

Company Response: Kier Facilities Services

Response Section: Question 2.4.4





Introduction

In this section we have provided details of how we will ensure the contract is professionally mobilised to ensure we are able to commence the service on the 1st March 2011. In addition we have also provided details of how we will positively deal with the potential TUPE requirement and also how we will approach the recruitment of new staff. Finally we have provided details of our log book template that we will provide to each site.

Mobilisation

We will work closely with The National Museums and Galleries of Wales to agree a bespoke mobilisation schedule that reflects timelines and also fully addresses risks and critical elements through the mobilisation and transition phases. The schedule agreed will be supported by extensive resource with the only condition of achieving the agreed schedule being the open access to sites and individuals affected by the likely TUPE transfer.

Implementation is a crucial stage and it is vital that the transfer is seamless so that the service to The National Museums and Galleries of Wales is not disrupted. The implementation will be part of the overall management team for the early part of the contract so that it is carried out as an integrated part of the day to day running of the contract.

To implement the cohesive Mobilisation Programme we will seek introductions to the current service providers and a full commitment to achieve a professional service, which will allow the teams, to integrate and to enable open communication allowing the transfer of services knowledge and experience to the on-going contract.

The period of transition will be dependant on the number of staff able or willing to transfer to Kier Facilities Services under the TUPE regulations and will also necessitate the full commitment of the outgoing contractor.

We believe that the effective and efficient hand over from our Mobilisation team through transition into the new contract is of the highest priority. We therefore ensure that our Contract management team, who have ultimate ownership of the Mobilisation programme and ongoing service delivery, also play a key role during the Mobilisation period. Indeed immediately on award of the contract our specified contract manager will be allocated to the contract on a full time basis. This will ensure stability and an excellent level of site knowledge is built up prior to contract commencement.

Mobilisation Period

It is understood that the mobilisation period will be a minimum of one month prior to commencing the contract. During this period our staff will 'work shadow' the incumbent contractors operations to gain an in-depth knowledge of the operation of the equipment, systems and procedures to ensure a seamless handover.

Specific Contract Deliverables

Within two weeks of contract commencement

- Prepare and submit a detailed quality control procedure to the client for approval. This procedure will be refined and/or adapted to the satisfaction of the client during the first three months and thereafter if necessary.

Within four weeks of contract commencement

- Review existing contractors log books and replace with new.
- Set up a fully integrated PC based planned maintenance system.
- Submit a detailed labour resource programme.
- Establish a fully operational management structure.

Within three months of contract commencement

- Provide an updated asset list to amplify and verify the full extent of the equipment on the various sites.
- Provide a comprehensive report (“Defects Report”) for approval.
- Submit an essential spares list containing long lead in and essential parts for approval to purchase.

We have extensive experience in the setting up and mobilisation of complex multi-site contracts and are fully aware of the difficulties and ongoing implications of any failure in this critical phase of the contract. We have therefore applied a realistic timeframe and resource allocation to ensure that the requirements of this contract are fully met.

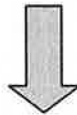
We have in-depth experience of delivering the Mobilisation and Service provision in a cohesive and structured fashion that will enable the current and new service teams to fully integrate, and ultimately facilitate operational responsibility in a seamless and transparent manner.

We will provide experienced contract set up staff to establish the contract alongside the current service providers and proposed operational team. This will enable the development of systems and procedures required to effectively operate the contract, while management and reporting procedures, surveys, and maintenance and control systems are established and implemented.

We recognise the importance of clearly identifying and prioritising the key elements associated with a successful contract transition and will liaise with The National Museums and Galleries of Wales and the current maintenance contractors to agree and implement the processes required to ensure a successful and “seam free” take-over of responsibilities, which will include the following key stages:

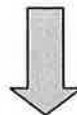
Stage 1 (Communication and Familiarisation)

- Human Resources Management
- Introduce the Mobilisation management team as soon as practicable
- Present Kier Facilities Services to the incumbent staff as soon as practicable
- Commence TUPE interviews
- Commence Work-shadowing
- Reevaluate Staffing requirements
- Issue Contracts of Employment



Stage 2 (Mobilisation - Transition)

- Complete TUPE Process and Transfer staff
- Assess facilities
- Carry out a full condition survey and report
- Preparation of asset schedules (Where not currently available)
- Check and update existing schedules
- Confirm Subcontractor value and scope of works
- Identify and schedule assets subject to statutory inspections
- Prepare draft PPM Activity programme
- Undertake plant and system inspection and prepare a risk assessment
- Introduce agreed Permit to Work system



Stage 3 (Take over operational responsibility)

- Recruit new staff as necessary
- Introduce site safety policy
- Arrange site specific and general training programmes
- Commence site scenario training
- Produce and agree site operating procedures
- Familiarise staff with installed computerised maintenance management system
- Agree and produce Disaster recovery plans
- Produce site Quality Plan
- Validate Critical Environment Engineering Procedures
- Identify Critical Spares
- Arrange the purchase of materials, plant and tools

Subcontractor Transition

It is Kier Facilities Services policy to self perform services where value for money can be demonstrated in terms of quality, efficiency and timely performance. Therefore with the agreement of The National Museums and Galleries of Wales, maintenance services will be reviewed against in house service provision and/or the use of alternative specialists. Any savings that are achieved will be passed on to The National Museums and Galleries of Wales in an open book arrangement.



We will conduct an initial informal workshop meeting with all appointed specialist subcontractors to communicate the service delivery aims and objectives. The workshop will facilitate the 'face to face' contact with key members of the service delivery team to discuss the practical realities of the Service Vision.

The initial workshop is seen as the first stage with individual subcontractor vendors invited to attend a second stage meeting with Kier Facilities Services and The National Museums and Galleries of Wales to outline their proposals to support the service delivery vision. We envisage that this is an ongoing process as part of the performance measurement system to achieve the highest service possible.

Resources

Professional mobilisation and the availability of the best people will be critical to the ongoing successful service delivery to the contract, uniquely; our personnel involved in the preparation of this proposal will also play a key role in the mobilisation of the contract.

A mobilisation team will manage the implementation process and will be drawn from Kier Facilities Services specialist departments including: -

- Human Resources
- IT Support Staff
- Administration
- Help Desk and Service Planning
- Quality Control
- Health, Safety & Environmental
- Training
- Engineering (Authorising Engineers, Surveyors, CBM Technicians etc.)
- Commercial (Bid Department)
- Purchasing

Mobilisation Resources and Plan

We appreciate the importance of mobilising and implementing the contract to a high standard and have committed resources, both engineering and managerial, to respond accordingly. In this section we have provided details of the mobilisation team that are poised to set up the contract and have also provided details of our specific mobilisation programme.

Implementation is a crucial stage and it is vital that the transfer is seamless so that the service to the customers is not disrupted. The implementation will be part of the overall management team for the early part of the contract so that it is carried out as an integrated part of the day to day running of the contract.

Mobilisation Team

Detailed below are details of key members of the mobilisation team who will work on setting up the contract prior to the likely commencement date. All stakeholders listed below will be vital to the smooth set up of the contract, in both the short term and the long term, and we will make the mobilisation team available to meet with The National Museums and Galleries of Wales, prior to contract commencement. All team members identified are locally employed.



Mobilisation Roles and Responsibilities

XXX, Implementation Manager – XXX will ensure both the knowledge obtained and the commitments made in our tender is imparted to the operational team that will be responsible for the day to day running of the contract. He will be involved throughout the mobilisation process and beyond. XXX will be responsible for ‘chairing’ both internal contract set up meetings and also joint mobilisation meetings between Kier and The National Museums and Galleries of Wales to ensure all mobilisation and implementation issues are addressed.

XXX, Contract Manager – As the key client contact the contract manager will play a crucial part in the set up and implementation of the contract, ensuring the policies, procedures and methods of working are well defined to ensure the future smooth operation of the contract. Given the criticality of the contract XXX will be allocated full time to the contract during the mobilisation phase.

XXX, HR Manager – XXX will use her experience gained on the transfer of engineers to ensure this issue is addressed and resolved as quickly as possible during the mobilisation period. XXX is extremely professional and is acutely aware of the insecurities staff may feel in this destabilising situation and will seek to reassure staff and resolve any TUPE related issues as quickly as possible. XXX will also work closely with the site operations team in the recruitment of additional staff for the contact.



