is used to manage reactive maintenance tasks from initial callout to cash received from our client.
- Planned maintenance is managed at the asset level on a service schedule basis.
- Small works and quoted works are also managed through this single system from quote to job completion. Committed costs can be viewed at this job level giving greater understanding of likely expenditure sooner, and speeding up the invoicing process.
- Our electronic document management system (INVU) has enabled us to introduce workflow financial documents into the maintenance operations system. This allows electronic routing of purchase invoices and subcontract applications to the correct person. This speeds up the time it takes to allocate costs to specific maintenance tasks, and provides a complete audit trail of any financial documents throughout the company.
- Invoicing can be broken down on a site by site basis, on a job type basis (e.g. small works, quoted, reactive etc) or by a client's own analysis.

Environmental impact

- It has been identified that each job issued to an engineer generates 4 sheets of paper per job
- On average an engineer can complete 10 jobs per day
- 1 tree makes approx 8333 sheets of paper
- Every 42 operatives using PDA technology instead of paper saves a tree per week
- Potentially as an example on a contract where we will employ between twenty five and thirty engineers there would be a saving to the tune of 140 trees during the contract term

PDA Technology

What is Mobile Data?

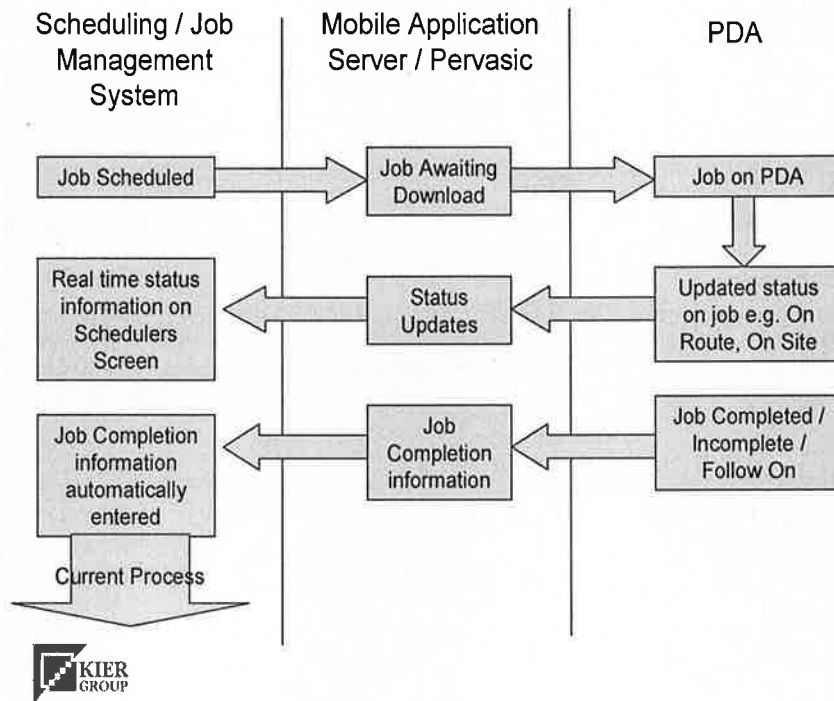
- Jobs dispatched to PDAs instead of paper
- Real time status updates to office as job progress
- Uses the Orange network and devices
- Allows jobs to be processed when there is no network

Why are we doing it?

- Real Time information to the back office
- Faster response to initial and follow up work
- Less paperwork / faxes
- Less phone calls between office / operatives
- Less data errors due to validation on entry
- More information at site

Sample screen shots from PDA's in use

High Level Process Overview





Innovation Case Studies

Across all our contracts Kier encourages its employees to adopt a proactive, idea based approach to contract management where innovations are tested and introduced when it is clear that they lead to efficiency savings and service delivery improvements. We will seek to introduce a similar ethos and approach to The National Museums and Galleries of Wales and ensure that contract managers are empowered to make decisions which will provide service and cost benefits.

Provided below are two examples of where our innovative approach has delivered clear, measurable benefits and savings to our clients.

XXX – Case Study

Following a recent re-tendering exercise we successfully retained our contract with The XXX, ensuring that with the completion of this contract we will have been the supplier of choice for over fifteen years.

