



2.2.4 Risk Management

Key points

- Common approach to risk and application of risk management systems
- Commitment to identify all potential opportunities
- Commitment to continuous monitoring and mitigation of risk

For the Stadium Transformation Works, effective risk and opportunity management is fundamental to delivering a successful project.

We have reviewed section B1601 of Appendix D and are pleased to confirm that our approach to risk management is very much aligned with yours and further more our Risk Register is also aligned with the LLDC's Risk Template.

Risk management is a collaborative process, ensuring all project stakeholders are able to input, enabling the most appropriate party to take responsibility for the management and mitigation of the identified risks and opportunities.

Our collaborative risk management process is designed to ensure risks and opportunities are identified at the earliest possible stage and throughout the lifetime of the project so that threats and opportunities to the project objectives of safety, quality, cost and programme are effectively managed.

A key element of the risk management process is a joint participative approach to risk identification and subsequent reduction through management (including change management) of the key risks. Our risk management process identifies and sets out clearly who should participate in the risk management process together with responsibilities for delivering the agreed mitigating control actions.

The results of our risk management process allow for increased knowledge management; collaborative techniques (including process mapping, objectives setting, risk identification and mitigation). These processes are continuous throughout the life of the project and are effective drivers for change management, where appropriate.

Risk Management Plan

An example of our Risk Management Plan can be found in Appendix A of 2.2.3.

The initial step in preparing the project Risk Register is to identify risks and opportunities to the project which may impact key project deliverables including:

- Safety (Risk of harm to employees or the public)
- Quality (Risk to expectation, delight or satisfaction)
- Delivery (Risk of programme delay or disruption)
- Environmental (Risk to the Environment)
- Commercial (Risk to forecast financial returns)

Our Project Director, [REDACTED], assisted by in-house functional support is responsible for the identification, mitigation and management of Opportunity and Risk within the Project. [REDACTED] will nominate a **Risk Champion**, who will have specific functional responsibility to:

- Identify and assess opportunities and risks to project and business objectives through to completion
- Ongoing update of the project Risk and Opportunity Register
- Ensure that appropriate mitigation is in place to manage identified Risks including the formulation of contingency plans where necessary
- Report on the status of key risks and actions taken to manage them through ad-hoc and periodic risk management reporting
- Review and implement an appropriate risk management structure (including the definition of roles and responsibilities of key risk management stakeholders) to support the ongoing delivery of risk management objectives



- Communicate risk management policy and strategy together with defined responsibilities to all management and staff and provide training where possible
- Provide assurance to the Employer (via monthly reports) of management and effective compliance with the Group Risk Management Policy, the Group Framework and the Contract Requirements

Procedures

An overview of the procedural matters in gathering risks and any subsequent monitoring is given in the **Project Risk Management Plan**. This sets out various key matters to be dealt with:

- Core Processes (with aims)
- Action holders and deliverables
- Core controls/procedures
- Relevant Documentation

The above are dealt with at various key stages of the project, namely:

- Contract start up
- Construction phase (including phase completions)
- Completion and close-out

Application of Procedures

The ultimate product of these procedures is to provide, maintain and monitor a fully functioning **Risk Register** which can be effectively used to minimise risk to:

- The Employer
- The Project
- Other Stakeholders
- Balfour Beatty (BB)

These procedures are predicated on the basis that the project as a whole, rather than the individual parties acting alone, is better placed to deal with the risks faced. This open and inclusive approach ensures participation in the process by all Stakeholders.

Balfour Beatty already has a developed and actively managed a Risk Management Procedure/Plan in accordance with the LLDC requirements at both the Aquatics Legacy Conversion and currently on the Stadium Roof Conversion and through BB Workplace and will deliver the same principles on the Shell and Core Works. The system in place is principally used for reporting risk Management upstream to the Employer.

The Risk Management process is broken down into 5 key processes, four of which contribute to the Project Risk Register:

- Identification of Risk
- Assessment of Risk
- Risk Response/Review/Reporting
- Change Control Process
- Contract Completion

In addition, the works Information requires risk management as an inherent part of the Contract. This process is carried out using the Early Warning (EW) process, supplemented by the Compensation Event (CE) process.



The EW process, is used to allocate and manage Contractual Risks, Early Warning Notices (EWNs) are used by either party to notify potential Risks to the Contractual Administration of the project. EWN's raised are recorded on the Risk Reduction Register by the Project Manager, and discussed at regular Risk Reduction Meetings. Risk matters raised under this process are often easily dealt with by changes in the design or changes to client requirements, in advance of problems actually manifesting themselves to on site issues when the risk has been mitigated or passed – the EWN is closed.

The Stadium Transformation Shell and Core Works will have a tried and tested risk management system in place that is aligned with the LLDC requirements through a collaborative and structured approach that will include regular joint meetings with all stakeholders, provision of reports and a live risk register that can be called upon at anytime.

Risk management principles we commit to:

Risk management should be tailored to take account of organisational culture, human factors and behaviour

The approach to risk management should be proportionate and scaled to address the circumstances and size of the business as well as the capabilities, perceptions and intentions of the people in the business and other relevant stakeholders who might facilitate or hinder attainment of the organisation's objectives

Risk management should be systematic and structured

The approach to risk management should be consistently applied. This helps ensure that the outputs of the risk management process are both reliable and comparable, and gives managers increased confidence to make effective decisions

Risk management should operate within generally understood and recognised definitions of risk classification, assessment and evaluation

Generally understood and recognised definitions should be used when identifying, assessing and responding to risks, and maintaining the risk management register

Risk management should be based on the best available information

The inputs to the risk management process should be based on relevant information sources, such as reported experience, subject knowledge, expert judgement and projected forecasts. Managers should be aware of any limitations to the data or divergence of opinion among experts

Risk management should explicitly address uncertainty

Risk management should be used to help clarify the nature of uncertainty, how this might affect decisions and how it might be treated

Risk management should be part of decision making

Risk management should support informed decision making by helping to understand risks. This aids the organisation in making a decision concerning its risk appetite and ability to manage the risks effectively.

Risk management should protect everything of value

Risk management should contribute to the achievement of objectives and maximise benefits through integration with management processes, taking account of legislative, regulatory and compliance requirements

Risk management should be transparent and inclusive

Management should ensure that all stakeholders are identified, informed and appropriately involved in risk identification, assessment and response

Risk management should be dynamic, iterative and responsive to change

Risk management processes should continually identify and respond to changes affecting the operating environment of the business

Review of the principles

The way in which the risk management principles are applied should be subject to regular review to reflect changes

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Risk Management Plan Project:

Date:

Master Document:

REVISION/APPROVAL/AMENDMENT RECORD

Revision	Author	Reviewed By	Date	Approved By Project Lead	Date

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Acronym	Definition
CSUK	Construction Services UK
PMP	Project Management Plan
RMP	Risk Management Plan
H&S	Health and Safety
ITP	Inspection and Test Plan
BMS	Business Management System
RMP	Risk Management Plan
RACI	Responsible / Accountable / Consulted / Informed
HAZOPS	Hazard Operability Study
QSRA	Quantitative Schedule Risk Analysis
QCRA	Quantitative Commercial Risk Analysis

Guidance Notes on Preparation

Colour Coding of Text

Black Mandatory text which must remain unchanged within the final document

Red *highlights text which is project specific*

Brown *Provides guidance on the type of information that should be included*

Blue *used to hyperlink referenced documents*

Note **Red** and **Brown** text should be overwritten or deleted, and then printed in black and white for project use. Please print double sided to save paper.

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1.0 Introduction

1.1 Purpose of the Risk Management Plan

The Risk Management Plan (RMP) defines the risk management process that Balfour Beatty CSUK will implement on **Project Name** (hereafter named 'the Project') to ensure risks are controlled throughout the lifecycle of the project.

The principal objectives of our RMP are to:

- 1) Ensure the health and safety of our employees, subcontractors, and other stakeholders
- 2) Assist the project to ensure achievement of successful outcomes for the project
- 3) Ensure that we mitigate the impact our work has on the environment
- 4) Minimise threats to CSUK's and BB Group's objectives and reputation
- 5) Safeguard CSUK's assets and those of others affected by our activities
- 6) Continue to enhance the value of shareholders' investment
- 7) Identify how the Project will implement the requirements of the CSUK

1.2 Preparation and Development of the Plan

The RMP will be developed after Project award and details the specific risk management organisation, process and techniques that are utilised on the project.

The RMP will be prepared to reflect the status of the Project and will be authorised internally by the Project Lead prior to issue. The RMP is a live document and must be updated routinely to reflect the changes on the Project. The RMP will however be subject to a formal review, once a quarter as part of the Project Quarterly Management Review.

2.0 Project Description

Provide project description or relevant section of Project Management Plan (PMP) document

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3.0 Purpose and Scope of Risk Management

3.1 Purpose of Risk Management

Risk management provides the framework to formalise our approach to the reduction of uncertainty in projects. It allows us to:

- Make informed decisions
- Make informed assessments of particular elements of the scope which are the most critical
- Define and evidence the potential additional money or time that may be required
- Define and evidence the potential for delays and overruns and the requirement for extensions of time
- Understand where to focus management effort most effectively to maximise the chance of successful delivery

3.2 Scope of Risk Management for this Project

Detail here the scope of risk management in context for this project. It must include the categories of risk (Cost, Programme, HSE, Quality, Sustainability and Reputation). It may include both qualitative and quantitative aspects. The quantitative assessments may include both cost and time.

4.0 Risk Management Organisation

4.1 Risk Champion

The project appointed Risk Champion is *insert name here*. The Key Responsibilities for the Risk Champion on this project are:

1. Development and maintenance of Risk Management Plan
2. Facilitating the identification and response of project risk including reviews and workshops
3. Mentoring project staff on aspects of the risk management process
4. Ensuring the risk register is completed and maintained
5. Analysis of risk information for consistency using qualitative and quantitative techniques
6. Aggregation and reporting of risks within the project.
7. Reporting and escalation of risks within the business and externally as required.
8. *Add additional project specific responsibilities as required*

4.2 Risk Management RACI Chart

This RACI chart defines those who are responsible (R) and Accountable (A) for the various aspects of the Risk Management Process and also those who should be Consulted (C) and Informed (I).

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Products/ Activity	Project Lead	Risk Manager / Champion											
Risk Management Plan													
Risk and Opportunities Register													
Qualitative Risk Assessment													
Quantitative Risk Assessment													
Risk Reporting/ Communication													
Action Planning and Implementation													
Risk/ Opportunity Identification													
Risk Reviews													

5.0 Risk Management Process

5.1 Risk Management Process

Detail here the process, tools and techniques used on the project for Risk Management. This should include the number of registers that will be utilised (e.g. Commercial and HSEQ, etc). Where software is to be utilised for schedule and cost analysis this should be detailed. Mechanisms for risk identification such as workshops, HAZOPS etc. must be detailed along with the mechanism and frequency of reviews.

5.2 Risk Reporting Process

Risk Reporting to Business Stream and BB Group within CSUK is carried out using thinkRisk. thinkRisk is the MS SharePoint based system that acts as the central repository for risk information within CSUK; it facilitates simple communication throughout the business:

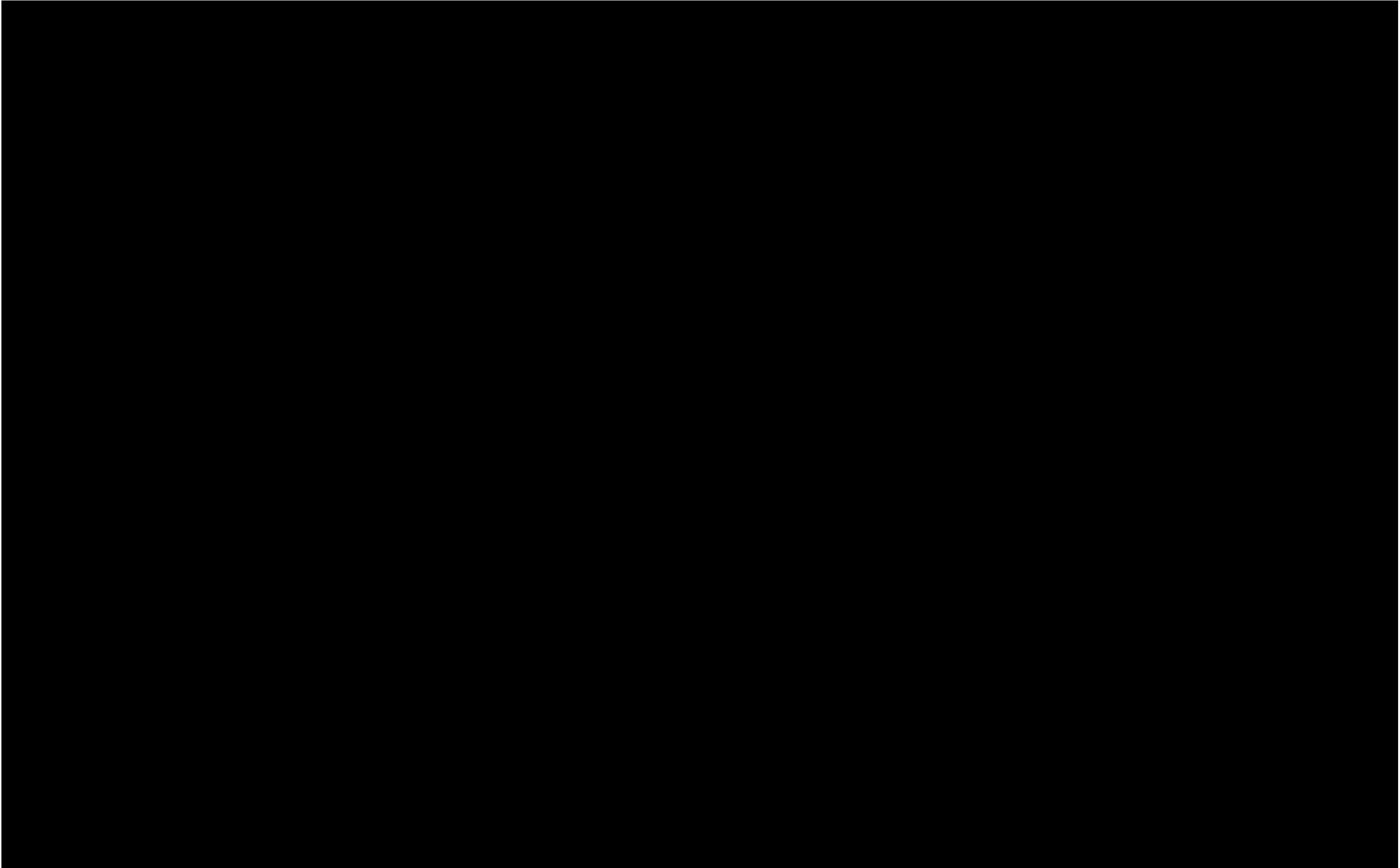
- thinkRisk is a risk communication and reporting tool
- thinkRisk is a web-based repository for key project, functional, business and fatal risk data

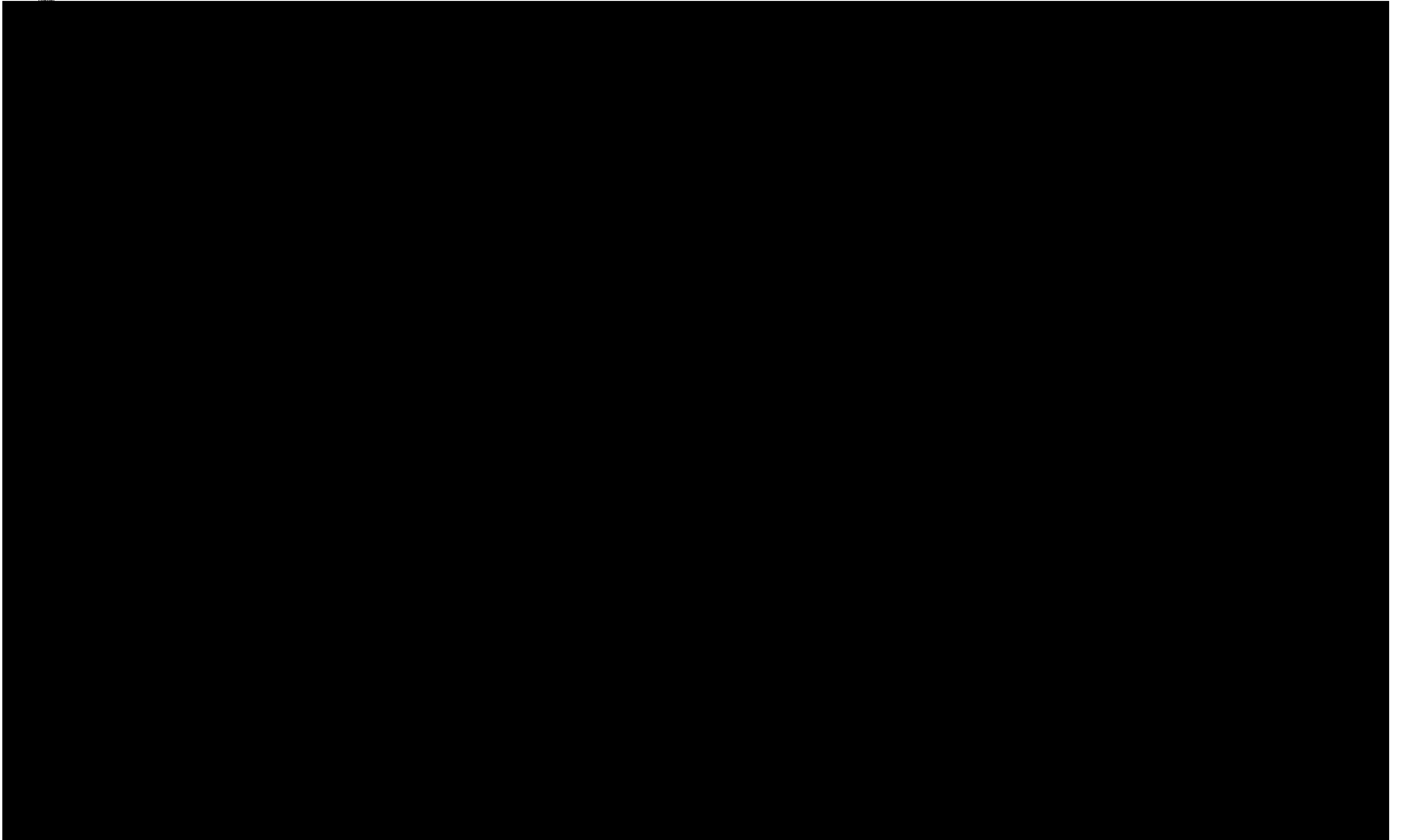
Where client requires risk reporting in a different system identify this here

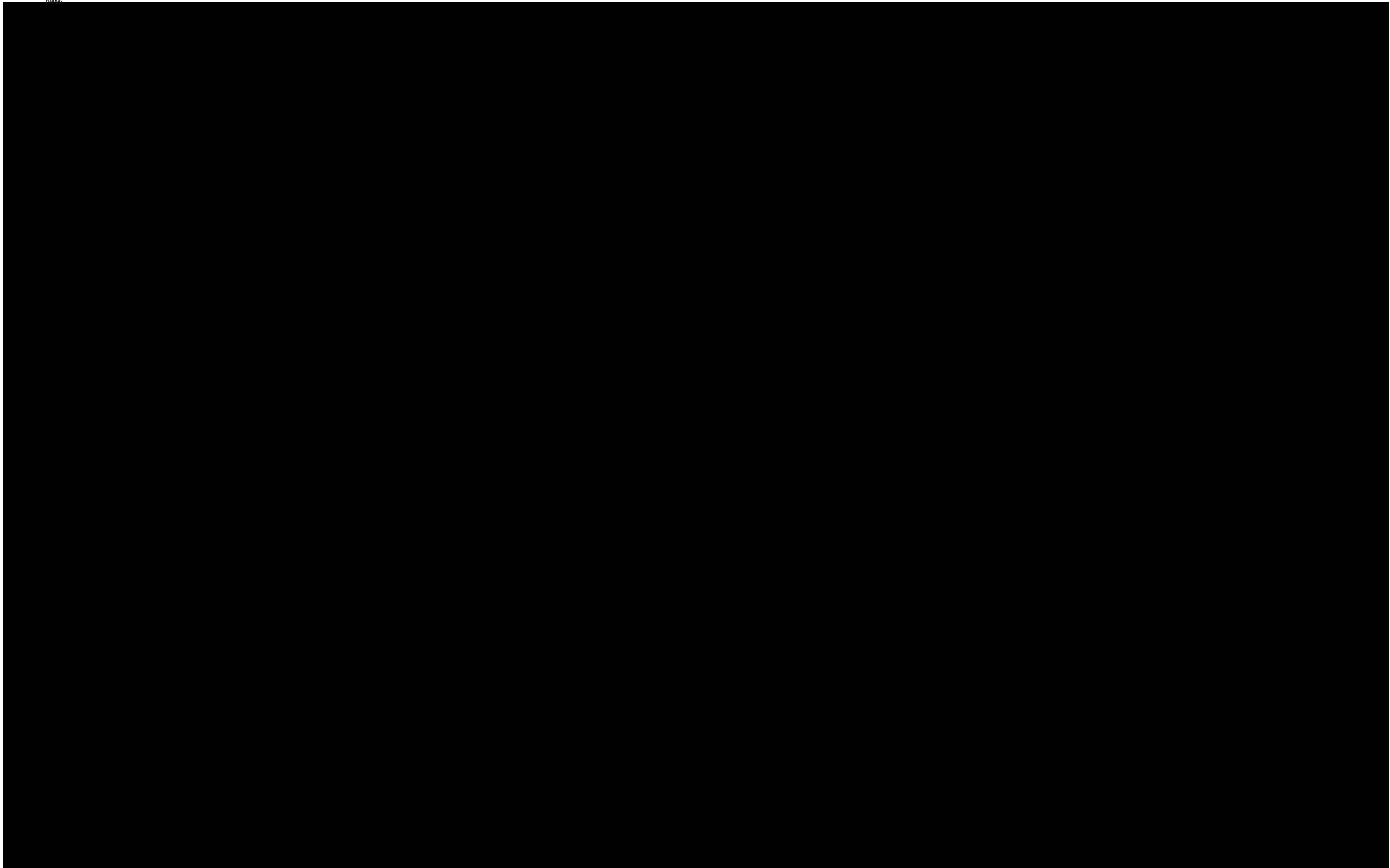
6.0 Key Deliverables

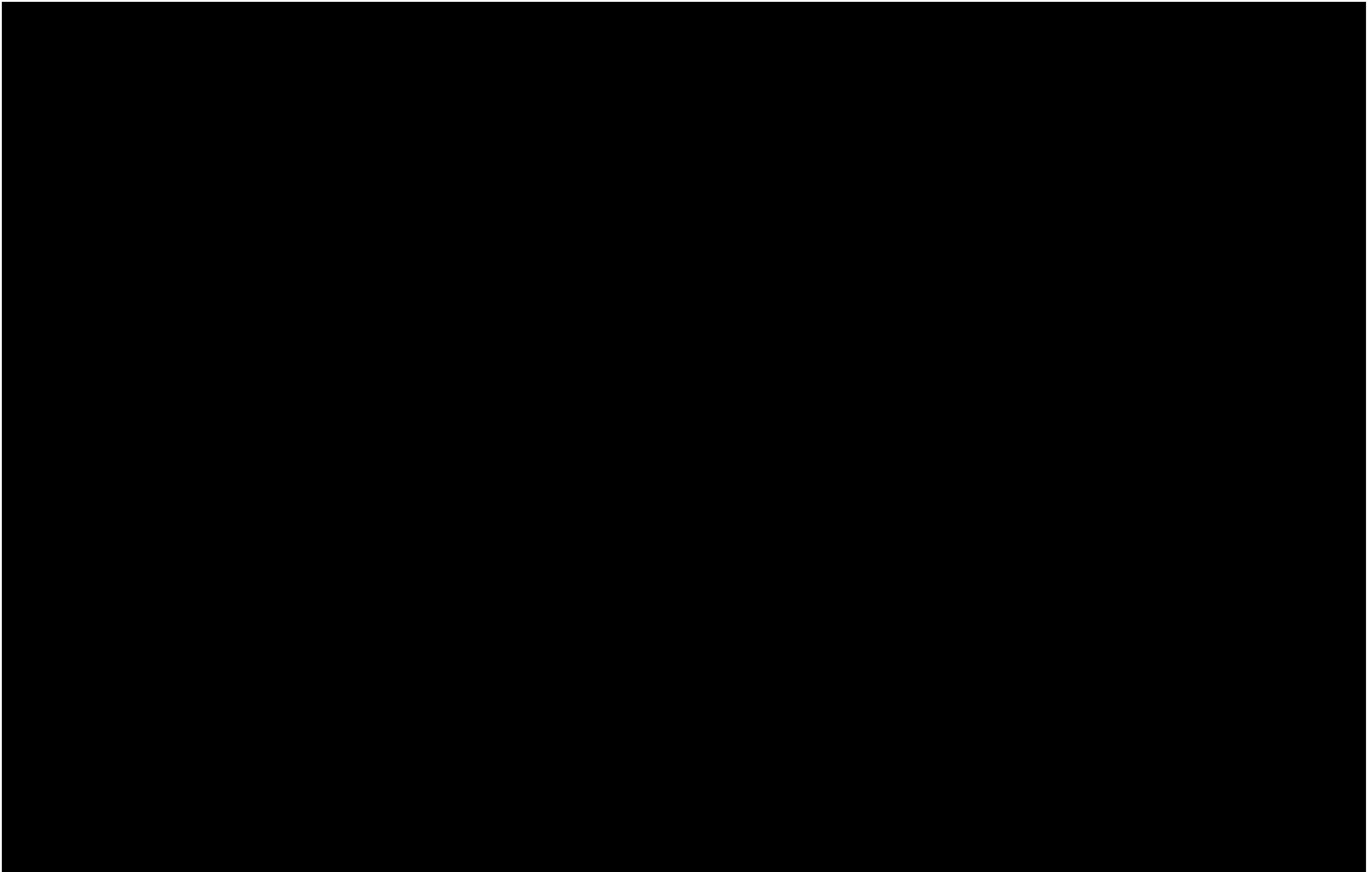
Detail here the key risk management deliverables, these may include the risk register, risk reporting (internal and external), QSRA and QCRA reports.

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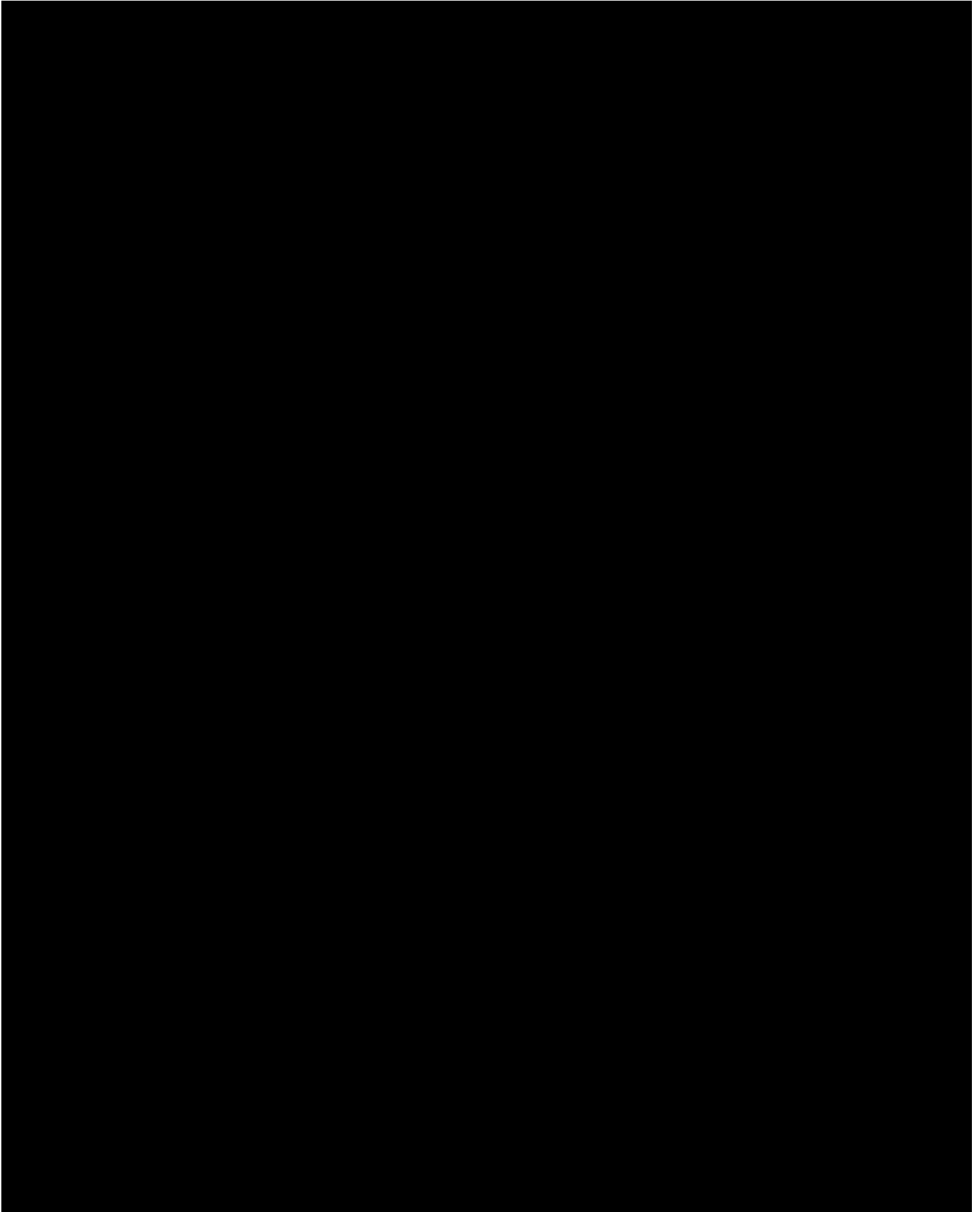




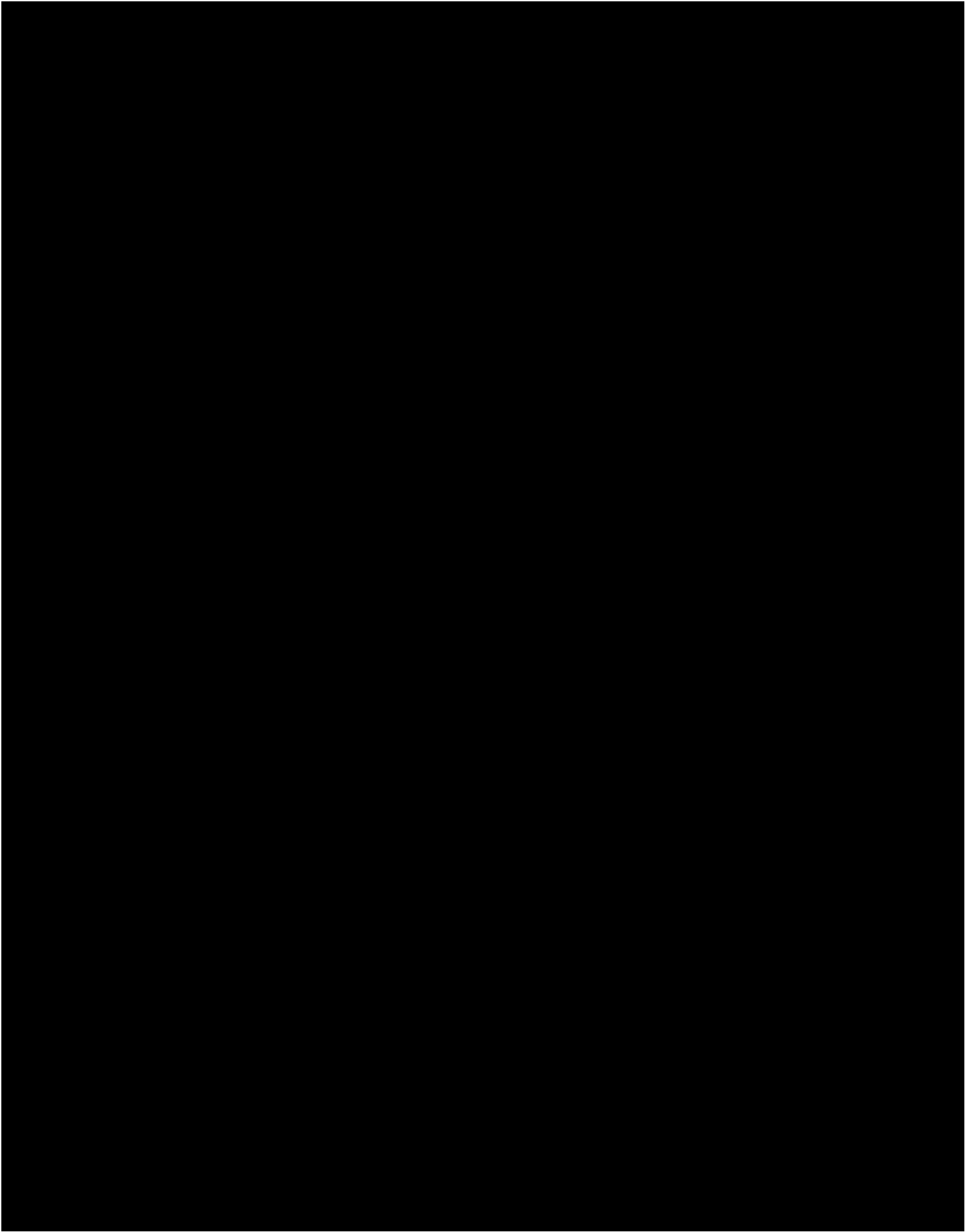




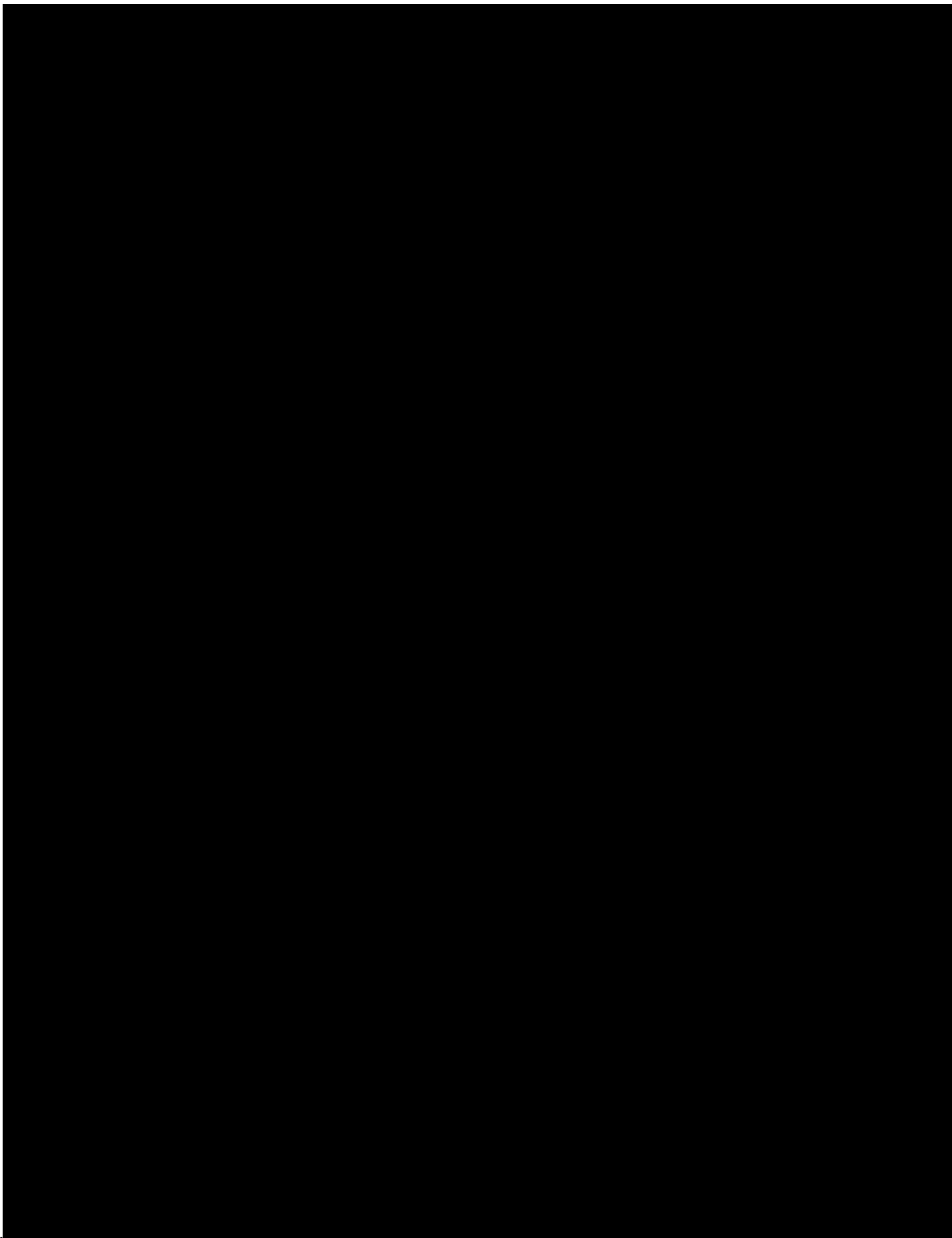
2.2.5 Supply Chain Management



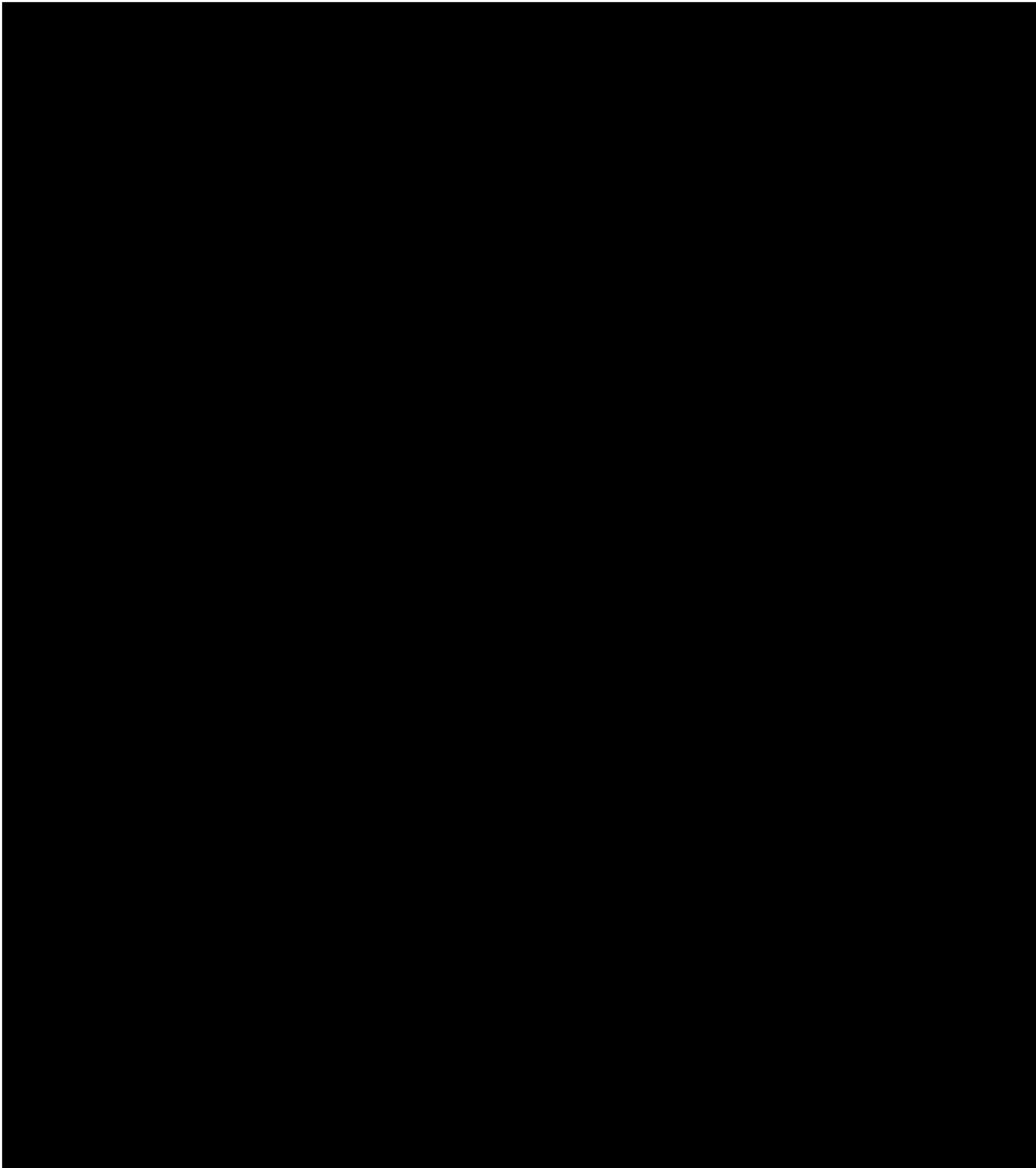
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2.2.6 Design Management

Key points

- Continuity of Design Management personnel from the Roof Contract
- Preserving Design intent through engagement of Populous and Buro Happold
- Flint & Neill embedded within our Design Team to assist engineering design development

Integrated Multidisciplinary Design

We are experienced in a broad range of procurement types. Whether we appoint the design team from inception to develop proposals, adopt conceptual designs or novate design teams to complete and deliver a design solution; our design managers begin the process with the aim to fully appreciate, understand, enhance and develop any previously agreed proposals with a collaborative approach. Design is at the heart of ensuring that we meet our customer and stakeholder expectations.