XXX, Helpdesk Manager – XXX will play a key role in the mobilisation process and will ensure we are able to provide 24/7 coverage from the 1st day of the new contract term XXX will also be responsible for updating and amending our out of hour's callout rota and ensuring our Out of Hours response service is available to The National Museums and Galleries of Wales under the new contract. XXX will also attend site to set up the helpdesk and train the allocated operatives.

XXX, Health and Safety Manager – XXX will be responsible for managing the health and safety element of the contract and will be responsible for implementing processes to ensure compliance with the contract requirements. In addition to being heavily involved at mobilisation stage XXX will also play a prominent role in managing health and safety throughout the life of the contract.

XXX, PPM Implementation – XXX will play a critical role in the mobilisation process and will be responsible for ensuring the computerised management system is set up correctly to enable client access and the financial management of small works and project requests.

XXX, Quality Assessment – XXX will be responsible for developing the Kier quality programme for the contract.

Mobilisation Plan

To ensure the key commitments made are delivered by each stakeholder we have produced a bespoke mobilisation plan for this contract which will be discussed and implemented immediately following confirmation of contract award. This will ensure all participants are fully aware of their responsibilities throughout this critical period and that each area is mobilised within the agreed timeframe.

Please note the mobilisation plan is flexible and we would be happy to include any individual requirements The National Museums and Galleries of Wales may have that we are not currently aware of.



Mobilisation Plan / Time Frame		Dec	Jan	Feb	March	April	May
The National Museums & Galleries of Wales	Allocated						
Set up Contract on CAFM System							
Amend and Update out of hours call out rota							
Ensure out of hours arrangements are in place							
Complete Site Geography / Site Awareness Programme							
Provide contact details to RBG							
Obtain and distribute PDA's							
Define emergency response requirements							
Arrange visit for National Museums to helpdesk							
Prepare Recruitment Justification Forms							
Advertise for new staff							
Shortlist Applicants & interview							
Take up references							
Send out appointment letters							
Carry out Company Inductions							
Assess and resolve TUPE issues							
Issue PPE equipment							
Carry out CRB checks							
Order and provide mobile telephones							
Assess qualifications and produce skill matrix							
Identify and address any training needs							
Engage Health & Safety to ensure aware of new starters							
'Present' Contract Requirement to Operations							
Review mobilisation programme and deliverables							
Arrange internal and client mobilisation meetings							
Introduce Project Manager							
Agree format of financial information with The Law Society							
Input contract into CAFM							
Review Site Conditions							
Produce Site Specific Toolbox talk							

Key Mobilisation Risks and Mitigation Strategy

A key component of ensuring we are successful in effectively mobilising the contract is highlighting and addressing any potential risks to Kier and The National Museums and Galleries of Wales. Provided below are a number of handover related risks we have identified and our actions to mitigate any failures that could occur and affect the service delivery for the client. We can also bring extensive experience to this process and have a track record of working professionally with incumbents to ensure the client is not exposed to any risk during this critical phase.

Please note the list developed below is not exhaustive and will be further developed – through consultation – at the mobilisation stage of transition.

Handover Issue	Risk	Action
Failure of staff to transfer	Operational Vulnerability	Ensure recruitment process runs in parallel to the TUPE process
Transfer of information and O&M manuals	Lack of information / site knowledge	Verify contract information at handover stage and ensure
Critical Spares	Non transfer / repair deficit	Ensure all critical spare elements are identified and handed over
Tools and Equipment	Shortfall in tools and equipment limiting ability to carry out PPM and reactive activities	Carry out inventory at mobilisation stage and identify shortfalls and address
CAFM Training	Lack of operational understanding	Ensure all key contract staff – both on site and off site – understand how to operate the CAFM system. Introduce training to address any shortfalls
IT / Office Equipment	Absence of key operational equipment	Ensure we are aware of what equipment will remain on site, what equipment will leave with the incumbent and ensure we meet any potential shortfall
Health and Safety	Lack of understanding / site familiarity issues	Ensure a full understanding of health and safety commitments are in place, through site survey. Also ensure implementation of method statements and risk assessment, through site induction process

We recognise the importance of moving from the mobilisation phase, through the transition phase into the delivery model. In addition we also recognise the importance of ensuring the staff involved in the bid process retain their involvement through the mobilisation and transition period, ensuring a full understanding of the commitments are accepted by all.

Provided below is a selection of the key areas we have identified as having significant risks through the two critical stages. During the mobilisation phase our Mobilisation Manager will work closely with The National Museums and Galleries of Wales to ensure all risks are identified and a robust programme to mitigate such risks is put in place.

Mobilisation Phase

- Carry out site Health and Safety Survey
- Carry out TUPE interviews / assess site resources and commence recruitment if necessary
- Identify and compile critical spares list
- Verify site computerised management system to ensure all assets are covered and maintenance programmes are in place
- Provide 'shadow' operations team to survey incumbents service delivery
- Develop Bespoke Disaster Recovery Plan
- Produce and agree sample monthly report with The National Museums and Galleries of Wales
- Prepare and submit a detailed quality control procedure to the client for approval. This procedure will be refined and/or adapted to the satisfaction of the client during the first three months and thereafter if necessary.

Transition Phase

- Implement recommendations of health and Safety survey and check method statements and risk assessments
- Develop, implement and assess training programme for site based staff
- Ensure critical spares identified during mobilisation phase are on site and available
- Update computerised management system to ensure assets identified during mobilisation phase are captured and included on the PPM programme
- Ensure operations team - based on management structure - is in place and delivering contractual commitments
- Refine and check disaster recovery plan and introduce changes if necessary
- Review and assess monthly report - agree improvements and future additional inclusions.
- Fully implement quality plan and ensure schedule for off site audits is agreed

Working in partnership with The National Museums and Galleries of Wales we anticipate regular informal meetings to report the transition progress. We will in addition have formal weekly transition meetings with the team to report on progress. The structure of the meetings will include discussion, as a minimum of the following key areas:

1. TUPE Transfer Process
2. Recruitment and Staffing Arrangements
3. Subcontractor and Specialist Support
4. Familiarity of Plant and Equipment
5. Implementation of the PPM programme on the CAFM System
6. Helpdesk - operation and set up
7. Health and Safety Surveys
8. Production of the Quality Plan
9. Information Technology - set up and installation
10. Criticality process for buildings



Mobilisation Case Study – XXX

At the beginning of this year we followed our success in securing the contract with XXX with the award of the XXX. Working closely with the nominated consultant (XXX) we mobilised quickly and effectively (within 10 working days) enabling us to be in a position to receive and allocate reactive calls at the commencement of the contract.

In addition to operationally mobilising the contract we also successfully completed TUPE negotiations with three nominated engineers that were employed by the previous incumbent. Throughout the TUPE period we succeeded in providing assurance to the affected engineers. Furthermore we were also able to improve the engineers' terms and conditions, which has contributed to an improvement in their morale and has also provided them with increased security.

The successful mobilisation of the contract was able to be objectively measured through a number of KPI's developed and used by XXX. The KPI's covered the three areas identified as being the key stages of implementation, with the first phase covering training matrixes, data protection and CRB checks, the second phase covering TUPE and asset tagging and finally the third phase which covered planners, bar code readers, the providing of log books and health and safety risk assessments.

As part of the mobilisation programme we were required to provide regular reports confirming whether we had completed the activity within the required timeframe. If we failed to complete the activity within the due date it affected our KPI's and overall contract performance. Following completion of the mobilisation phase of the contract Atkins confirmed we had met our KPI's fully and that we had also achieved the accolade of 'best performing contractor' in this specific area (against two other service providers mobilising similar contracts for XXX).

The close working relationship developed with XXX during the implementation of the contract has helped to quickly develop a 'team' approach to service delivery on the contract. We would look to recreate a similar approach with The National Museums and Galleries of Wales as a way of building a firm foundation for the ongoing success of the contract.



Personnel and TUPE

We recognise the uncertainty and instability caused to staff during the TUPE process, particularly in the period from contract award through to contract commencement, and we will immediately implement a programme to reassure staff and advise them of the consultation process. It is important that this is in place immediately and that a vacuum does not exist, which will create instability.

We generally view TUPE as a positive process and often redeploy staff to other contracts as part of the restructuring process. Since 2000 Kier have successfully transferred nearly 5,000 employees from both the public and private sector.