Our success on this contract has been achieved through our continuous self-assessment and improvement in every area, this was seen to be key in the renewal process where we demonstrated:

- The ability to introduce environmental improvements to assist the client's sustainability policies and targets
- A significant reduction in subcontractor reliance leading to significant cost savings during the renewal process
- The introduction of new technology to improve the amount and detail of management information provided
- The use of multi-skilling to improve productivity and reduce costs
- Introduction of resident technical team to reduce subcontractor reliance and deliver overall cost savings

Conclusion

Our approach of not viewing the renewal approach with complacency has enabled to retain the contract for a further four years, ensuring that we extend our overall partnership to nearly twenty years. The success of our proposal was to align our operational experience with our bid team to ensure we produced a 'real value' submission which provided both direct and indirect cost savings. Provided below is our assessment of the annual cost savings:

Direct Savings: Approximately XXX per annum. Based upon subcontractor costs versus self delivery model.

Indirect Savings: Approximately XXX per annum. Based upon savings achieved using site based, costed resource rather than mobile engineering support.



XXX – Case Study

We recently secured this prestigious mechanical and electrical maintenance contract to further strengthen our presence in South Wales. Despite the previous incumbent contractor being in place for the previous sixteen years we successfully transferred all affected staff and mobilised effectively within four weeks of contract award.

Working closely with XXX through the tender, presentation and post tender period we demonstrated flexibility and a service solution which met the requirements of British Airways. As a result we were able to:

- Formulate a competitive cost option which did not compromise service levels
- Re-deploy site staff successfully to new positions within Kier to ensure no redundancies were necessary
- Increase the level of management support to XXX for technical, management and helpdesk services.
- Improve the level and regularity of management information available to ensure XXX are able to make informed decisions when deciding on future expenditure
- Carry out a site energy audit to provide recommendations for short, medium and long term initiatives for reducing energy

Conclusion

Our commitment to both XXX and the people affected by the contractual change during the mobilisation has provided us with a strong platform for improving service levels and reducing costs and expenditure on a regular basis. Provided below are details of cost savings we have been able to deliver through our innovation.

Direct Savings: XXX per annum. Our restructuring of the contract to provide a more flexible, responsive workforce to support the contract has delivered significant immediate cost savings on the contract. We envisage further savings to be achieved in the future as we maintain our commitment to reassess and reappraise services on a regular basis.

Indirect Savings: Approximately XXX per annum. An increase in the level of local management to support the contract has enabled XXX staff to concentrate their efforts on managing their business activities whilst we concentrate on delivering the mechanical and electrical maintenance services.



Health and Safety Approach

In common with all service elements of the contract we will seek to support The National Museums and Galleries of Wales in the delivery of all Health and Safety issues and will develop a jointly agreed approach for the delivery of all health and safety elements on this contract.

Health and Safety Support

As well as being represented throughout the group by the Kier Health and Safety Department, Kier Facilities Services Limited directly employ our own Director, Manager and Advisors responsible for implementing Health and Safety. We will ensure these resources are available throughout the contract to support both the site team and also The National Museums and Galleries of Wales in their health and safety approach.

In addition to the support provided to the contract from our central support health and safety team we will also ensure that health and safety is treated as a priority at all levels on both sites. In order to ensure we achieve this we will ensure that we have IOSHH trained Supervisors operating in both North and South Wales.

Local management of health and safety will primarily be delivered through the operational management team who will possess IOSH qualifications at Contract Management level, Project Management level and also supervisory and operative level. The regional contract management team will be responsible for carrying out site safety audits, toolbox talks and ensuring risk assessments and method statements are completed.

Site management of hazards and control of risks

Our commitment to occupational health, safety and environment is part of our overall strategy to excel and is recognised as being something of which we can be justly proud. We have a strong commitment to ensuring that hazards are eliminated (wherever possible) and controlling any remaining risks.

In order to achieve our excellent health and safety performance (our annual accident statistics have shown a consistently high standard and we have won numerous National Safety Awards, from both ROSPA and the British Safety Council) we have a wide range of methods to control any risks associated with our activities including:

- Employee health and safety travel packs
- Task specific method statements
- STAR – behavioural safety initiatives
- PDA – health and safety prompts on health and safety on engineers' PDAs.
- Health and Safety pamphlets issued to operatives – ie. ladder leaflets, steps leaflets etc.
- Safety alerts – communicated to all operatives
- Access to the Kier Facilities Services safety web site
- Tool box talks,
- Kier inductions, contract specific inductions for subcontract and directly employed labour
- Permits to work for hot work, excavation, confined spaces, electrical works
- Site specific risk assessments

We will ensure all these approaches are developed in the production of contract specific safety plans for The National Museums and Galleries of Wales sites. Furthermore we will ensure they are delivered both locally and also through independent site visits and assessments from the regional health and safety advisor.