We respect that the LLDC design team has been immersed in the Olympic Stadium Transformation project far longer than Balfour Beatty. Through the tender process and with early immersion workshops, facilitated by [REDACTED] our project design management lead, we will ensure that we have fully embraced and understood key LLDC requirements and integrate these within our Design Management Plan. Our overarching approach is to ensure that our management procedures not only meet the project requirements but also dovetail seamlessly with procedures and structures already in place.

We recognise the invaluable knowledge of Populous, Buro Happold and the existing design team support. Our proposal is to engage the existing design team to take the proposals forward to Detail and Production design with the Populous and Buro Happold team and our key supply chain team where Contractor Design Portion is required. Flint & Neill are currently working on the Roof in a checking and supporting capacity and we would look to increase this role across the scheme as a whole. This will ensure continuity of knowledge and maintain the integrated approach established to date. We will set up an open plan multidisciplinary design office on site to ensure full integration of the design team. A breakout area will further facilitate team working.

Building Services Design

We have allowed for Imtech taking the coordination of the Stage E building services design and converting this to production, fully coordinated and installation design. This recognises that Buro Happold will work with Imtech in the period to December '13. We will then integrate and take ownership of the Imtech design to ensure final coordination with the overall Olympic Stadium Transformation project. BIM will play a key role in our process to ensure successful integration of the building services design. Our BIM Manager will focus on the building services integration management with the wider design team as a priority at contract award.

Structural Design

We have allowed for progressing the roof design from stage D+ on contract award and integrating the design with the overall Olympic Stadium Transformation project. Where the Buro Happold and Populous teams have progressed the roof design to stage D+, their appointment will be extended to encompass the overall requirements of the project, including the coordination of the building services. We have worked with Buro Happold to ensure that we have fully understood the design responsibilities pre contract award and integrated a full design service to project completion.

Our engineering team has reviewed the structural design and included value engineering ideas on the structural design. These are put forward as options in the commercial section 1.1 of the submission and would be integrated in to the Buro Happold design if accepted.

Architectural Design

Populous Architects' involvement is critical to the overall coordination of the design and incorporation of stakeholder requirements. We have worked with Populous to ensure that we have fully understood their integration with the roof and building services elements as well as the overall project requirements to achieve a successful transition at contract award. Dividing the project into the overarching elements of Roof, Building Services, Bowl, West Stand, Field of Play, Podium, Halo and External Works we have ensured that a design management plan is formed to achieve overall design review and acceptance whilst incorporating key supply chain contractor design. Populous will be appointed as



lead consultant and architect. Our approach to employ the incumbent design team ensures that we not only gain a better understanding of the design but also that we agree a scope of service from each of the consultants that will meet the project demands.

Design Management Process

The Design Team will be managed and integrated by our Senior Design Manager, [REDACTED]. [REDACTED] will be supported by [REDACTED], Design Manager and [REDACTED] BIM Manager. [REDACTED] has already been involved in the design management of the roof and will therefore be fully aware of the coordination issues with respect to that element of the design. He will ultimately take over the whole of the design management for the project and be the key interface manager with the design team and supply chain design.

[REDACTED] is an experienced Design Manager and will support [REDACTED] to ensure that design process and procedures are followed to meet review and acceptance requirements as well as project deliverables. [REDACTED] has a building services background and his early role will be important in establishing coordination and integration management of the building services design.

Populous will be employed both as architect and lead consultant to ensure full integration of the design and sub-consultants. Our design manager will manage the coordination and performance of the design team to ensure the design team's responsibility of a fully coordinated design. This coordinated design will necessitate the integration of specialists, such as the retractable seating subcontractor. Key package contractors will be engaged at an early stage to ensure all elements of the design are fully coordinated.

The Design Manager and key members of our team will carry out 'squad check reviews'. This is the process of the team reviewing information to meet coordination, procurement, buildability and safety issues and secure buy-in from both designers and our project management team prior to the issue of information for review and acceptance.

Early Stages

Immediately we are appointed we will ensure early engagement with the design team to further understand the key design issues, set out key roles and responsibilities and to integrate our design management processes. We appreciate the design work that has been undertaken before our involvement and will need to integrate and coordinate construction methodology requirements respectfully. We propose a number of immersion workshops within the first week to fully understand the key interfaces, residual design and to finalise and clarify designer scope. Key meetings in this early phase will be those with the two novated subcontract packages to establish how the design of these two packages has developed and how we should integrate the designs into a whole.

We have communicated a project benefit to continue the current design work up to the point of contract award. The key benefit being to maintain programme of the coordinated design. We have also identified that early understanding of the contractor design portion of the retractable seating could allow for further project benefit. During the early immersion meetings, we will seek a clear understanding of any value management options, wherever the source, to ensure that the design team are focused and directed to achieving a cost efficient compliant design.

Maintaining Design Intent

Design is at the heart of every successful project. We will retain the original design team to ensure the design intent is successfully delivered. Our team are experienced in integrating design, as it evolves, with procurement, subcontractor design, temporary works and installation requirements. We understand the absolute necessity to preserve design intent of landmark projects such as the Olympic Stadium, and the enormous value attributed to cutting-edge design, sustainability and master planning. We believe our success with the Aquatics Centre is testament to our ability to maintain and deliver the Employer's design and the architect vision, irrespective of complexity and technical challenges. The design management flow chart (Fig 1) and the Design Inputs and Deliverables Schedules included later in this section provide evidence as to how we will make design submissions for review and acceptance and validate that our proposals maintain the design intent.

Project Assurance

Project Execution Plan

Key to managing the project quality assurance requirements is our Project Execution Plan (PEP). The PEP covers all aspects of the project management, design and quality and ensures coordination across all of the project disciplines and functions. Quality controls in design management are described by the flow chart (fig 1). Each work package is described by our package scope sheets. These describe the package content for the design team to respond with package deliverables, compliance standards through British and European standards,



tests and mock-ups or samples for quality control. Each package is identified by a code that relates to the programme, coordinated BIM, design information and procurement. This process ensures our team convey each package requirement in full to the supply chain for tender and CDP. Scope gap and non compliance risk is minimised and eradicated through work package design reviews or 'squad reviews'. The requirements of compliance from the work package scope sheets are used to cross check that the original design criteria is being met on each work package.

Managing the design process

Our integrated design, procurement and construction programme, scope of designer's service, and work package task sheets are the key management tools used to monitor progress which convey clarity of scope and deliverables to the design team. We have tested and agreed the design deliverables in full collaboration with the key design team members and supply chain specialists. The programme will identify key milestone dates, commercial and sustainability targets to be met, including specialist design input and workshops with specialist contractors.

Our Works Package Design Release Schedule (Design Deliverables) is related to the Design Inputs Schedule and has been developed with the programme as the principal design management tool. This has been developed to include periods for review and acceptance.

Trackers will be implemented to monitor progress against the various statutory approvals. These include building regulations, planning conditions, inclusive design standards, secure by design and sustainability trackers. The trackers available will be developed to include dates for submission to ensure approvals are in place in good time to meet programme. Our design development process map (Figure 1) describes the strategy for managing the design process as an integrated and collaborative team, making best use of supply chain knowledge and expertise. The early development of scopes and package content is a more iterative process followed by a linear process to develop detail design to production design and submittal for client acceptance.

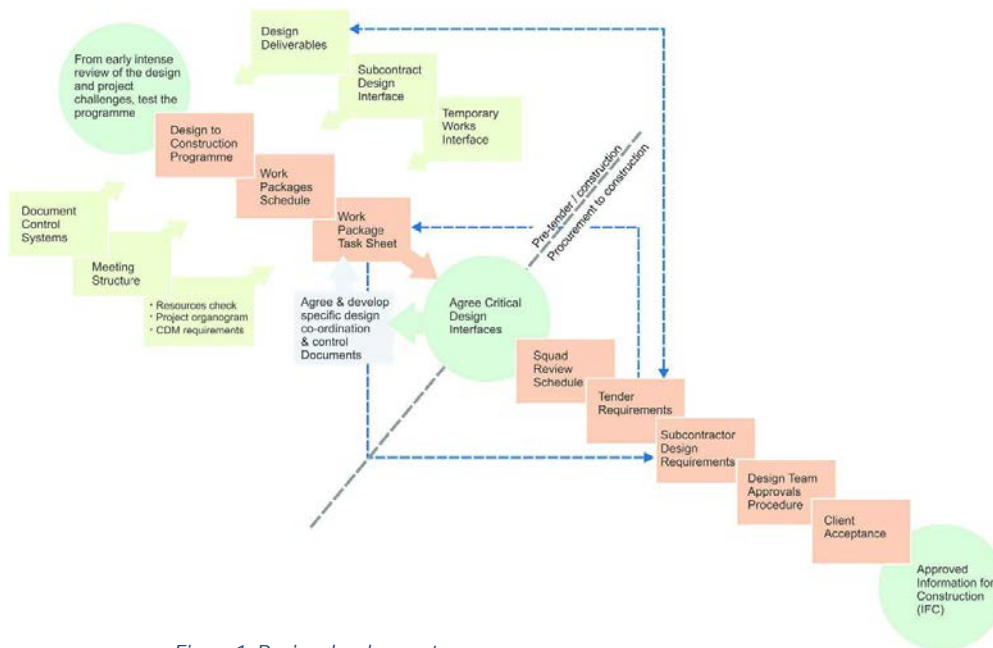


Figure 1: Design development process map

Communication

Effective communication is a critical factor in the delivery of a successful project. We will agree a communication protocol with all parties. We will manage the information flow via the project Electronic Data Management System (EDMS). The EDMS management is included in the PEP and is managed by our document controller. Essentially this will allow free flow and access of information between assigned parties.

Meeting management

We will agree a schedule of meetings with the design team and ensure these are structured and organised to meet LLDC engagement and stakeholder management requirements. Meetings will address specific issues and ensure actions are agreed to meet the project programme. We will organise the appropriate members of the design team to attend meetings with third parties to ensure the correct interest and requirements of all parties are incorporated into the final design proposals. Design Team Meetings will be chaired and minuted by the Design Manager. Design workshops will be chaired and minuted by the respective designer. Design issue trackers will be run to efficiently close issues, work package deliverable trackers to monitor progress and BIM clash detection meetings to resolve coordination and reduce RFIs on site.



Proposals for competence management

The design team will be required to complete two Balfour Beatty competency procedures; CM/2/2/1/P3 - Consultants Practice Information and CM/2/2/1/P4 Consultants Resource & Project Appraisal. The combination of these forms is designed to review the quality management systems and the competence of the design team to carry out their role competently, safely and with the appropriate quality systems in place to ensure compliance with the CDM regulations and the Balfour Beatty expectations to deliver a safely executed project to the highest standards.

Proposals for an integrated Quality Plan

Our quality management procedures require that we review each of the design teams own quality management systems. Our specific Project Execution Plan will be developed to include design management project specific requirements that are fully integrated in the Quality Plan. Identifying quality requirements by work package at the detail design stage ensures that quality standards are understood early by the supply chain and our management team, through the tender process.

Interface management

An Interface schedule has already been produced for the project. We have also carried out our own Design Gap Analysis and produced a Design Risk Schedule and Interface Schedule to review the areas where information is required. We will determine where there is design risk in the design development and establish further items where interfaces will require identification and scoping. This covers both project and external interfaces. At one of the early emersion workshops we will review this combined schedule to establish what further design work is required, who should be responsible and who should manage the interfaces. The existing schedule will also be reviewed and an updated combined schedule produced for the design manager to manage and keep up to date.

Interface management will also be carried out through the BIM environment where interfaces can be simulated in detail and reviewed through options like clash detection. We have discussed the BIM environment in detail with the design team during the tender period to facilitate integration of the design.

Interface management will also be required throughout our supply chain such that we will select companies that can work comfortably within the BIM environment. It will be our responsibility to ensure that any model information received from our supply chain is in the correct formats, adheres to the project BIM Standards and is of sufficient quality to add to the central BIM environment. We will incorporate supply chain model information into a coordinated set of construction models and perform our own clash checking before publishing to the central BIM environment. We will also add this information to our 4D Construction and Logistics Sequences to plot methodology and programme. In order to achieve this, we facilitate BIM workshops with our supply chain partners. These sessions will be organised by the BIM Coordinator and will cover BIM project expectations, BIM standards and protocols, BIM process, project templates, support and guidance and Q&A.

Documentary evidence

We include the following documents in Appendix 2.2.6

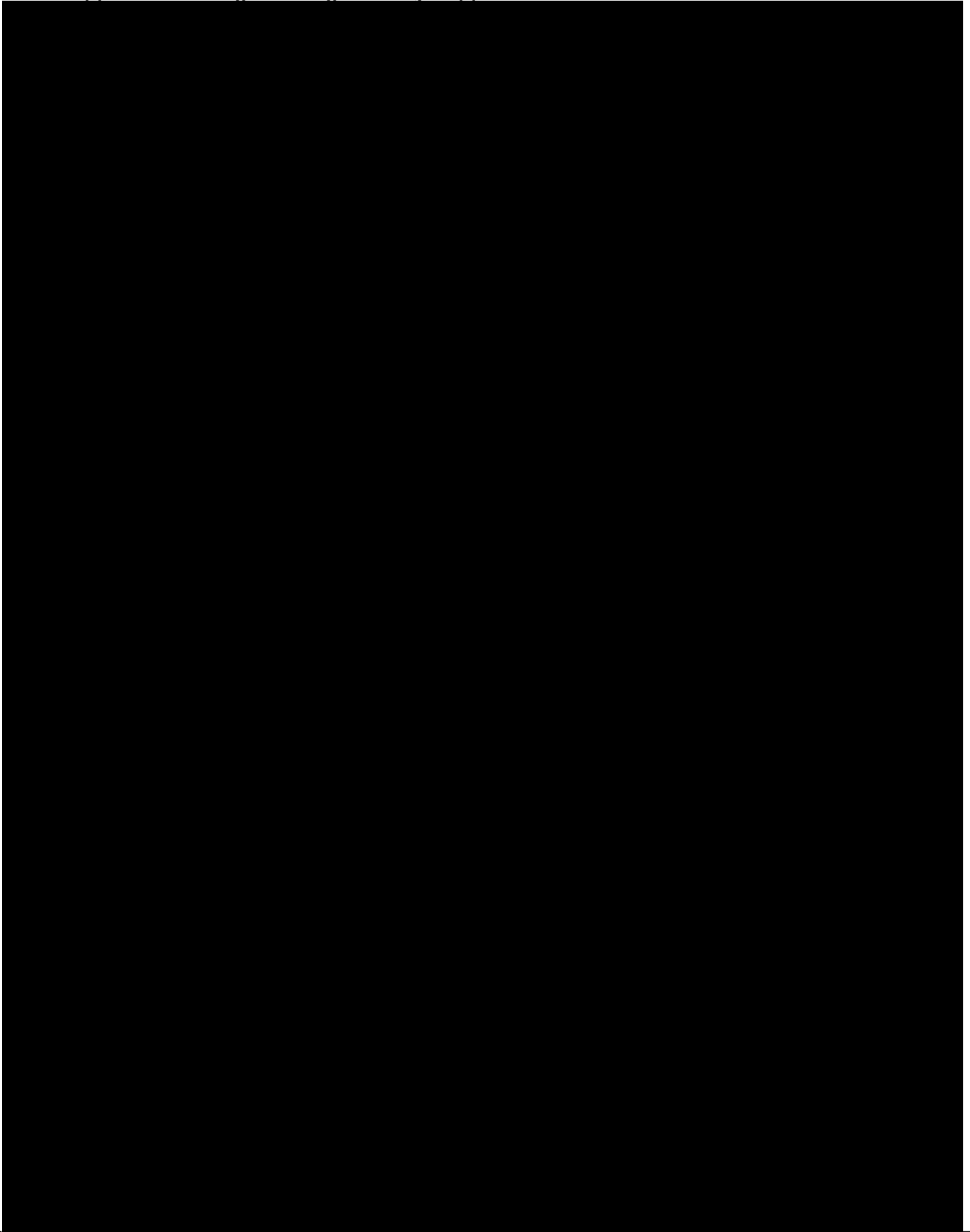
- Design Packages & Key Suppliers (Appendix A)
- Design Deliverable Schedule (Appendix B)
- Design Inputs Schedule (Appendix C)
- Organisation Chart (Appendix D)
- Resource Histogram (Appendix E)

The additional documents are also included in Appendix 2.2.6:

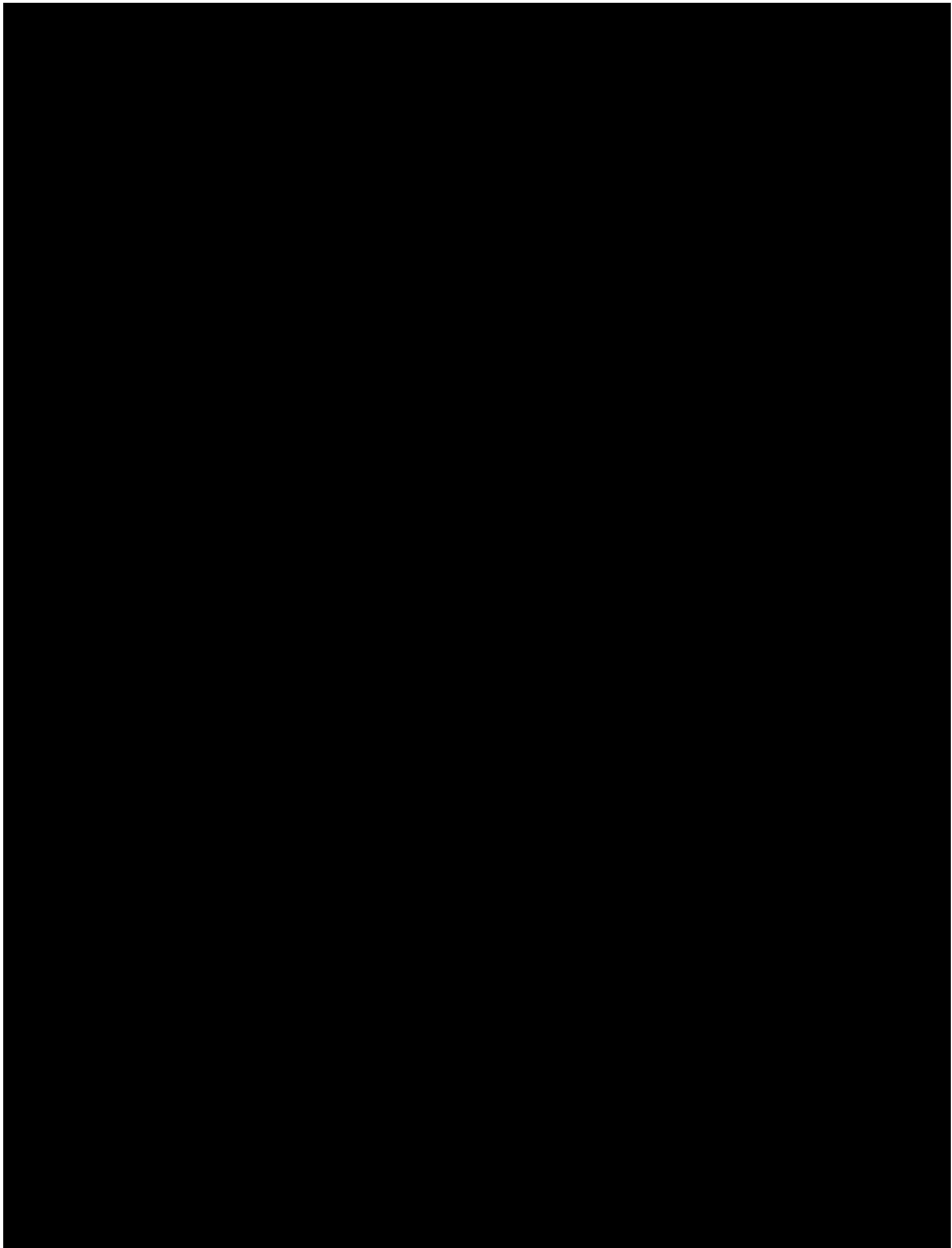
- Resource Schedule (Appendix F)
- Consultants Practice Information (Appendix G)
- Consultants Resource & Project Appraisal (Appendix H)



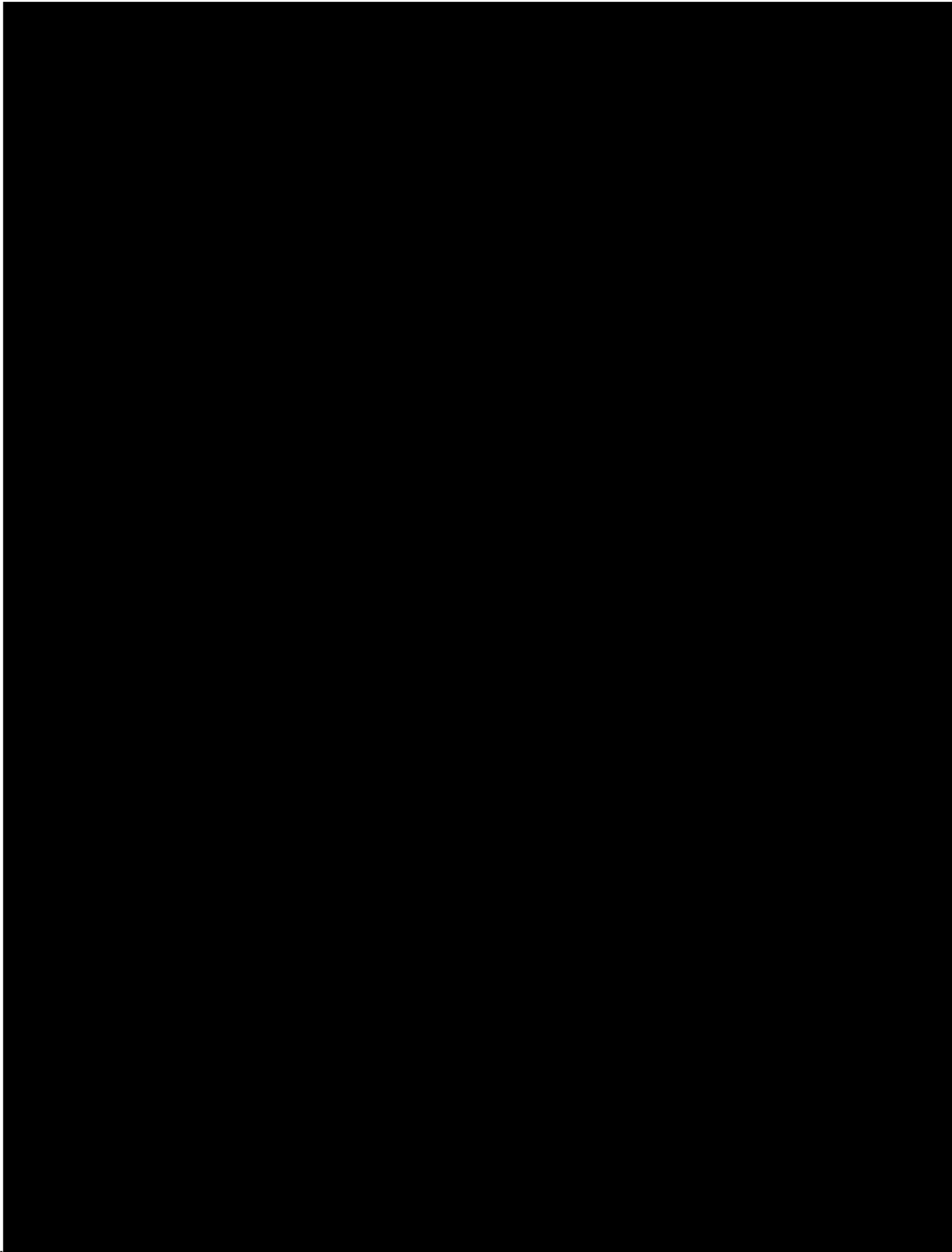
2.2.6 Appendix A Design Packages & Key Suppliers



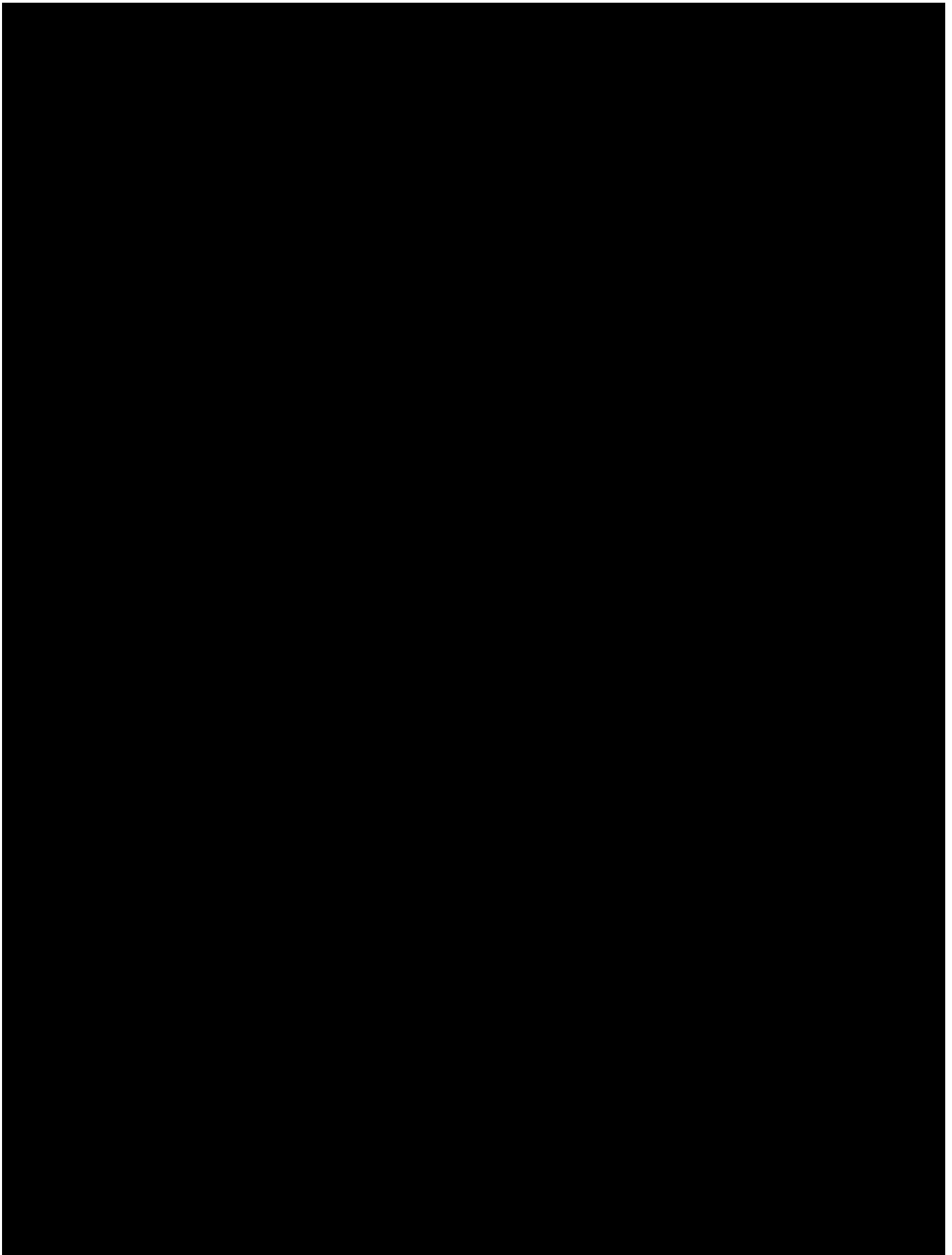
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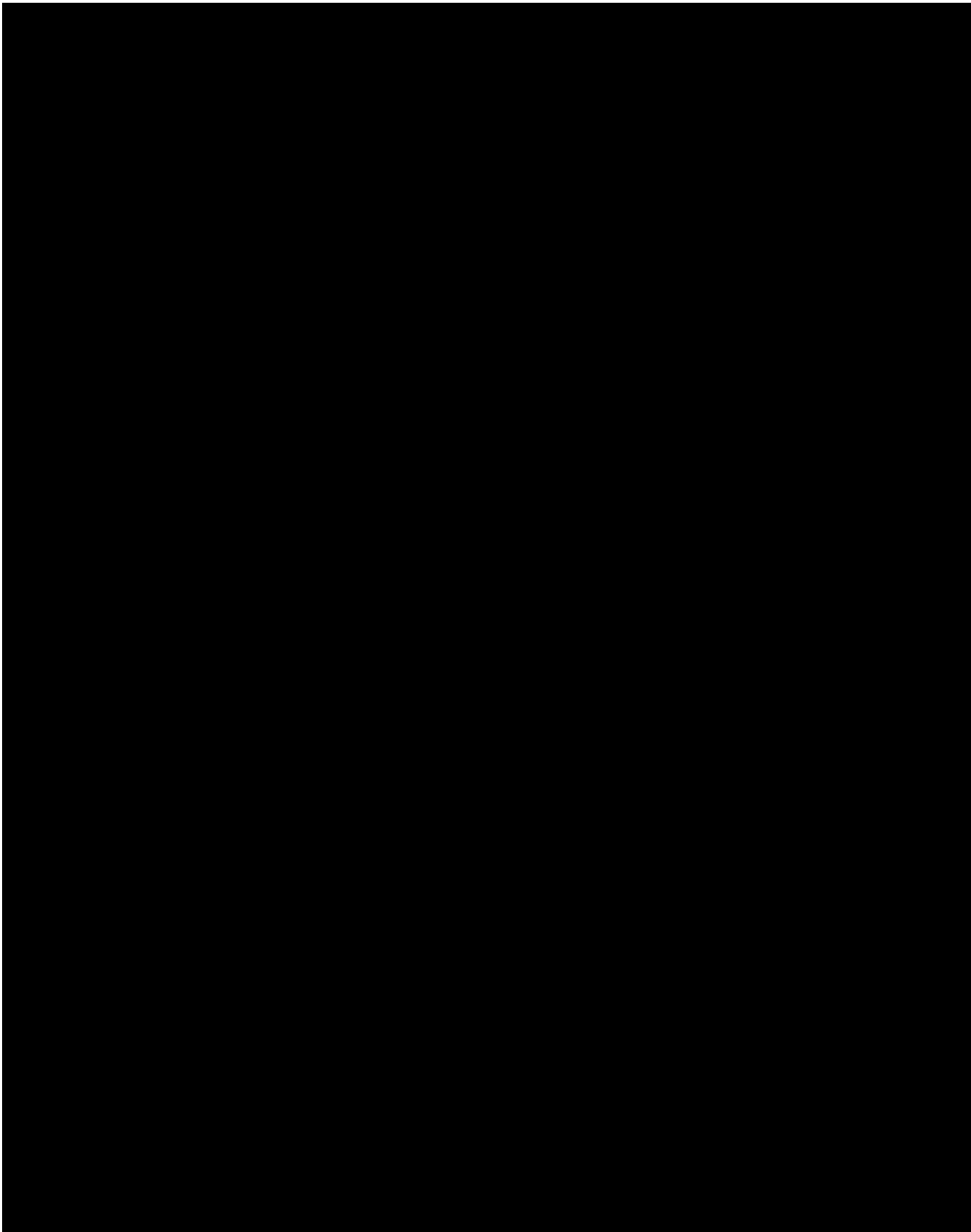
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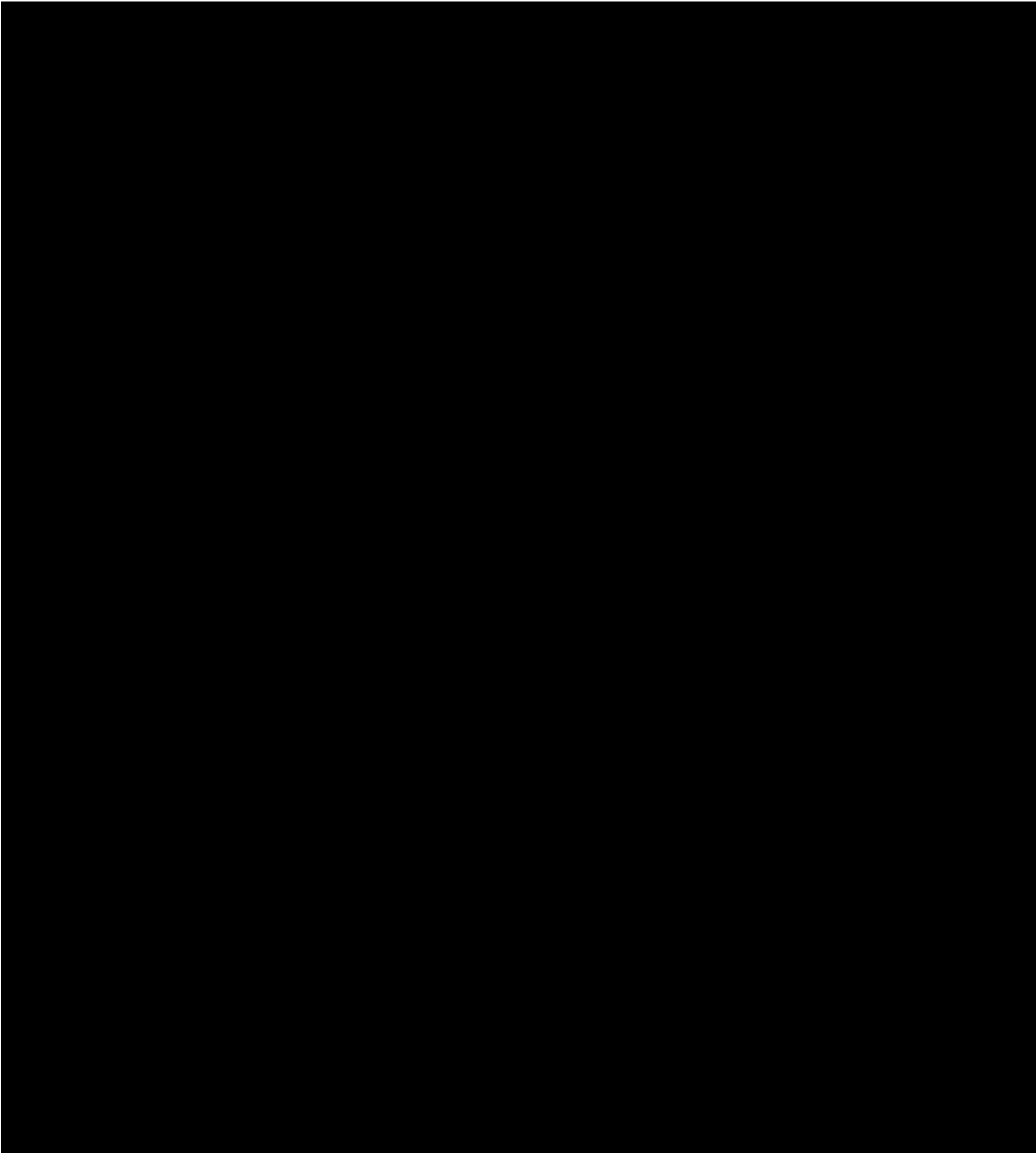