We will use our skill, experience and understanding gained across a number of diverse contracts to ensure any TUPE issues are dealt with effectively and that employees affected are reassured at this time of understandable uncertainty.

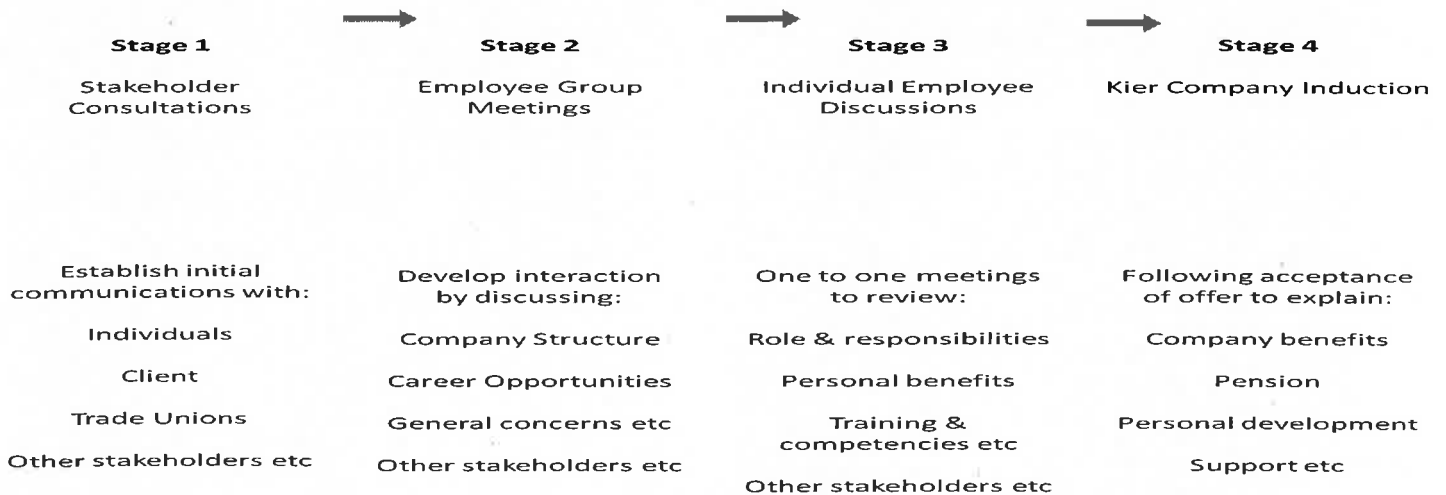
Provided below are full details of our consultation schedule and also details of some of the substantial TUPE issues we have addressed and resolved in the last ten years.

TUPE Timeframe

Provided below are details of the four key stages of the TUPE process, which we will follow in addressing the TUPE issues on this contract. Each stage will be discussed and agreed with The National Museums and Galleries of Wales prior to contract mobilisation and we will keep The National Museums and Galleries of Wales fully informed with a report provided following each stage of discussions.

In addition to reconciling individuals subject to TUPE against our submitted proposal we will also ensure that any differences are discussed and agreed with The National Museums and Galleries of Wales prior to implementation. In particular in the event that there is a difference we would propose open discussions with The National Museums and Galleries of Wales to assess the potential for redeployment within Kier.

A good example of where we have successfully redeployed staff subject to TUPE has been on our recent contract with XXX in South Wales. As part of our submission we were able to reduce costs and change the service delivery model without impacting on the standard of service provided. As part of this process we have successfully redeployed two employees affected by the TUPE transfer, with one of the operatives moving into a new role with increased levels of responsibility and a corresponding improvement in salary and terms and conditions. We will use our experience of the TUPE process to ensure a similarly positive approach is developed on this contract.



TUPE Transfers – Previous successes

Contract	Date	Number of staff transferred	Transfer from which organisation
	Dec 96	Four	
	Sept 97	Fourteen	
	Aug 99	Nine	
	Jan 03	Three	
	May 05	Four	
	Jan 06	Four	
	April 06	Forty- one	
	August 07	Fourteen	
	Feb 07	One	
	June 07	One	
	June 07	Two	
	June 07	Three	
	March 08	Fifteen	
	April 08	Three	
	May 08	One	
	June 08	Three	
	June 08	Five	
	Aug 09	Twenty	
	Oct 09	Five	



TUPE Case Study

XXX, Site Manager, XXX Sports College

XXX TUPE transferred from XXX City Council to Kier in connection with Kier's successful bid for a PFI schools project.

"It was quite a lengthy business" says XXX, "we were nervous and for a time it was difficult for anyone to give us clear, definite answers to our queries. But once the communications with Kier got under way, it worked out fine. I would say to anyone approaching a transfer to Kier, whoever you are, don't worry at all. Our terms and conditions have been respected and maintained, including our membership of the South Yorkshire Local Government Pension Scheme. We had an induction programme and some specialist training and I have no complaints."

Client Comment:

XXX, XXX City Council:

"The relationship we have with Kier is considered a model partnership and not a run of the mill project. We have had literally hundreds of other people and councils visiting us to see how it works so successfully. XXX was awarded Beacon Status on the back of this partnership."



Recruiting Proposals

In addition to resolving TUPE issues we also recognise that the recruitment of a dedicated service team with a flexible multi skill base is essential for the successful delivery of the contract. It will be our intention to source the most appropriate staff from the current work force and / or externally recruit to achieve the shared objectives of all parties involved in the contract.

All staff selected will be subjected to an in depth evaluation of not only their technical and engineering knowledge but also their "can do" attitude. A formal induction process will be undertaken by all new recruits, supported by a job description and an induction procedure which the employee and line manager review and sign off when the process has been completed.

After four months a probationary review is conducted to ensure that the employment relationship is working to the satisfaction of both parties.

Recruitment and Selection

The recruitment and Selection of the most suitable site staff is vital to the success of the contract and we will ensure there are sufficient quality candidates for the vacancies in order to ensure the best possible selection is made between candidates relative to the specific job. In order to achieve this we have commenced the compilation of potentially suitable candidates at the tender stage.

The following are a list of suggested actions that will be taken in order to recruit and select the correct employees:-

- We will provide the recruiters with the appropriate interviewing and selection techniques training, in line with the Equal Opportunities Policy.
- We will define the specific requirement of job role both technically and culturally in order to ensure a clear structure is in place.
- We will create a personal profile.
- We will use the full range of recruitment methods, including, internal company search, recruitment advertising - local, regional, national or trade based, recommendations by existing staff, previous applicants or employees, advertising on the Kier web site, recruitment agencies, select and search consultants.
- We will ensure all candidates complete an application for employment form.
- We will provide candidates with a copy of the job description and personal profile to ensure that they fully understand what is required for the job (we would welcome RBG's input in the job description definition).
- We will treat candidates as 'customers' ensuring they receive a high quality of information at all stages of the process.
- We will ensure two people are present to interview to counteract bias and provide a balanced view (this will be HR and operations – involved with the management of the contract).
- We will ensure questions are structured round the competencies and experience required for the job and we will also ensure they are open-ended and probing, but not discriminatory.
- We will provide sufficient information about the job, organisation and terms and conditions of employment as appropriate.
- We will ensure the candidates feel they have had the chance to demonstrate their experience and skills relevant for the role, and we will ensure they are provided with details about the job, organisation and conditions of employment.
- We will ensure the interview assessment form is completed to demonstrate the reason for the decision.
- We will liaise with applicants at every stage of the process.
- We will create the right ambience for the candidate to feel comfortable at the interview.
- We will ensure job offers are made only subject to satisfactory references, which should be checked.
- We will ensure that any candidate over the age of 55 has a pre-employment medical.



- We will monitor applications, shortlist and recruits in line with our Equal Opportunities Policy. In addition we will also actively encourage applications from members of the local community currently underrepresented in our industry.

Selection Process and Vetting

Security and reference screening will be undertaken for all potential employees by the Contact Manager in conjunction with the HR department (We work with a number of Councils, Police Authorities and Government Agencies). All staff working on any of the above are cleared via the relevant vetting procedures (XXX etc).

Kier work with a number of clients within secure environments such as XXXX.

As a minimum requirement, references will be sought from the two most recent employers but covering the last five years. Evidence of relevant training, technical and managerial qualifications will also be sought from the employee and/or the awarding body, if necessary.