Health and Safety Training

We will ensure that on commencement with the Company, employees receive an induction including Company Policy, personnel issues, H & S and Quality Assurance and control procedures. They also meet with the Safety Advisor for an in depth introduction to the Company's Safety Policy, Procedures and Documentation.

Managerial and Technical employees are issued with Group Safety Procedures, Kier Facilities Services Safety Management Procedures and CITB Manual (GE700), covering all aspects of H & S.

A training programme for existing employees, which is regularly updated, covers various aspects of Safety Training, including legal responsibility and liabilities, detailed H & S regarding construction site management, CDM regulations and responsibilities etc.

The Company appraisal scheme, completed annually, identifies further training requirements. However, within the Company, training is monitored and is viewed as a continual process. Our Safety Manager advises on the implementation of new H & S legislation for training and other requirements (please refer to an example training matrix below).

We do also ensure that our operatives are fully trained in their particular discipline and therefore qualified by a recognised body e.g. City & Guilds, CITB, CTA, CORGI and NICEIC.

In addition to our commitment to training for our directly employed staff we will also ensure subcontractors are included on internal training programmes, health and safety policy statements and procedures and method statements and risk assessments. This will ensure a level of consistency in competency in health and safety.

Please refer to our additional examples, which provide evidence of our training programmes, operative tool box talks, asbestos awareness training, skills gap analysis, skills training matrix and our instructions for manual handling. All of which have been developed following our ongoing analysis of our health and safety performance.

Training Matrix

	Ind	Mgmt	Foundation Modules											WaH				Wah																				
	Site Induction	IOSH Directing Safety	IOSH Managing Safety	IOSH Managing Safety	CDM Designer	IOSH Supervising Safety	British Safety Council	R/ Assessment Guidance	Manual Handling	H&S Awareness	Asbestos Awareness	Fire Safety	L8	Abrasive Wheels	Scaffold Tower Erection	Man-Safe System	MEWP	Cherry Picker	Life Guard	Food Safety	Electrical Competence	Gas Competence	FLT	Machinery & Equipment	First Aid (Qualified)	First Aid (A/Person)	AP (Pressure Systems)	AP (Electrical)										
Director	✓																																					
Line Manager	✓																								*	*	*	*										
Supervisor	✓	✓								*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*						
Caretaker	✓																																					
SSO	✓																																					
Handy-man	✓																																					
Grounds	✓																																					
Porter	✓																																					
Catering	✓																																					
Cleaner	✓																																					
Administration	✓																																					
Nursery	✓																																					
M&E (static)	✓																				✓	✓																
M&E(mobile)	✓																				✓	✓																
Fabric Engineer	✓																																					
Post Room	✓																																					
Operator	✓																																					
S/ Pool Att	✓																																					
Designer	✓																		*																			

✓ = Mandatory

* = as required contractually or trade refresher



Subcontractor Health and Safety Management

We will ensure that all subcontractors engaged on the contract will be subject to the same standards and response times as our directly employed engineers. In addition we will also engage local, suppliers to support us on the contract wherever possible and we will be using 'Vendor Ratings' to ensure we only use approved subcontractors and suppliers (If required, clients can also define which subcontractors / suppliers we approve and use).

As part of the continuous monitoring of our subcontractors we will use a number of measures to assess performance, including:

- Health and Safety Audits
- 10% Audit of work carried out
- Details of 'locality' of engineering resource to ensure environmental and response times commitments are met
- Mechanism for supply and submitting reports
- Helpdesk and call out support
- Compliance with legislation
- Value for money

Failure to comply or to meet the standards set out above will result in the subcontractor's position on our supplier list being re-assessed. If a breach is particularly severe, or the levels of performance are unacceptable, the offending supplier will be removed from our subcontractor list.

At Kier we fully realise the benefit of a secure supply chain management system and over recent years have invested heavily to ensure that it is a workable system to suit our business and the requirements of our partners. Our supply chain database has been designed to give flexibility to enable us to select our subcontractors and suppliers to suite and precisely match the circumstances of a project or contract.