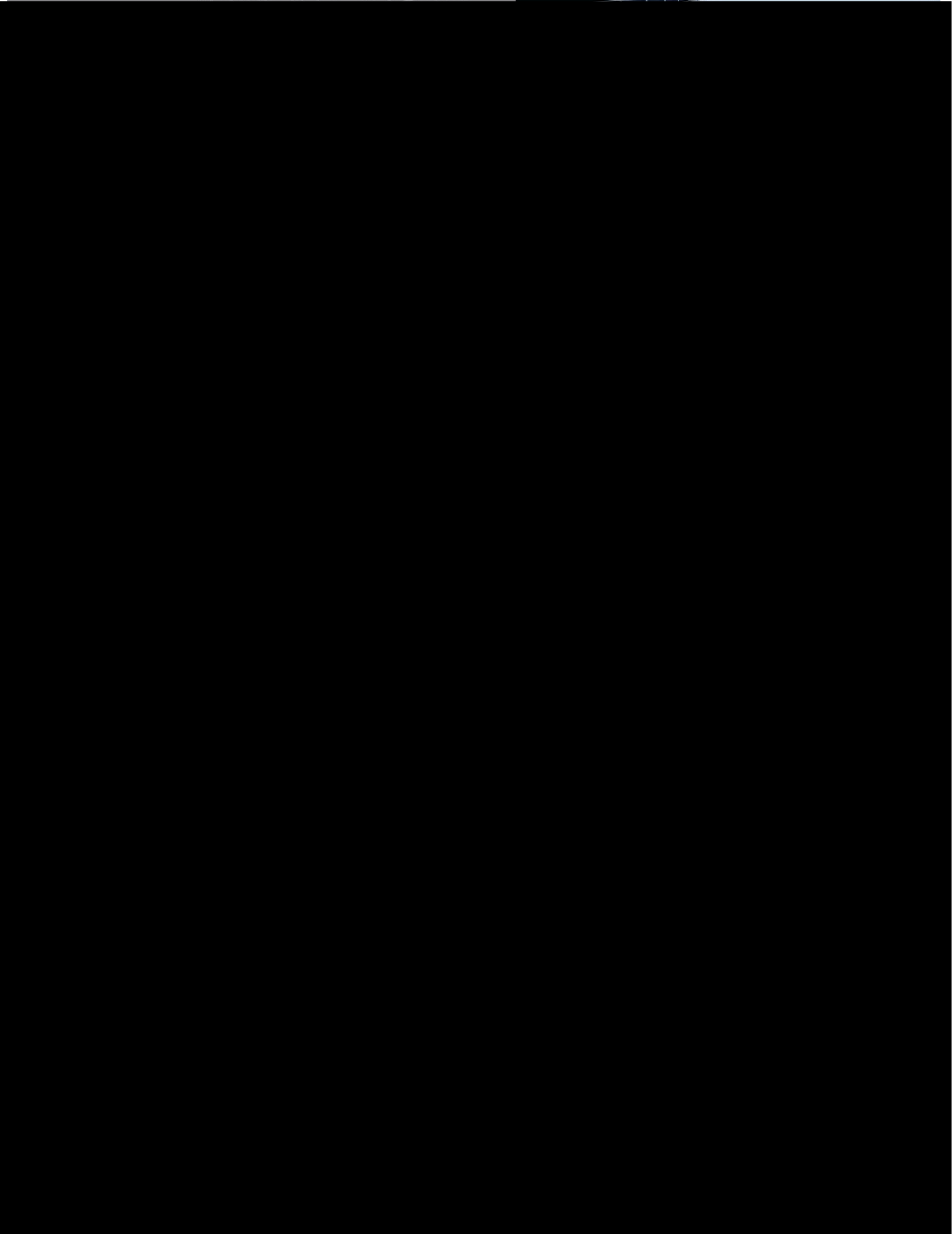
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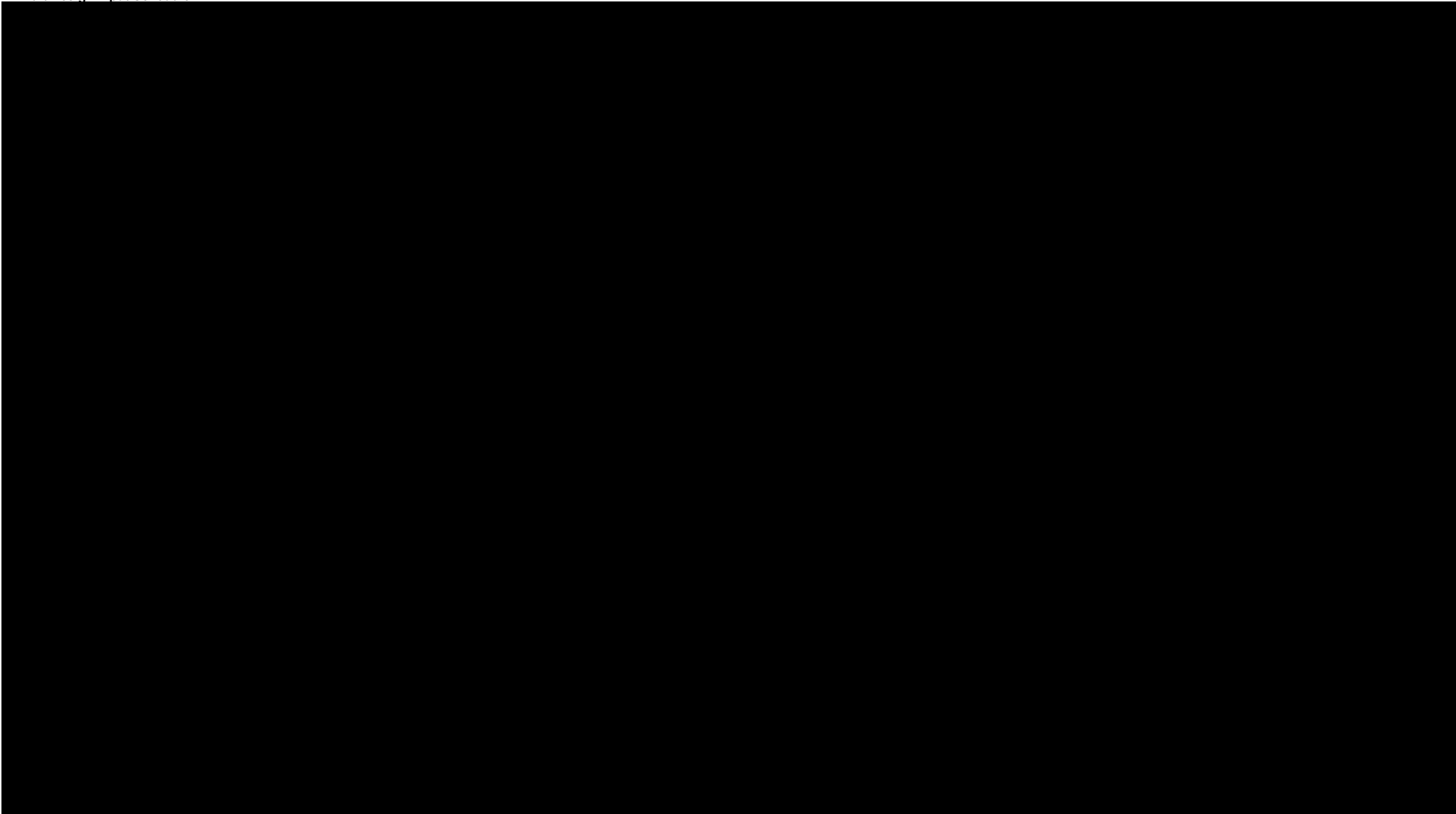




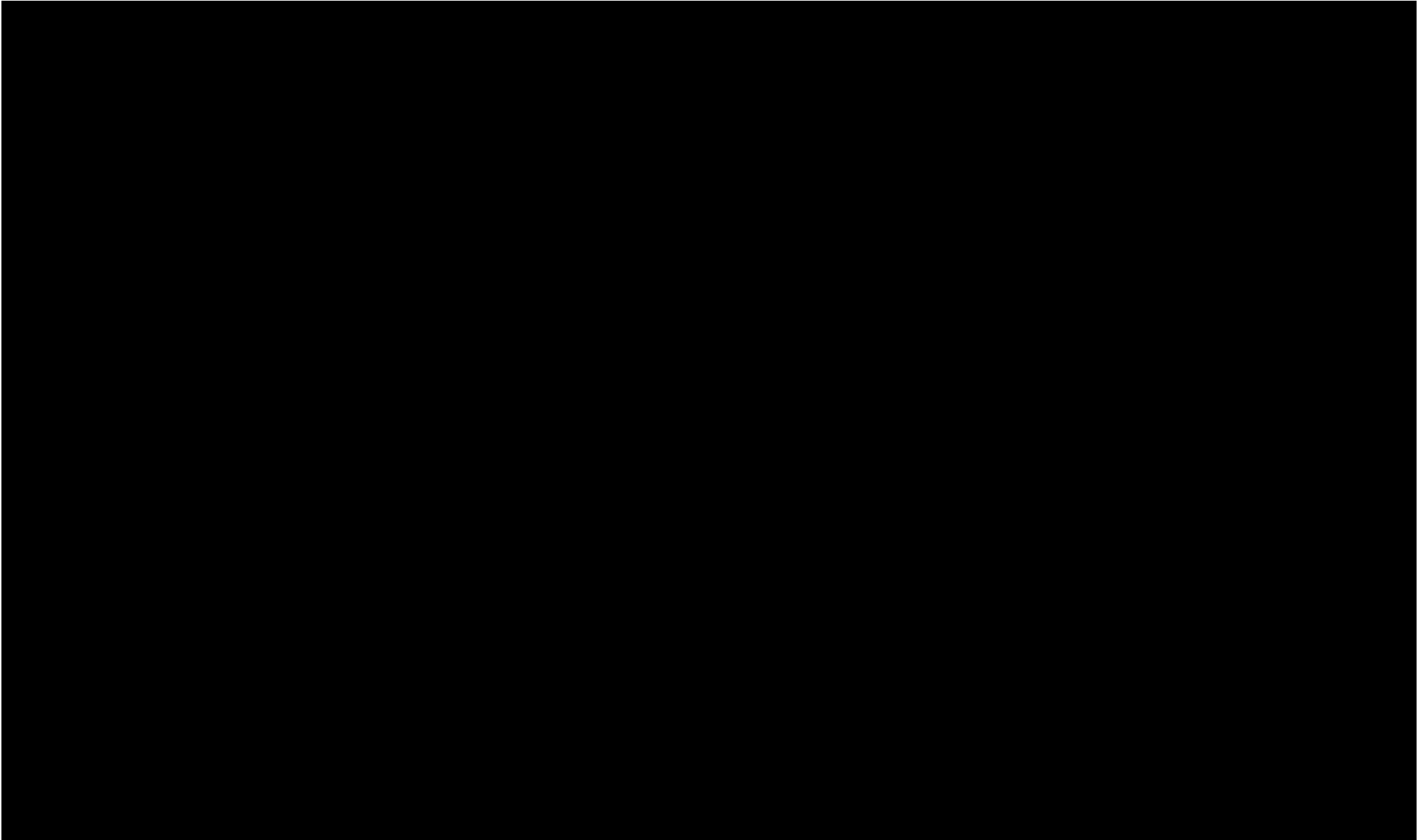




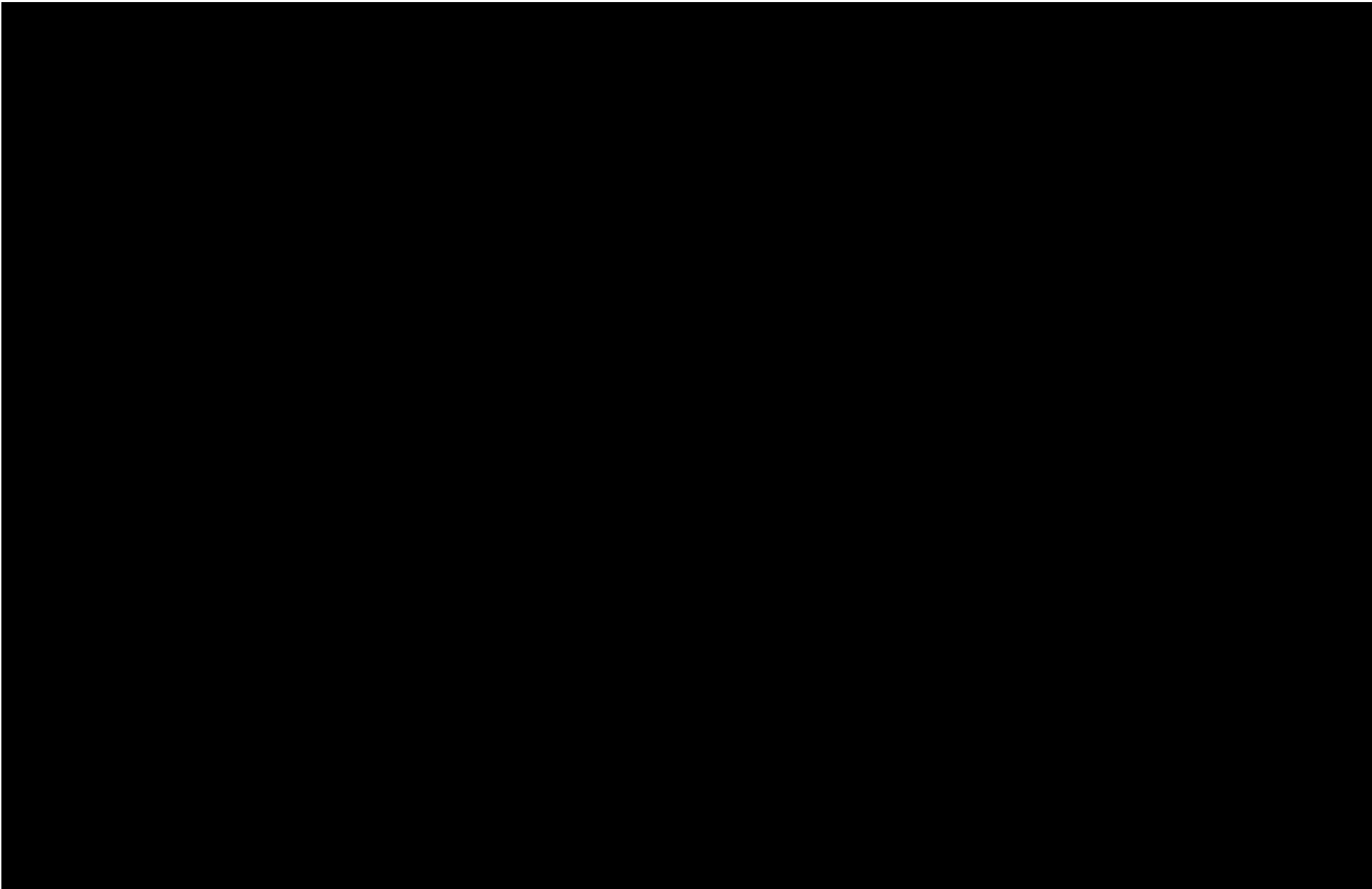
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personnel named on the permit or; d)

PART 2: Other Documentation

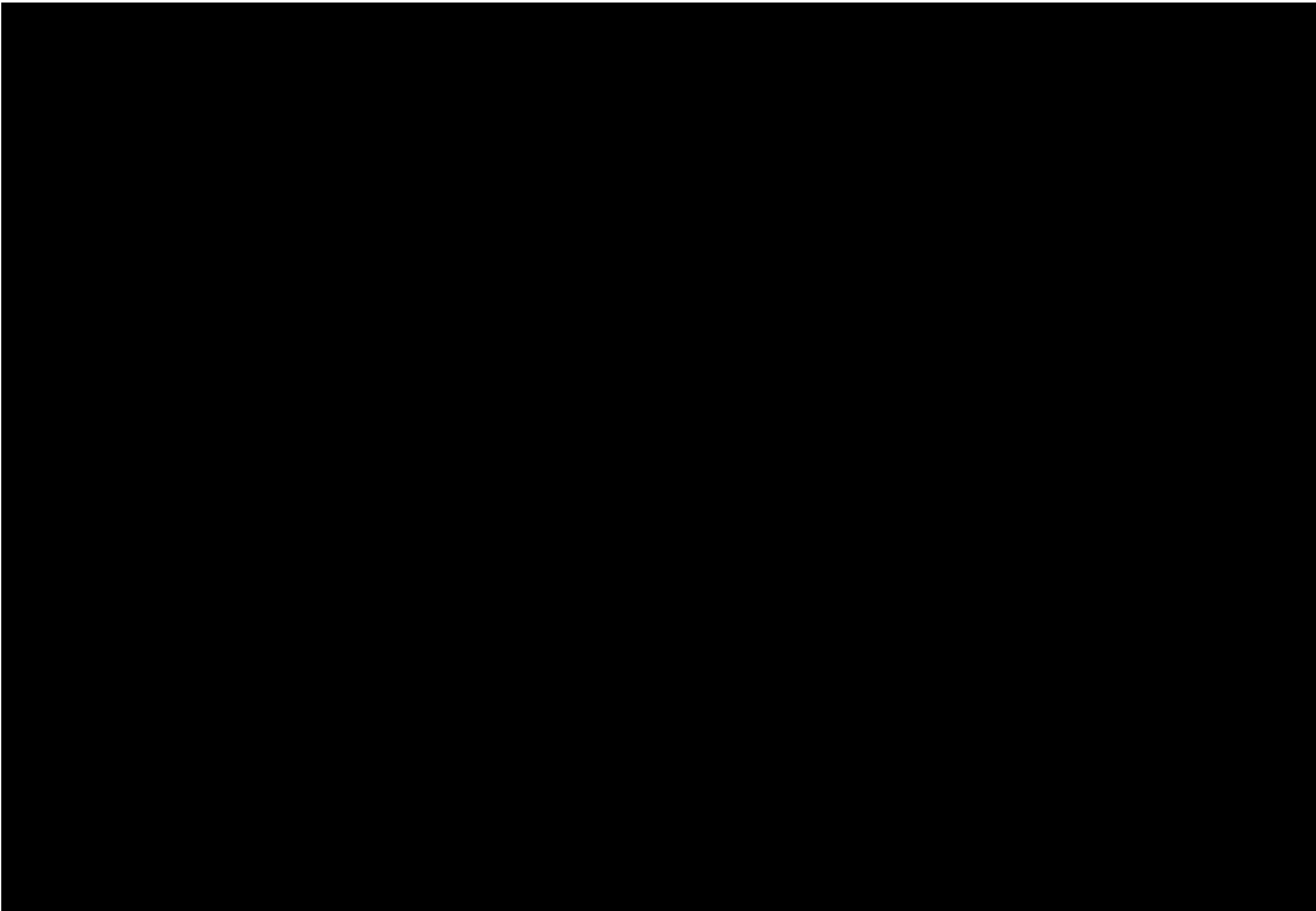
Copies of any other Permits to Work other Permits listed below, the Respc work detailed in the **Scope of Work:**

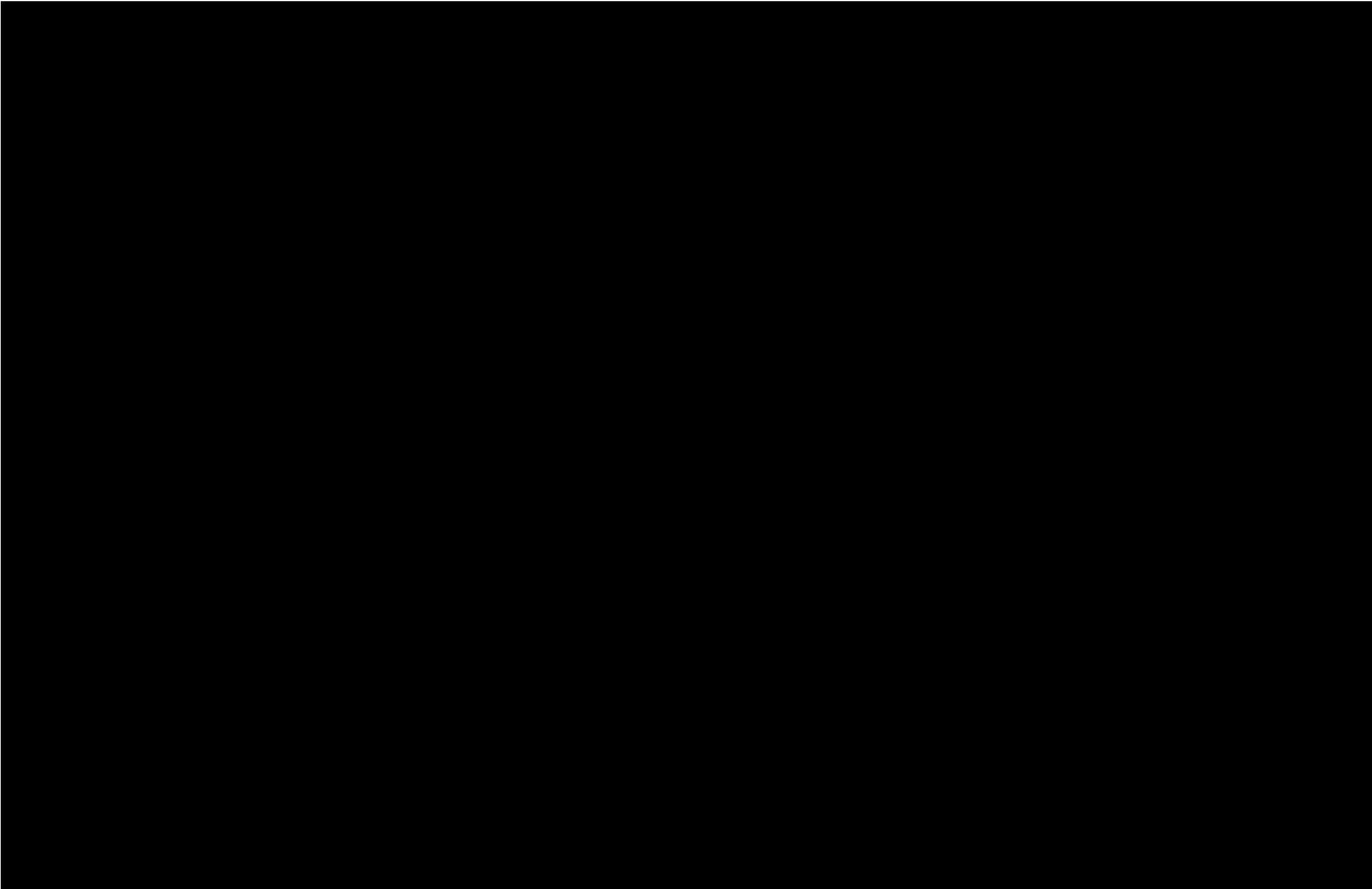
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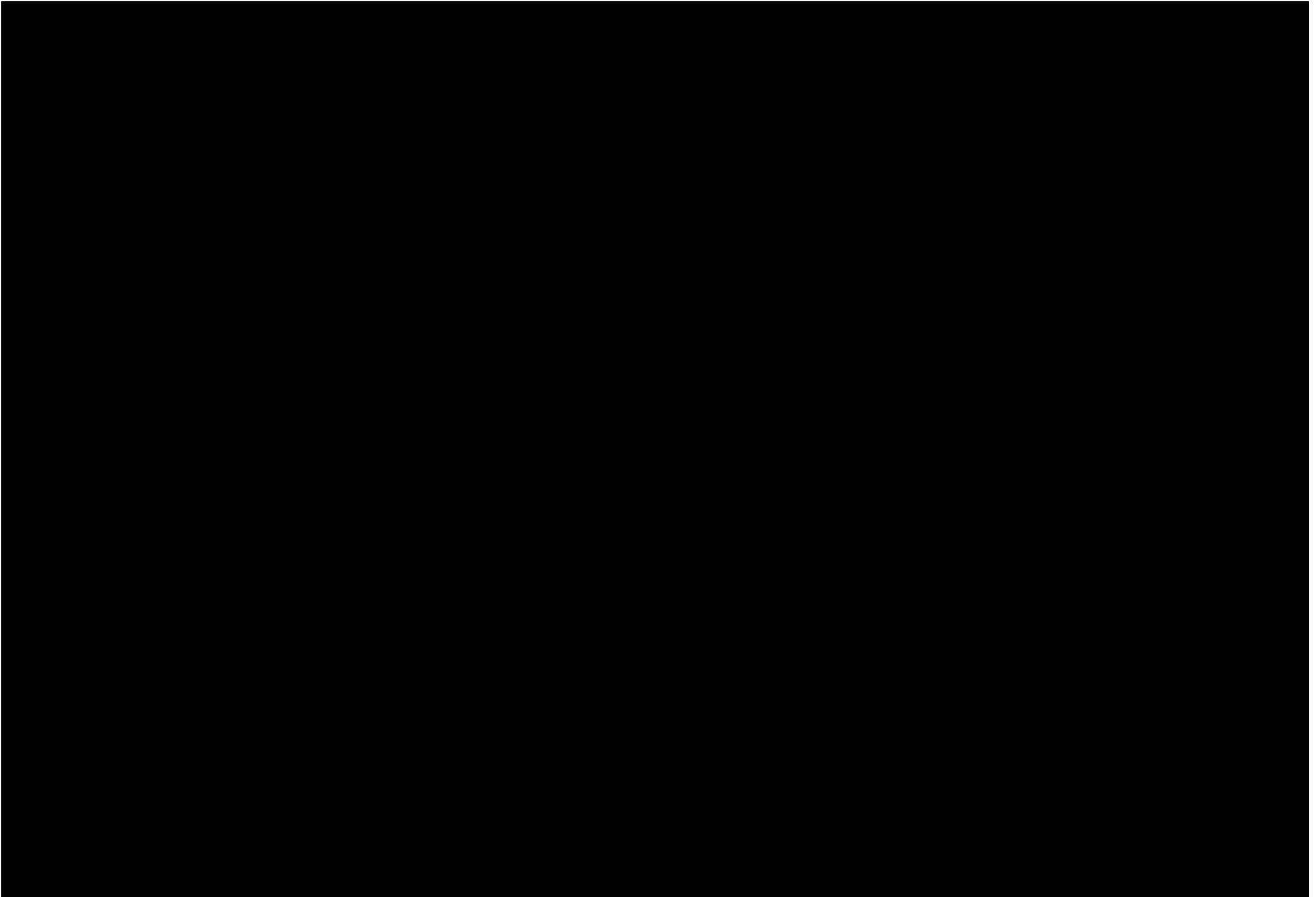


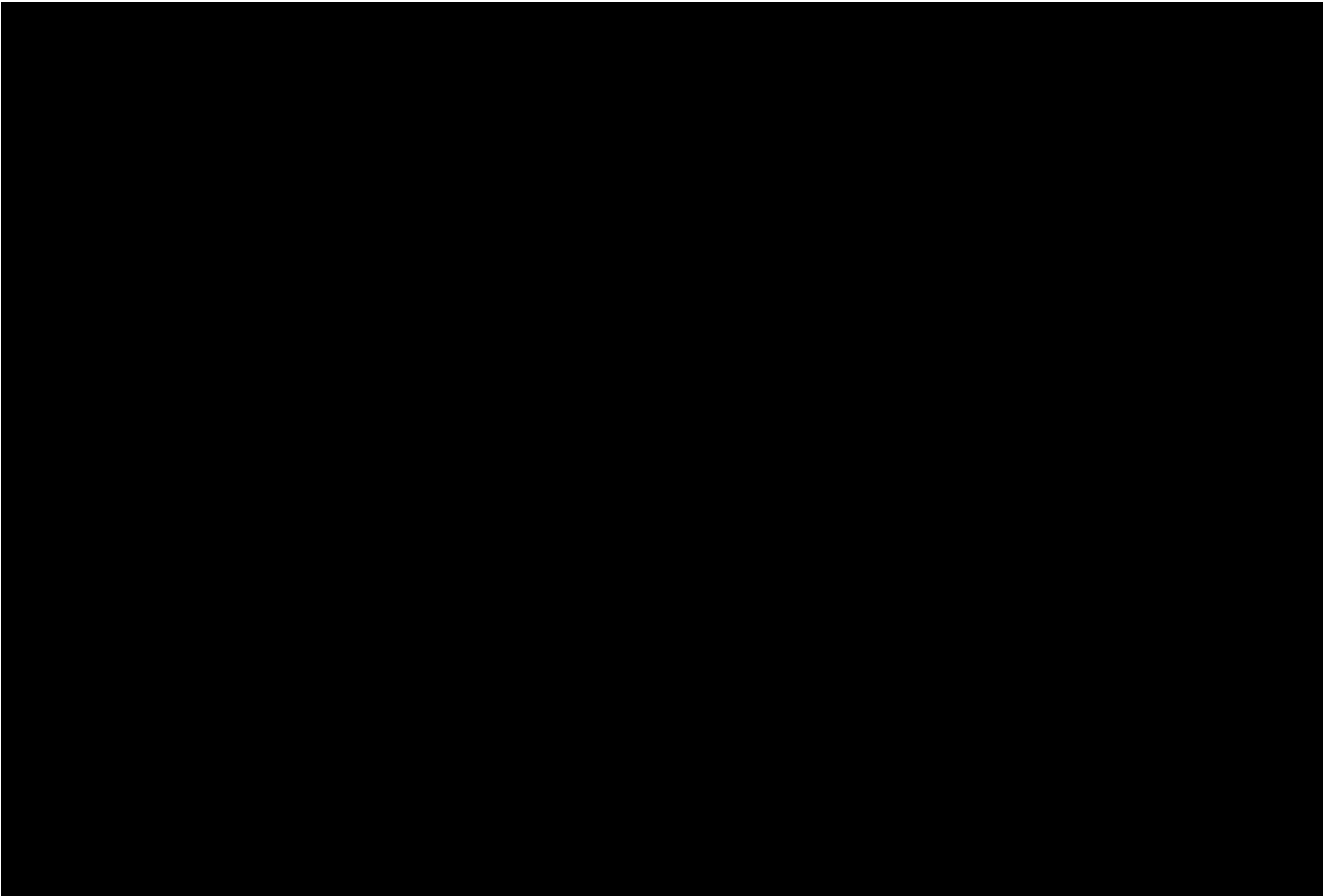
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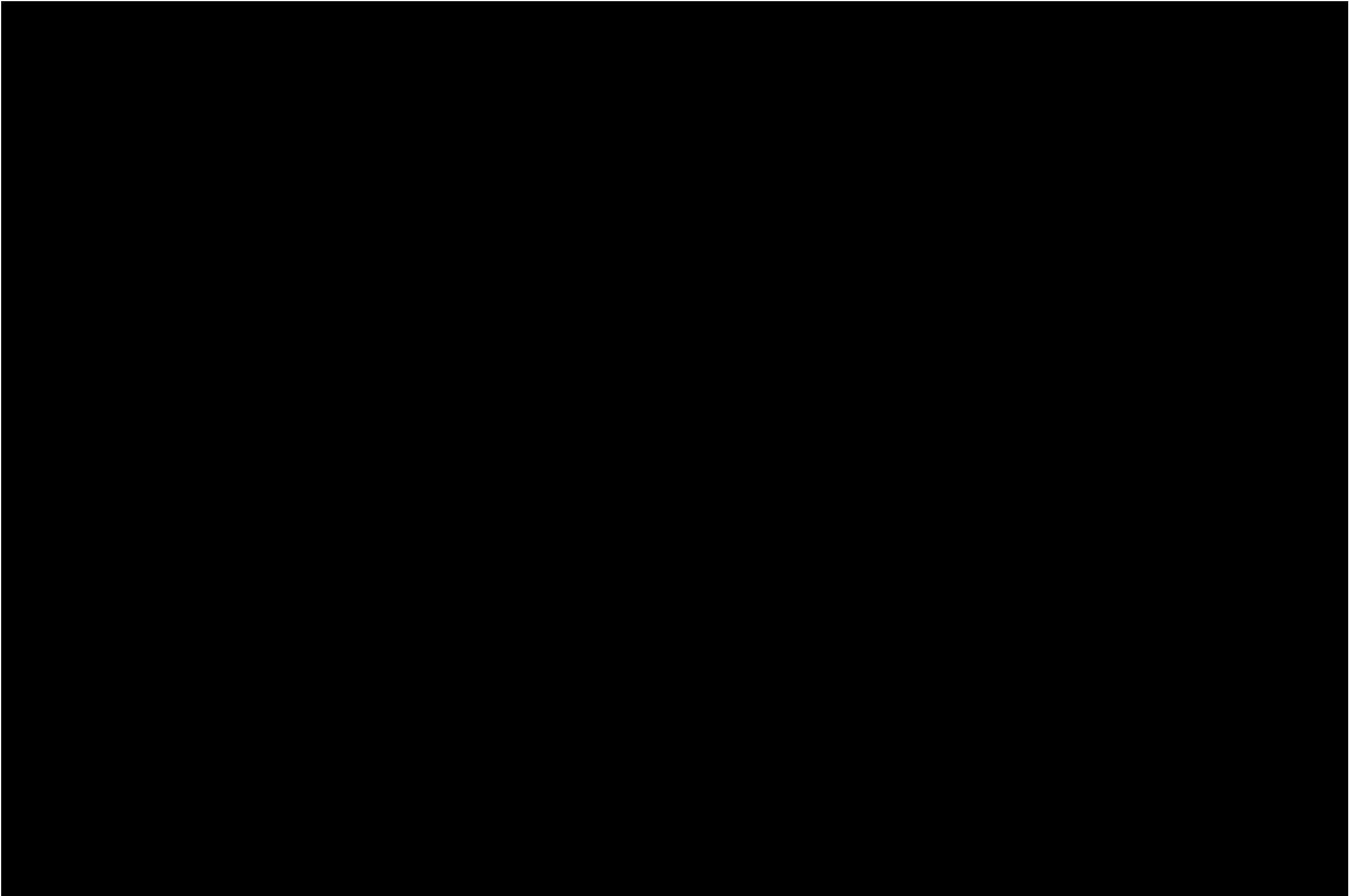
A Please refer to separate charts for each company shown above