Security and reference screening, as part of our normal recruitment processes, will be undertaken for all potential and new employees by the National Account Agent in conjunction with the Human Resources department. This will be carried out as part of a first stage vetting process.

As a minimum requirement, references will be sought from the two most recent employers but covering the last five years. Evidence of relevant training, technical and managerial qualifications will also be sought from the employee and/or the awarding body, if necessary.

Basic Checks

Before recruitment, prospective employees will be asked to provide original documents to establish their bona fides. The documents necessary to establish identity will vary according to the nationality of the individual concerned.

British Nationals

Either a full (i.e. 10 year) British Passport or a combination of at least two of the following:

- British Driving Licence
- P45
- A birth certificate, which bears an issue date within a few weeks of birth
- Proof of residence at a given address

Other EC Nationals

Either

- A full passport issued by the Country concerned
- A document/letter issued by the Home Office establishing the individual's immigration status in the UK

Counter-Terrorist Checks (CTC)

We recognise the potential terrorist threat which might expose individuals, or buildings to the risk of terrorism.

To ensure our security process is robust we will carry out a Counter-Terrorist Check (CTC) for all employees, with offers of employment being dependant upon satisfactory conclusion of the screening process. The offer of employment will state clearly that this is subject to the receipt of a satisfactory outcome.





CRB Security Clearance



Our engineers work with a number of clients who provide services to vulnerable adults and/or children. We are taking a proactive approach to ensure that all our employees who attend premises for these clients have undergone a standard criminal record check.

As a contractor, we are unable to register as an approved body to undertake these checks ourselves. Therefore, we have entered into a contract with CRB disclosures.co.uk that is an umbrella body for the Criminal Records Bureau.

Employee Inductions

On commencement with the Company, all employees will receive an induction including:

- Company Policy
- Personnel issues
- H & S
- Quality Assurance
- Control procedures.

In addition they will 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, 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.

At present 100% of our Engineers and Contract Managers have completed the CSCS Health & Safety Awareness course and carry the skills card at all times.

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.

To further support the H & S training at mobilisation and transition stage Safety Review meetings take place for relevant Managerial and Engineering Staff and are 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.

Health & Safety information is also provided to employees by way of bulletins and updates, toolbox talks, manuals and relative documentation received from HSE etc. A COSHH Helpline within the company gives accurate up-to-date COSHH assessments for all the hazardous materials used on specific sites.

Engineers are assessed on their competency in the first instance by the site supervisors, then by the Contract Manager and the Health & Safety Manager who carries out spot checks and evaluations on a regular basis. These assessments include evaluations of the working environment and how its standards are maintained by the engineers. They are also assessed on how their work is carried out and how they ensure that the task they are completing is done so in a safe and low risk manner.



Training Plan and Programme

Kier Facilities Services will ensure that all personnel receive the correct induction into the company and the contract. This starts by ensuring that the staffing levels have been aligned to the needs of The National Museums and Galleries of Wales, Kier Facilities Services and of the employee. Each employee will receive a personal training plan and training needs assessment, which will be included within the training programme for the complete service team. Initial Training will consist of the following elements: -

- Health and Safety Training (General).
- Site Familiarisation.
- Training on specific plant installations and equipment.
- Training on specialised equipment for specialist operatives.
- Customer Care.

All staff are given training in accordance with current legislation, statutory regulations, company guidelines and locally assessed needs. All training is recorded on a training administration database and training records are held on site, together with a record of assessed competence.

Staff retention

In addition to our recruitment process we will ensure that we continue to support our staff post appointment, in order to ensure we maintain our low levels of staff turnover (currently at 3%). To ensure this there is an extensive programme of employee training, development and promotion from within the group.

Furthermore we also provide a comprehensive benefits package to all members of staff, which includes:

- Competitive salary
- Training and development
- Access to overtime
- Pension
- Healthcare
- Mobile communication

To further improve staff retention we distribute a questionnaire to all leavers and ask all leavers to be open and honest with their response. Responses are reviewed and any problems highlighted are fully investigated and resolved.

Developing our workforce

The aim of employee development within Kier is to recognise the skills and abilities that our people currently hold, compare this to what they and the business need, then discuss and jointly agree career development opportunities to bridge any gap through training or mentoring. It is important to the future success of business growth that each staff member experiences a measure of development and, if they wish, progression as and when opportunities arise.

On appointment, new staff are given an extensive induction to introduce them into the culture and goals of the company. Items covered include Health and Safety, Quality, Marketing, introduction to the workplace, relevant procedures, job role and responsibilities and the identification of initial training requirements. This is also our first opportunity to ensure that new starters understand our vision and the core values of the Group that we strive to uphold at all times.

Further training needs are identified on a continuous basis by line management and through our annual Personal Performance Reviews. These specifically identify training and development requirements and relevant training courses are allocated.



We have a Training Department to serve and advise all Group companies. The Department initiates and administers internal and external training and is responsible for the recruitment of graduates and undergraduates.



Site Log Book

We provide all our clients with Site Log Books at contract commencement. These can either be a single log book for the whole contract, or individual books provided per site/building.

As maintenance tasks are carried out they will be recorded on the appropriate Maintenance Report Sheets filed within the Site Log Book. The Site Log Book will be stored on site to enable the Clients Representative to observe and acknowledge that the routine maintenance is taking place as per the Agreement.

Provision will be made within the Log Book for all reports and certificates which may be issued from any Specialist Contractors working on our behalf.

All other information such as Engineers' report sheets regarding 'call-outs' and any further work required or recommended will also be detailed within the appropriate section of the Log book.

As standard, the Site Log Book will also contain copies of all relevant Health and Safety literature, Risk Assessments, COSHH information and any other statutory documentation required.

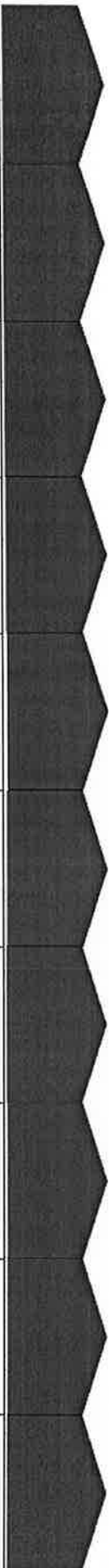
In addition to the records kept within the Site Log Book, a further record will be kept at KFS Head Office for record purposes and may be forwarded to the Client if requested.

It will be the duty of the KFS Engineer to report to the Client's representative on **EVERY** visit to inform them of our presence on Site and to complete all such documentation as may be necessary.

Due to the size and variation of the Log Books we provide, we cannot enclose an example copy. However, please see the following page for an example contents page which details the information we can provide. This also shows the standard forms that we would use on our maintenance visits.



Signing In Log
Annual Maintenance Planner
PPM Sheets
Completed KBSE Worksheets - Reactive
Completed KBSE Worksheets - PPM <ul style="list-style-type: none">• Combustion Records• Refrigeration Records / Refrigerant Log• General PPM
Completed KBSE Worksheets – Statutory Checks <ul style="list-style-type: none">• Water Temperatures (If Applicable)• Fire Alarm Tests (If Applicable)• FFE (If Applicable)• Emergency Lights (If Applicable)• Meter Readings (If Applicable)
Sub-contractor Section <ul style="list-style-type: none">• Contact Information• Completed Worksheets
Health & Safety Information
KBSE Site Audits
Site Information <ul style="list-style-type: none">• Essential Spares• Useful Site Information• Building Plans



Project Co	project_19583
Project Title	Planned Maintenance Contract
Reference	
ITT Code	itt_32118
ITT Title	Planned Maintenance
ITT Status	Commercial evaluation