Over time we have also built up strong business relationships with our supplier partners and are able to identify partners that offer better value management solutions over others. A key element of our selection of subcontractors to support us in the delivery of the framework will be their dependability and ability to:

- Demonstrate an understanding of the health and safety requirements of the contract
- Provide a demonstrable track record in providing similar services where similar health and safety conditions apply
- Submit risk and method statements for approval prior to commencing work on site
- Work to the same standards expected by both Kier and The National Museums and Galleries of Wales

We have a long term relationship with many of our contractors, and although we regularly market test our supply chain, we are satisfied that we will receive a 'best value' service from each contractor. However we do recognise that best value does not mean always lowest cost and as part of our 'value' assessment we will continually monitor the performance in health and safety and also test our suppliers' structures available to ensure their health and safety performance stays at a high level. By using these principles with our suppliers we can measure how we are working together, diagnose areas that need improvement, plan how to improve and implement these processes.



Health and Safety Auditing and Review

We will ensure Health & Safety standards are maintained at The National Museums and Galleries of Wales through a continual process of inspection and monitoring appropriate to the hazards and risks associated with the relevant operations on sites and over the general business of the company. Our Health, Safety, Environmental and Quality Department complete ad hoc Health and Safety tours and carry out behavioural safety observations.

This is supported by auditing of both processes and systems, the results of which inform the reviews which take place at a variety of levels as part of the continuous improvement process.

All projects and premises will implement effective record keeping and document control as an integral part of good management. Essential records will be returned to meet legal requirements and provide historic information as appropriate. Relevant systems of document control will be implemented.

Safety Review meetings will take place quarterly for relevant Managerial and Engineering staff and will be chaired by the Safety Director and Safety Manager. This review could be considered as a Safety Committee since it is used as a forum for consultation with personnel at all levels on H&S issues and active participation and ideas for improvement are encouraged. We would be happy to work closely with The National Museums and Galleries of Wales and encourage representation on the committee in order to develop a united, site approach to health and safety.

A key part of monitoring our health and safety performance will be the carrying out of a number of key activities including;

- Health and safety checks carried out by supervisors and managers
- Senior management monitoring of projects
- The checking of method statements and risk assessments whilst work is progressing
- The recording and of accidents and near misses, which are analysed and used to inform future health and safety policy.

We feel this trend analysis has enabled us to significantly improve our health and safety performance in a number of key areas, including the reducing of slips and falls and cuts and abrasions. This is part of our general approach to improving behavioural safety.

In addition to the structures in place to monitor health and safety performance we have also introduced the 'Don't Walk By' campaign which has been introduced to encourage employees to report any hazards or unsafe working practices. This aim of this initiative is to make our sites healthier and more productive environments for all our employees, our supply chains employees and members of the public.

Site Risk Assessments

A documented risk assessment will be produced for all work activities and will be specific to take into account the requirements of The National Museums and Galleries of Wales. The risk assessments will identify **significant** risk to:

- **Identify** the foreseeable hazards and risks associated with the intended task(s), including interface with adjacent activities and the public.
- **Identify** who might be harmed and how.
- Identify any existing control measures and assess their continued adequacy in the circumstances.
- Seek where **reasonably practicable** to **eliminate** the hazard and where this is not the case, to **reduce** the risk as far as is reasonably practicable, providing **suitable control measures** to manage residual risk.



- Provide **effective** monitoring and review processes.

When evaluating risk assessments we will ensure the following hierarchy of principles of prevention and control are applied:

- Avoid risk
- Combat risk at source
- Change the method of work to suit the individual
- Make use of technological developments
- Give precedence to controls which cover the whole workforce or activity
- Identify and provide appropriate competence/training requirements
- Monitor and review effectiveness

The above risk assessments should be supported by documented safe systems of work. Where special precautions have to be taken permits to work\enter etc. should be used as an integral part of the safe system of work. Effective co-operation, consultation and involvement of the workforce is key to the success of this process.

Please find an example risk assessment below for information purposes.

Permit to Work Systems

Across the full range of contract elements we will introduce a permit to work system on the contract to control both in house staff and subcontractors. Please find details below of an outline permit to work form.



KIER
FACILITIES SERVICES

GENERAL PERMIT TO WORK

Authorisation to Access No.