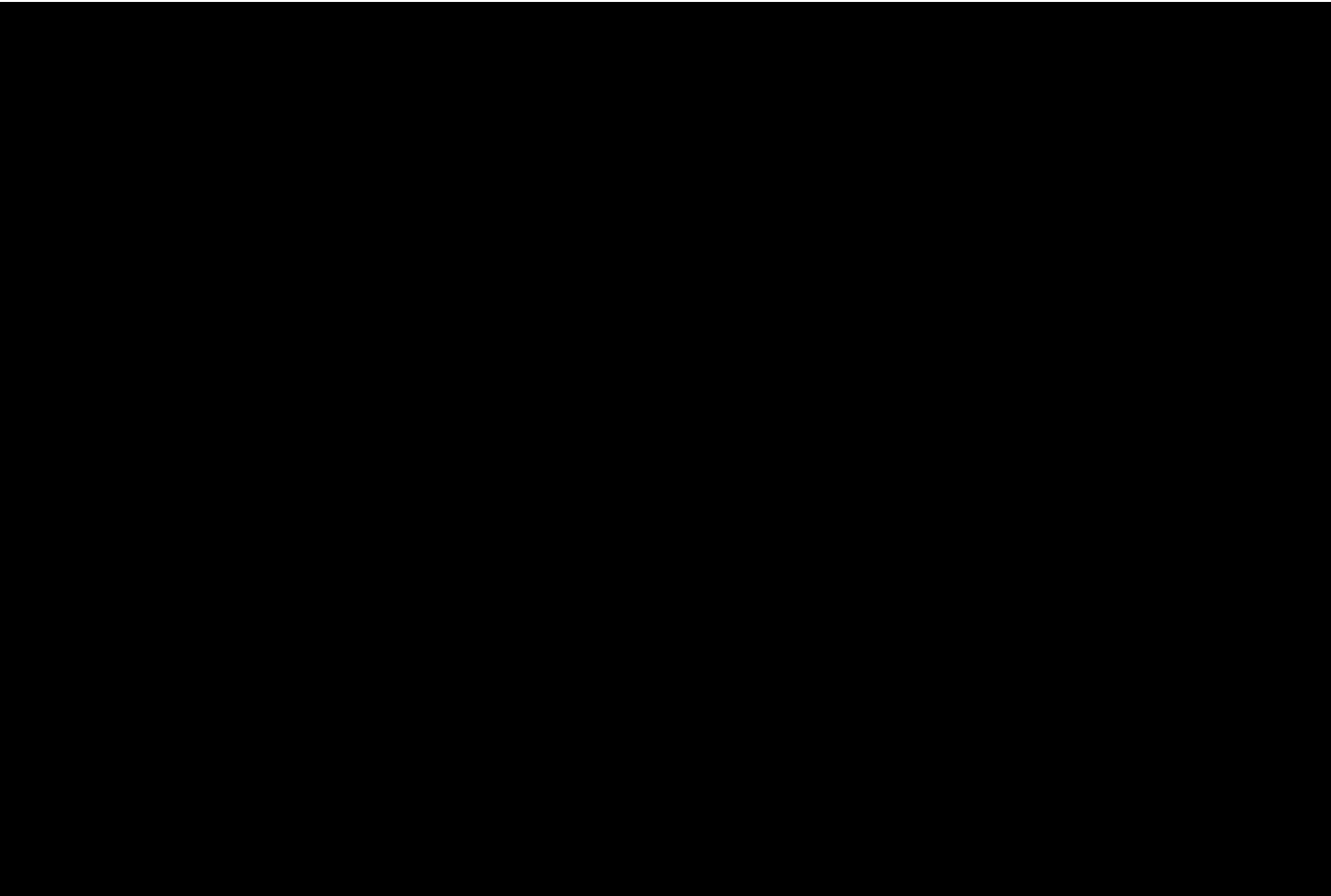


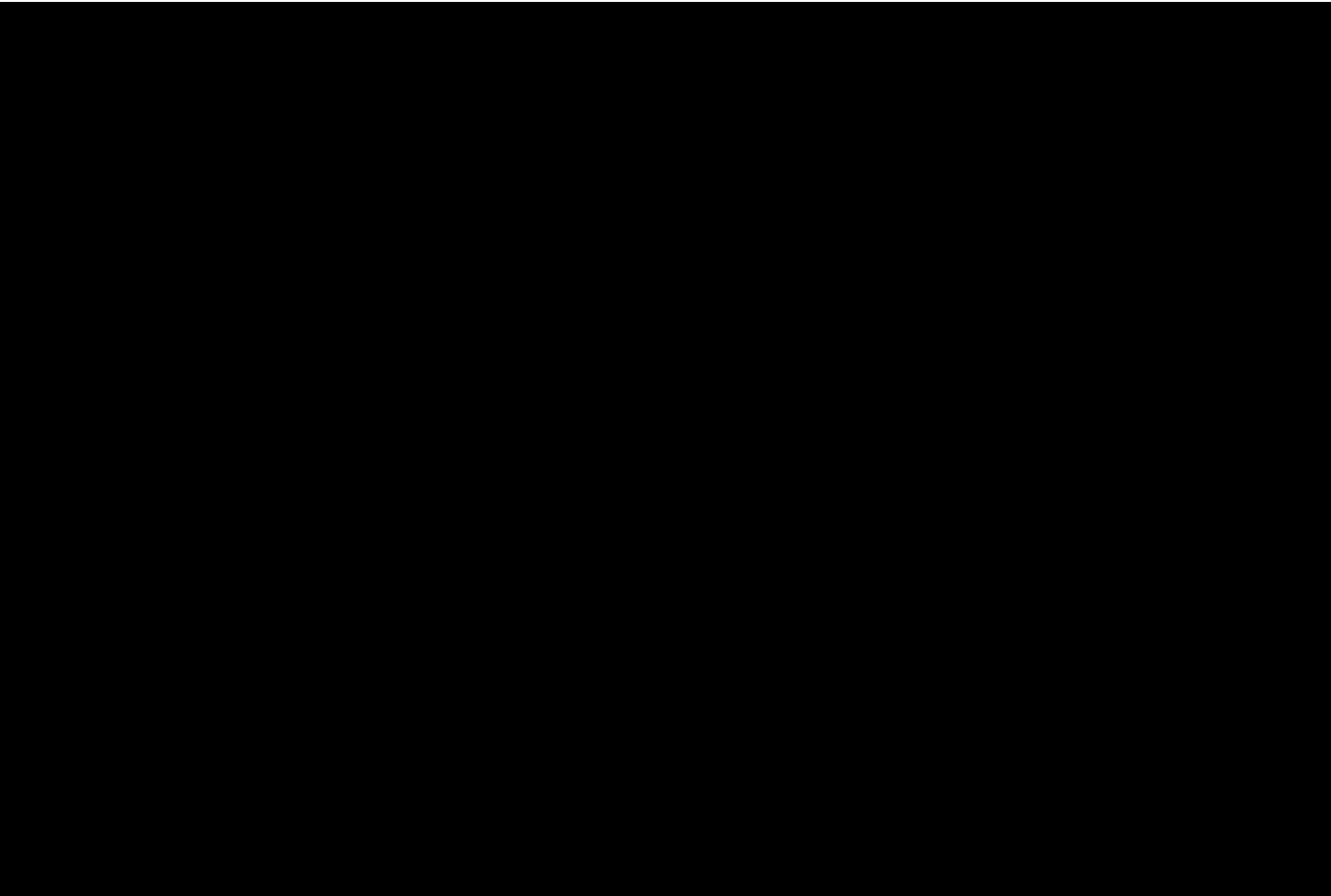




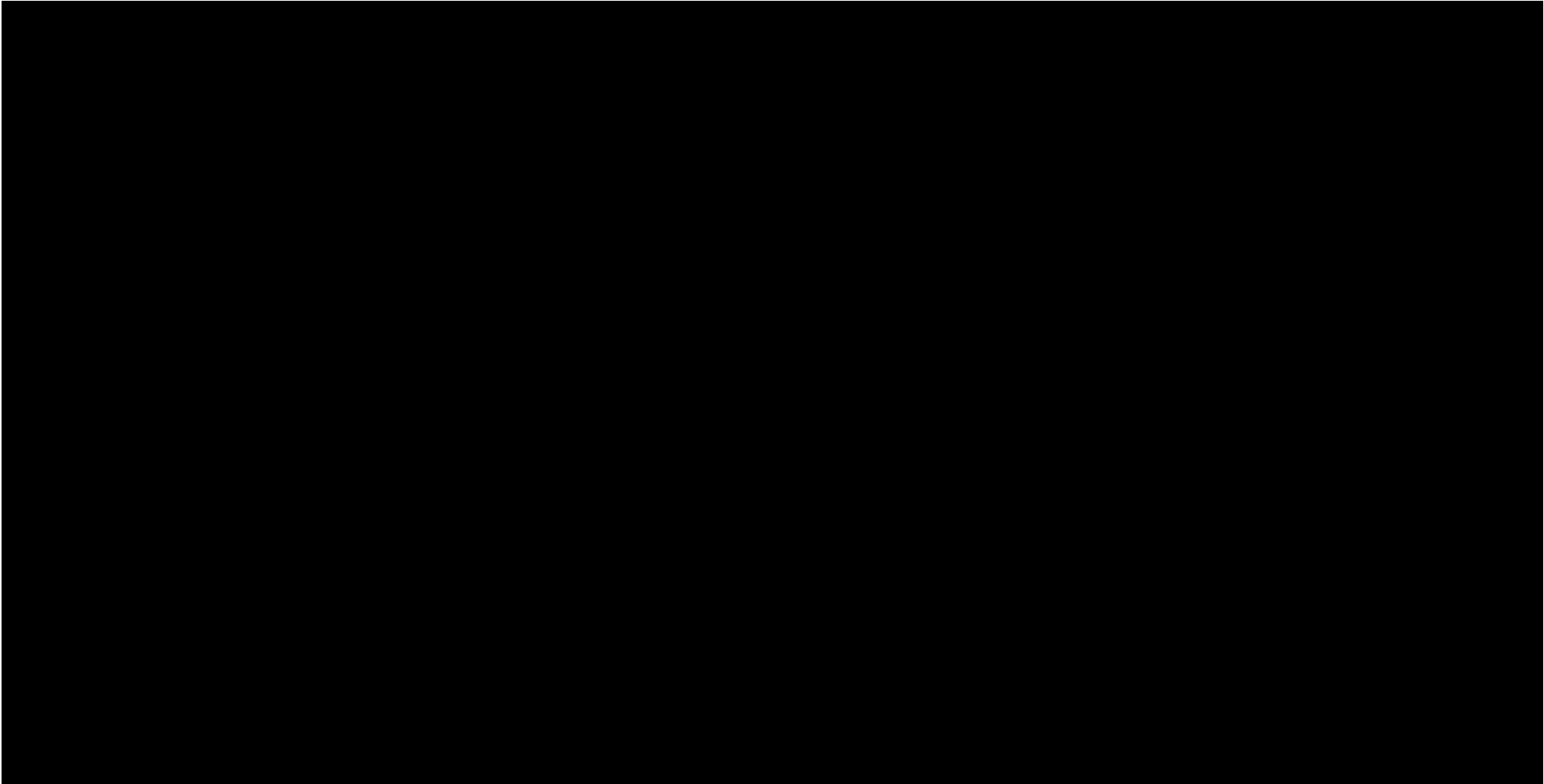




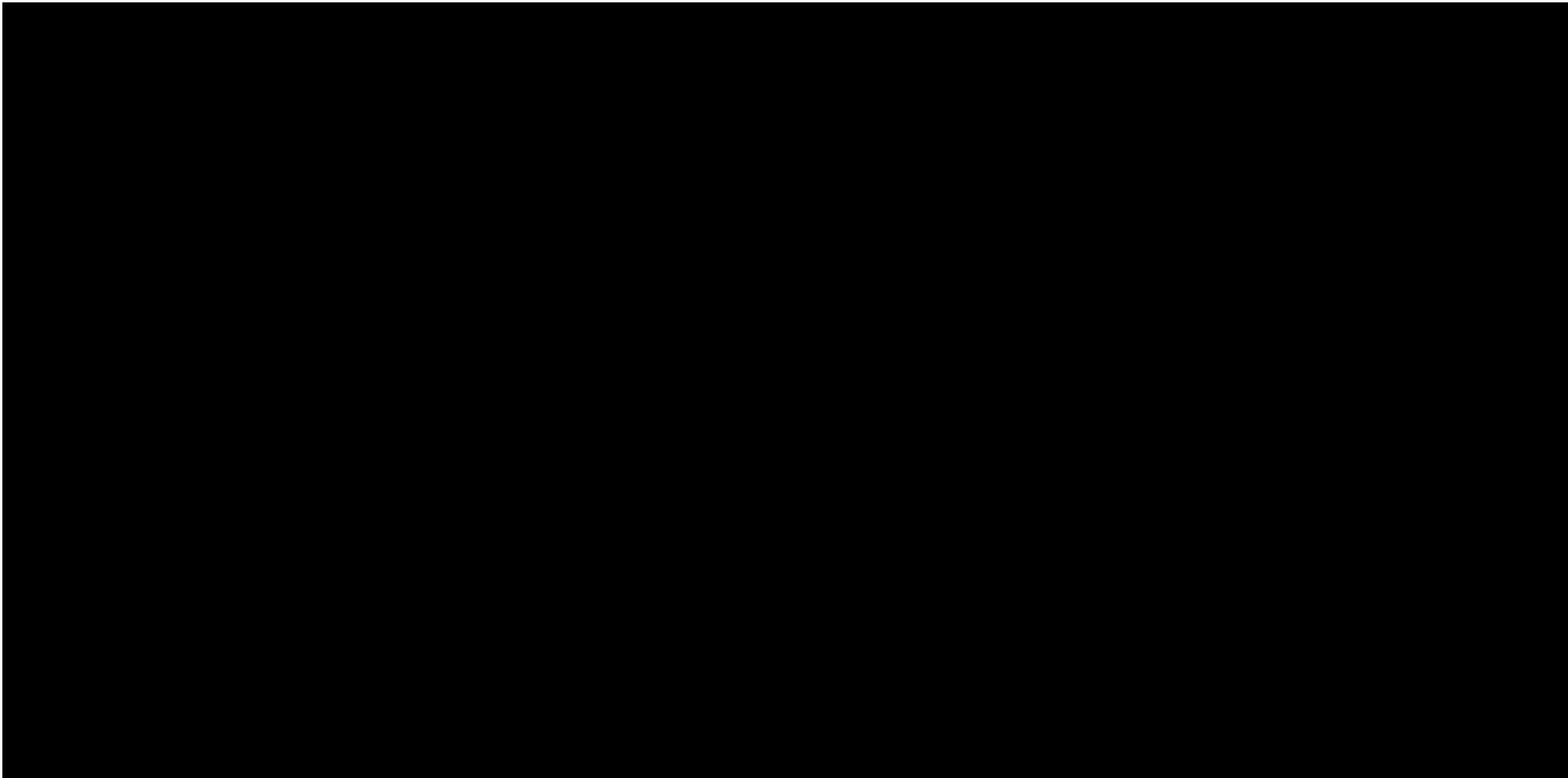




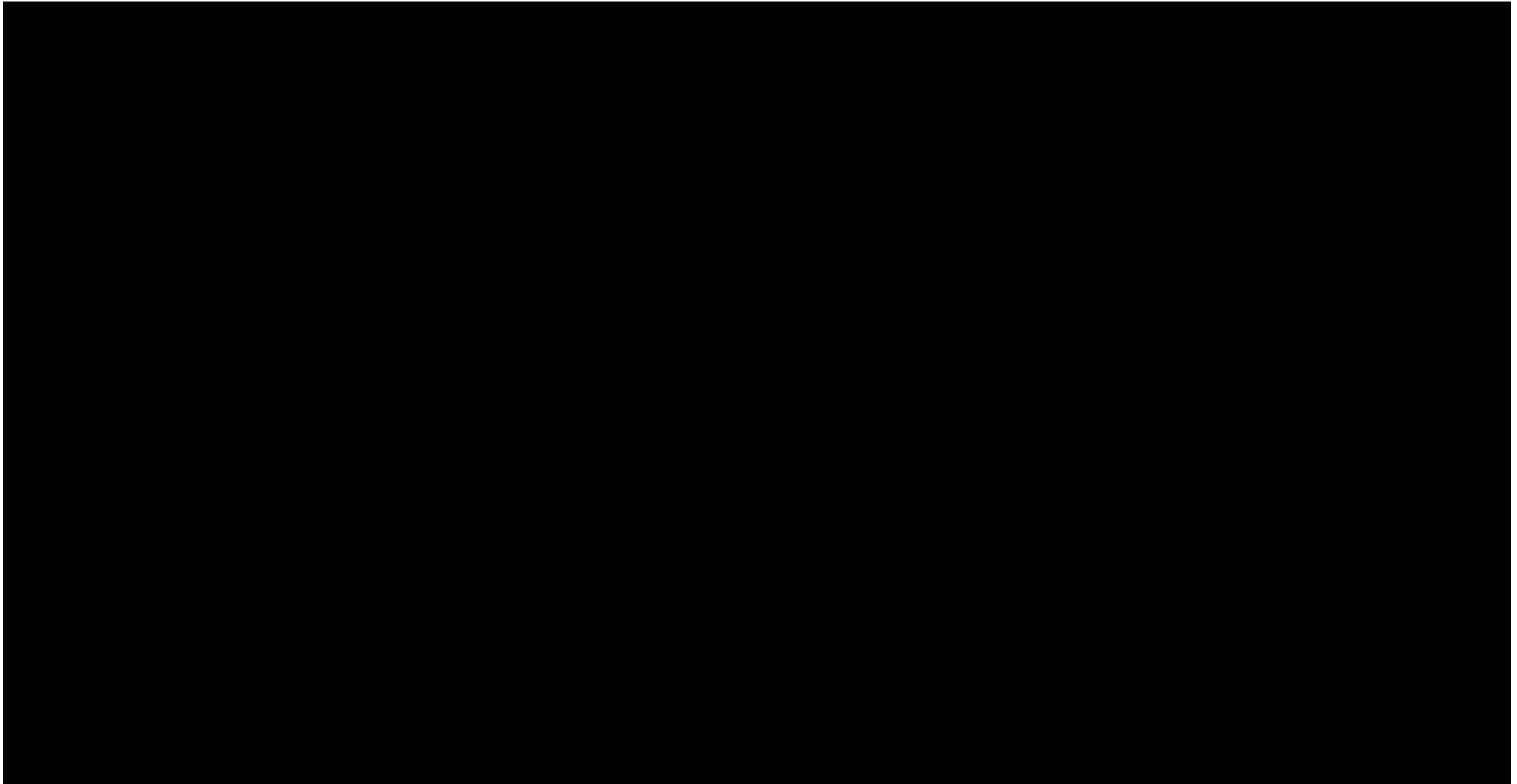
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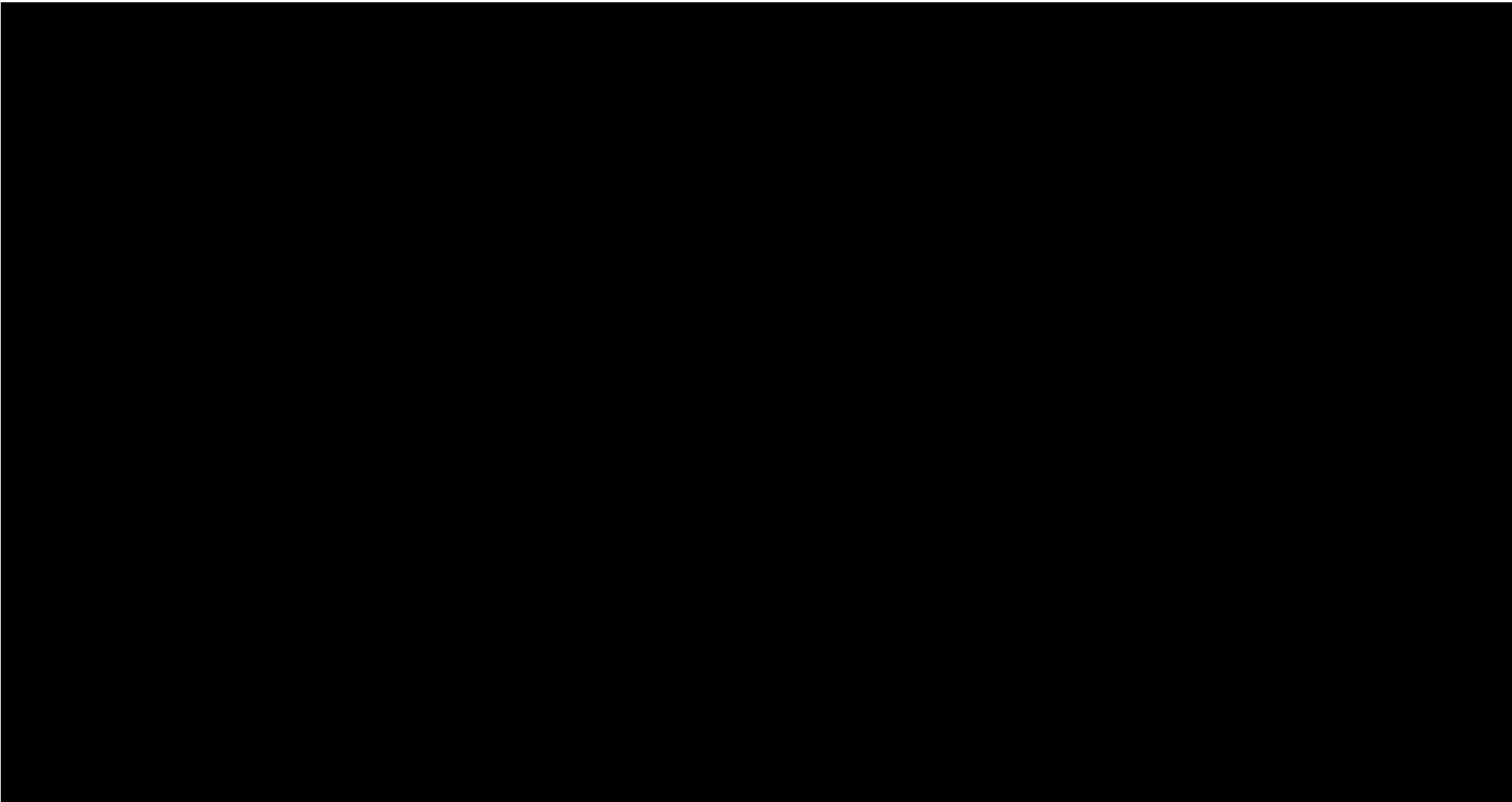
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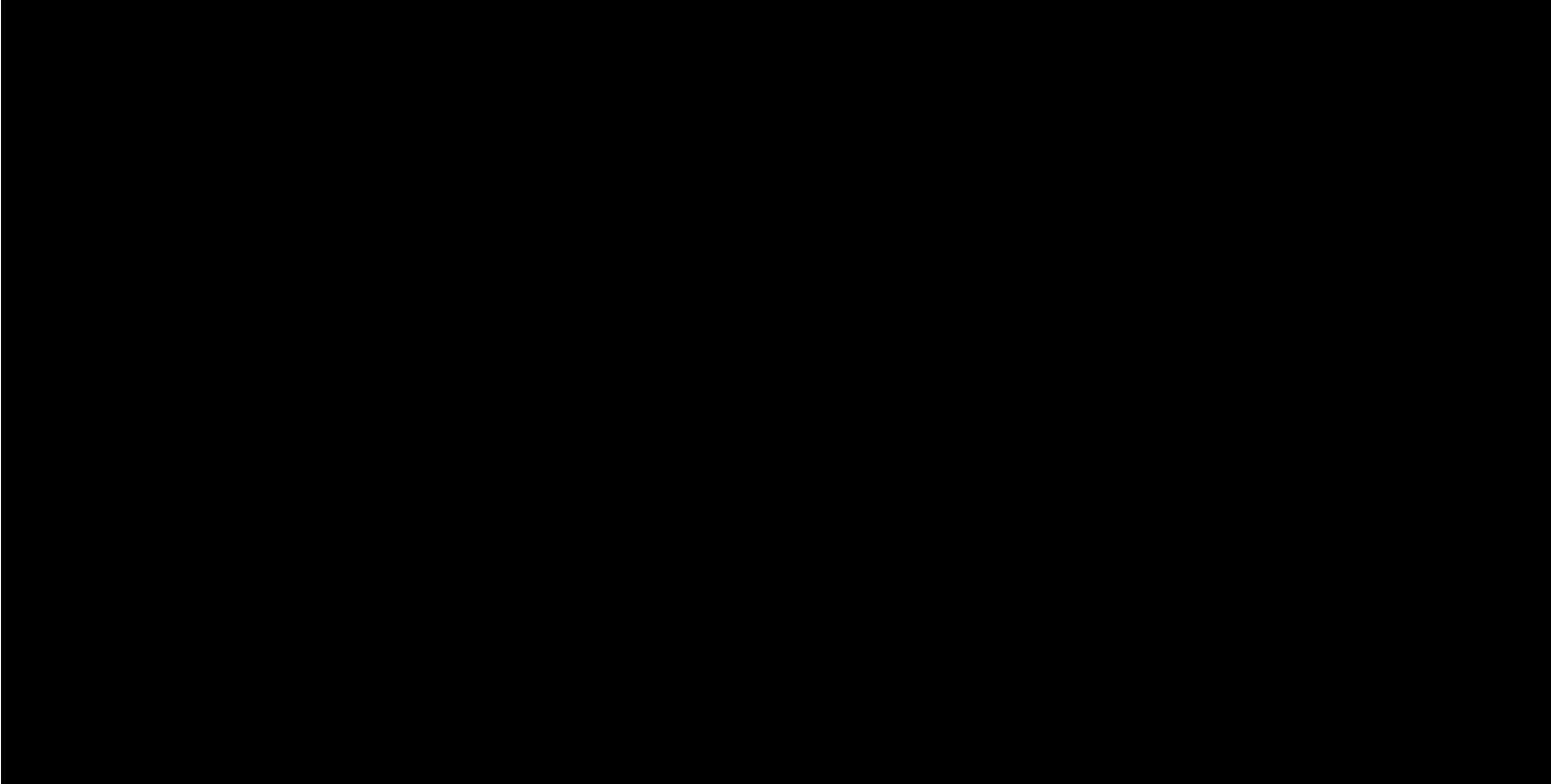
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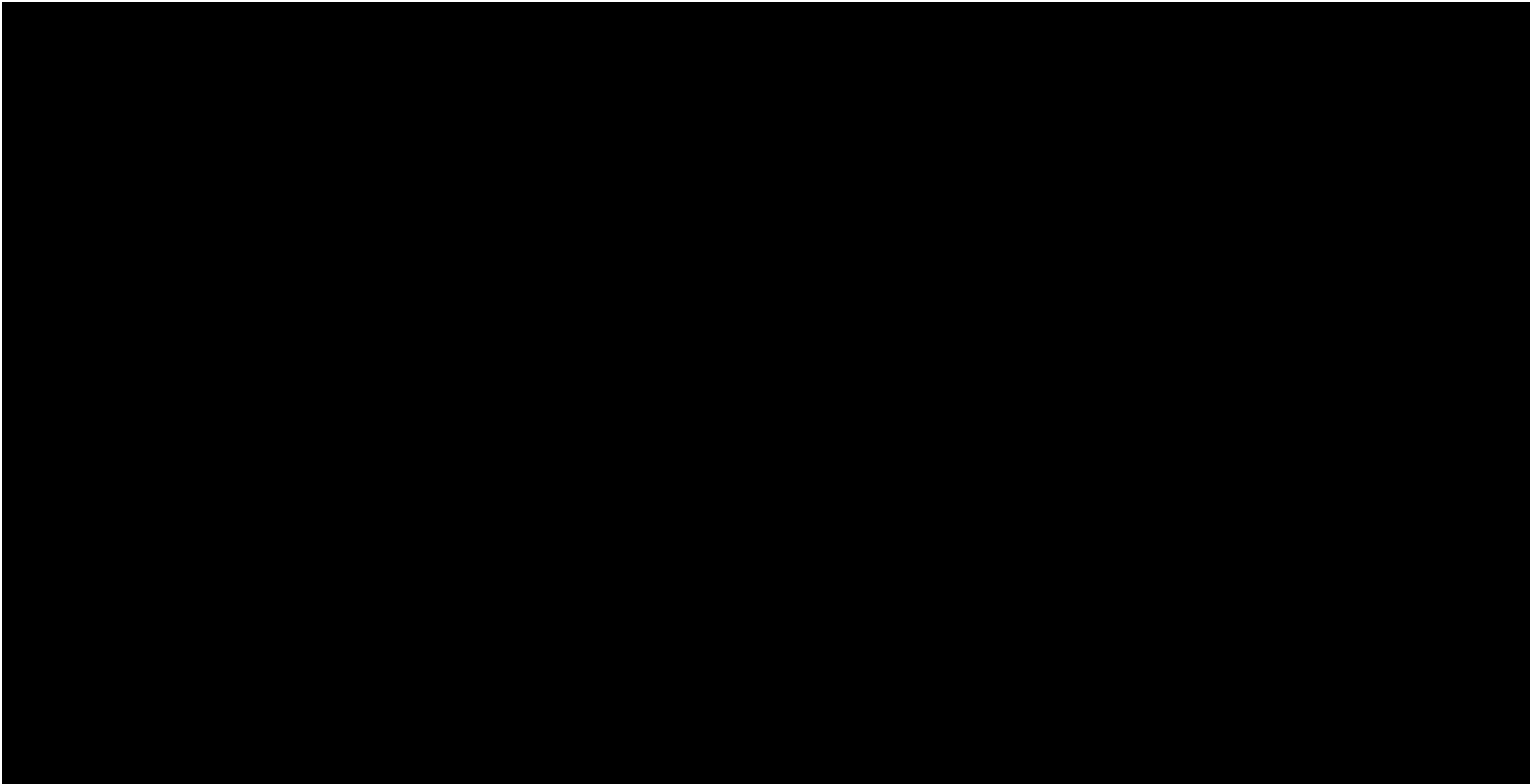
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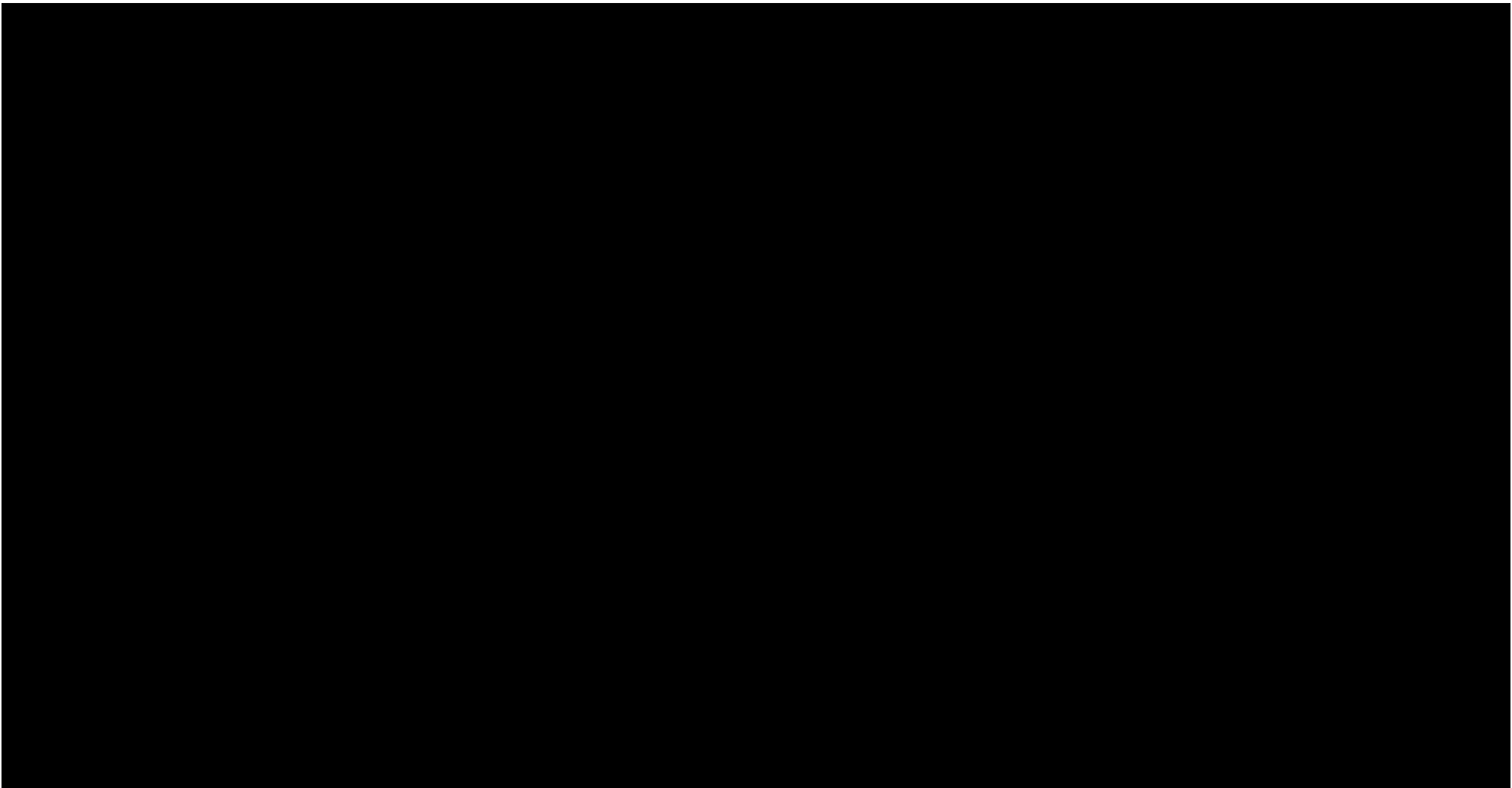
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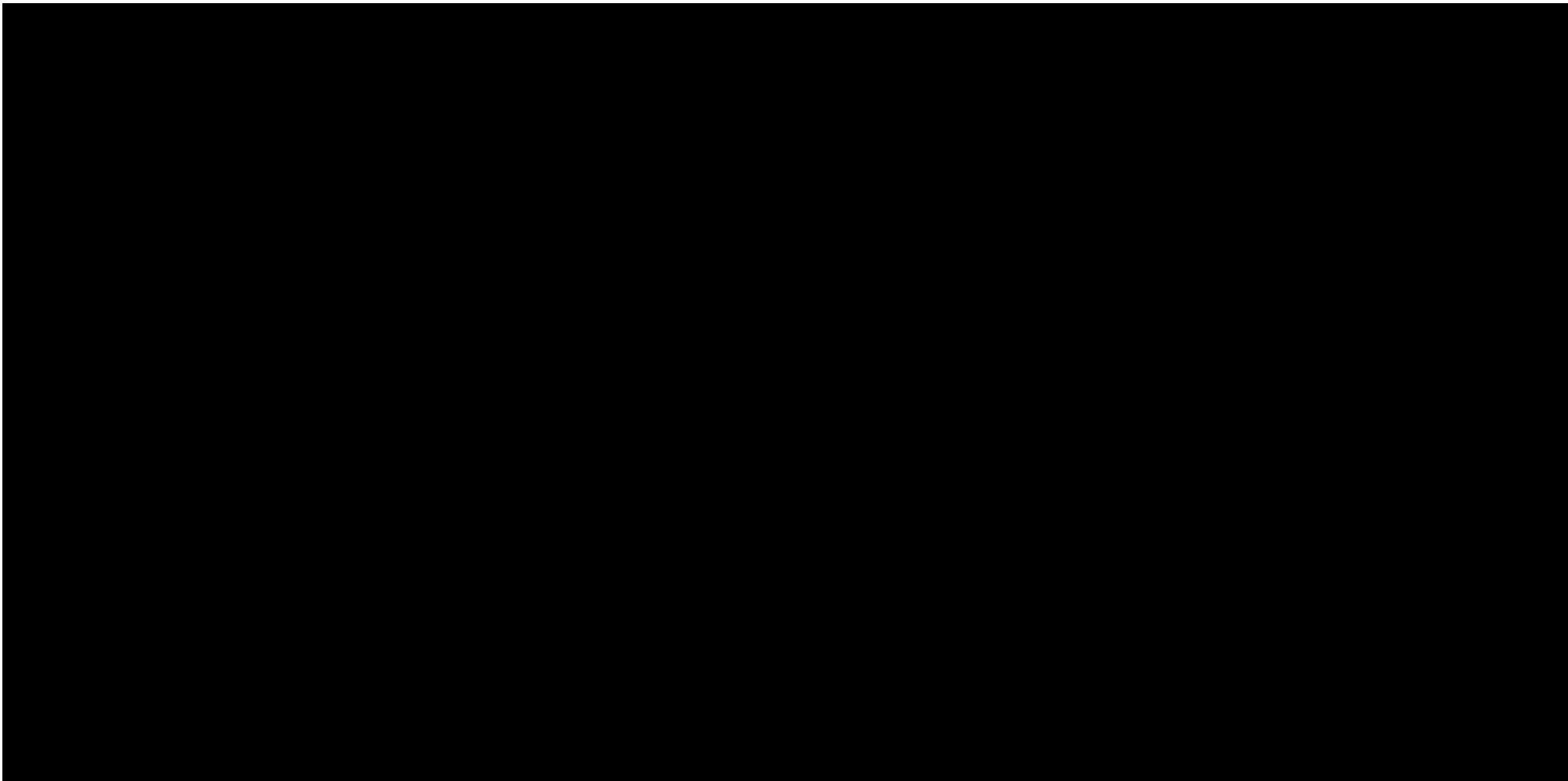
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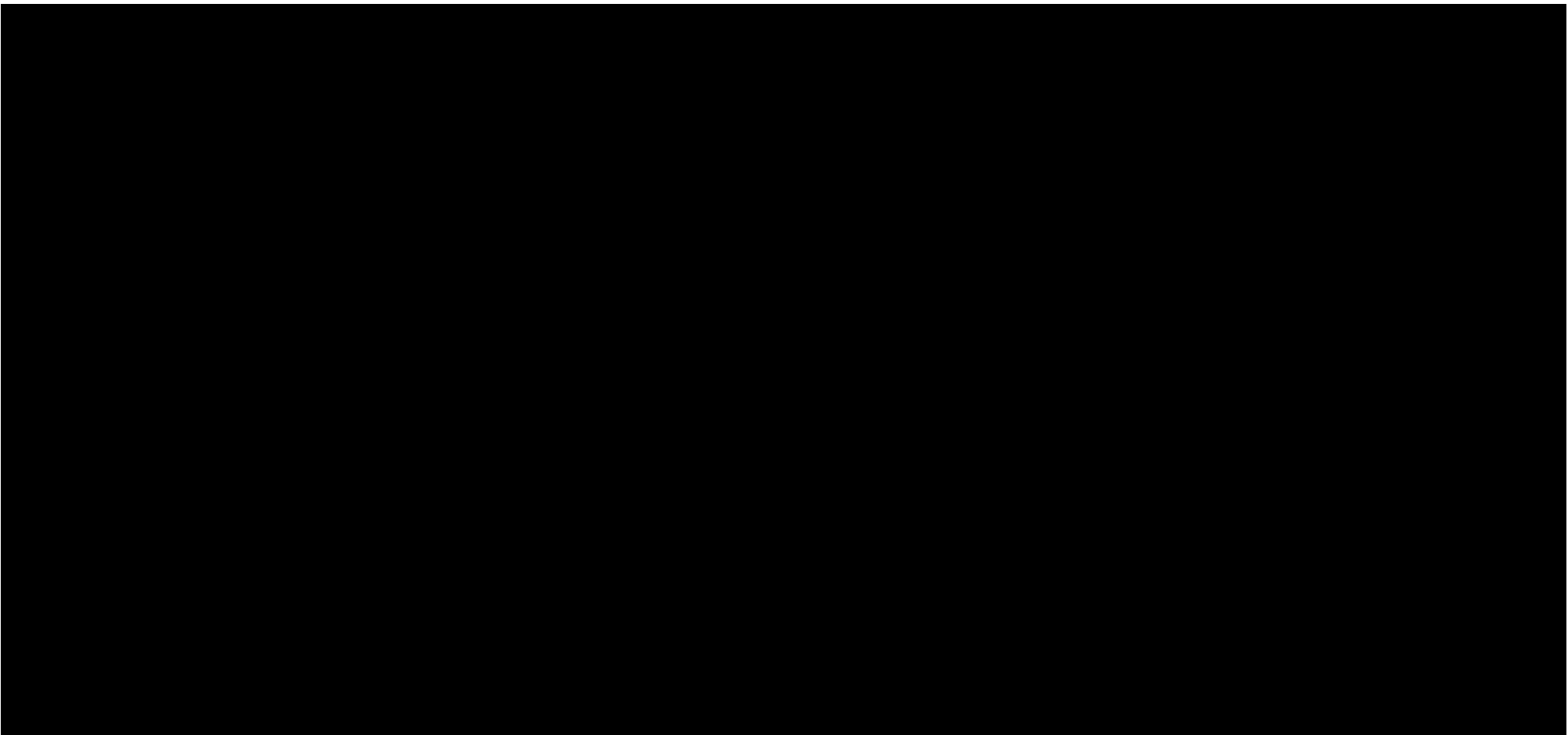
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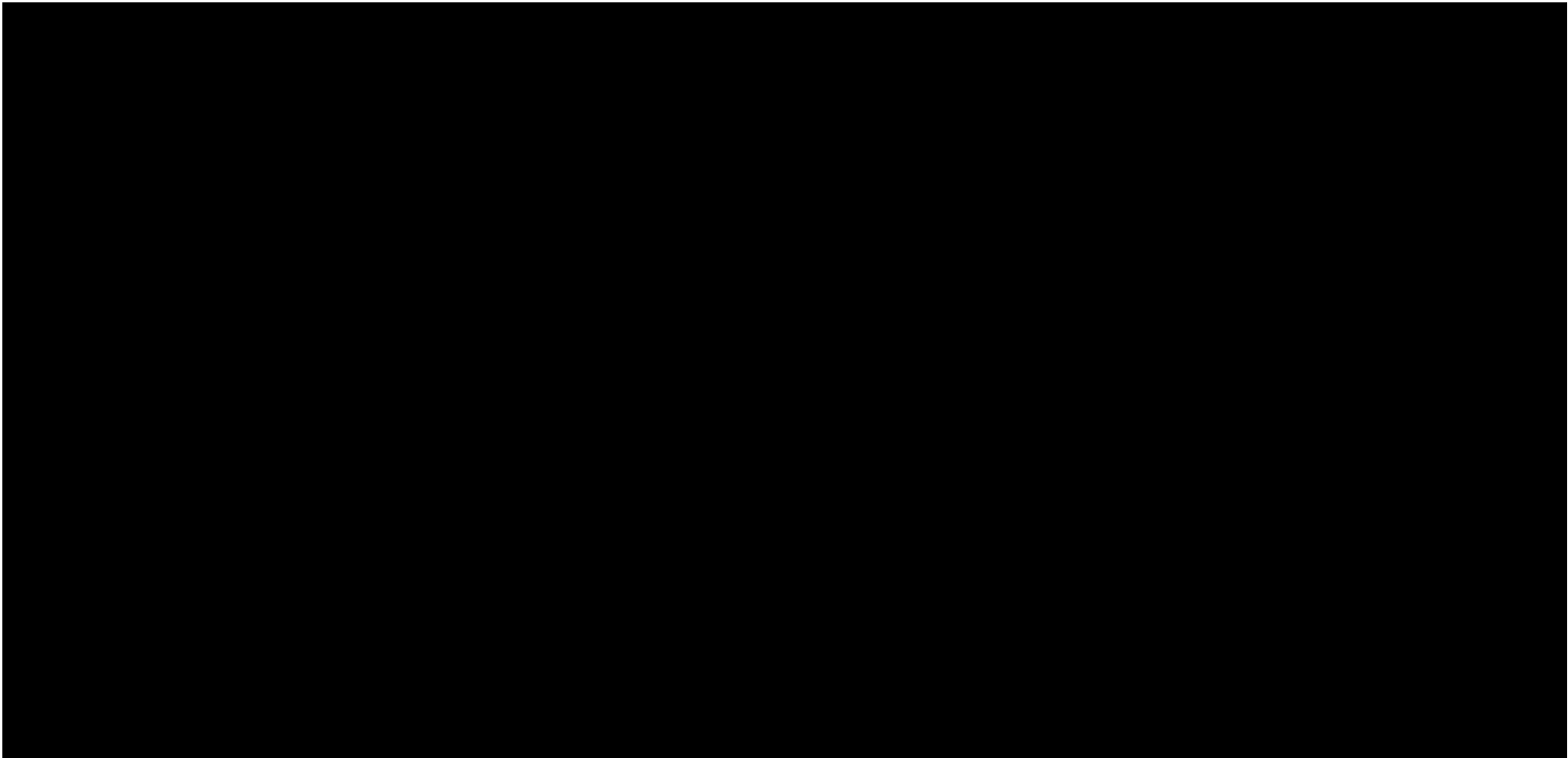
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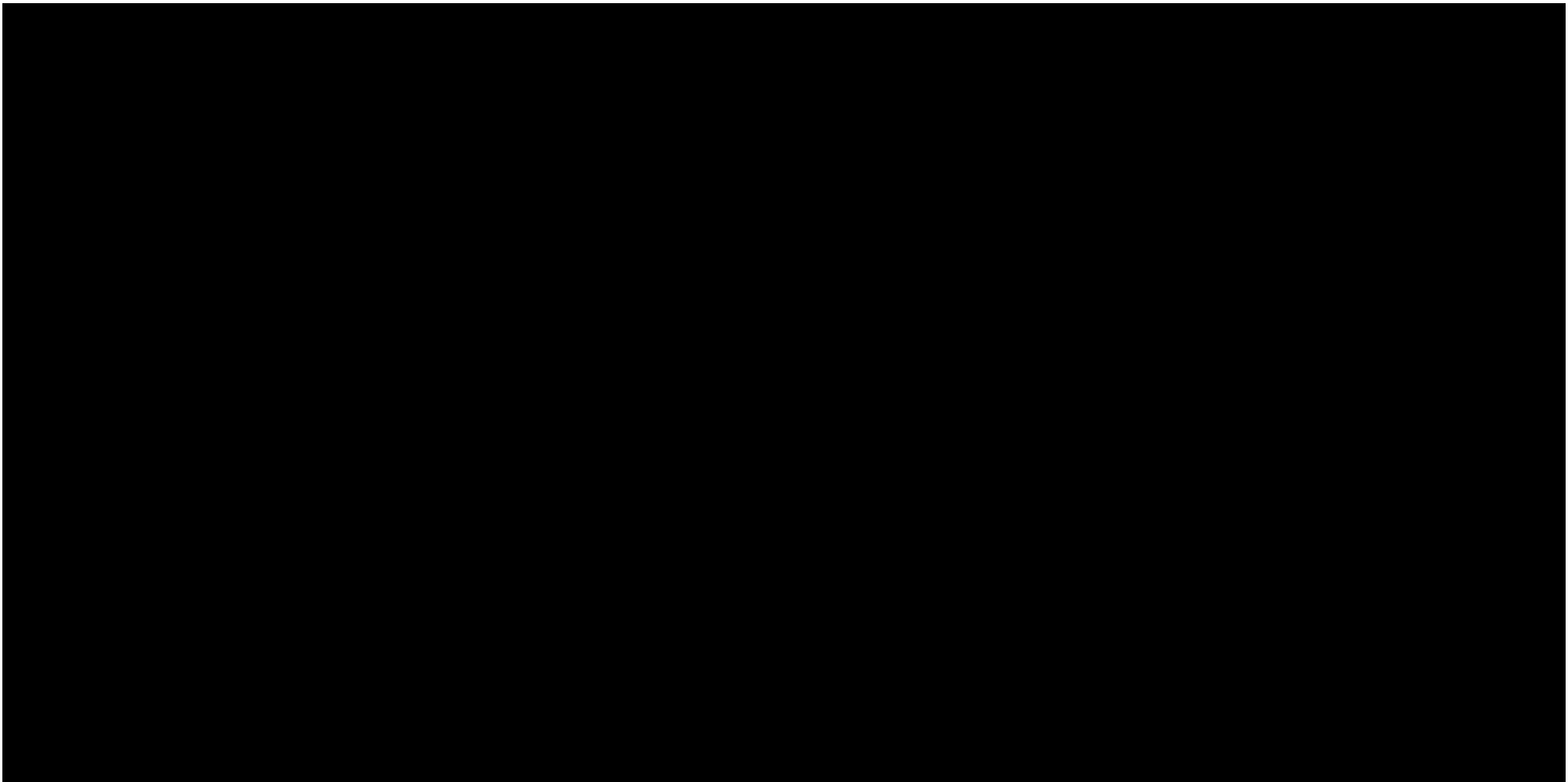
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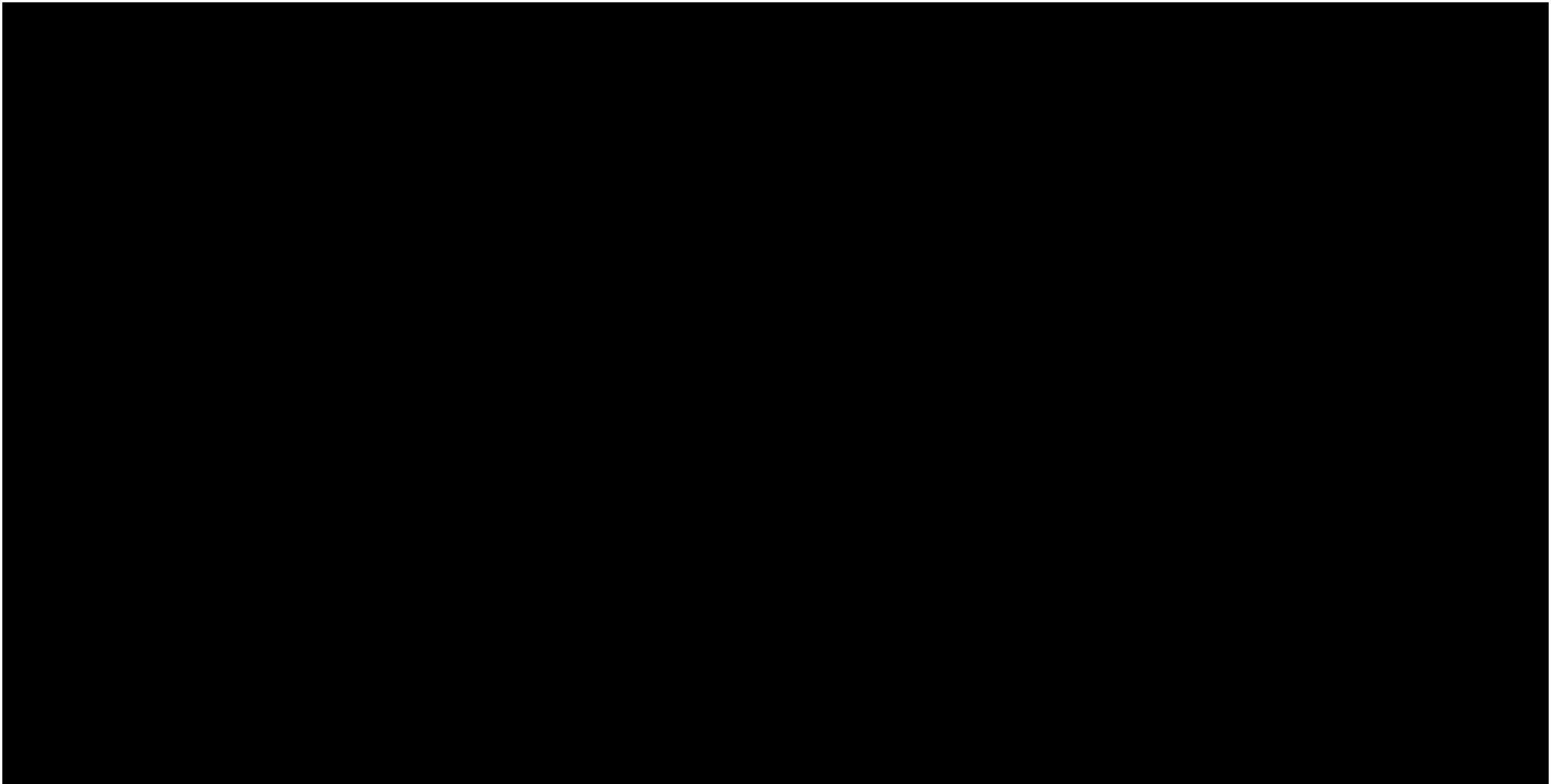
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Questionnaire Instructions