Id	supplier	Supplier	Section	Description	Question	Question	Mandatory	Remarks	Unit of Me
288088	Kier	Faciliti	Tender	Su 1.1	National M	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 1.2	National M	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 1.3	National M	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 2.1	St Fagan's	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 2.2	St Fagan's	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 2.3	St Fagan's	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 3.1	The Nation	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 3.2	The Nation	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 3.3	The Nation	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 4.1	Big Pit: Na	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 4.2	Big Pit: Na	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 4.3	Big Pit: Na	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 5.1	The Nation	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 5.2	The Nation	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 5.3	The Nation	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 6.1	The Nation	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 6.2	The Nation	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 6.3	The Nation	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 7.1	Turner Hol	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 7.2	Turner Hol	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 7.3	Turner Hol	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 8.1	The Collec	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 8.2	The Collec	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 8.3	The Collec	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 9.1	National W	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 9.2	National W	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 9.3	National W	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 1.1	National M	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 1.2	National M	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 1.3	National M	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 2.1	St Fagan's	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 2.2	St Fagan's	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 2.3	St Fagan's	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 3.1	The Nation	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 3.2	The Nation	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 3.3	The Nation	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 4.1	Big Pit: Na	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 4.2	Big Pit: Na	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 4.3	Big Pit: Na	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 5.1	The Nation	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 5.2	The Nation	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 5.3	The Nation	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 6.1	The Nation	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 6.2	The Nation	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 6.3	The Nation	Item	No		Year 3
288088	Kier	Faciliti	Tender	Su 7.1	Turner Hol	Item	No		Year 1
288088	Kier	Faciliti	Tender	Su 7.2	Turner Hol	Item	No		Year 2
288088	Kier	Faciliti	Tender	Su 7.3	Turner Hol	Item	No		Year 3

288088	Kier Faciliti Tender Sui 8.1	The Collec Item	No	Year 1
288088	Kier Faciliti Tender Sui 8.2	The Collec Item	No	Year 2
288088	Kier Faciliti Tender Sui 8.3	The Collec Item	No	Year 3
288088	Kier Faciliti Tender Sui 9.1	National W Item	No	Year 1
288088	Kier Faciliti Tender Sui 9.2	National W Item	No	Year 2
288088	Kier Faciliti Tender Sui 9.3	National W Item	No	Year 3
288088	Kier Faciliti Tender Sui 1.1	Section 1 F Item	No	Year 1
288088	Kier Faciliti Tender Sui 1.2	Section 1 F Item	No	Year 2
288088	Kier Faciliti Tender Sui 1.3	Section 1 F Item	No	Year 3
288088	Kier Faciliti Tender Sui 2.1	Section 2 v Item	No	Year 1
288088	Kier Faciliti Tender Sui 2.2	Section 2 v Item	No	Year 2
288088	Kier Faciliti Tender Sui 2.3	Section 2 v Item	No	Year 3
288088	Kier Faciliti Tender Sui 3.1	Section 3 E Item	No	Year 1
288088	Kier Faciliti Tender Sui 3.2	Section 3 E Item	No	Year 2
288088	Kier Faciliti Tender Sui 3.3	Section 3 E Item	No	Year 3
288088	Kier Faciliti Tender Sui 4.1	Section 4 C Item	No	Year 1
288088	Kier Faciliti Tender Sui 4.2	Section 4 C Item	No	Year 2
288088	Kier Faciliti Tender Sui 4.3	Section 4 C Item	No	Year 3
288088	Kier Faciliti Tender Sui 5.1	Section 5 C Item	No	Year 1
288088	Kier Faciliti Tender Sui 5.2	Section 5 C Item	No	Year 2
288088	Kier Faciliti Tender Sui 5.3	Section 5 C Item	No	Year 3
288088	Kier Faciliti Tender Sui 6.1	Section 6 C Item	No	Year 1
288088	Kier Faciliti Tender Sui 6.2	Section 6 C Item	No	Year 2
288088	Kier Faciliti Tender Sui 6.3	Section 6 C Item	No	Year 3
288088	Kier Faciliti Tender Sui 7.1	Section 7 L Item	No	Year 1
288088	Kier Faciliti Tender Sui 7.2	Section 7 L Item	No	Year 2
288088	Kier Faciliti Tender Sui 7.3	Section 7 L Item	No	Year 3
288088	Kier Faciliti Tender Sui 1.1	Section 1 F Item	No	Year 1
288088	Kier Faciliti Tender Sui 1.2	Section 1 F Item	No	Year 2
288088	Kier Faciliti Tender Sui 1.3	Section 1 F Item	No	Year 3
288088	Kier Faciliti Tender Sui 2.1	Section 2 v Item	No	Year 1
288088	Kier Faciliti Tender Sui 2.2	Section 2 v Item	No	Year 2
288088	Kier Faciliti Tender Sui 2.3	Section 2 v Item	No	Year 3
288088	Kier Faciliti Tender Sui 3.1	Section 3 E Item	No	Year 1
288088	Kier Faciliti Tender Sui 3.2	Section 3 E Item	No	Year 2
288088	Kier Faciliti Tender Sui 3.3	Section 3 E Item	No	Year 3
288088	Kier Faciliti Tender Sui 4.1	Section 4 C Item	No	Year 1
288088	Kier Faciliti Tender Sui 4.2	Section 4 C Item	No	Year 2
288088	Kier Faciliti Tender Sui 4.3	Section 4 C Item	No	Year 3
288088	Kier Faciliti Tender Sui 5.1	Section 5 C Item	No	Year 1
288088	Kier Faciliti Tender Sui 5.2	Section 5 C Item	No	Year 2
288088	Kier Faciliti Tender Sui 5.3	Section 5 C Item	No	Year 3
288088	Kier Faciliti Tender Sui 7.1	Section 7 L Item	No	Year 1
288088	Kier Faciliti Tender Sui 7.2	Section 7 L Item	No	Year 2
288088	Kier Faciliti Tender Sui 7.3	Section 7 L Item	No	Year 3
288088	Kier Faciliti Section 1 - 1	Boilers Item	No	Cost
288088	Kier Faciliti Section 1 - 7	Flues Item	No	Cost
288088	Kier Faciliti Section 1 - 8	Direct fired Item	No	Cost
288088	Kier Faciliti Section 1 - 9	Calorifiers Item	No	Cost
288088	Kier Faciliti Section 1 - 10	Radiators & Item	No	Cost
288088	Kier Faciliti Section 1 - 11	Pipe work & Item	No	Cost
288088	Kier Faciliti Section 1 - 12	Valves Item	No	Cost
288088	Kier Faciliti Section 1 - 13	Water stora Item	No	Cost
288088	Kier Faciliti Section 1 - 14	Pumps Item	No	Cost
288088	Kier Faciliti Section 1 - 15	Fuel System Item	No	Cost
288088	Kier Faciliti Section 1 - 16	Oil storage Item	No	Cost