The Company / Contractor / Supervisor and / or Operatives must report to the nominated person to raise the Permit to Work.

ONLY WORKS AUTHORISED BY KIER FACILITIES SERVICES MAY BE CARRIED OUT.

Company/contractor/ Supervisor/and or operatives	Name	Signature	Date	Time
Security Informed	YES	NO		

Description of Work to be undertaken :

PRECAUTIONS TO BE TAKEN BEFORE WORK IS CARRIED OUT.

	YES	N/A	Additional Comments	Confirmation Signature
Permission to be obtained to enter area				
A safe means of access / egress established				
Warning notices to be displayed				
Barriers / Cones to be erected around area.				
Electrical circuits isolated and locked off.				
Asbestos present / air tests required.				
Plant to be isolated.				
Work on underground services required.				
COSHH				
Other precautions to be taken.				

PRECAUTIONS TO BE TAKEN DURING WORKS

	TICK	TYPE OF EQUIPMENT TO BE SPECIFIED
Safety harness and lifeline will be used		
Personal Protective Equipment will be used		
A flame or source of ignition is prohibited		
Monitoring equipment shall be used		
Additional ventilation required		
Other precautions to be taken		

BEFORE WORK IS STARTED

NOMINATED PERSON SIGNATURE	SIGNATURES OF EQUIPMENT TO BE SPECIFIED

AFTER WORK IS COMPLETED

TIME	DATE	SIGNATURE OF PERSON HANDING BACK PERMIT TO WORK	SIGNATURE OF NOMINATED PERSON

KFS-39E

Submit by Email
Print Form

OCTOBER 08

ISSUE 1 REV 1



Site Tool Box Talks

A key component of managing health and safety on site will be the holding of regular toolbox talks to ensure health and safety specific site issues are reinforced to all site staff.



These Tool Box Talks address Kier site activity operations. They are designed to be deployed via short talks of 10 to 15 minutes duration without requiring specialist knowledge on the part of the speaker. The talks are concise in order to get the message across. A schedule of weekly talks will be produced.

The HSEQ Toolbox Record will be completed and retained within the site Contract Health and safety Plan.

Presentation Guidelines

The purpose of this suite of toolbox talks is to assist supervisory staff, in providing advice and instruction to employees so as means of preventing accidents and injuries at work.

Although detailed specialist knowledge is not required to do the talk, experience of the activities is necessary together with an adequate appreciation of safety matters.

Tool Box Plan

Toolbox Ref	Description	Time
A	Why this topic is important in our work situation. Consequences of ignoring problems	1.0 minutes
B	Analysis of problem. Mention any defined Legislation etc. bearing on the situation	up to 3.0 minutes
C	Advise on "Good Practice" to avoid problems/conform to standards/legal requirements etc.	5.0 minutes
D	Any questions - if faced with silence, ask a check question to see if they have taken in above. Have questions ready in advance	3.0 minutes
E	Summarise main points. Invite anyone with a problem regarding today's topic to see you/safety officer later. Announce next week's topic.	2.0 minutes

It is important to stress that these talks act as refresher training for the main areas of risk that Kier staff are exposed to. However, everyone must be familiar with the contents of their own copy of the Kier FS Health & Safety Handbook and refer to it for guidance on how to carry out works safely.

Example of toolbox talk format we will introduce on sites.