- ❖ Please note that the completed supplementary Questionnaire must only be submitted in its original electronic (Microsoft Word) format, with the supporting documentation also in an electronic format by email only.
- ❖ Hard copy submissions will not be accepted.
- ❖ Please note that all questions will have to be answered
- ❖ Please indicate, where appropriate, any other supporting documentation marking clearly on **ALL** attachments the name of your organisation and the question to which they refer.
- ❖ Please ensure all supporting documentation highlighted on the final checklist, is clearly marked on **ALL** attachments and supplied as requested.
- ❖ Please ensure the questionnaire summary section is reviewed and signed as requested.
- ❖ Please return the completed application form with supporting documentation via email to [REDACTED]
- ❖ Please ensure you retain a copy of this questionnaire for your records.
- ❖ Please note that this questionnaire will require updating on an annual basis

Supplier: <Type name here>

Supplier: <Type name here>

1. Company details

1.1 Company

Company Name	██████████
Address Line 1	██████████
Address Line 2	██████████
Town/City	██████████
Post Code	██████████
Country	██████████
Website	██████████
Company Registration Number	██████████

1.2.1 Parent Company, if different to Q 1.1 above

Company Name	██████████
Address Line 1	██████████
Address Line 2	██████████
Town/City	██████████
Post Code	██████████
Country	██████████
Website	██████████
Company Registration Number	██████████

1.2.2 Regional offices

Address Line 1	██████████	██████████	██████████
Address Line 2	██████████	██████████	██████████
Town/City	██████████	██████████	██████████
Post Code	██████████	██████████	██████████

Note; Only include those regional offices that will provide direct links with Balfour Beatty regional offices. If there are more than three extend the schedule above.

1.3 Organisational Details

Public Limited Company (Plc)	██████████
Private Limited Company (Ltd)	██████████
Private Company Limited by Guarantee	██████████

Supplier: <Type name here>

Partnership	██████
Limited Liability Partnership	██████

1.4 Organisation Details

Company Registration Number	██████
Year of Registration	██████
Country of Registration	██████
VAT Registration Number	██████

1.5 Have there been any changes in the ownership of the organisation in the past 2 years?

Yes ██████ No ██████

1.5.1 Summary details

██████

1.6 Is a change in the ownership of the organisation imminent or in process?

Yes ██████ No ██████

1.6.1 Summary details

██████

1.7 Insurances

	cover £m	Aggregate or each and every claim	Insurers name and policy number	Policy renewal date
Public Liability	██████	██████	██████	██████
Professional Indemnity ¹	██████	██████	██████	██████
Employers Liability	██████	██████	██████	██████

2. Scope of service details

2.1 Primary Scope

¹ Balfour Beatty requires a minimum of £10m. However if this is not available the consultant should explain the reason for the variance

Supplier: <Type name here>

Specify the primary service provided by your organisation that are carried out by your own directly employed staff and that you wish to be considered for inclusion on the consultant's panel

Multi disciplinary	<input type="checkbox"/>
Architect	<input type="checkbox"/>
Landscape Architect	<input type="checkbox"/>
Civil and Structural Engineer	<input type="checkbox"/>
M+E Services Engineer	<input type="checkbox"/>
Project Manager	<input type="checkbox"/>
Quantity Surveyor	<input type="checkbox"/>
Other (Interior Design, Planning, FFE, Fire Engineering, Acoustics etc)	<input type="checkbox"/>

2.2 Sector Analysis

Please provide % Sales split by industry sector by period

	2010	2011	2012 (est)	2013 (est)	2014 (est)
Commercial (Offices, Retail and Mixed Use)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Education (HE, FE, Academies and Schools)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy (EWC, Biomass and Waste Treatment)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government (Defence and Police)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Data Centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3 Which projects has your organisation been selected by Balfour Beatty or novated within the last 36 months, that resulted in appointment of Balfour Beatty as main contractor?

Project	Location	Value	Novated/selected	Contact
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

█	█	█		█
█	█	█		█
█	█	█		█

2.4 Which projects has your organisation been selected by Balfour Beatty or novated within the last 36 months, that did not result in appointment of Balfour Beatty as main contractor?

Project	Location	Value	Novated/selected	Contact
█	█	█		█
█	█	█		█
█	█	█		█
█	█	█		█

2.5 Which sectors would you like to be considered for and the service you will be able to provide

	Service
Commercial (Offices, Mixed Use and Retail)	█
Education (Higher Education, Further Education, Academies and Schools)	█
Energy (EWC, Biomass and Waste Treatment)	█
Government (Defence and Police)	█
Health (Acute, Community and ProCure21+)	█
Rail	█
Data Centres	█
Other	█

2.9 Which geographical locations would you like to be considered for?

	Service(s)
City of London	█
London within M25	█
South East	█

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited









Balfour Beatty Construction

Ref: CM/2/2/1/P3

Date: July 2012

Subject: CONSULTANT'S PANEL BACKGROUND INFORMATION

Page: 6 of 5

South West	
East Anglia	
Home Counties	
Midlands	
North East	
North West	
Wales	
Scotland	

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

3.0 Health and Safety

3.1 Who, in your organisation has been formally appointed with responsibility for ensuring compliance with health and safety legislation and regulations?

Name	██████████
Position	██████████
Qualifications	██████████
Experience	██████████

3.2 Does your organisation have a documented health and safety policy?

██████████

3.3 Does your organisation have a documented health and safety management system?

██████████

3.4 Is your health and safety management process incorporated within an integrated management system?

██████████

3.5 Is your organisation certified to OHSAS 18001 standards?

██████████

Certification body	██████████
Certificate nr	██████████
Renewal date	██████████
Scope as written on the certificate	██████████

3.6 Please provide details of your organisations own health and safety initiatives which support our Zero Harm ambition. (available from www.balfourbeatty.com).

██████████

3.7 Provide details where your organisation has developed a design which has improved safe working practices

██████████

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

4. Innovation and quality

4.1 Has the organisation formally appointed a management representative to manage and direct quality assurance?

████████

4.2 Does your organisation have a documented quality policy?

████████

4.3 Does your quality policy commit to continual improvement in the management of quality?

████████

4.4 Does your organisation have a documented quality management system certified to BS EN ISO 9001:2008?

████████

Name of certification body	████████
Expiry date	████████
Certificate nr	████████
Scope (as written on the certificate)	████████

4.5 Does the organisation undertake research and development. If so can you provide brief details about areas currently being worked upon

████████

4.6 What added value can your organisation generate at:

Preconstruction Phase	████████
Construction Phase	████████
Post Completion	████████

4.7 Do you have a structured process operating to capture innovation by your company? If 'Yes' please provide details.

████████

4.8 Do you maintain a register of Innovations initiated and evaluated and implemented by your company? If 'Yes' please provide details.

Supplier: <Type name here>

[Redacted]

4.9 Has your company received within the last 3 years any recent trade awards in recognition of any exemplar practice? If 'Yes' please provide details.

[Redacted]

5. Sustainability

Policy & Governance

5.1 Does your organisation have a Sustainability policy?

[Redacted]

5.1.1 If 'Yes' please enclose certificate and environmental policy. Enclosed

5.2 Do you have a formal environmental management system? (ISO 14001, EMAS). If yes, please provide details.

Name of certification body	[Redacted]
Expiry date	[Redacted]
Certificate nr	[Redacted]
Scope (as written on the certificate)	[Redacted]

5.3 Does your Organisation set sustainability KPI's and objectives against which performance is audited?

[Redacted]

5.3.1 If 'Yes' or 'Working Towards' please provide details

[Redacted]

Supplier: <Type name here>

6. People & Resources

6.1 Group Organisational Chart

Enclosed

Please include a Company organisational chart extended to senior management on sites

6.2 Company Organisational Chart

Enclosed

If your company is part of a Group, please include a Group organisational chart

6.3 Key Contacts

Point of contact	Name	Office Telephone	Mobile Telephone	E-mail
CEO/Managing Director or Senior Partner	████	████	████	████
Director responsible for work with Balfour Beatty	████	████	████	████
Health & Safety	████	████	████	████
Environmental and sustainability	████	████	████	████
Questionnaire Contact (include position)	████	████	████	████

6.4 Resources available to work on projects with Balfour Beatty

	Head office	Location 1	Location 2	Location 3
Partner/Director	████	████	████	████
Associate	████	████	████	████
Senior technician	████	████	████	████
Graduate	████	████	████	████
Technician	████	████	████	████
Trainee	████	████	████	████

6.5 Does your organisation have a training and development policy?

████

Enclosed

6.6 Describe your processes for the training of key personnel.

████

6.7 Summarise the training courses that your organisation have run/attended over the past 12 months.

Supplier: <Type name here>

Training courses	Topics covered	Frequency
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

6.8 Is your company an active member of any trade organisations, confederations, institutes or societies? If yes please provide details

[REDACTED]

7. Company Ethics & Values

7.1 Does your organisation have policies and procedures to ensure ethical business practices and prevent bribery and corruption?

[REDACTED]

7.2 Does your organisation have:

	Answer	Enclosed
Corporate values relating to ethics and integrity	[REDACTED]	<input type="checkbox"/>
A code of conduct or other clear anti-corruption policy	[REDACTED]	<input type="checkbox"/>
A gift and hospitality policy	[REDACTED]	<input type="checkbox"/>
Ethics and compliance training	[REDACTED]	<input type="checkbox"/>
A "whistle-blowing" hotline and other channels for employees and others to raise concerns about unethical conduct and procedures for investigating such concerns	[REDACTED]	<input type="checkbox"/>

If the answer to any of the above questions is "Yes", please provide copy documents or other appropriate evidence

7.3 Please explain any other measures you take to guard against your Organisation and its employees engaging in, or being the victim of, corrupt or unethical behaviour.

[REDACTED]

7.4 Have your Organisation's anti-corruption procedures been externally certified or validated?

[REDACTED]

Supplier: <Type name here>

7.5 Do you agree to comply with Balfour Beatty's Our Code of Conduct?

[REDACTED]

7.6 Would you be willing to ensure that your employees who work on Balfour Beatty projects undergo Balfour Beatty's ethics training?

[REDACTED]

7.7 Have any of your organisation's Principals been the subject of convictions, debarments and/or professional suspensions related to bribery, money-laundering, fraud or related offences?

[REDACTED]

7.8 Has your organisation or, so far as you are aware, any of its Principals been the subject of a criminal or government investigation or proceeding relating to bribery or corruption in this country?

[REDACTED]

7.9 Does any government entity, Public Official or Relevant Person own an interest in, or exert control over your organisation? (Questions 8.9 to 8.11 may be most relevant to high-corruption risk countries and should be addressed by the anti-corruption due diligence procedures, if the supplier or sub-contractor is in-scope)

[REDACTED]

7.10 Is any of your organisation's Principals a:

Public Official whose role could involve him/her in Balfour Beatty's business; or	[REDACTED]
a Relevant Person; or	[REDACTED]
a family member or personal or professional associate of one of the above?	[REDACTED]

7.11 Does any Public Official or Relevant Person stand to benefit in any way as a result of any agreement between your organisation and Balfour Beatty?

[REDACTED]

If any of questions 7.7 to 7.11 is Yes, please provide summary details.

[REDACTED]

Conflicts of Interest

7.12 At any time during the last 12 months are you aware if any member of your principle employee's family being an employee or representative of any entity that engages in business or competes with Balfour Beatty?

[REDACTED]

If yes provide the following information;

Full name of principle employee's family member [REDACTED]

Relationship of that person to the principle employees [REDACTED]

Supplier: <Type name here>

Principle employee's family member's job title/position [REDACTED]

7.13 At any time during the last 12 months (as far as you aware) have any principle employees or their family member obtained personal investments (over 1% of shares in a public company) in Balfour Beatty?

[REDACTED]

If yes provide the following information;

Nature of interest [REDACTED]

Full name of principle employees and/or family member [REDACTED]

7.14 Please provide two references in respect of Company Ethics & Values. **Enclosed** [REDACTED]

8. Information Technology

8.1 Please advise which systems / software your organisation uses:

Function	IT Systems/software
Design	[REDACTED]
Estimating	[REDACTED]
Purchasing/Procurement	[REDACTED]
Project Management	[REDACTED]
Financial	[REDACTED]
Document Management	[REDACTED]
Other	[REDACTED]
Other	[REDACTED]

8.2 What system does your organisation use for written / qualitative submissions, and what can you offer to support our submission to a Client?

[REDACTED]

8.3 Do you have a plan that outlines your company BIM strategy? (When was it introduced, what does it address) max 100 words

8.4 Have you utilised Building Information Modelling within your organisation and if so provide details (Include number & type of completed BIM projects) max 200 words

[REDACTED]

8.4.1 Are there regional variations in BIM capability across your company? (Which offices have most experience, trained staff etc) max 100 words

[REDACTED]

8.4.2 Can you clarify which discipline for each location so that we are clear on your level of expertise

Supplier: <Type name here>



8.5 What B.I.M. technologies do you employ e.g. Autodesk Revit?



8.6 Do you have a B.I.M. manager or champion and/or BIM Leadership Group within your organisation?



8.7 If 'Yes' please provide details (Hierarchy of leadership group, frequency of meetings & objectives of group) max 100 words



8.8 Do you have a BIM training program? (Number of trained staff & level achieved, i.e. beginner, Intermediate, Expert) max 100 words



8.9 What investment in technology has been made to ensure BIM success? (Upgrades to computers, software, network, servers etc) max 100 words



8.10 Summarise personnel available to support BIM? (Number of BIM support personnel, specialists etc) max 100 words



8.11 Has your organisation ever utilised product extranet/collaboration systems? If 'Yes' please provide details



8.12 How does your organisation manage and share best practice information?



Supplier: <Type name here>

9. Tendering

9.1 Who will be the person responsible and our single point of contact?

Geography	Name	Position	Contact details
London	[REDACTED]	[REDACTED]	[REDACTED]
South East	[REDACTED]	[REDACTED]	[REDACTED]
Home Counties	[REDACTED]	[REDACTED]	[REDACTED]
South West	[REDACTED]	[REDACTED]	[REDACTED]
Midlands	[REDACTED]	[REDACTED]	[REDACTED]
North East	[REDACTED]	[REDACTED]	[REDACTED]
North West	[REDACTED]	[REDACTED]	[REDACTED]
Wales	[REDACTED]	[REDACTED]	[REDACTED]
Scotland	[REDACTED]	[REDACTED]	[REDACTED]

9.2 Provide percentages in the matrix for each of the market sectors you would like to be considered for and which will be used as a basis for agreeing your fees

Market Sector; [REDACTED]

Contract value	RIBA Stages					
	A/B	C	D	E	F-H	J-L
0-£1m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£1-10m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£10-50m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£50-150m	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
£150m+	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

9.3 What discount will you provide for services up to stage e when tendering and the basis of calculating the success fee

Discount; [REDACTED] %







Basis of calculating success fee [REDACTED]

Note; Please provide details for 9.2 and 9.3 for each sector and service you propose to be considered for. A separate spreadsheet with sectors and services on each tab will suffice

10. Performance Measuring

10.1 Please describe your processes for measuring performance with respect to:

Supplier: <Type name here>

Design	
Costs/Variations	
Programme	
Quality	
Value Engineering	
Health & Safety, Sustainability	

Supplier: <Type name here>

11. Checklist of Documents To Be Enclosed

Question	Document Required	Enclosed Yes/No	Comments (if not enclosed)	Please indicate as Appendix No.
5.1.1	Sustainability Policy	■	■	■
6.1	Group Organisational Chart	■	■	■
6.2	Organisational Chart	■	■	■
6.3.1	Training & Development Policy	■	■	■
7.2	Ethics Policies & Evidence	■	■	■
7.12	Ethics & Values References	■	■	■

Please detail below any other information which you have enclosed for BBCL review

■
■
■
■
■

12. Summary

I / we certify that the information supplied is accurate to the best of my / our knowledge and understanding, and accept that failure to supply all required information could result in my / our application being rejected by Balfour Beatty Construction

Signed: _____

Name: ■

Position: ■

Date: ■

Supplier: <Type name here>

Balfour Beatty Construction Scottish & Southern Limited

Project Name	Project Number
Consultant	
Discipline/Role	

This information will be assessed for suitability against the anticipated project requirements, and will be audited periodically. Any proposed changes to personnel must be advised to BBCSSL for consent prior to these changes taking place.

1.0 Team Structure

Please attach an organogram, indicating your proposed team structure for all stages of the Design, indicating:

- Staff numbers to be allocated to the project
- Lead Designer & reporting structure
- Names of allocated staff
- Roles to be carried out by each allocated staff member
- Indication of full time or part time allocation of time for each staff member (if part time, please state % time allocated)

2.0 Relevant Experience

Please attach CV's for each staff member, indicating qualifications and details of experience relevant to the type of project and role to be carried out within the project team.

Issued by: (Consultant)		Date	
Issued to: (BBCSSL)		Received	

Date of Appraisal:	
Appraised by:	
Appraisers Comments and Recommendation	

Circulation: Project Manager/Director
Project Commercial Manager
Project Design Manager/Co-ordinator



2.3.1 Project Organisational Chart

Job Role	Summary Description
Project Director	<p>Overall responsibility for delivery of the project safely, on time and to the client's satisfaction. Ensuring that during the project all aspects of safety, environmental, quality, technical and commercial management issues are implemented and maintained. Integrate and develop project teams through a clearly defined Management Structure.</p> <p>Lead and manage the project team, consultants and contractors to ensure all deliverable, time and budgetary requirements are met</p> <p>Team Leadership</p> <p>Mentoring less experienced colleagues on the project</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Project Manger	<p>Responsible for the delivery of contract obligations and internal project performance</p> <p>Establishment of effective communications across the project delivery, client and stakeholder teams</p> <p>Problem solving and decision making</p> <p>Team Leadership</p> <p>Mentoring less experienced colleagues on the project</p> <p>Monitor and report on project progress against predetermined time, cost and quality specifications</p> <p>Lead and manage the project team, consultants and contractors to ensure all deliverable, time and budgetary requirements are met</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Temporary Works	<p>responsible for establishing and implementing a procedure for the control of temporary works</p> <p>responsible for the design and/or checking of a work section</p> <p>responsible for the control and coordination of Temporary Works design and construction</p> <p>Defines a particular stage beyond which the work must not progress without an inspection and permit signed off to proceed/load/strike</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Logistics Manager	<p>Develop, implement and maintain project logistical processes, procedures, systems and tools and monitor compliance</p> <p>Team Leadership</p> <p>Establishment of effective communications</p> <p>Control and protection of delivered assets</p> <p>Subcontractor and site team coordination</p> <p>Ensure the effectively management of deliveries and materials</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Senior Design Manager	<p>Review and recommend modifications, amendments and enhancements to existing design standards, procedures and specifications</p> <p>Collect background data, mapping, master plans, interface project design and as-built information and other information for dissemination</p> <p>Perform design reviews of packages and supporting documents to assess adequacy and conformance to project scope, budget, schedule, specifications and applicable design standards</p> <p>Assist with evaluation of change orders, construction issues and stakeholder coordination</p>

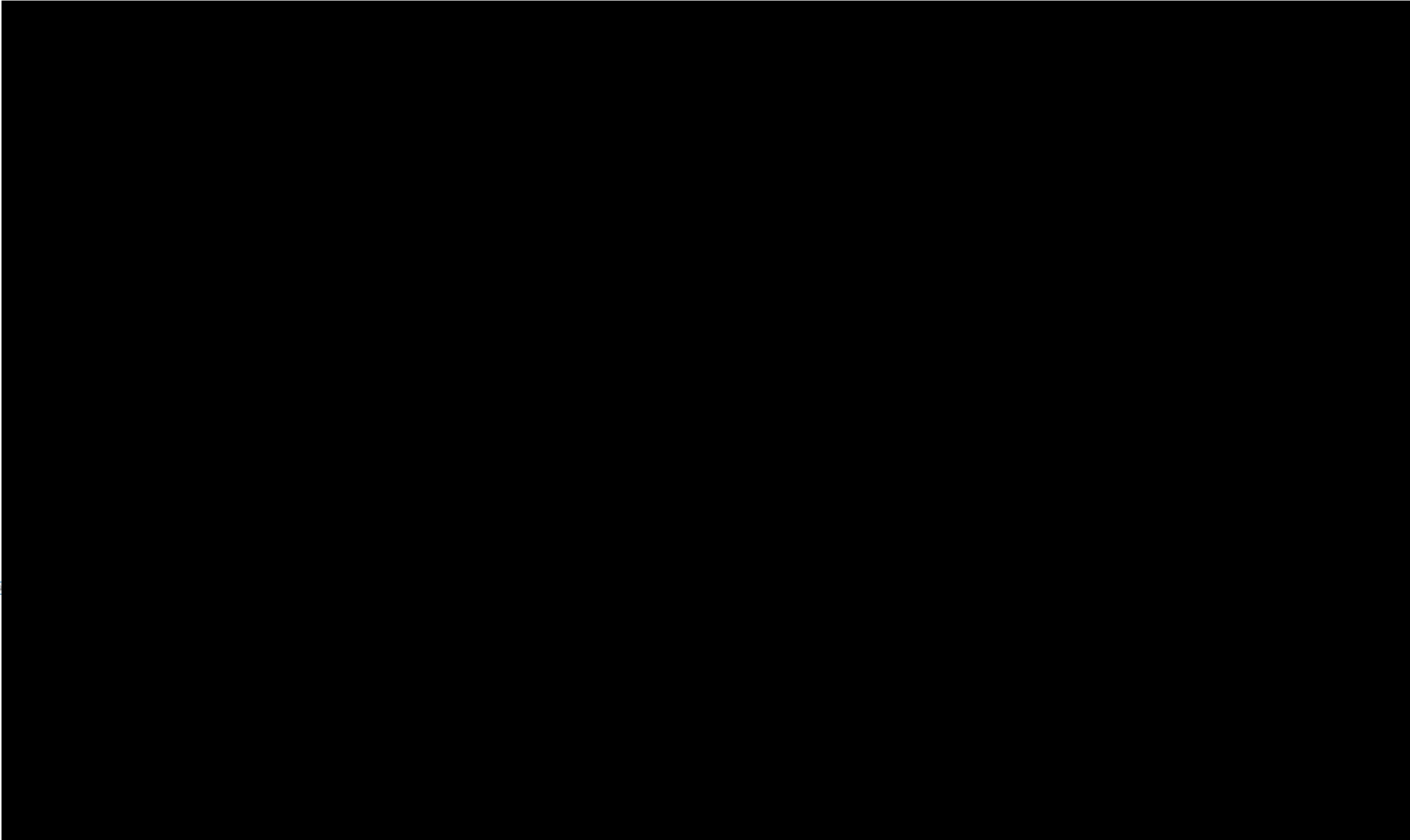


	<p>Provide design supervision and oversight</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Senior Commercial Manager	<p>Manage and control the commercial side of the project</p> <p>deploy an effective Customer Relationship Management strategy</p> <p>Develop, implement and maintain project control processes, procedure, systems and tools and monitor compliance</p> <p>Provide regular summary reports to provide awareness of key project parameters, and provide for reporting in accordance with the clients requirements</p> <p>Manage subcontractor packages to ensure performance</p> <p>Builds effective relationships with customers, design team, subcontractors, suppliers, and user groups that reflect and support company core values and meets or exceeds the customer's expectations</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Planning & Project Controls Manager	<p>Provide leadership for program risk management, planning and scheduling, cost estimating, cost control, progress measurement, electronic document management and reporting for the entire programme</p> <p>Develop, implement and maintain project control processes, procedure, systems and tools and monitor compliance</p> <p>Provide guidance and direction for the resolution of project control and project management issues as they arise</p> <p>Provide regular summary reports to provide awareness of key project parameters, and provide for reporting in accordance with the clients requirements</p> <p>The production of live programmes based on the most economical construction period and taking into account the client's required timescale and handover date to support the development of the construction programme on live projects</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Construction Manger	<p>The Construction Manager will be responsible for driving delivery of the construction programme and the responsibility of leading the team to complete the safe delivery of the project to time and cost milestones</p> <p>Manage contractors to ensure performance</p> <p>Control programme and manage interfaces with engineering and between contractors and packages</p> <p>Liaison with the contract management team to ensure commercial disciplines maintained</p> <p>Provide the team with the specialist skills and knowledge to ensure the works are being carried out in the most efficient manner</p> <p>Coordination with the Contractors to ensure any changes necessary are carried out in the correct sequence</p> <p>Ensure that highest possible safety standards are maintained at all times.</p>
MEP Manager	<p>Overviews the building services installations on site and assist the site team in ensuring they are installed on time and correctly, properly commissioned, validated, demonstrated and that the necessary O&M documentation is provided</p> <p>To identify risks and potential benefits</p> <p>Builds effective relationships with customers, design team, subcontractors, suppliers</p> <p>Participates in equipment factory witness testing process</p> <p>Continually research latest trends and innovations in the industry</p> <p>Participates in creating Quality Assurance and Quality Control programs</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Site Manager	<p>Ensure that highest possible safety standards are maintained at all times</p> <p>A senior member of the project team with line management responsibility for safety, quality, cost control and delivery on programme to client's satisfaction</p> <p>Ensures delivery of site progress in line with main programme requirements.</p>