288088	Kier Faciliti Section 1 - 17	Water treat Item	No	Cost
288088	Kier Faciliti Section 1 - 20	Unvented h Item	No	Cost
288088	Kier Faciliti Section 1 - 21	Trace heat Item	No	Cost
288088	Kier Faciliti Section 1 - 22	Piped gas : Item	No	Cost
288088	Kier Faciliti Section 1 - 25	Air Compre Item	No	Cost
288088	Kier Faciliti Section 1 - 26	Gas Lightir Item	No	Cost
288088	Kier Faciliti Section 1 - 27	Solid fuel a Item	No	Cost
288088	Kier Faciliti Section 1 - 28	L8 Item	No	Cost
288088	Kier Faciliti Section 2 - 1	Ventilation Item	No	Cost
288088	Kier Faciliti Section 2 - 5	Air filters Item	No	Cost
288088	Kier Faciliti Section 2 - 6	Ductwork s Item	No	Cost
288088	Kier Faciliti Section 2 - 7	Grilles & di Item	No	Cost
288088	Kier Faciliti Section 2 - 8	Smoke reli Item	No	Cost
288088	Kier Faciliti Section 2 - 9	Chillers Item	No	Cost
288088	Kier Faciliti Section 2 - 10	Refrigeratic Item	No	Cost
288088	Kier Faciliti Section 2 - 11	Unit type ai Item	No	Cost
288088	Kier Faciliti Section 2 - 12	Evaporator Item	No	Cost
288088	Kier Faciliti Section 2 - 13	Air handlin Item	No	Cost
288088	Kier Faciliti Section 2 - 14	Heat exchæ Item	No	Cost
288088	Kier Faciliti Section 2 - 15	Heat recov Item	No	Cost
288088	Kier Faciliti Section 2 - 16	Humidifiers Item	No	Cost
288088	Kier Faciliti Section 2 - 17	Fan coil un Item	No	Cost
288088	Kier Faciliti Section 2 - 18	Room air c Item	No	Cost
288088	Kier Faciliti Section 2 - 19	Condensat Item	No	Cost
288088	Kier Faciliti Section 3 - 1	Standby ge Item	No	Cost
288088	Kier Faciliti Section 3 - 2	UPS Syste Item	No	Cost
288088	Kier Faciliti Section 3 - 3	Distributio Item	No	Cost
288088	Kier Faciliti Section 3 - 4	Emergency Item	No	Cost
288088	Kier Faciliti Section 3 - 5	Motor conti Item	No	Cost
288088	Kier Faciliti Section 3 - 6	Portable ap Item	No	Cost
288088	Kier Faciliti Section 3 - 8	Clocks Item	No	Cost
288088	Kier Faciliti Section 3 - 9	Lightning p Item	No	Cost
288088	Kier Faciliti Section 3 - 10	Gallery Ligl Item	No	Cost
288088	Kier Faciliti Section 4 - 1	Controls & Item	No	Cost
288088	Kier Faciliti Section 4 - 2	BMS Item	No	Cost
288088	Kier Faciliti Section 4 - 5	PA / VA Cc Item	No	Cost
288088	Kier Faciliti Section 4 - 6	Fire extingl Item	No	Cost
288088	Kier Faciliti Section 4 - 7	Access cor Item	No	Cost
288088	Kier Faciliti Section 4 - 8	Gates / Ba Item	No	Cost
288088	Kier Faciliti Section 4 - 9	Gas Detectl Item	No	Cost
288088	Kier Faciliti Section 5 - 1	Equipment Item	No	Cost
288088	Kier Faciliti Section 5 - 2	Deep Clea Item	No	Cost
288088	Kier Faciliti Section 6 - 1	Access Cræ Item	No	Cost
288088	Kier Faciliti Section 7 - 1	Intruder/Se Item	No	Cost
288088	Kier Faciliti Section 7 - 2	P.A (contrc Item	No	Cost
288088	Kier Faciliti Section 7 - 3	Radio P.A Item	No	Cost
288088	Kier Faciliti Section 7 - 4	Teletronic l Item	No	Cost
288088	Kier Faciliti Section 7 - Oakdale In	Intruder alæ Item	No	Cost
288088	Kier Faciliti Section 7 - Oakdale In	Fire alarm Item	No	Cost
288088	Kier Faciliti Section 7 - Gwalia Sto	Intruder alæ Item	No	Cost
288088	Kier Faciliti Section 7 - Gwalia Sto	Fire alarm Item	No	Cost
288088	Kier Faciliti Section 7 - Bakery	Intruder alæ Item	No	Cost
288088	Kier Faciliti Section 7 - Main Buildi	Fire alarm Item	No	Cost
288088	Kier Faciliti Section 7 - Main Buildi	Intruder alæ Item	No	Cost
288088	Kier Faciliti Section 7 - Gallery 1	Intruder alæ Item	No	Cost
288088	Kier Faciliti Section 7 - House for t	Intruder alæ Item	No	Cost

288088	Kier Faciliti	Section 7 - Castle	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - Castle	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - Ticket Offic	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - Gardens H	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - Gardens H	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - St Teilos	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - Atcost buik	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - Atcost buik	Firer alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - Conservati	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - Conservati	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - 1	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - 2	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - 1	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - 2	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - 1	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - 2	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - 1	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - 2	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 7 - 1	Intruder al	Item	No	Cost
288088	Kier Faciliti	Section 7 - 2	Fire alarm	Item	No	Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (Main hall		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (West wing		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (East wing		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (East wing		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (Centre bloc		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (Centre bloc		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (Centre bloc		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (West wing		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - NMC-LFT (External (fr		Item	No	Cathay's p; Cost
288088	Kier Faciliti	Section 8 - MWL-LFT	Conservati	Item	No	St Fagan's Cost
288088	Kier Faciliti	Section 8 - MWL-LFT	Restaurant	Item	No	St Fagan's Cost
288088	Kier Faciliti	Section 8 - MWL-LFT	Oakdale in	Item	No	St Fagan's Cost
288088	Kier Faciliti	Section 8 - MWL-LFT	Foyer	Item	No	St Fagan's Cost
288088	Kier Faciliti	Section 8 - MWL-LFT	House for t	Item	No	St Fagan's Cost
288088	Kier Faciliti	Section 8 - MWL-LFT	New conse	Item	No	St Fagan's Cost
288088	Kier Faciliti	Section 8 - MWL-LFT	Castle tea	Item	No	St Fagan's Cost
288088	Kier Faciliti	Section 8 - NTG-LFT (Offices	Item	No	Nantgarw Cost
288088	Kier Faciliti	Section 8 - NTG-LFT (Extension	Item	No	Nantgarw Cost
288088	Kier Faciliti	Section 8 - WSM-LFT	Rear yard	Item	No	Llanderis Cost
288088	Kier Faciliti	Section 8 - NWM-LFT	Courtyard	Item	No	Dre-Fach Cost
288088	Kier Faciliti	Section 8 - NWM-LFT	Mill	Item	No	Dre-Fach Cost
288088	Kier Faciliti	Section 8 - NMM-LFT	Conservati	Item	No	Big Pit Cost
288088	Kier Faciliti	Tender Coi 1	Chillers	Item	No	Cost
288088	Kier Faciliti	Tender Coi 2	AHU's	Item	No	Cost
288088	Kier Faciliti	Tender Coi 3	Supply & E	Item	No	Cost
288088	Kier Faciliti	Tender Coi 4	Flue Dilutic	Item	No	Cost
288088	Kier Faciliti	Tender Coi 5	Chilled Bea	Item	No	Cost
288088	Kier Faciliti	Tender Coi 6	Fan Coil U	Item	No	Cost
288088	Kier Faciliti	Tender Coi 7	Boilers	Item	No	Cost
288088	Kier Faciliti	Tender Coi 8	Under-floo	Item	No	Cost
288088	Kier Faciliti	Tender Coi 9	Solar Heati	Item	No	Cost
288088	Kier Faciliti	Tender Coi 10	Pumps	Item	No	Cost
288088	Kier Faciliti	Tender Coi 11	Plate Heat	Item	No	Cost
288088	Kier Faciliti	Tender Coi 12	Cold Water	Item	No	Cost
288088	Kier Faciliti	Tender Coi 13	Pressurisa	Item	No	Cost
288088	Kier Faciliti	Tender Coi 14	Rain Water	Item	No	Cost