GOOD HOUSEKEEPING

A	<p>HOUSEKEEPING is important in order to protect people and materials. Combustible materials left lying around are a FIRE HAZARD.</p> <p>Other materials left in the way can cause people to trip over them. Round section materials are especially hazardous. Carelessly or untidily stacked materials can topple over causing damage and injury.</p>
B	<p>A tidy site is likely to be a safe site and vice-versa. The Health & Safety at Works Act lays down that we must have a safe work place</p>
C GOOD HOUSEKEEPING means:-	
1	Keeping rubbish and loose objects clear of the floor and all walkway areas.
2	Disposing of all such rubbish into skips or designated areas.
3	Stacking/storing all materials safely.
4	<p>Keeping all tools and equipment in their proper places except when actually in use.</p> <p>ACCESS WAYS are escape routes. A safe place of work at all times includes a safe means of access and egress to all places where work is done. Do not leave materials/tools/benches etc in gangways/corridors where they might impeded someone's escape or cause a tripping hazard. (It might be you or your best mate who needs to get out in a hurry).</p> <p>Dismantled wood must always have all the nails removed or made safe by hammering them flat.</p> <p>If all rubbish is regularly collected and put into the skip, in the event of a fire, the danger is confined and more easily dealt with.</p> <p>Take immediate steps to have damaged tools or equipment repaired and put them somewhere safe, so they cannot be used until repaired. If not repairable or returnable they are classified as rubbish and should be disposed of as above.</p> <p>When work is finished, put overalls and other PPE away in lockers or other safe places. Do not leave belongings lying around.</p> <p>If you see anything lying around on floors, stairways, passages that could cause people to trip and fall, pick it up and put it in a safe place – DON'T WAIT FOR SOMEONE ELSE TO MOVE IT.</p> <p>If you notice rubbish piling up which you cannot remove, bring this to the attention of your supervisor.</p> <p>If, when working at height, you notice loose objects on boards or walkways, put them somewhere where they cannot be dislodged. This avoids the risk of them falling and causing injury.</p>
D Any questions?	
E	<p>Summarise points in capital letters and Good Housekeeping is everybody's business on site. It is an ongoing activity and a once-a-week clean-up is NOT ENOUGH!</p>
REMEMBER –A TIDY SITE IS A SAFE SITE	

Training and Competency



Kier recognises that the performance of its employees is the major determining factor in its ability to differentiate itself in the marketplace and to sustain long-term competitive advantage and growth. Therefore, the effectiveness of the Company's employee training and development policy and practices are critical to its success.

Our investment and commitment to training will be central to the delivery of key elements and will be a core component in delivering cost savings and service benefits.

We will develop a bespoke training programme for each individual employed on the contract, which will be part of a five year plan. Key aims will include:

- To ensure an adequate supply of qualified competent personnel to meet the current and future strategic and successive requirements of the Company.
- To enable each employee to develop his or her potential within the Company through consideration for appropriate job or career opportunities, and to enhance his or her contribution through the provision of appropriate education and training support.
- To ensure the Company's line management recognise and understand their responsibility as managers for the effective staff training, development and performance of their staff.
- To ensure that all current Health and Safety legislation and any amended statutory requirements are identified and passed to all operating areas of the business.
- To impart and standardise best practice throughout the various regional and group operational centres and to ensure that all operatives have a good standard of health and safety knowledge which enables them to complete their duties in a safe and effective manner.

Responsibilities

Accountability for training and development will rest with the Managing Director, although responsibility is devolved through the Management Structure to operational directors and line managers, who will be required to identify and manage training and development issues.

They will ensure that training is relevant to operational priorities and endeavour to be certain that the individuals needs are assessed and that training is owned and valued by employees, course participants are briefed and that training/development activities are followed up.

Personnel and Training support via the Personnel Director and Training Officer will be available to assist with the training process.

Overall responsibility will rest however, with individual line managers, who are expected to assume a directly participating role.

Planning

Training plans will be constructed on an annual basis as an integral part of the business plan. They will identify specific training and development needs for targeted groups of staff and individuals and quantify the resources necessary to deliver these needs.

The assimilation of training needs will be carried out by review of the annual appraisals and through discussion with each departmental manager prior to the development of the company business plan.

A programme of core management and technical training is issued in November of each year and distributed to all senior managers.



Additional copies can be obtained from the training officer at any time.

The company's annual staff appraisal process will identify training and development needs to support improvements in performance in all employees' current roles, or prepare them for future roles.

Personal Performance Reviews

Annual reviews are held for all staff to:

- Review performance.
- Identify any shortfalls in skills required to perform duties.
- Assess additional training requirements.

Specific Training Courses

Kier Health & Safety Courses
NVQ construction trades
BSc in Building Services
ACS/ACOPS Domestic, Industrial and Commercial
Gas Safe Training and Assessment
17th Edition IEE Wiring Regulations

Management Courses

NVQ Basic Refrigeration and Air Conditioning
NVQ Refrigeration Safe Handling Certificate
NVQ in Building Services Maintenance
Manufacturers courses: Nu-way Boilers, Trend Controls, Johnson Controls, Delmatic Lighting Systems etc. - as deemed necessary.

In addition to the above we can also confirm that all our staff hold valid Construction Skills Certification Scheme (CSCS) cards and we will ensure that any staff subject to TUPE or recruited for the contract will be subject to the same accreditation.