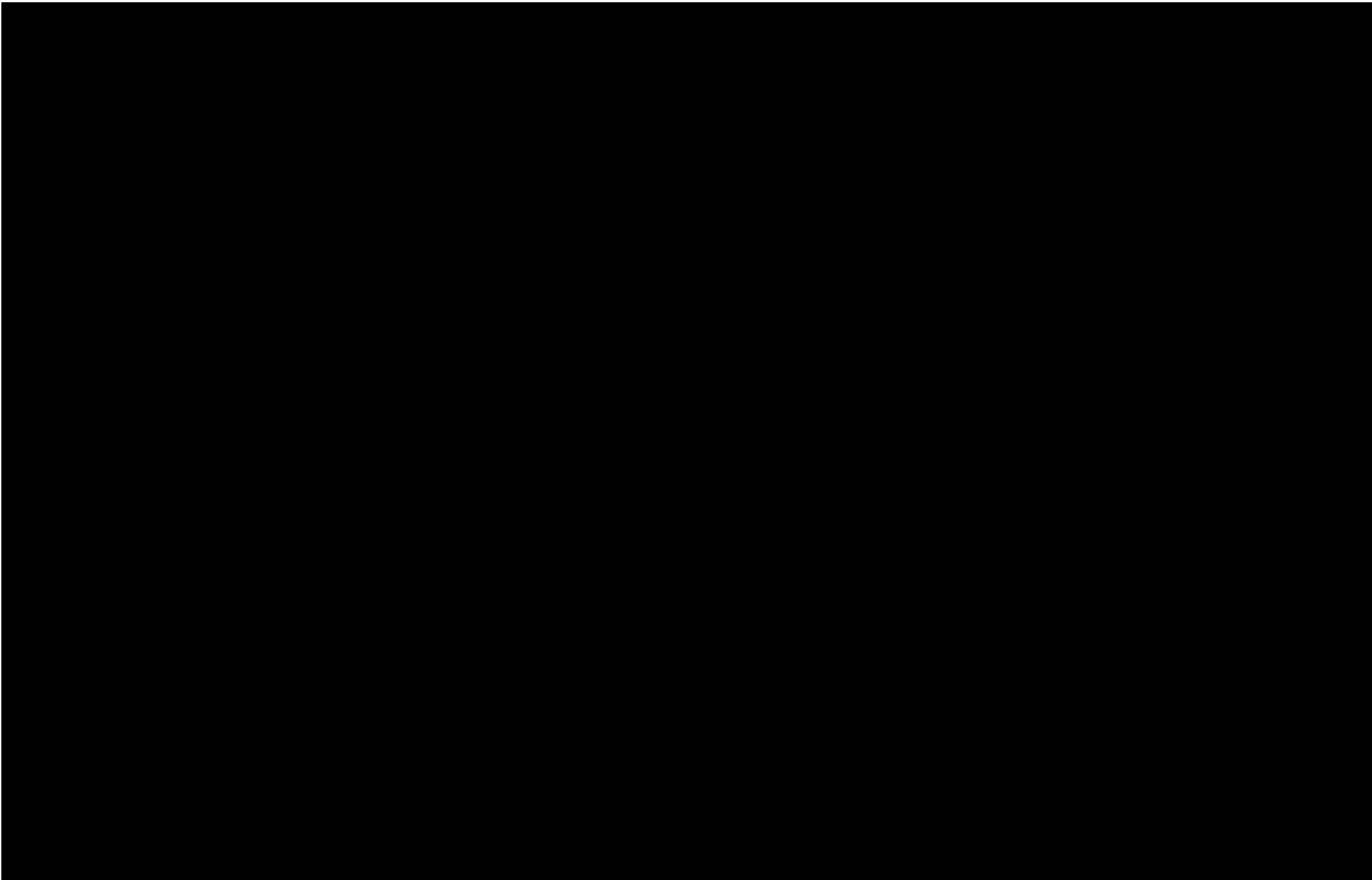
	<p>Delivery of effective cost control</p> <p>Ensures client and external body satisfaction with construction process and end product</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p>
Section Manger	<p>A senior member of the project team with line management responsibility for safety, quality, cost control and delivery on programme to client's satisfaction</p> <p>Ensure delivery of site progress in line with main programme requirements</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p> <p>Delivery of effective cost control</p> <p>Ensure client and external body satisfaction with construction process and end product.</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Senior Engineer	<p>Responsible for the management and coordination of workforce activities. Supervision and development of junior engineering staff. Delivery of key targets relating to safety, quality and site progress</p> <p>Maintain site progress in line with main programme requirements</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p> <p>Cost control and management of sub-contract site variations</p> <p>Ensure that highest possible safety standards are maintained at all times</p>
Section Engineer	<p>Ensure that highest possible safety standards are maintained at all times</p> <p>Responsible for the management and coordination of engineering aspects of workforce and package activities</p> <p>Delivery of safety and environmental management systems and project compliance with key elements subject to safety, environmental and quality audit</p> <p>Ensure effective cost control measures are in place and liaise with commercial department to ensure site records and instructions are up to date and accurate</p> <p>Ensure that highest possible safety standards are maintained at all times</p>

OLYMPIC STADIUM TRANSFORMATION SHELL & CORE
TENDER SUBMISSION OCTOBER 2013



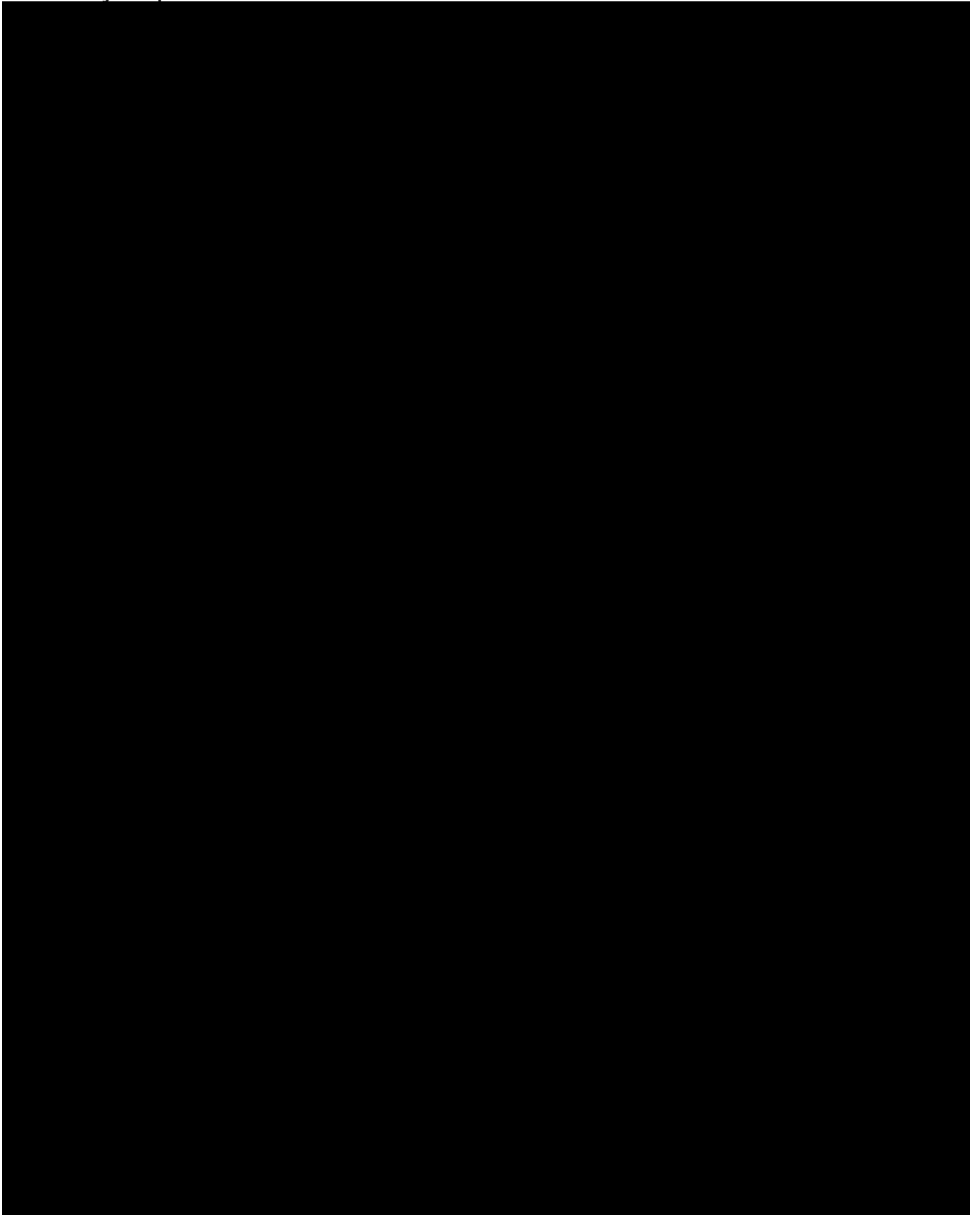


2.3.1 Project Organisational Chart - Associated duration (weeks)





2.3.2 Key People



OLYMPIC STADIUM TRANSFORMATION SHELL & CORE
TENDER SUBMISSION OCTOBER 2013



OLYMPIC STADIUM TRANSFORMATION SHELL & CORE
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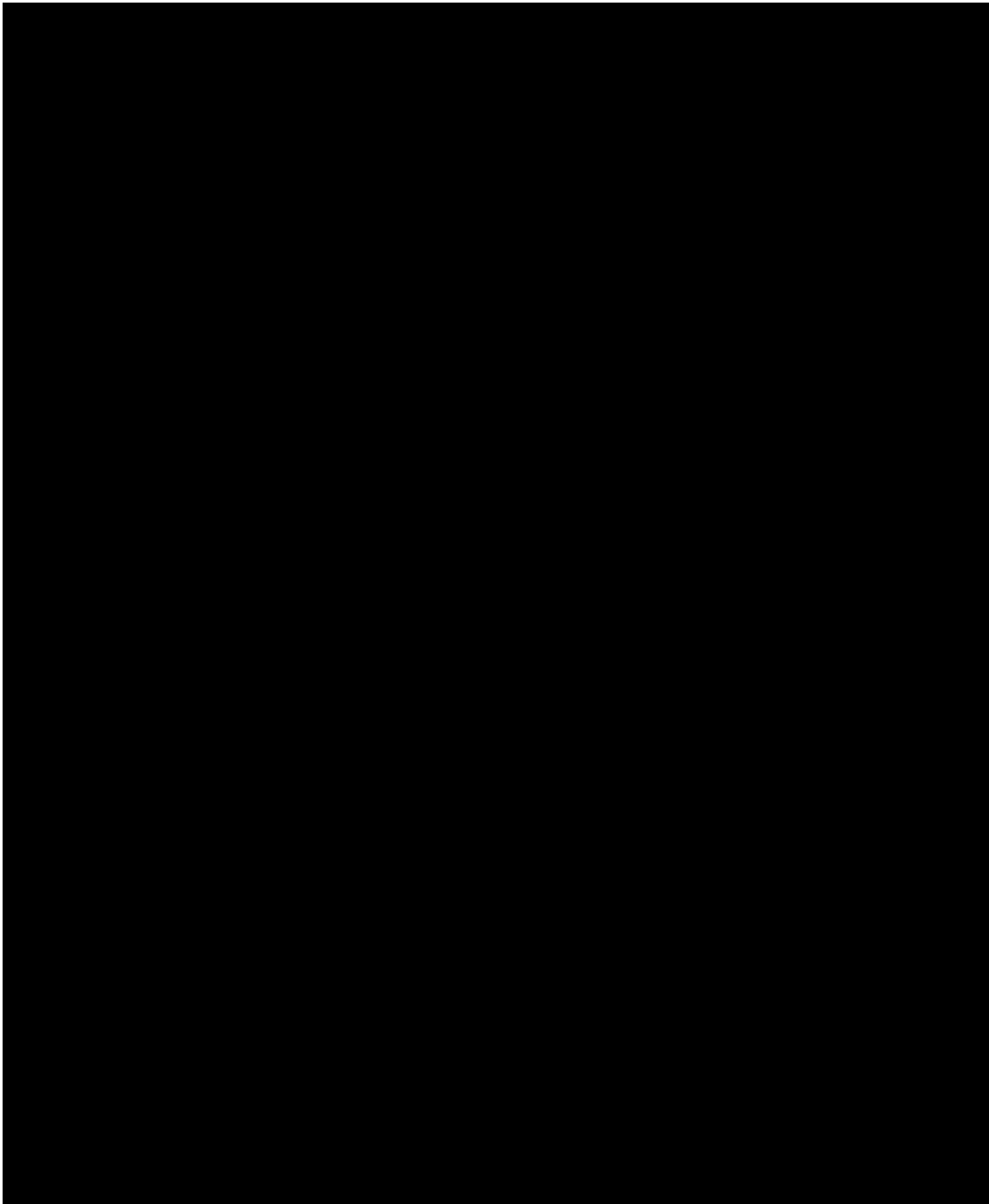
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OLYMPIC STADIUM TRANSFORMATION SHELL & CORE
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Hull and Machinery Insurance

In accordance with industry practice, our standard insurance provides cover for materials and plant during transportation by sea. Cover is not provided for the vessel itself.



23 September 2013

The St Botolph Building
138 Houndsditch
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Direct Line 020 7558 3482
Facsimile 020 7528 4784

TO WHOM IT MAY CONCERN

Dear Sir/Madam

Our Client: Balfour Beatty plc and/or Subsidiary and/or Associated Companies (including Balfour Beatty Construction Services UK)

This letter certifies that Balfour Beatty plc has arranged the following insurances for the periods specified, with minimum limits of indemnity as detailed below.

Contractors' All Risks

Interest: Loss of or damage to any permanent and/or temporary works including materials for incorporation therein constructional plant and equipment and any other property used in execution of the works

Indemnity Limit: GBP [redacted]
GBP [redacted]

Contractors Plant, Materials & Equipment

Interest: Loss of or damage to contractors plant, tools, equipment, demountable and temporary buildings, caravans and all contents and/or other property, materials, supplies and spares and any other items of a similar kind owned, hired or for which the Insured is responsible.

Indemnity Limit: Maximum GBP [redacted]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: UK & Republic of Ireland

Insurer: [redacted]

Policy No: [redacted]

Major Exclusions: [redacted]

26 September 2013

[REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and/or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Public/Products Liability (including Financial Loss)

Interest: To indemnify the insured in respect of legal liability to pay damages to others;

- For death or personal injury to any person
- For loss of or damage to material property of others and including consequential losses which result
- Caused by the carrying out of the business including the sale and supply of products and resulting from events occurring during the period of insurance subject to the policy terms and conditions.

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

This insurance is drafted on a wide policy wording, there being no specific exclusions with regard to liability arising from fire and/or explosion, vibration and/or removal or weakening of support, collapse and/or subsidence and liability assumed under contract or agreement.

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26 September 2013

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Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Anywhere in Great Britain, Northern Ireland, The Isle of Man and the Channel Islands, including visits abroad

Insurer: [REDACTED]

Policy No: [REDACTED]

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Professional Indemnity

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising from any claim or claims first made against them, and for loss or expense sustained by the insured and first discovered during the period as a direct result of any negligence on the part of the insured in the carrying out of the activities and duties all as defined within the policy.

Indemnity Limit: GBP [REDACTED]

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Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Motor Liability

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle

Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

All of the above statements have been made in good faith and are a resume of the insurance cover in force as at the date of this letter (which remains subject to the full terms and conditions of the policy issued by insurer(s)). We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or for any loss, damage or expenses thereby occasioned to any recipient of this letter.

The subscribing insurers' obligations under contracts of insurance to which they subscribe are several and not joint and are limited solely to the extent of their individual subscriptions. The subscribing insurers are not responsible for the subscription of any co-subscribing insurer who for any reason does not satisfy all or part of its obligations.

Should the insurance cover be cancelled, assigned or changed in any way during the period of the insurance, neither we, nor the insurer(s) accept any obligation to notify any recipient of this letter. Notwithstanding the issuance of this letter, we are and remain solely the agent of Balfour Beatty plc in this matter and owe no duties to any recipient of this letter.

Yours faithfully



23 September 2013

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GBP [REDACTED]

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Indemnity Limit: Maximum GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: UK & Republic of Ireland

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

26 September 2013

[REDACTED]

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Policy No: [REDACTED]

Motor Liability

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle

Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

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Major Exclusions: [redacted]
[redacted]
[redacted]
[redacted]

26 September 2013

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Indemnity Limit: [REDACTED]

26 September 2013

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[REDACTED]

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Major Exclusions: [REDACTED]

26 September 2013

[REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and/or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Public/Products Liability (including Financial Loss)

Interest: To indemnify the insured in respect of legal liability to pay damages to others;

- For death or personal injury to any person
- For loss of or damage to material property of others and including consequential losses which result
- Caused by the carrying out of the business including the sale and supply of products and resulting from events occurring during the period of insurance subject to the policy terms and conditions.

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

This insurance is drafted on a wide policy wording, there being no specific exclusions with regard to liability arising from fire and/or explosion, vibration and/or removal or weakening of support, collapse and/or subsidence and liability assumed under contract or agreement.

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

26 September 2013

Employers' Liability

Interest: The insured's legal liability for death disease or personal injury to employees arising out of or in the course of their employment with the insured, subject to normal policy terms and conditions

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Anywhere in Great Britain, Northern Ireland, The Isle of Man and the Channel Islands, including visits abroad

Insurer: [REDACTED]

Policy No: [REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or appropriate council thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interests of assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Professional Indemnity

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising from any claim or claims first made against them, and for loss or expense sustained by the insured and first discovered during the period as a direct result of any negligence on the part of the insured in the carrying out of the activities and duties all as defined within the policy.

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Motor Liability


Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle


Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: 

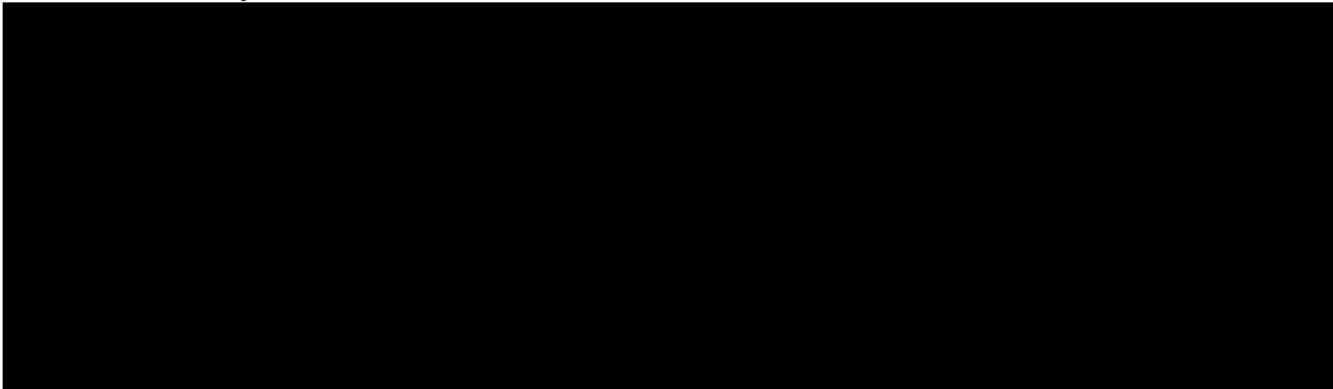
Policy No: 

All of the above statements have been made in good faith and are a resume of the insurance cover in force as at the date of this letter (which remains subject to the full terms and conditions of the policy issued by insurer(s)). We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or for any loss, damage or expenses thereby occasioned to any recipient of this letter.

The subscribing insurers' obligations under contracts of insurance to which they subscribe are several and not joint and are limited solely to the extent of their individual subscriptions. The subscribing insurers are not responsible for the subscription of any co-subscribing insurer who for any reason does not satisfy all or part of its obligations.

Should the insurance cover be cancelled, assigned or changed in any way during the period of the insurance, neither we, nor the insurer(s) accept any obligation to notify any recipient of this letter. Notwithstanding the issuance of this letter, we are and remain solely the agent of Balfour Beatty plc in this matter and owe no duties to any recipient of this letter.

Yours faithfully

A large black rectangular redaction box covers the entire signature area, obscuring the name and any handwritten notes or dates.



23 September 2013

The St Botolph Building
138 Houndsditch
London EC3A 7AW
Telephone 020 7528 4000
Direct Line 020 7558 3482
Facsimile 020 7528 4784

TO WHOM IT MAY CONCERN

Dear Sir/Madam

Our Client: Balfour Beatty plc and/or Subsidiary and/or Associated Companies (including Balfour Beatty Construction Services UK)

This letter certifies that Balfour Beatty plc has arranged the following insurances for the periods specified, with minimum limits of indemnity as detailed below.

Contractors' All Risks

Interest: Loss of or damage to any permanent and/or temporary works including materials for incorporation therein constructional plant and equipment and any other property used in execution of the works

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Contractors Plant, Materials & Equipment

Interest: Loss of or damage to contractors plant, tools, equipment, demountable and temporary buildings, caravans and all contents and/or other property, materials, supplies and spares and any other items of a similar kind owned, hired or for which the Insured is responsible.

Indemnity Limit: Maximum GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: UK & Republic of Ireland

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

26 September 2013

[REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and/or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Public/Products Liability (including Financial Loss)

Interest: To indemnify the insured in respect of legal liability to pay damages to others;

- For death or personal injury to any person
- For loss of or damage to material property of others and including consequential losses which result
- Caused by the carrying out of the business including the sale and supply of products and resulting from events occurring during the period of insurance subject to the policy terms and conditions.

Indemnity Limit: GBP [REDACTED]
GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Major Exclusions: [REDACTED]

This insurance is drafted on a wide policy wording, there being no specific exclusions with regard to liability arising from fire and/or explosion, vibration and/or removal or weakening of support, collapse and/or subsidence and liability assumed under contract or agreement.

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or main contractor and or appropriate councils thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interest of other parties including assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

26 September 2013

Employers' Liability

Interest: The insured's legal liability for death disease or personal injury to employees arising out of or in the course of their employment with the insured, subject to normal policy terms and conditions

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Anywhere in Great Britain, Northern Ireland, The Isle of Man and the Channel Islands, including visits abroad

Insurer: [REDACTED]

Policy No: [REDACTED]

The policy incorporates a general principals' endorsement automatically indemnifying any employer and/or appropriate council thereby avoiding the necessity for individual endorsements to be issued. In addition, the policy automatically notes the interests of assignees and trustees where this is required by the terms of a specific agreement relating to work being undertaken by the insured.

Professional Indemnity

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising from any claim or claims first made against them, and for loss or expense sustained by the insured and first discovered during the period as a direct result of any negligence on the part of the insured in the carrying out of the activities and duties all as defined within the policy.

Indemnity Limit: GBP [REDACTED]

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

Motor Liability

Interest: To indemnify the insured for any sum or sums which the insured may become legally liable to pay arising in respect of death or bodily injury or damage to third party property arising out of or in connection with the use of motor vehicle

Indemnity Limit: [REDACTED]

26 September 2013

Period of Insurance: 1st March 2013 to 28th February 2014

Territorial Limits: Worldwide

Insurer: [REDACTED]

Policy No: [REDACTED]

All of the above statements have been made in good faith and are a resume of the insurance cover in force as at the date of this letter (which remains subject to the full terms and conditions of the policy issued by insurer(s)). We accept no responsibility whatsoever for any inadvertent or negligent act, error or omission on our part in preparing these statements or for any loss, damage or expenses thereby occasioned to any recipient of this letter.

The subscribing insurers' obligations under contracts of insurance to which they subscribe are several and not joint and are limited solely to the extent of their individual subscriptions. The subscribing insurers are not responsible for the subscription of any co-subscribing insurer who for any reason does not satisfy all or part of its obligations.

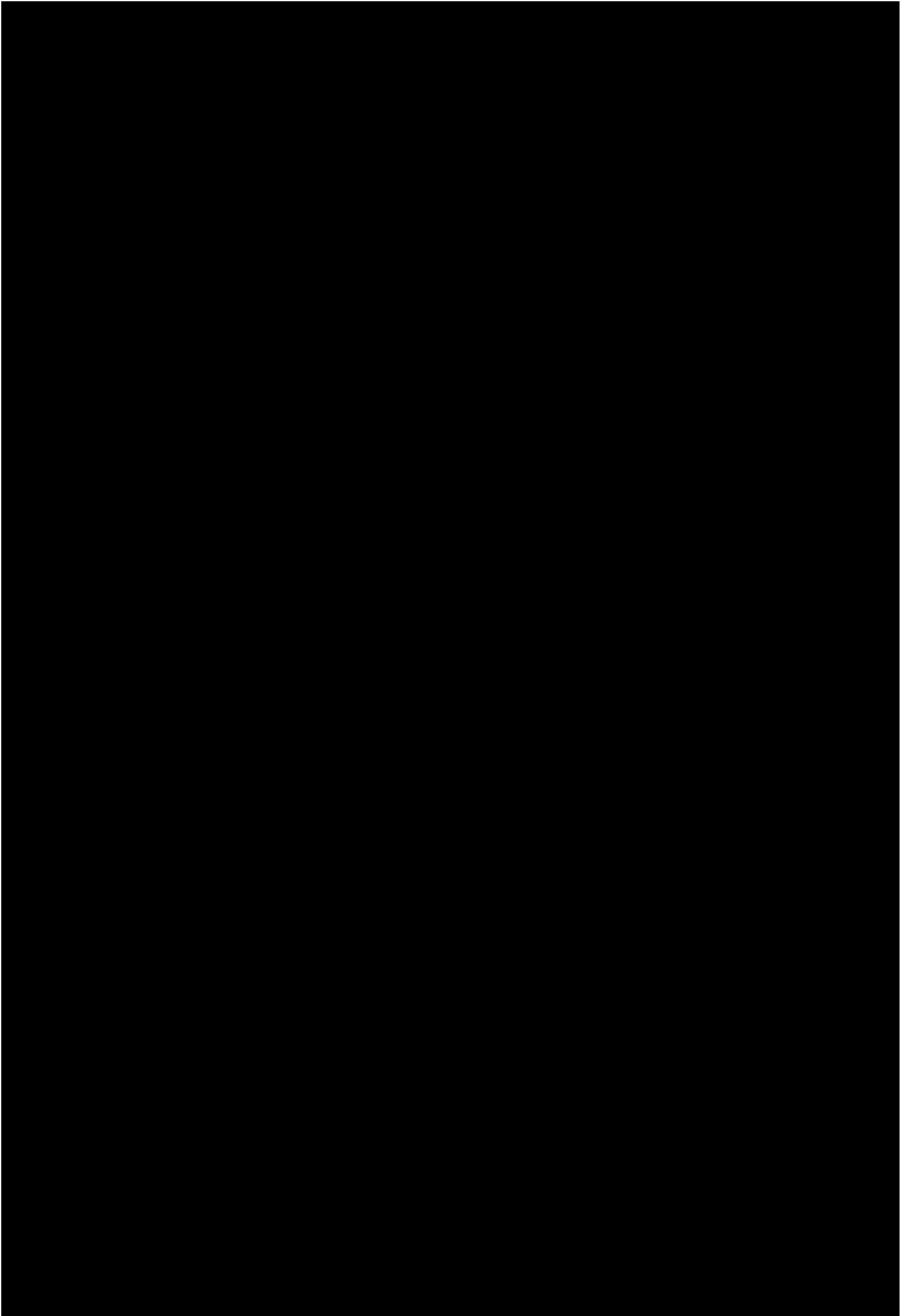
Should the insurance cover be cancelled, assigned or changed in any way during the period of the insurance, neither we, nor the insurer(s) accept any obligation to notify any recipient of this letter. Notwithstanding the issuance of this letter, we are and remain solely the agent of Balfour Beatty plc in this matter and owe no duties to any recipient of this letter.

Yours faithfully

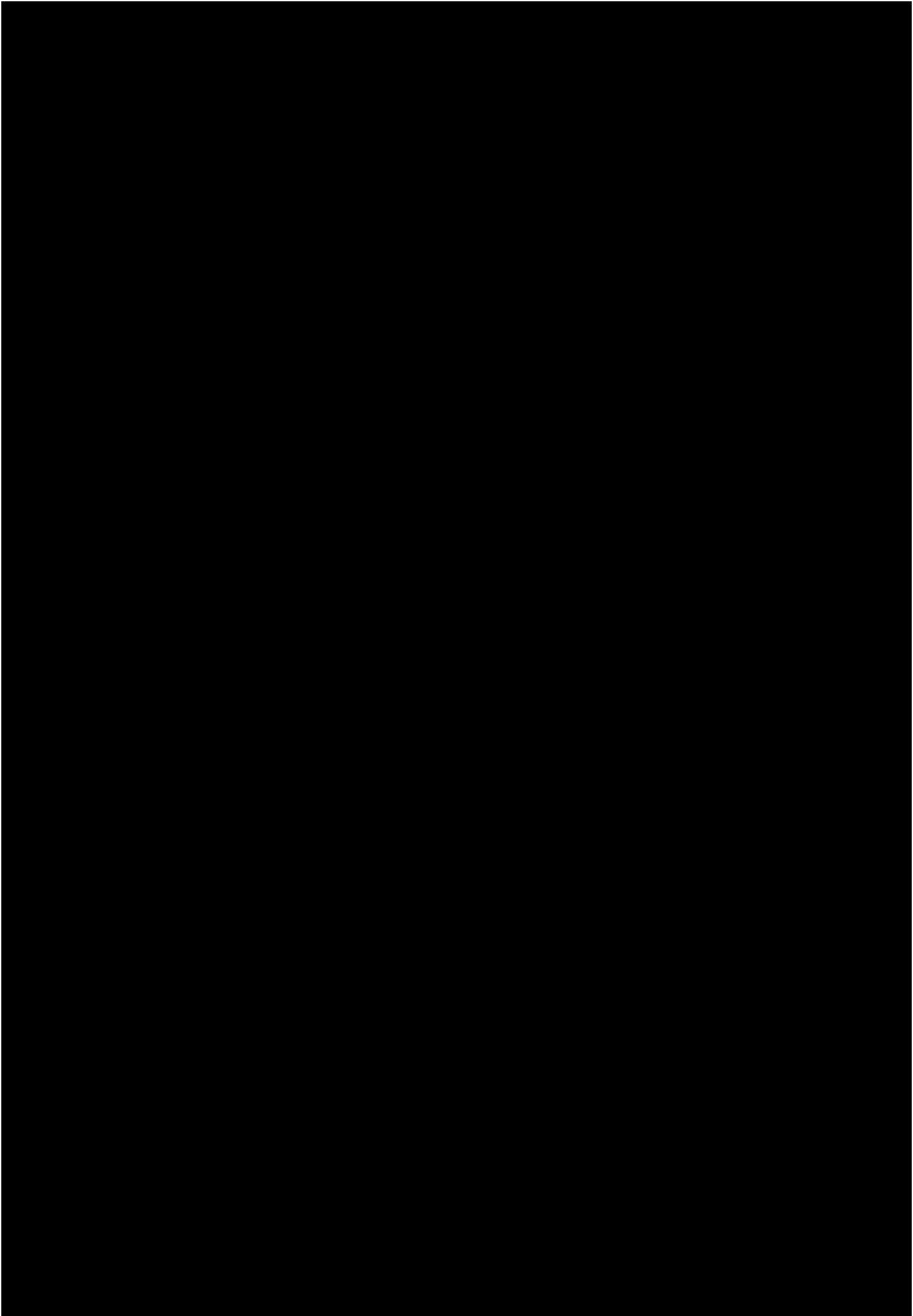
[REDACTED]

[REDACTED]