288088	Kier Faciliti Tender Co 15	Close Conl Item	No	Cost
288088	Kier Faciliti Tender Co 16	Humidifiers Item	No	Cost
288088	Kier Faciliti Tender Co 17	Cold Water Item	No	Cost
288088	Kier Faciliti Tender Co 18	Secondary Item	No	Cost
288088	Kier Faciliti Tender Co 19	Electric Wz Item	No	Cost
288088	Kier Faciliti Tender Co 20	Fire Alarm Item	No	Cost
288088	Kier Faciliti Tender Co 21	Aspirated F Item	No	Cost
288088	Kier Faciliti Tender Co 22	Redetec Fi Item	No	Cost
288088	Kier Faciliti Tender Co 23	Intruder Alz Item	No	Cost
288088	Kier Faciliti Tender Co 24	Access Co Item	No	Cost
288088	Kier Faciliti Tender Co 25	Public Add Item	No	Cost
288088	Kier Faciliti Tender Co 26	Intercom S Item	No	Cost
288088	Kier Faciliti Tender Co 27	Induction L Item	No	Cost
288088	Kier Faciliti Tender Co 28	Disabled P Item	No	Cost
288088	Kier Faciliti Tender Co 29	Electrical C Item	No	Cost
288088	Kier Faciliti Tender Co 30	Emergency Item	No	Cost
288088	Kier Faciliti Tender Co 31	Earthing & Item	No	Cost
288088	Kier Faciliti Tender Co 32	Catering E Item	No	Cost
288088	Kier Faciliti Tender Co 33	UV System Item	No	Cost
288088	Kier Faciliti Tender Co 34	BMS Item	No	Cost
288088	Kier Faciliti Tender Co 35	Fire extingl Item	No	Cost
288088	Kier Faciliti Tender Co 36	Automatic : Item	No	Cost
288088	Kier Faciliti Tender Co 37	Lifts X 3 Item	No	Cost
288088	Kier Faciliti Tender Co 38	Secondary Item	No	Cost
288088	Kier Faciliti Tender Co 39	Leak detec Item	No	Cost
288088	Kier Faciliti Tender Co 40	Portable A Item	No	Cost
288088	Kier Faciliti Schedule c 1	Maintenan Item	No	Cost
288088	Kier Faciliti Schedule c 2	Lift engine Item	No	Cost
288088	Kier Faciliti Schedule c 3	Refrigerati Item	No	Cost
288088	Kier Faciliti Schedule c 4	BMS/control Item	No	Cost
288088	Kier Faciliti Schedule c 5	Security en Item	No	Cost
288088	Kier Faciliti Schedule c 6	Fire engine Item	No	Cost
288088	Kier Faciliti Schedule c 7	Lightning p Item	No	Cost
288088	Kier Faciliti Schedule c 8	Generator Item	No	Cost
288088	Kier Faciliti Schedule c 9	Catering er Item	No	Cost
288088	Kier Faciliti Schedule c 10	Mechanica Item	No	Cost
288088	Kier Faciliti Schedule c 11	Electrical e Item	No	Cost
288088	Kier Faciliti Schedule c 12	Mechanica Item	No	Cost
288088	Kier Faciliti Schedule c 13	Electrical a Item	No	Cost
288088	Kier Faciliti Schedule c 14	Plumber Item	No	Cost
288088	Kier Faciliti Schedule c 15	Mate Item	No	Cost
288088	Kier Faciliti Schedule c 16	Labourer Item	No	Cost
288088	Kier Faciliti Schedule c 17	Other Item	No	Cost
288088	Kier Faciliti Schedule c 18	Other Item	No	Cost
288088	Kier Faciliti Schedule c 19	Other Item	No	Cost
288088	Kier Faciliti Schedule c 20	Other Item	No	Cost
288088	Kier Faciliti Schedule c 21	Other Item	No	Cost
288088	Kier Faciliti Schedule c 22	Other Item	No	Cost
288088	Kier Faciliti Schedule c 23	Other Item	No	Cost
288088	Kier Faciliti Schedule c 24	Other Item	No	Cost
288088	Kier Faciliti Schedule c 25	Other Item	No	Cost
288088	Kier Faciliti Schedule c 26	Other Item	No	Cost
288088	Kier Faciliti Schedule c 1	Maintenan Item	No	Cost
288088	Kier Faciliti Schedule c 2	Lift engine Item	No	Cost
288088	Kier Faciliti Schedule c 3	Refrigerati Item	No	Cost
288088	Kier Faciliti Schedule c 4	BMS/control Item	No	Cost

288088	Kier Faciliti	Schedule c 5	Security en Item	No	Cost
288088	Kier Faciliti	Schedule c 6	Fire engine Item	No	Cost
288088	Kier Faciliti	Schedule c 7	Lightning p Item	No	Cost
288088	Kier Faciliti	Schedule c 8	Generator Item	No	Cost
288088	Kier Faciliti	Schedule c 9	Catering er Item	No	Cost
288088	Kier Faciliti	Schedule c 10	Mechanica Item	No	Cost
288088	Kier Faciliti	Schedule c 11	Electrical e Item	No	Cost
288088	Kier Faciliti	Schedule c 12	Mechanica Item	No	Cost
288088	Kier Faciliti	Schedule c 13	Electrical a Item	No	Cost
288088	Kier Faciliti	Schedule c 14	Plumber Item	No	Cost
288088	Kier Faciliti	Schedule c 15	Mate Item	No	Cost
288088	Kier Faciliti	Schedule c 16	Labourer Item	No	Cost
288088	Kier Faciliti	Schedule c 17	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 18	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 19	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 20	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 21	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 22	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 23	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 24	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 25	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 26	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 1	Maintenan(Item	No	Cost
288088	Kier Faciliti	Schedule c 2	Lift engine(Item	No	Cost
288088	Kier Faciliti	Schedule c 3	Refrigeratic Item	No	Cost
288088	Kier Faciliti	Schedule c 4	BMS/control Item	No	Cost
288088	Kier Faciliti	Schedule c 5	Security en Item	No	Cost
288088	Kier Faciliti	Schedule c 6	Fire engine Item	No	Cost
288088	Kier Faciliti	Schedule c 7	Lightning p Item	No	Cost
288088	Kier Faciliti	Schedule c 8	Generator Item	No	Cost
288088	Kier Faciliti	Schedule c 9	Catering er Item	No	Cost
288088	Kier Faciliti	Schedule c 10	Mechanica Item	No	Cost
288088	Kier Faciliti	Schedule c 11	Electrical e Item	No	Cost
288088	Kier Faciliti	Schedule c 12	Mechanica Item	No	Cost
288088	Kier Faciliti	Schedule c 13	Electrical a Item	No	Cost
288088	Kier Faciliti	Schedule c 14	Plumber Item	No	Cost
288088	Kier Faciliti	Schedule c 15	Mate Item	No	Cost
288088	Kier Faciliti	Schedule c 16	Labourer Item	No	Cost
288088	Kier Faciliti	Schedule c 17	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 18	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 19	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 20	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 21	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 22	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 23	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 24	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 25	Other Item	No	Cost
288088	Kier Faciliti	Schedule c 26	Other Item	No	Cost
288088	Kier Faciliti	Additional I 1	Materials a Item	No	Plus %
288088	Kier Faciliti	Additional I 2	Specialist F Item	No	Plus %
288088	Kier Faciliti	Additional I 3	Specialist s Item	No	Plus %

Quantity	Unit Price	Total	Included in Supplier C	
1	88114.85	88114.85	Yes	£1000 Thre
1	93391.97	93391.97	Yes	£1000 Thre
1	95259.81	95259.81	Yes	£1000 Thre
1	53691.89	53691.89	Yes	£1000 Thre
1	54974.64	54974.64	Yes	£1000 Thre
1	56074.13	56074.13	Yes	£1000 Thre
1	4500.26	4500.26	Yes	£1000 Thre
1	4590.26	4590.26	Yes	£1000 Thre
1	4682.07	4682.07	Yes	£1000 Thre
1	19912.47	19912.47	Yes	£1000 Thre
1	20310.72	20310.72	Yes	£1000 Thre
1	20716.93	20716.93	Yes	£1000 Thre
1	12996.6	12996.6	Yes	£1000 Thre
1	13256.54	13256.54	Yes	£1000 Thre
1	13521.67	13521.67	Yes	£1000 Thre
1	9276.07	9276.07	Yes	£1000 Thre
1	9461.59	9461.59	Yes	£1000 Thre
1	9650.82	9650.82	Yes	£1000 Thre
1	3022.73	3022.73	Yes	£1000 Thre
1	3083.18	3083.18	Yes	£1000 Thre
1	3144.85	3144.85	Yes	£1000 Thre
1	15857.13	15857.13	Yes	£1000 Thre
1	16174.27	16174.27	Yes	£1000 Thre
1	16497.75	16497.75	Yes	£1000 Thre
1	41151.37	41151.37	Yes	£1000 Thre
1	41974.4	41974.4	Yes	£1000 Thre
1	42813.89	42813.89	Yes	£1000 Thre
1	49701.94	49701.94	Yes	£1000 thre
1	51454.1	51454.1	Yes	£1000 thre
1	52483.18	52483.18	Yes	£1000 thre
1	10408.45	10408.45	Yes	£1000 thre
1	10616.62	10616.62	Yes	£1000 thre
1	10828.95	10828.95	Yes	£1000 thre
1	1748.13	1748.13	Yes	£1000 thre
1	1783.09	1783.09	Yes	£1000 thre
1	1818.76	1818.76	Yes	£1000 thre
1	3708.87	3708.87	Yes	£1000 thre
1	3783.05	3783.05	Yes	£1000 thre
1	3858.71	3858.71	Yes	£1000 thre
1	3222.05	3222.05	Yes	£1000 thre
1	3286.49	3286.49	Yes	£1000 thre
1	3352.22	3352.22	Yes	£1000 thre
1	1379.67	1379.67	Yes	£1000 thre
1	1407.27	1407.27	Yes	£1000 thre
1	1435.41	1435.41	Yes	£1000 thre
1	1084.8	1084.8	Yes	£1000 thre
1	1106.5	1106.5	Yes	£1000 thre
1	1128.63	1128.63	Yes	£1000 thre

1	4990.17	4990.17	Yes	£1000 thre:
1	5089.98	5089.98	Yes	£1000 thre:
1	5191.78	5191.78	Yes	£1000 thre:
1	7757.22	7757.22	Yes	£1000 thre:
1	7912.36	7912.36	Yes	£1000 thre:
1	8070.61	8070.61	Yes	£1000 thre:
1	33389.52	33389.52	Yes	£1000 thre:
1	34057.33	34057.33	Yes	£1000 thre:
1	34738.47	34738.47	Yes	£1000 thre:
1	57132.92	57132.92	Yes	£1000 thre:
1	60800.08	60800.08	Yes	£1000 thre:
1	62016.09	62016.09	Yes	£1000 thre:
1	47253.39	47253.39	Yes	£1000 thre:
1	48956.58	48956.58	Yes	£1000 thre:
1	49935.72	49935.72	Yes	£1000 thre:
1	47183.6	47183.6	Yes	£1000 thre:
1	48127.27	48127.27	Yes	£1000 thre:
1	49089.82	49089.82	Yes	£1000 thre:
1	17029.1	17029.1	Yes	£1000 thre:
1	17369.68	17369.68	Yes	£1000 thre:
1	17717.08	17717.08	Yes	£1000 thre:
1	880	880	Yes	£1000 thre:
1	897.6	897.6	Yes	£1000 thre:
1	915.55	915.55	Yes	£1000 thre:
1	4503.49	4503.49	Yes	£1000 thre:
1	5034.61	5034.61	Yes	£1000 thre:
1	5135.3	5135.3	Yes	£1000 thre:
1	14025.18	14025.18	Yes	£1000 thre:
1	14305.68	14305.68	Yes	£1000 thre:
1	14591.8	14591.8	Yes	£1000 thre:
1	5544.64	5544.64	Yes	£1000 thre:
1	5655.53	5655.53	Yes	£1000 thre:
1	5768.64	5768.64	Yes	£1000 thre:
1	11815.4	11815.4	Yes	£1000 thre:
1	12051.71	12051.71	Yes	£1000 thre:
1	12292.74	12292.74	Yes	£1000 thre:
1	5286.82	5286.82	Yes	£1000 thre:
1	5392.56	5392.56	Yes	£1000 thre:
1	5500.41	5500.41	Yes	£1000 thre:
1	3782.9	3782.9	Yes	£1000 thre:
1	3858.56	3858.56	Yes	£1000 thre:
1	3935.73	3935.73	Yes	£1000 thre:
1	696.43	696.43	Yes	£1000 thre:
1	710.36	710.36	Yes	£1000 thre:
1	724.57	724.57	Yes	£1000 thre:
1	23325.25	23325.25	Yes	
1	234.09	234.09	Yes	
1	1404.53	1404.53	Yes	
1	3492.75	3492.75	Yes	
1	2467.4	2467.4	Yes	
1	401.35	401.35	Yes	
1	1589.99	1589.99	Yes	
1	2080.85	2080.85	Yes	
1	10671.2	10671.2	Yes	
1			Yes	None Ident
1			Yes	None Ident

1			Yes	Included in
1	1387.23	1387.23	Yes	
1	154.92	154.92	Yes	
1			Yes	Included in
1	3326.04	3326.04	Yes	
1	1683.22	1683.22	Yes	
1	526.7	526.7	Yes	
1	40387.81	40387.81	Yes	
1	6041.8	6041.8	Yes	
1	109.5	109.5	Yes	
1	497.85	497.85	Yes	
1			Yes	Not Identifi
1			Yes	Not Identifi
1	26462.92	26462.92	Yes	
1			Yes	None Ident
1			Yes	Included in
1	1193.85	1193.85	Yes	
1	142902.2	142902.2	Yes	This cost ir
1			Yes	Not Identifi
1	238.94	238.94	Yes	
1	4144.66	4144.66	Yes	
1	2223.84	2223.84	Yes	
1	9492.02	9492.02	Yes	
1			Yes	Included in
1			Yes	None Ident
1			Yes	Informed o
1			Yes	N/A
1	22763.58	22763.58	Yes	
1	930.78	930.78	Yes	
1	31137.89	31137.89	Yes	
1			Yes	Included in
1	3703.08	3703.08	Yes	
1			Yes	Excluded -
1	13241.56	13241.56	Yes	This cost ir
1	73253.73	73253.73	Yes	
1	3127.42	3127.42	Yes	
1	14747.53	14747.53	Yes	
1			Yes	None Ident
1	2356.51	2356.51	Yes	
1	2524.83	2524.83	Yes	
1	28076.11	28076.11	Yes	
1	24039.75	24039.75	Yes	
1	2693.15	2693.15	Yes	
1	10129.62	10129.62	Yes	
1	2117.49	2117.49	Yes	
1	504.97	504.97	Yes	
1	504.97	504.97	Yes	
1	2117.49	2117.49	Yes	
1	673.29	673.29	Yes	
1	2117.49	2117.49	Yes	
1	673.29	673.29	Yes	
1	2117.49	2117.49	Yes	
1	41339.88	41339.88	Yes	
1	5551.26	5551.26	Yes	
1	2117.49	2117.49	Yes	
1	2117.49	2117.49	Yes	

1	2117.49	2117.49	Yes
1	1413.9	1413.9	Yes
1	2117.49	2117.49	Yes
1	2117.49	2117.49	Yes
1	673.29	673.29	Yes
1	2117.49	2117.49	Yes
1	2117.49	2117.49	Yes
1	673.29	673.29	Yes
1			Yes
1			Yes
1	4014.24	4014.24	Yes
1	1121.02	1121.02	Yes
1	2734.22	2734.22	Yes
1	1396.4	1396.4	Yes
1	7271.51	7271.51	Yes
1	2693.15	2693.15	Yes
1	3262.08	3262.08	Yes
1	1413.9	1413.9	Yes
1	7365.77	7365.77	Yes
1	1750.55	1750.55	Yes
1	710.45	710.45	Yes
1	468.93	468.93	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	639.35	639.35	Yes
1	639.35	639.35	Yes
1	639.35	639.35	Yes
1	639.35	639.35	Yes
1	639.35	639.35	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	422.07	422.07	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	639.35	639.35	Yes
1	710.45	710.45	Yes
1	710.45	710.45	Yes
1	6598.22	6598.22	Yes
1	2934.87	2934.87	Yes
1	712.44	712.44	Yes
1	95.19	95.19	Yes
1	121.11	121.11	Yes
1	1142.24	1142.24	Yes
1	1713.37	1713.37	Yes
1	1068.65	1068.65	Yes
1	66.79	66.79	Yes
1	106.87	106.87	Yes
1	33323.46	33323.46	Yes
1	178.11	178.11	Yes
1	92.62	92.62	Yes
1	145.16	145.16	Yes

Included in
Included in



1	95	95	Yes	
1	68.5	68.5	Yes	
1	45	45	Yes	
1	50	50	Yes	
1	68	68	Yes	
1	38	38	Yes	
1	38	38	Yes	
1	25	25	Yes	
1	25	25	Yes	
1	38	38	Yes	
1	25	25	Yes	
1	25	25	Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1	45	45	Yes	
1	62	62	Yes	
1	62.5	62.5	Yes	
1	62.5	62.5	Yes	
1	95	95	Yes	
1	68.5	68.5	Yes	
1	55	55	Yes	
1	68	68	Yes	
1	90	90	Yes	
1	45	45	Yes	
1	45	45	Yes	
1	28	28	Yes	
1	28	28	Yes	
1	45	45	Yes	
1	28	28	Yes	
1	28	28	Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1			Yes	
1	10	10		10%
1	10	10		10%
1	10	10		10%

Amgueddfa Cymru
Parc Cathays, Caerdydd CF10 3NP
Ffôn: (029) 2039 7951 Ffacs: (029) 2057 3321

Amgueddfa Cymru – National Museum Wales
Cathays Park, Cardiff CF10 3NP
Tel (029) 2039 7951 Fax (029) 2057 3321

national
museum
wales
amgueddfa
cymru

Tender Evaluation Scores

Contractor:	Integral	Keir	Norland	Vinci
Qualification Not scored all mandatory	Mandatory	Mandatory	Mandatory	Mandatory
Commercial Score. Max 100	87	100	84	93
Technical Score Max 100	93	89	87	87
Interview Score Max 100	92	86	66	95
Total	356	360	316	356
Tender costs	883,951.91	771,777.86	911,181.00	827,101.00