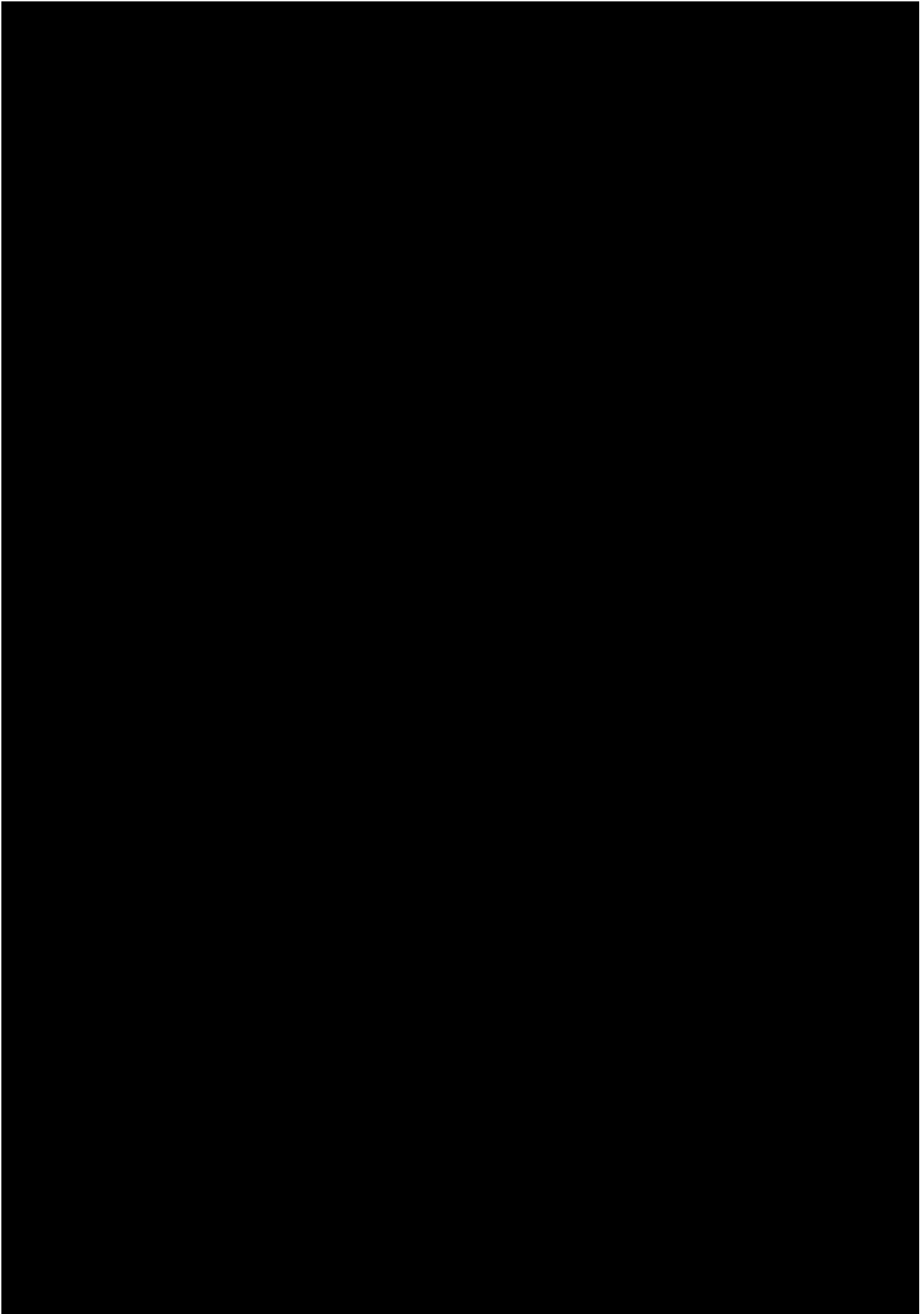
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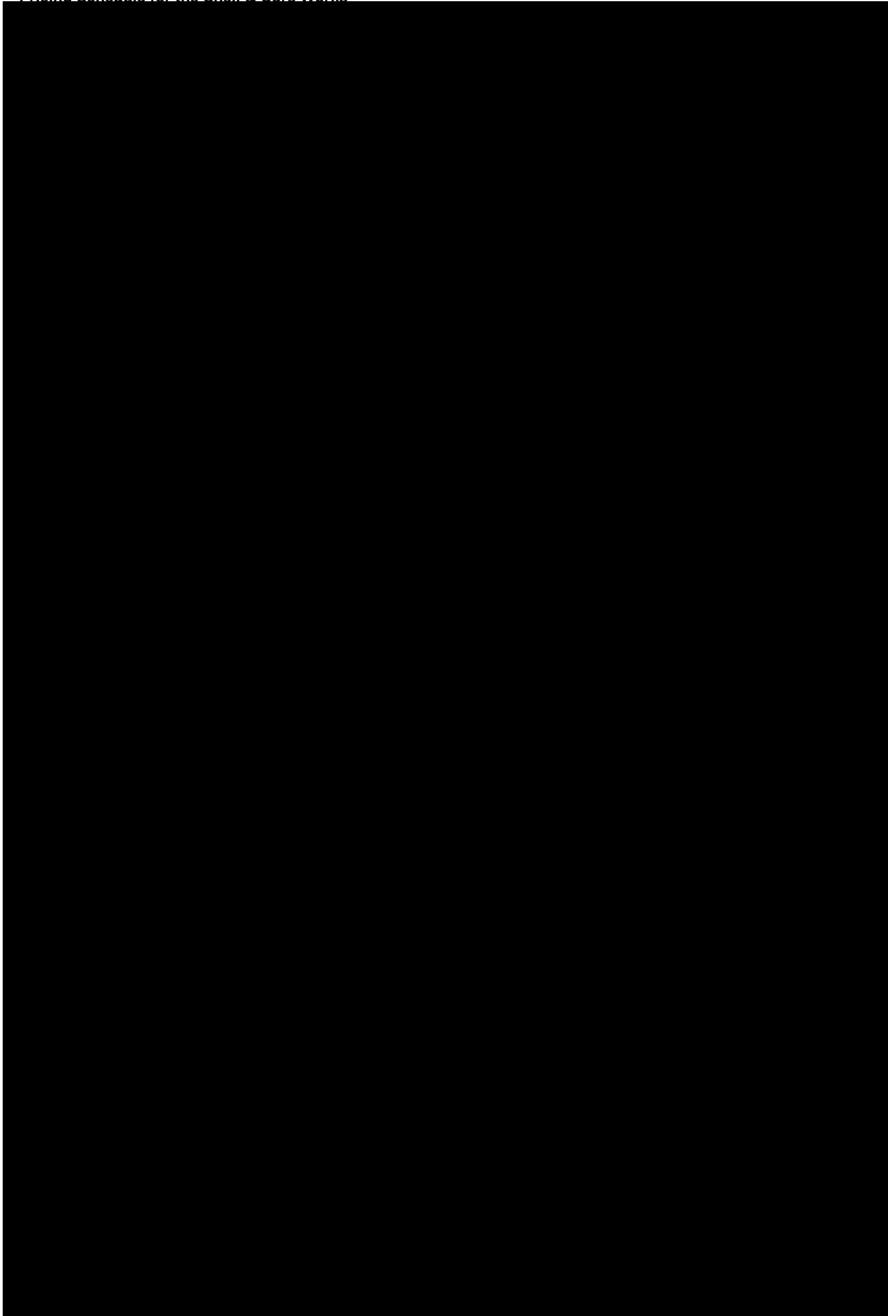
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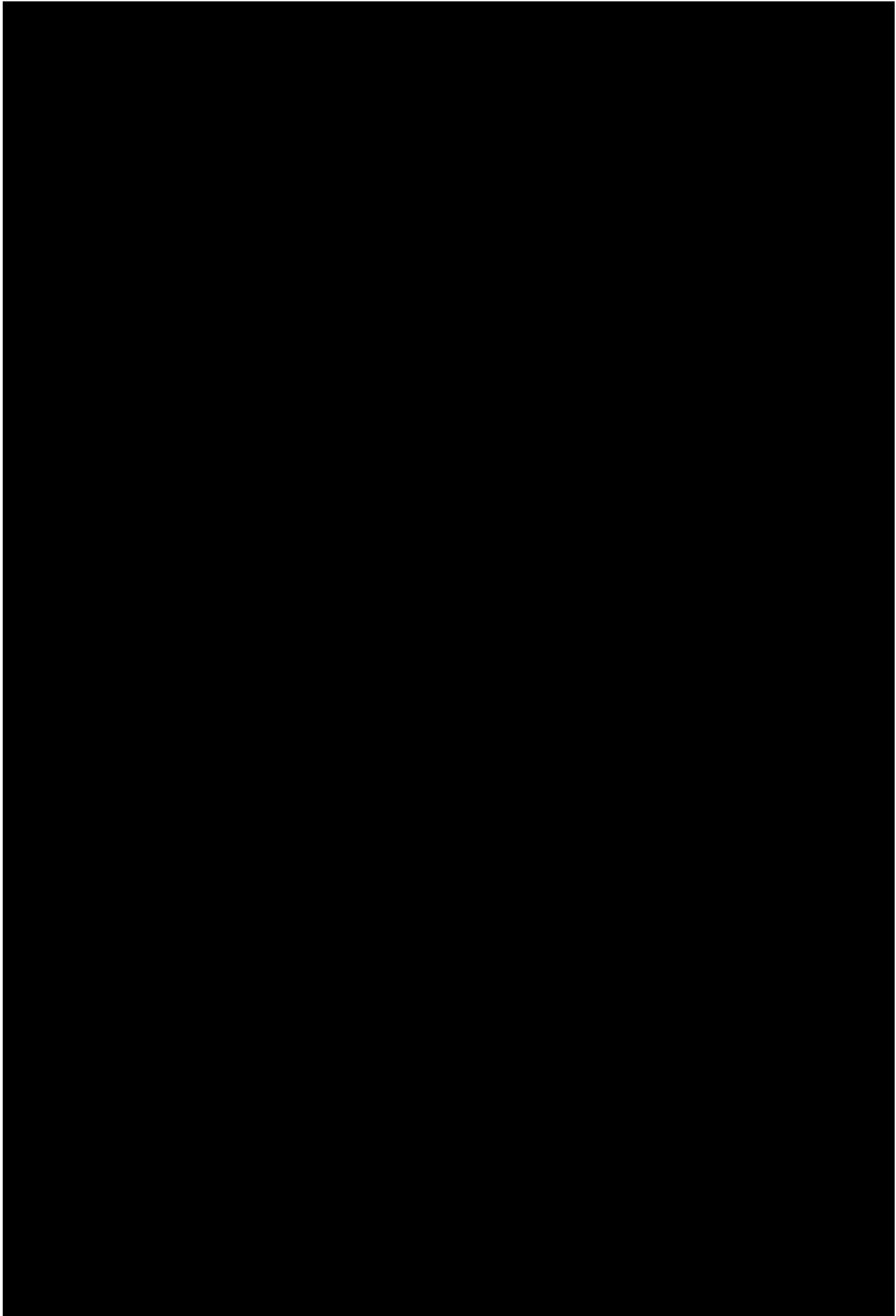
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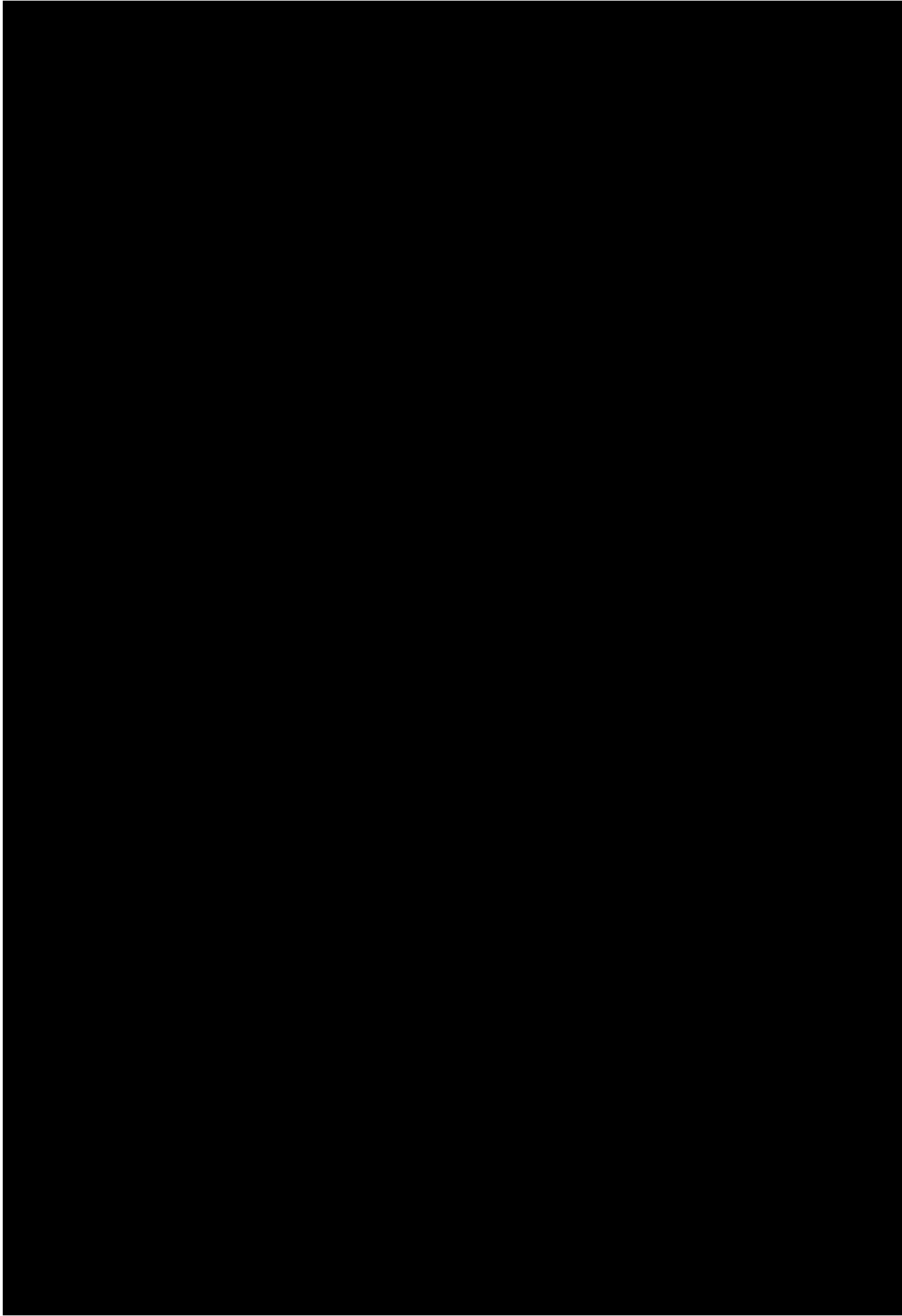
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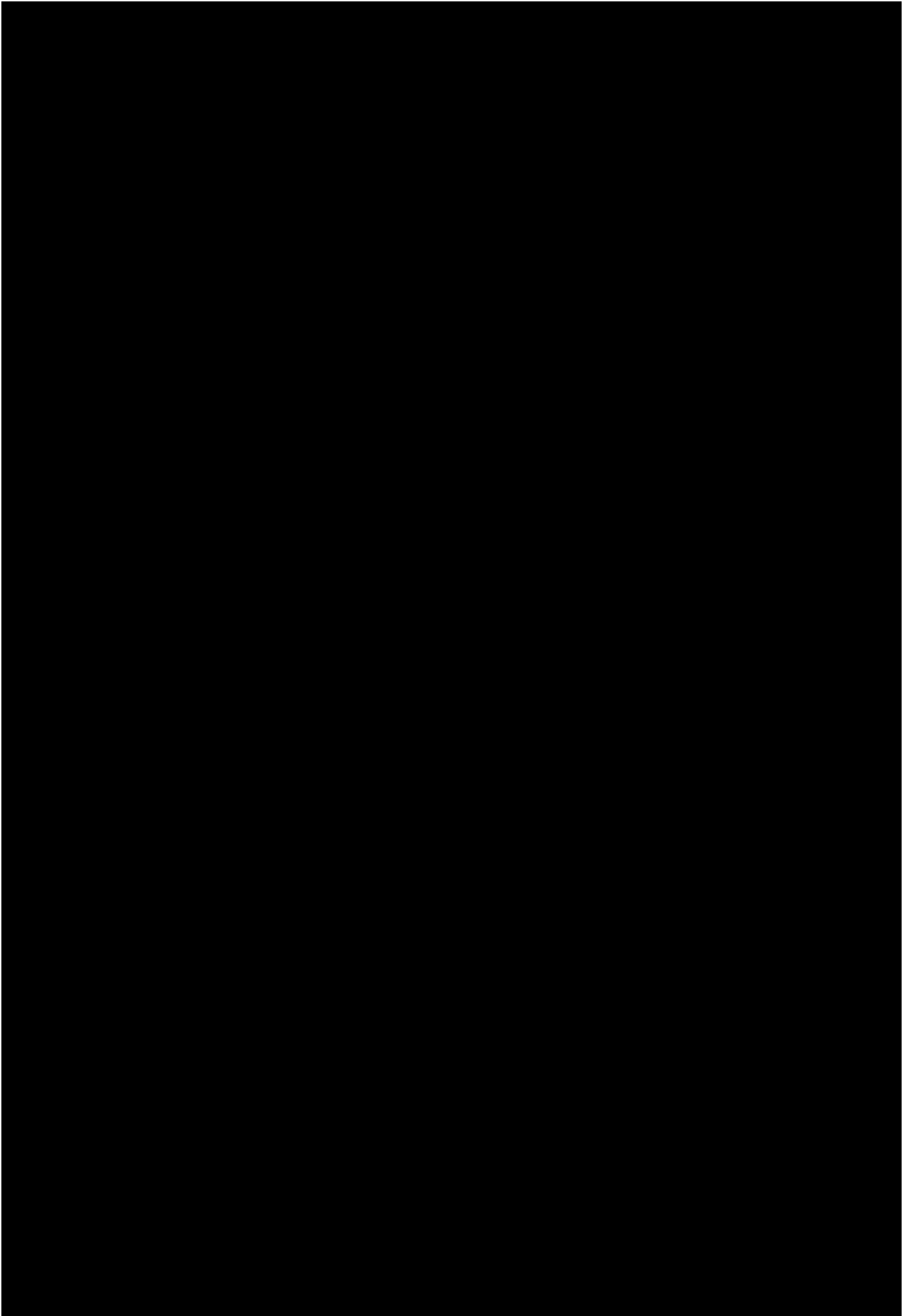
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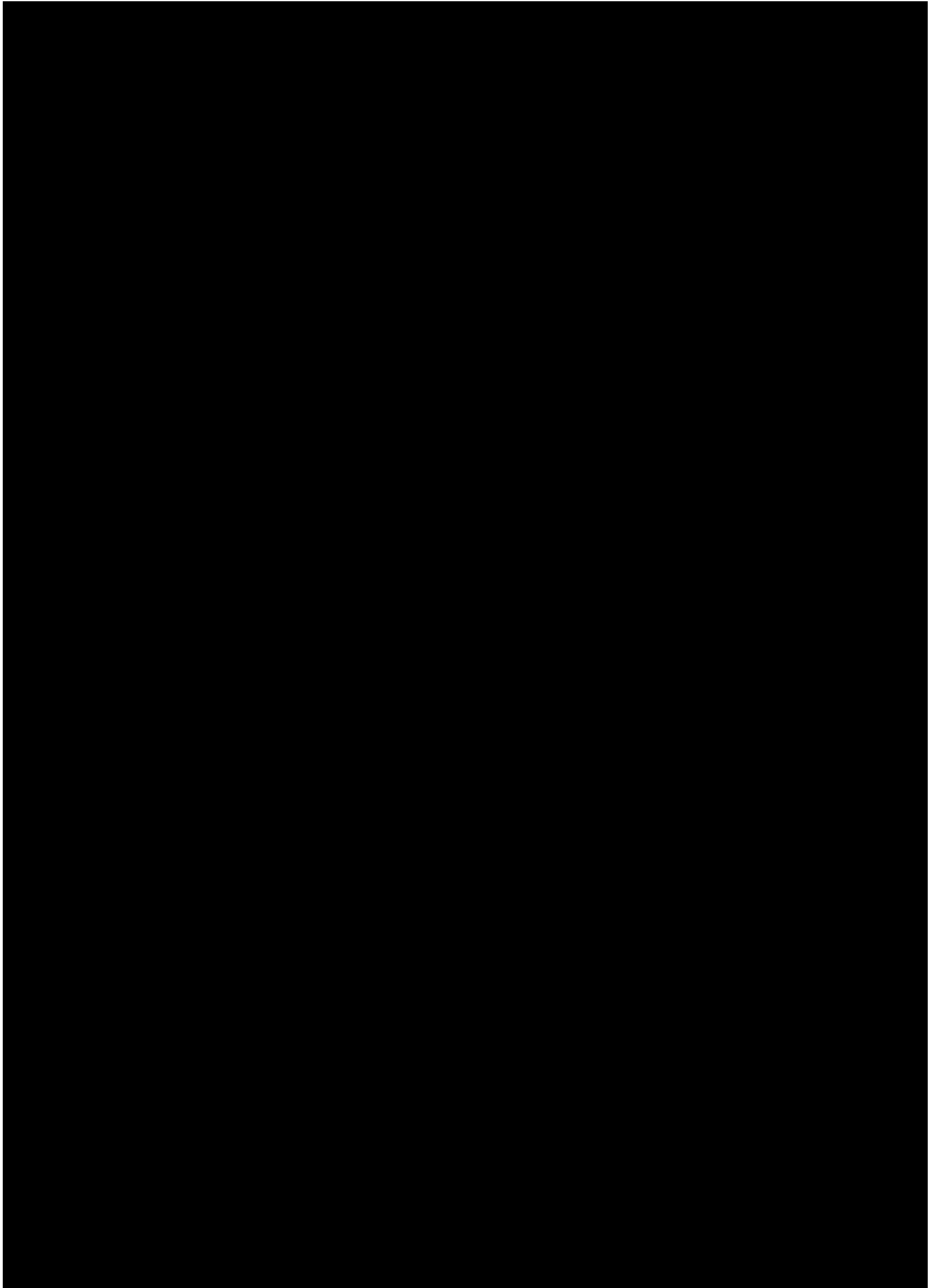
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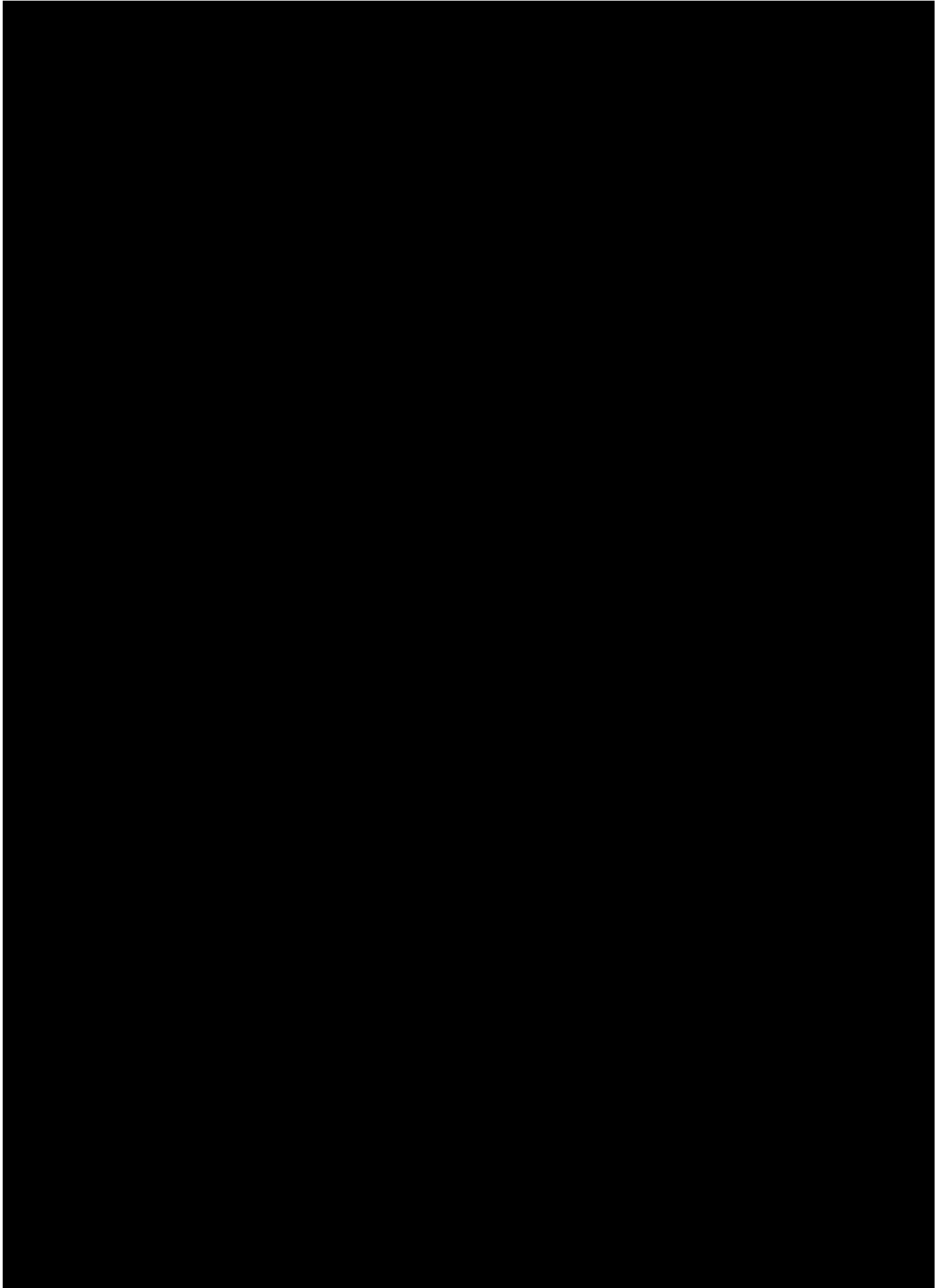
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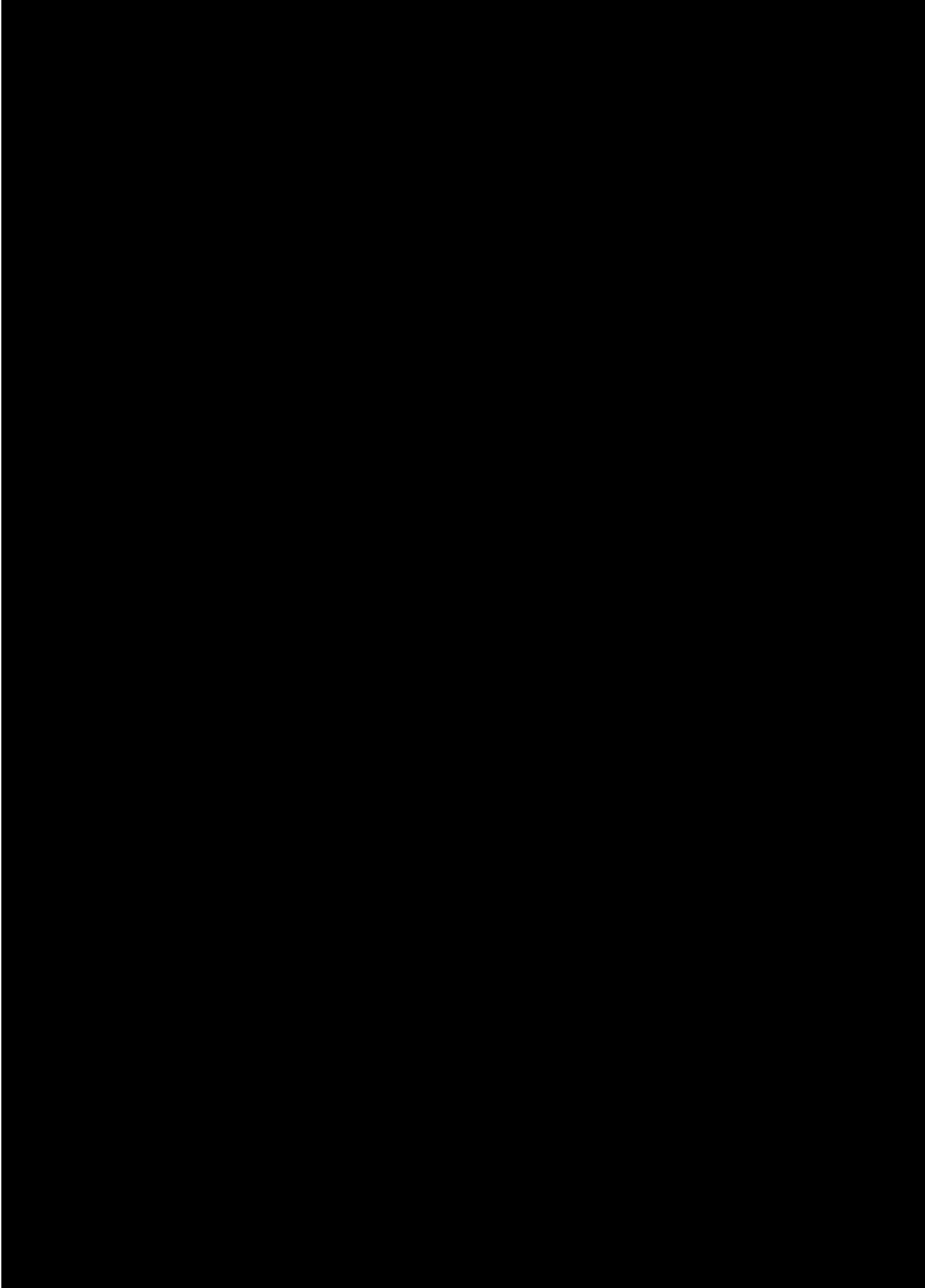
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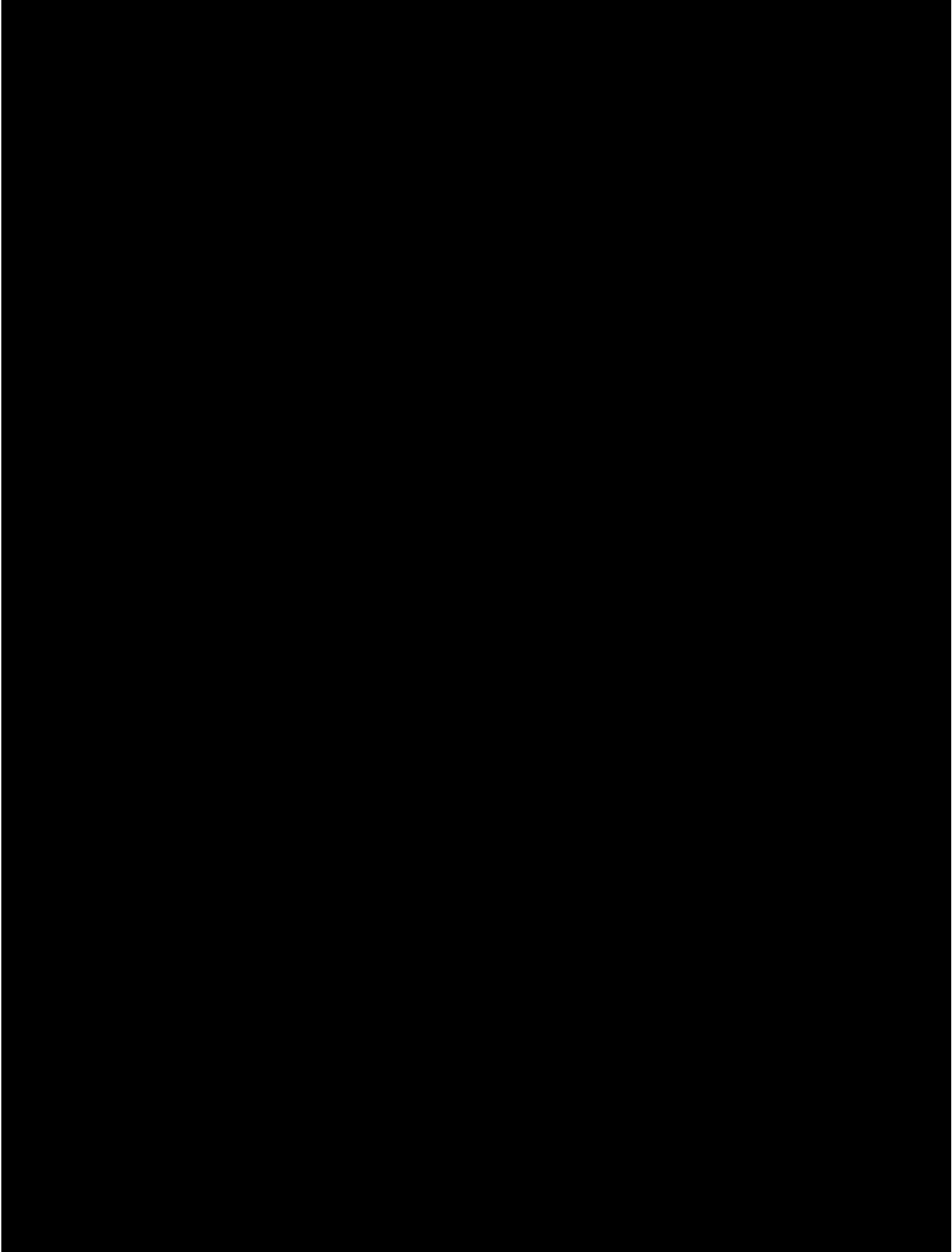
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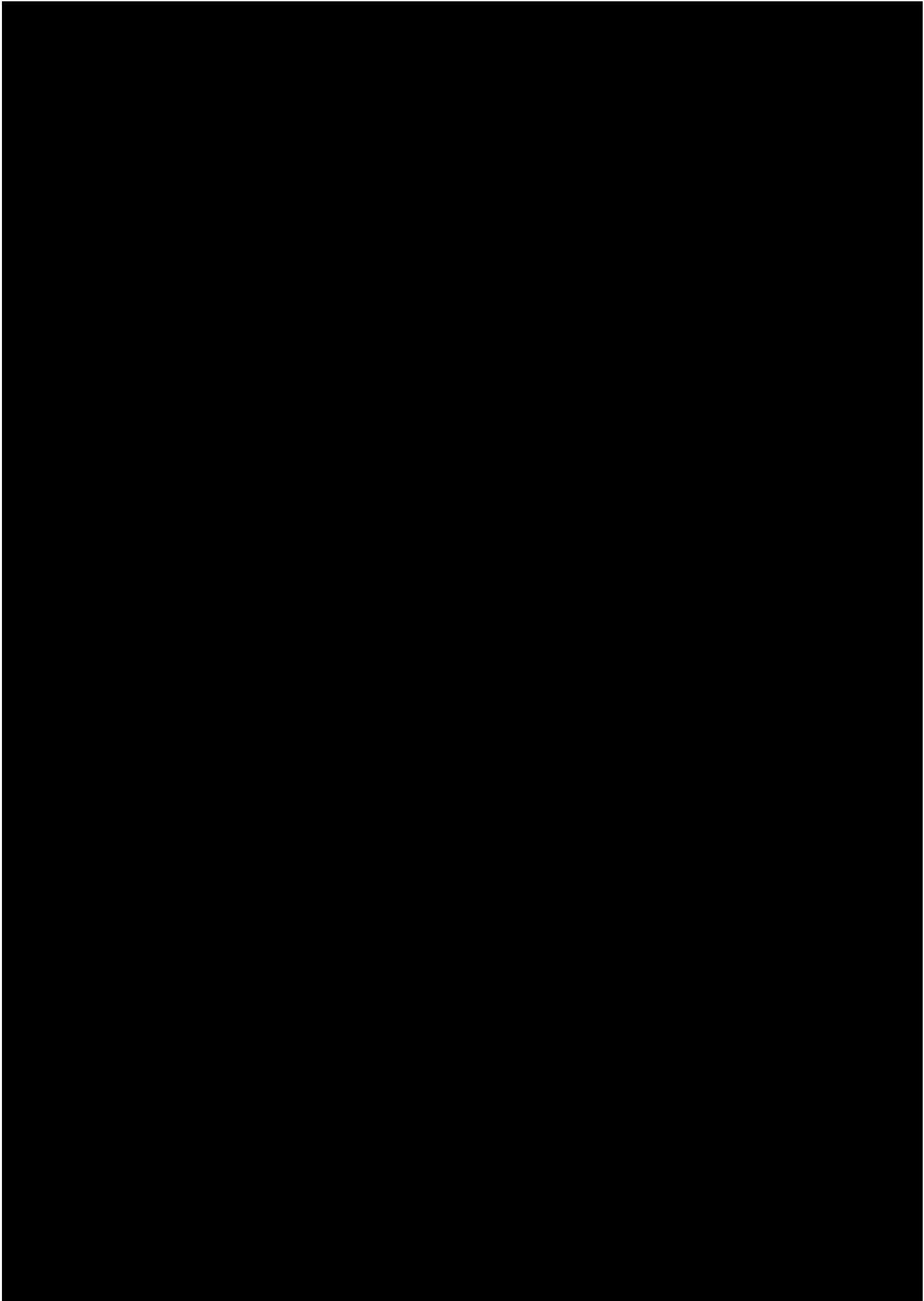
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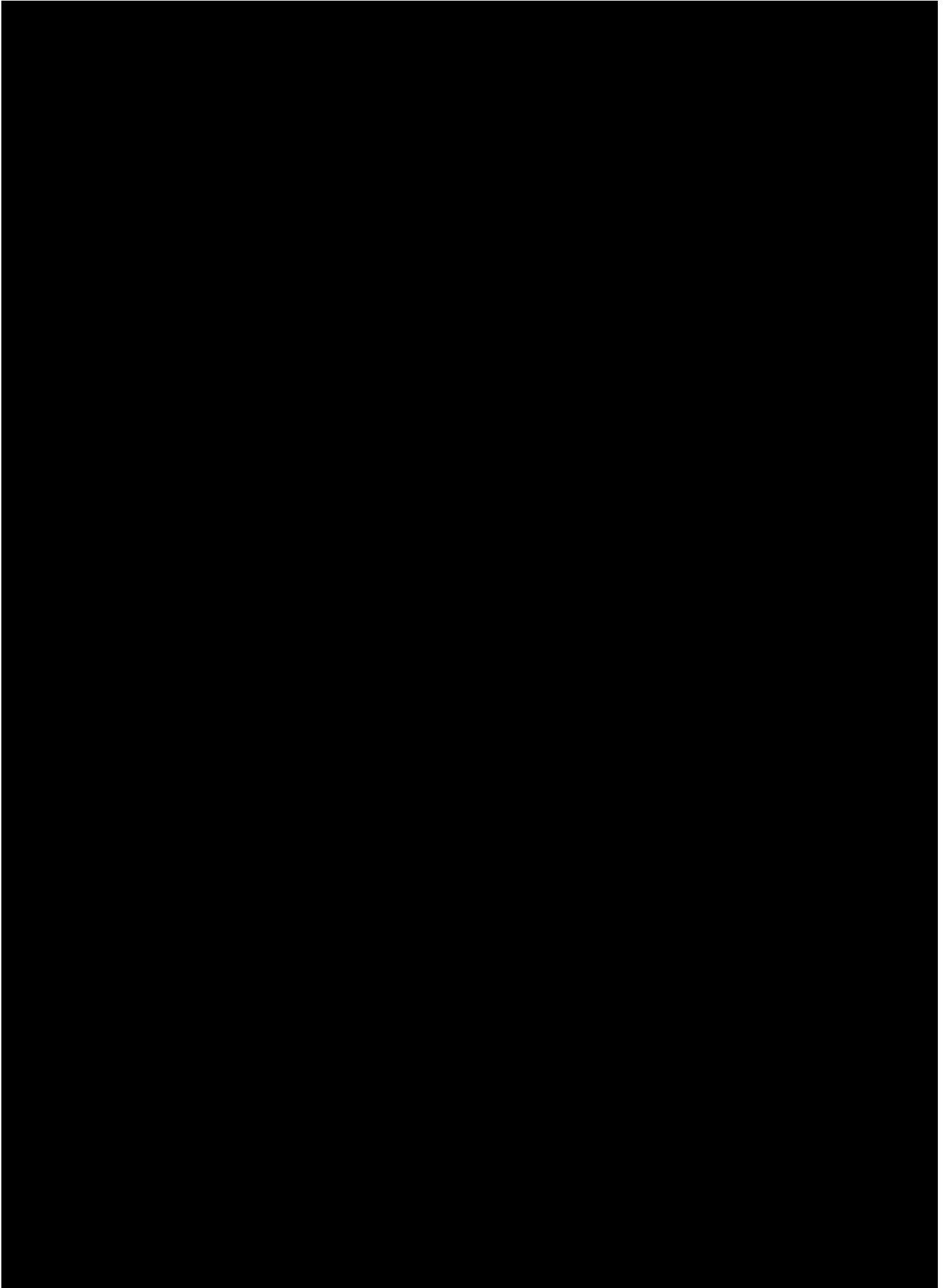
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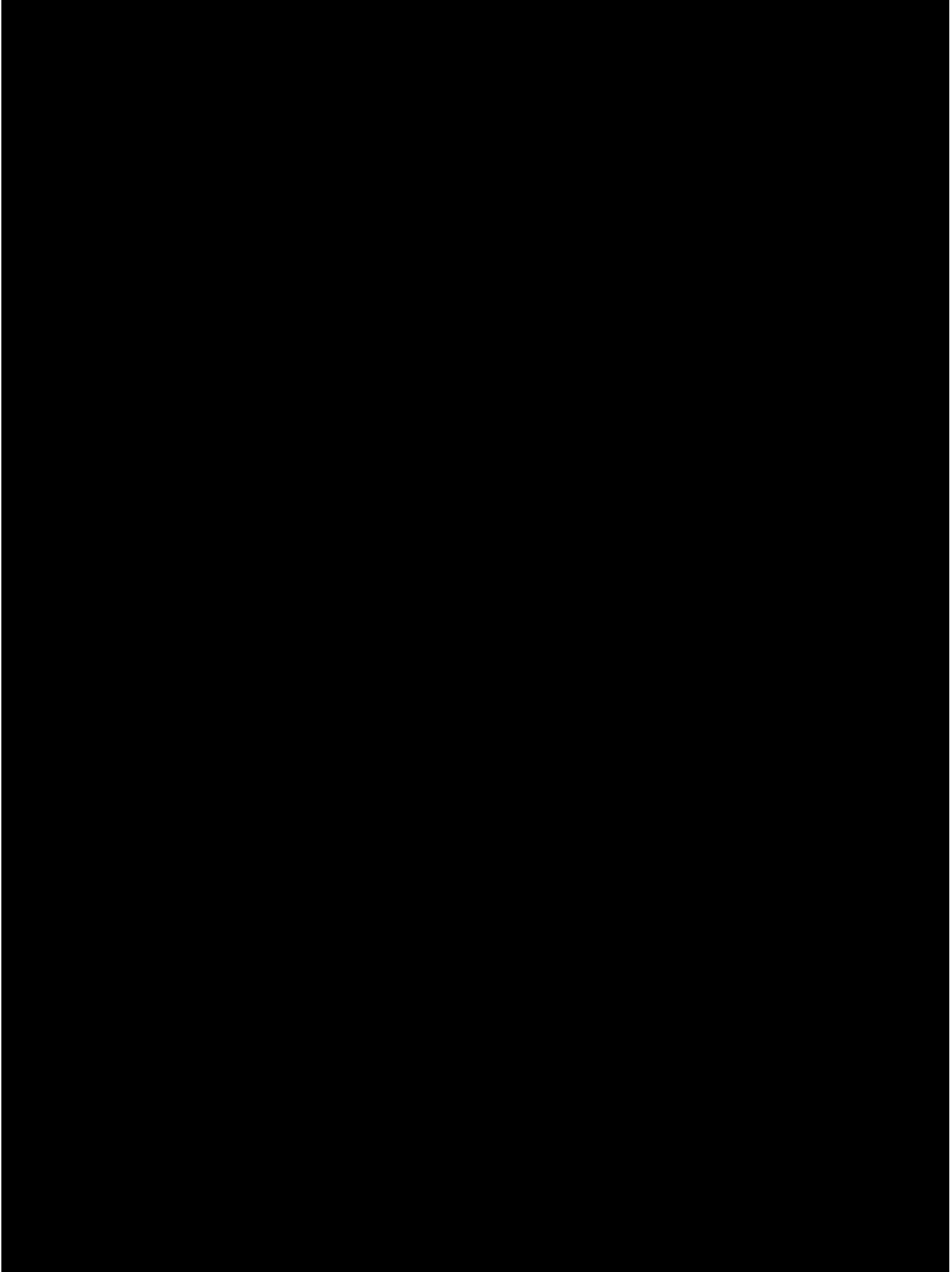
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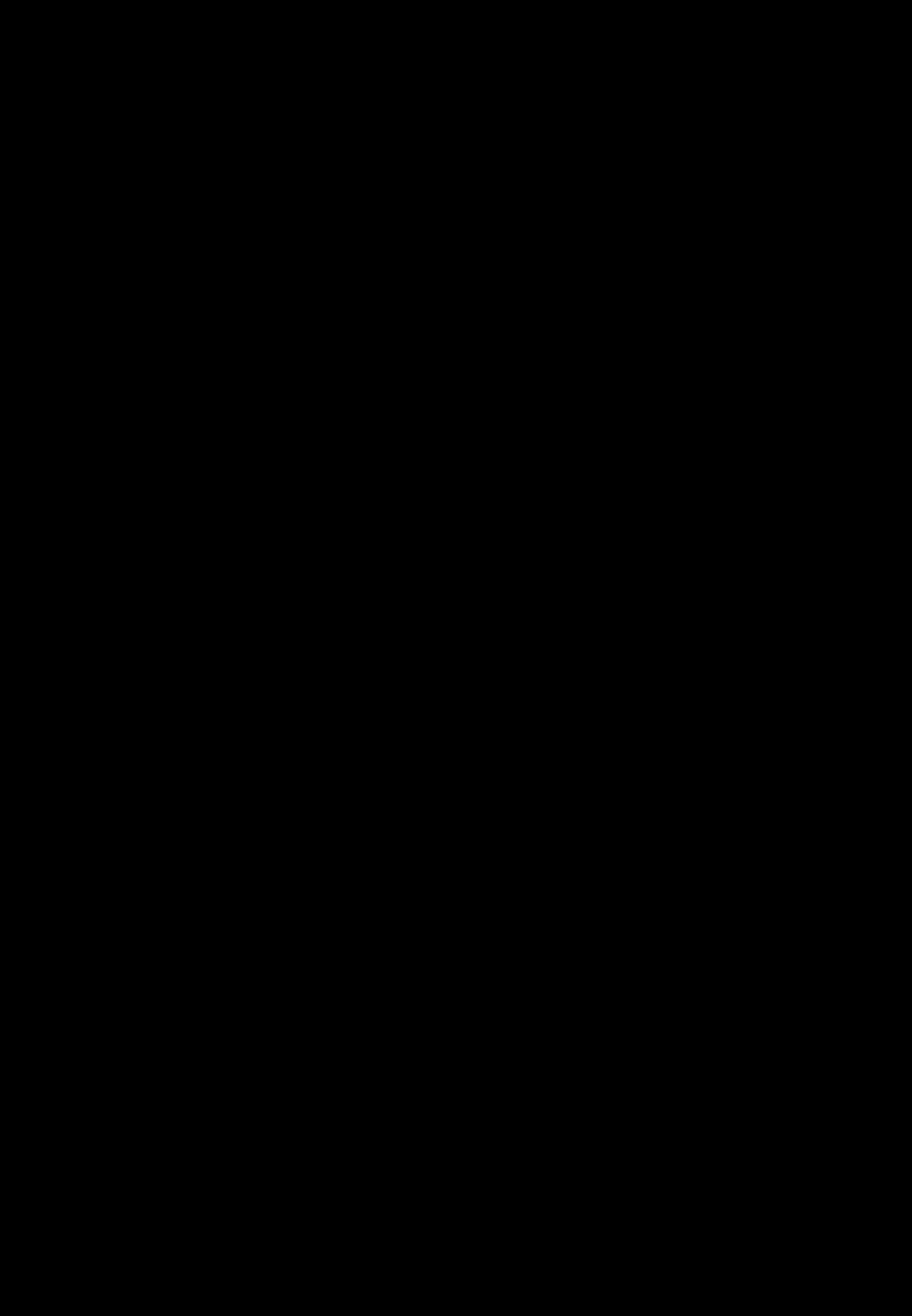
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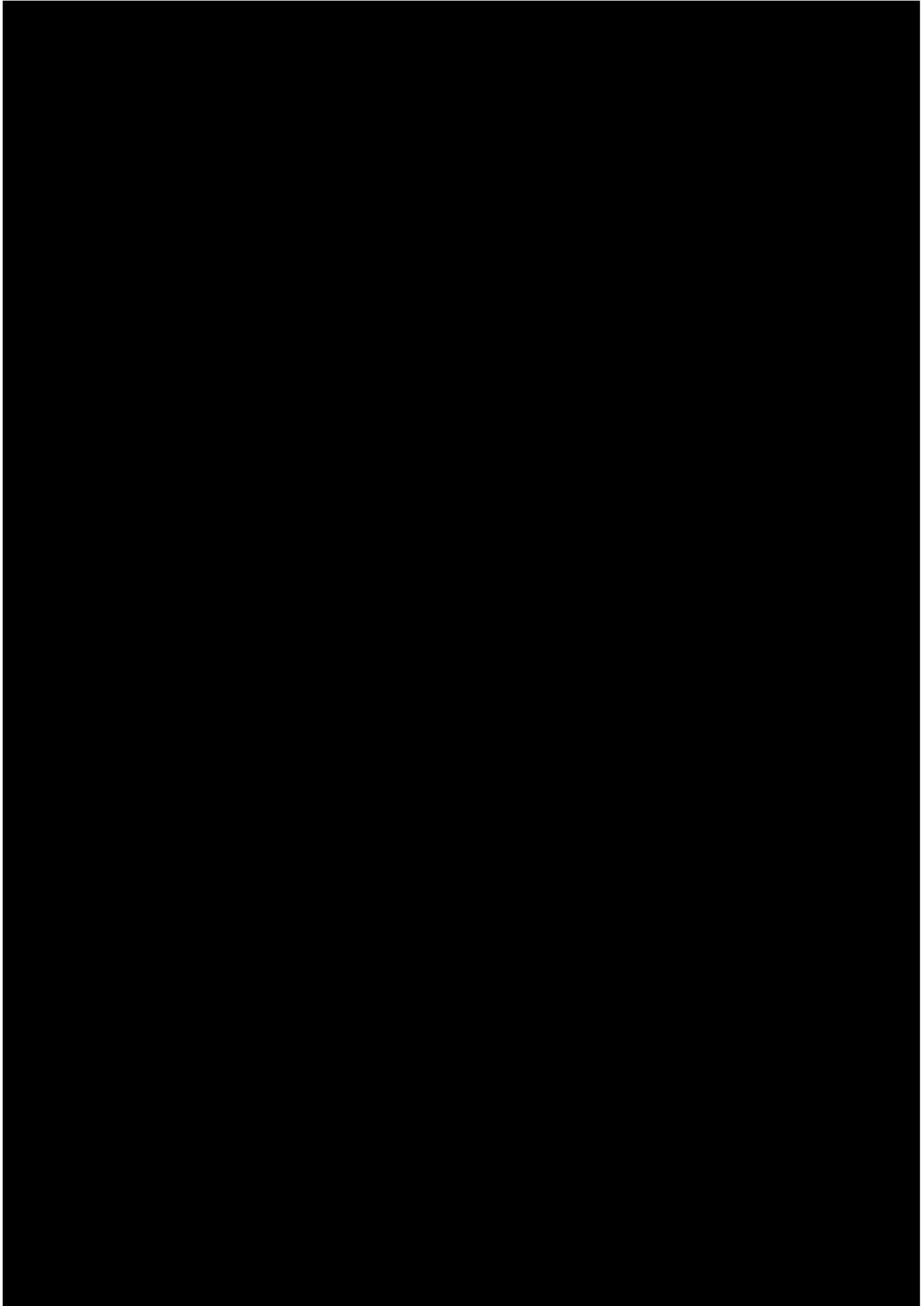
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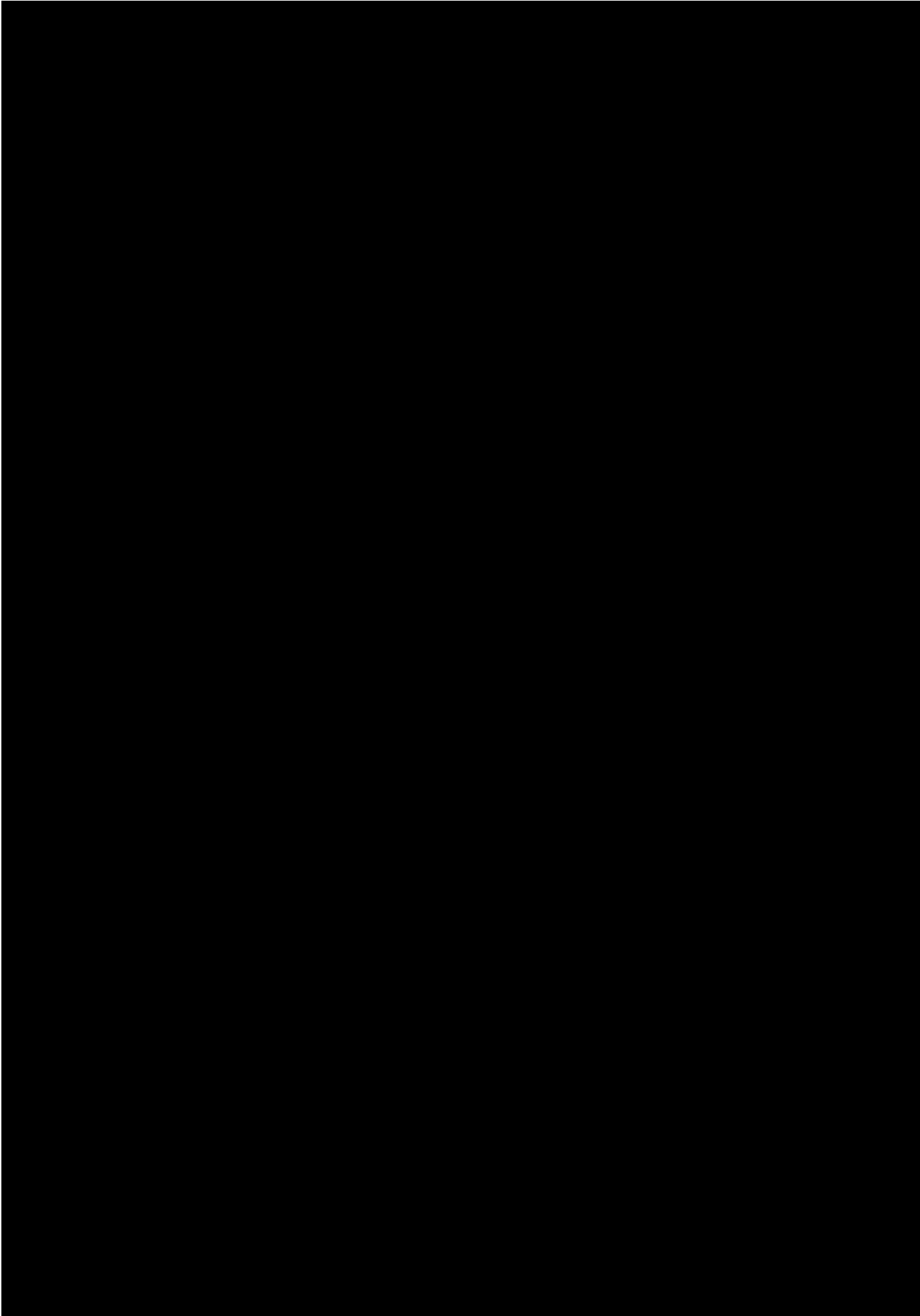
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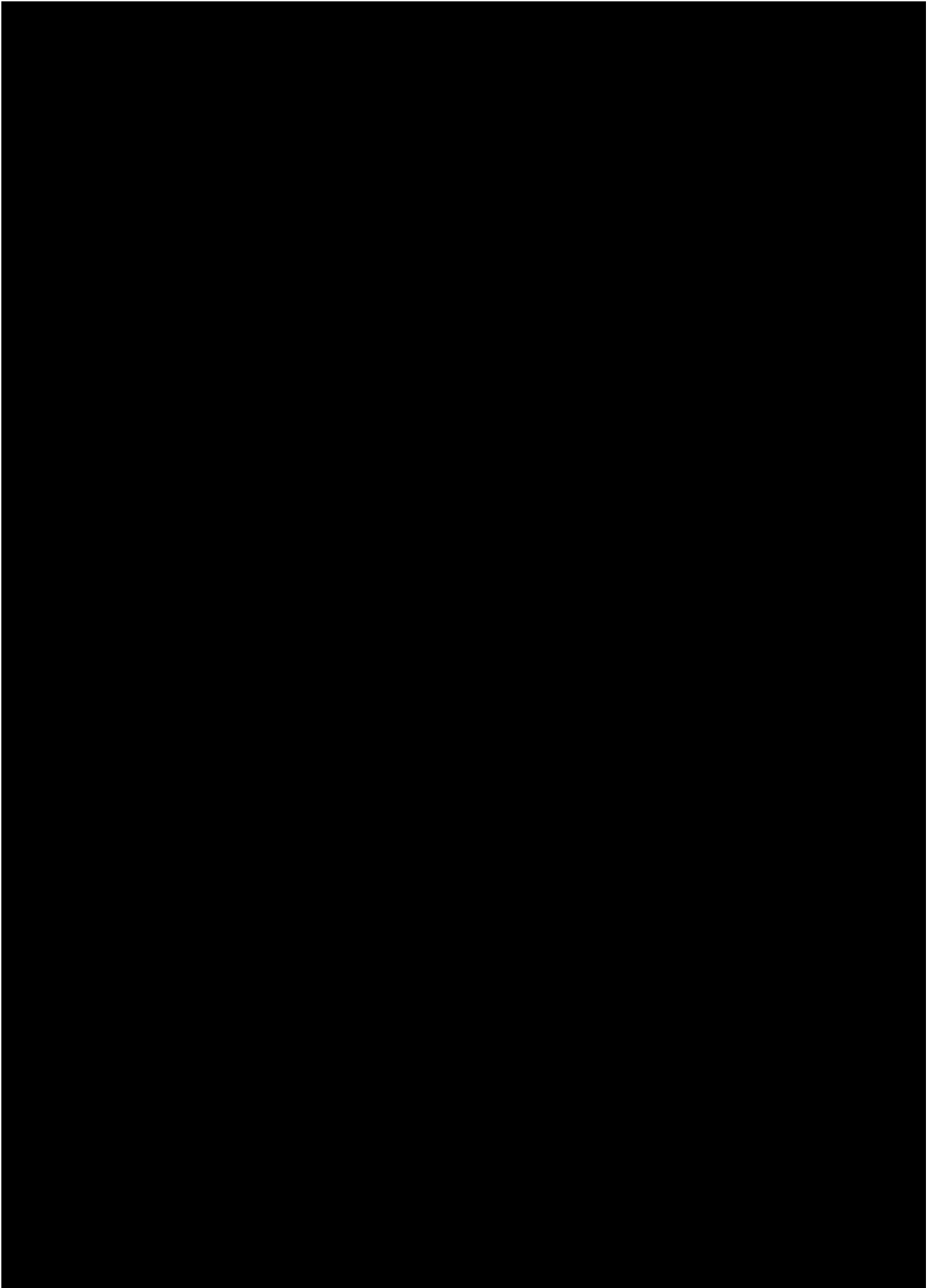
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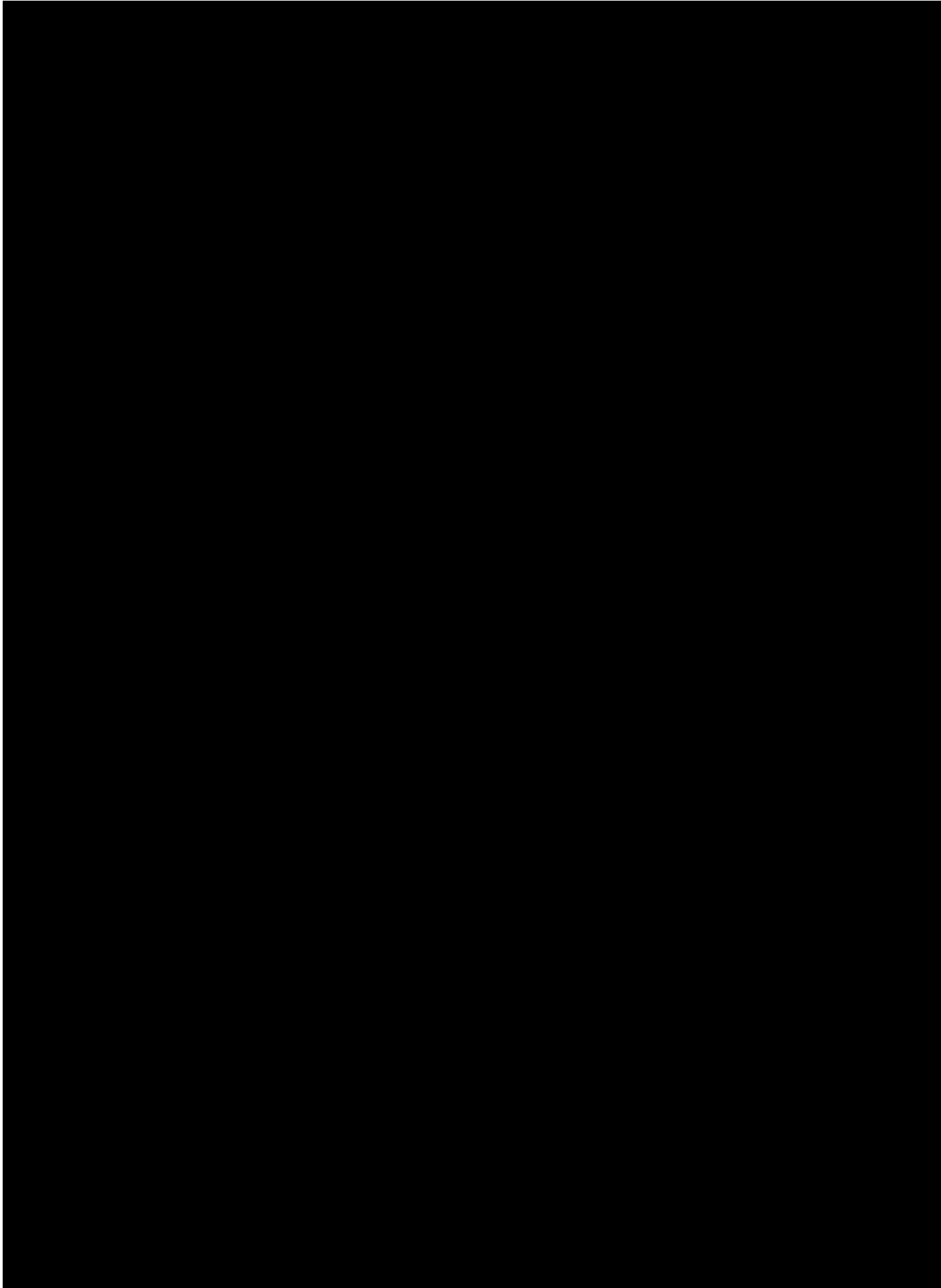
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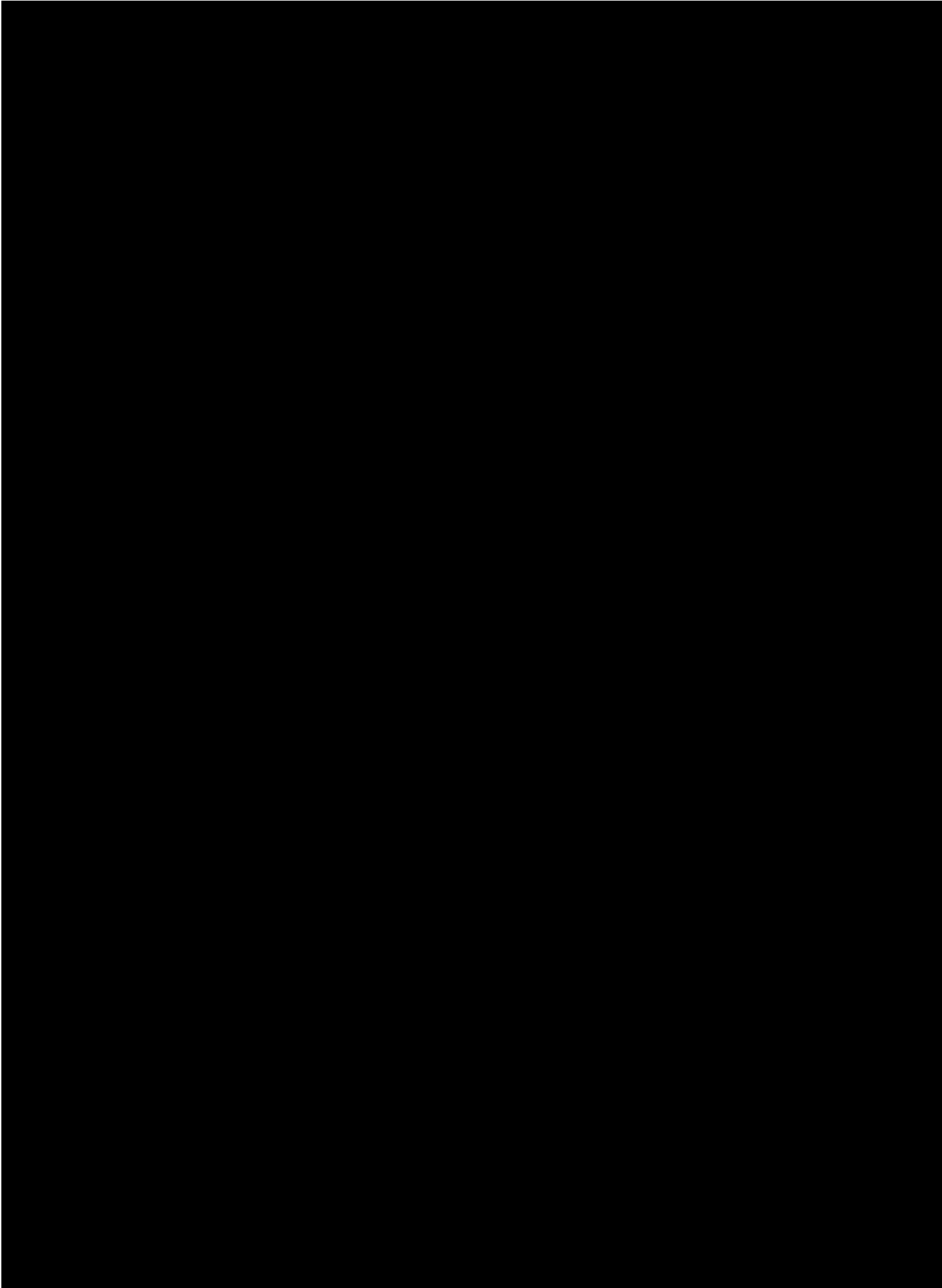
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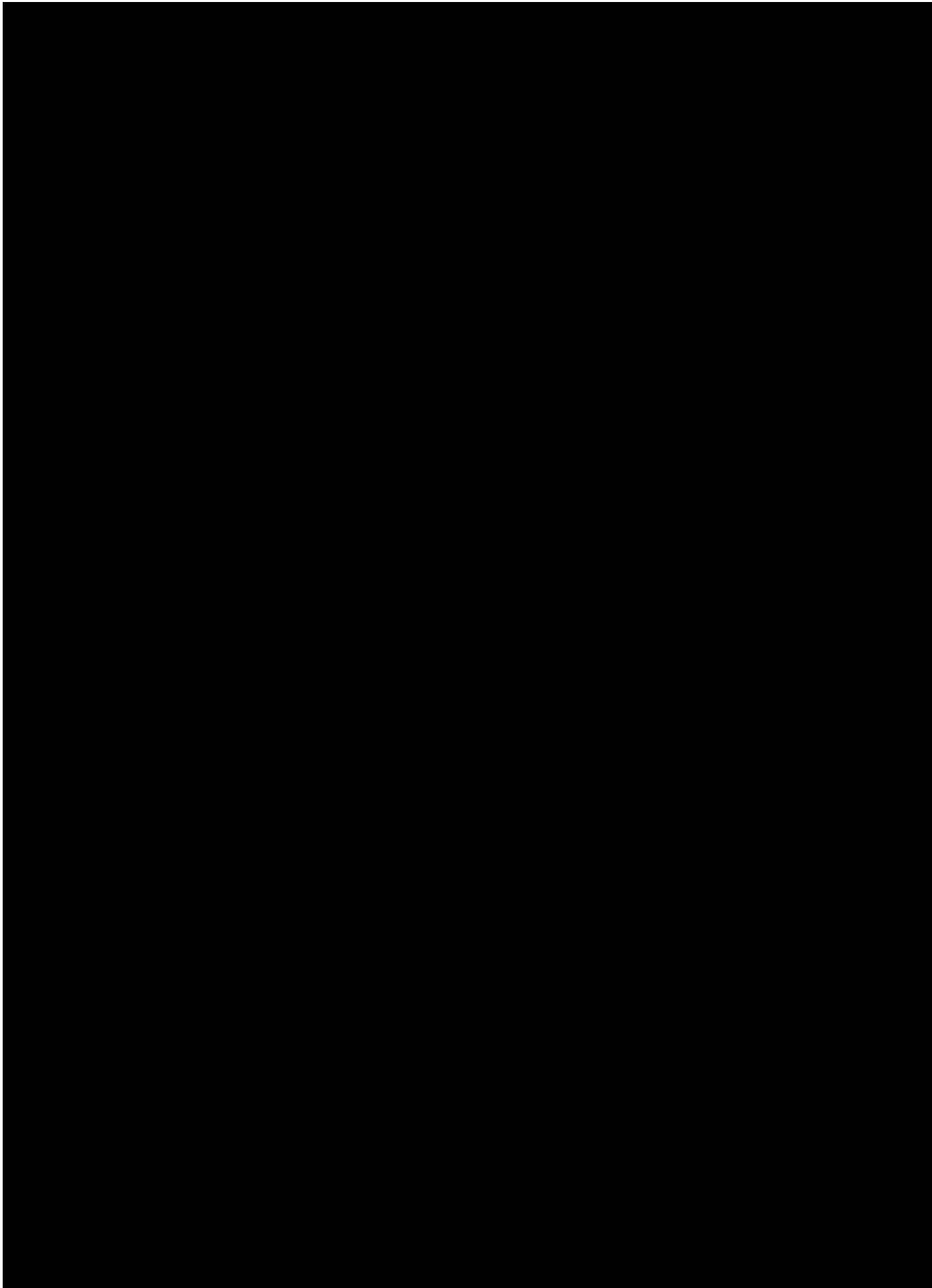
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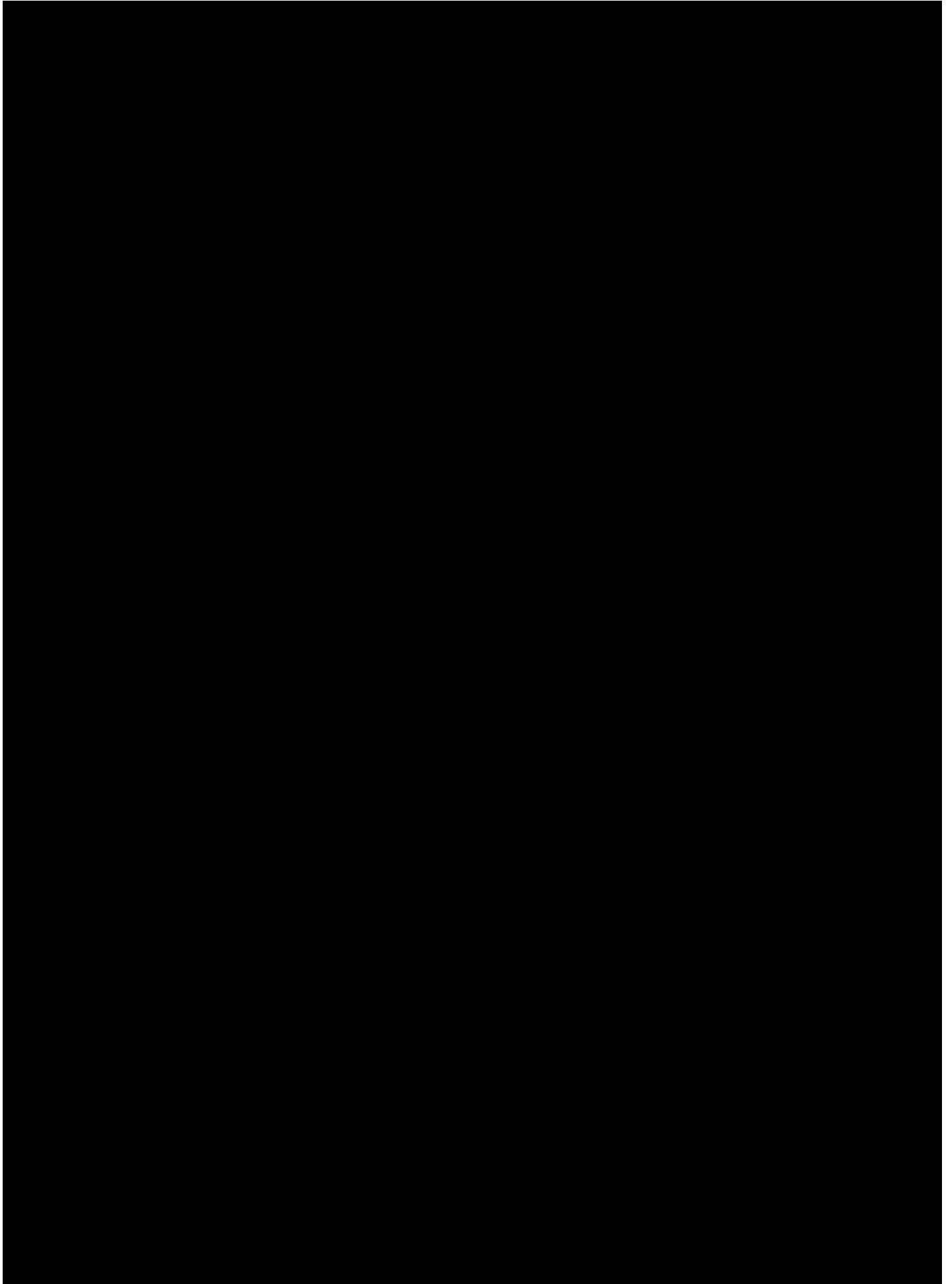
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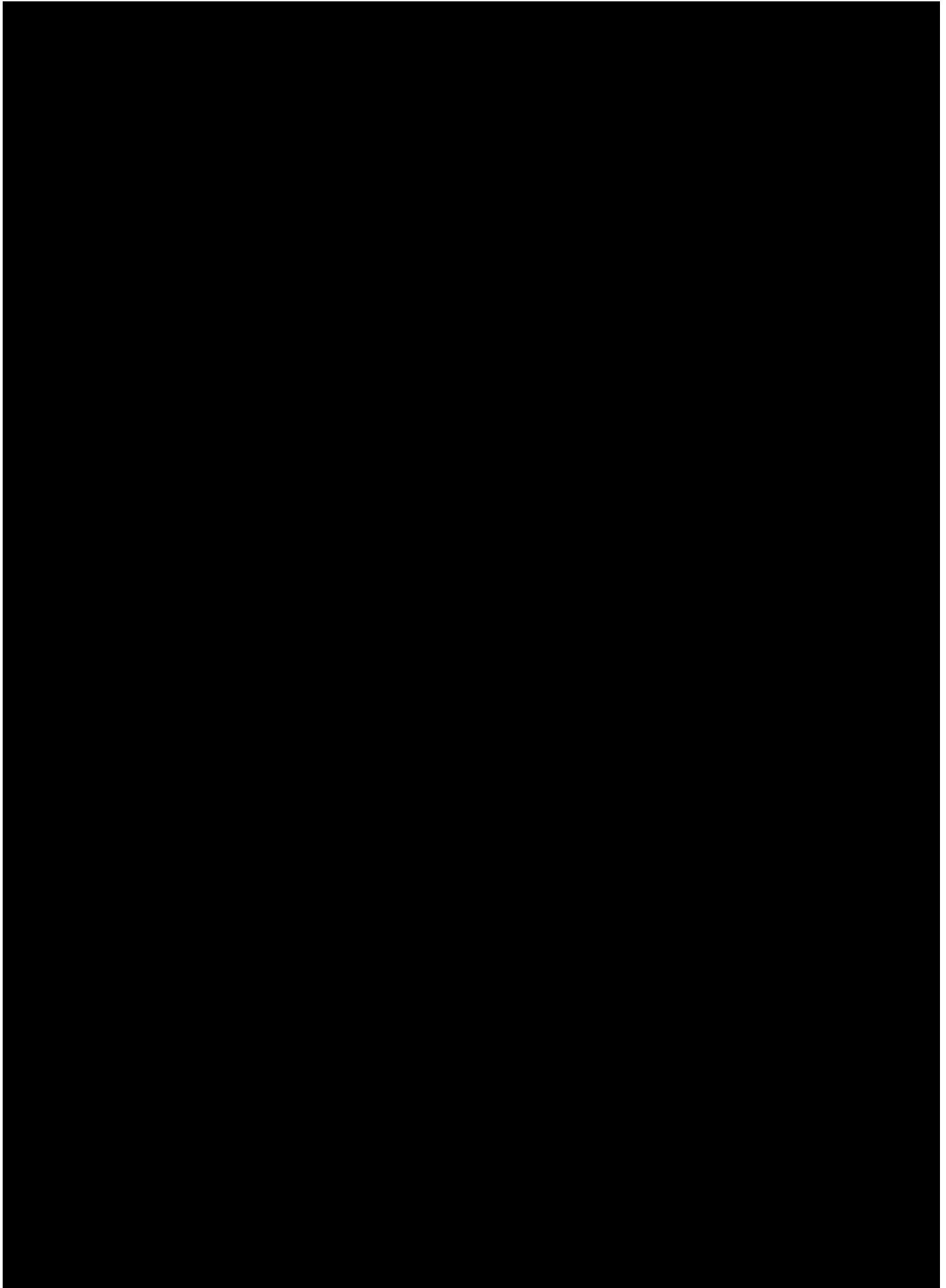
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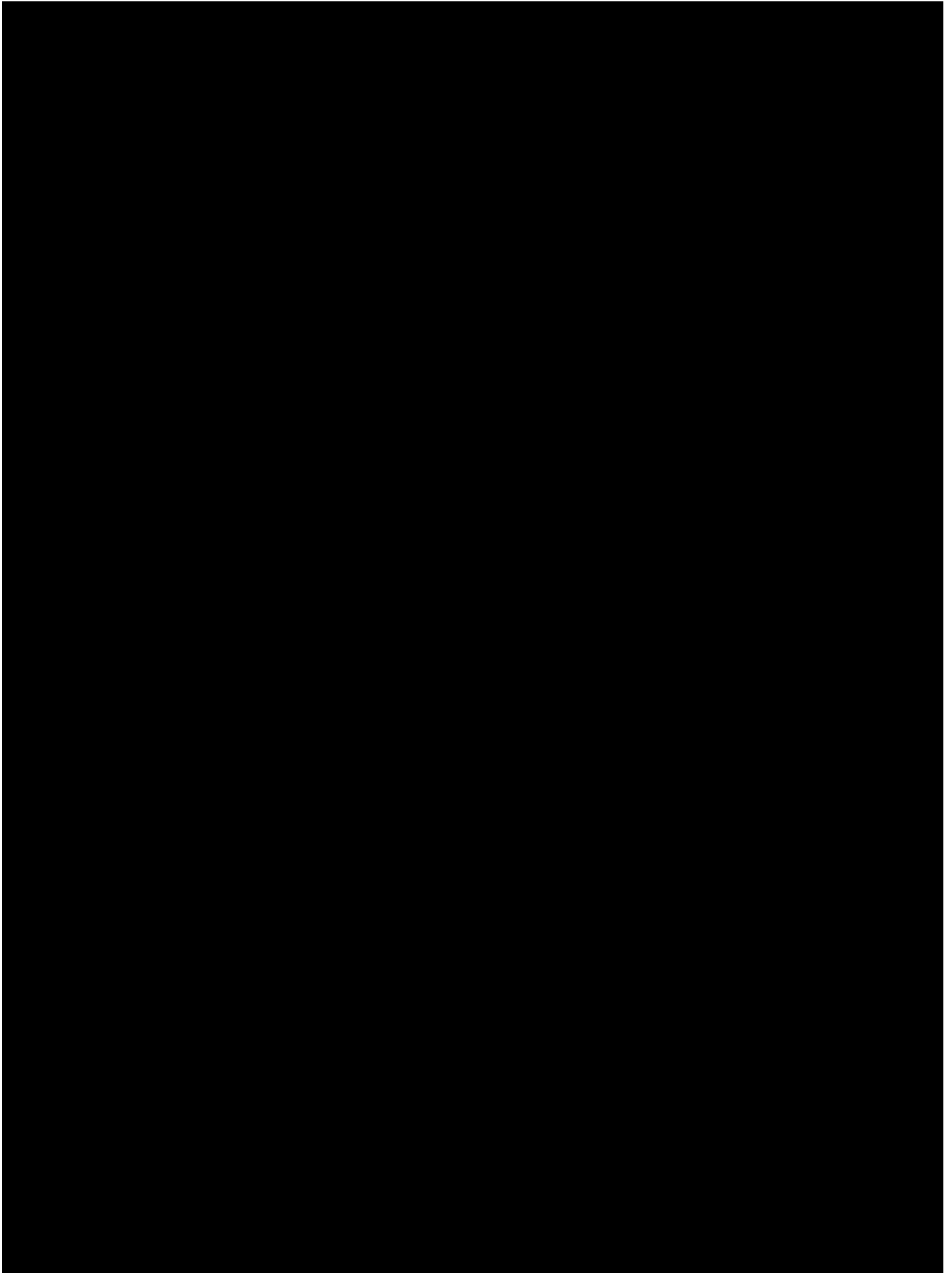
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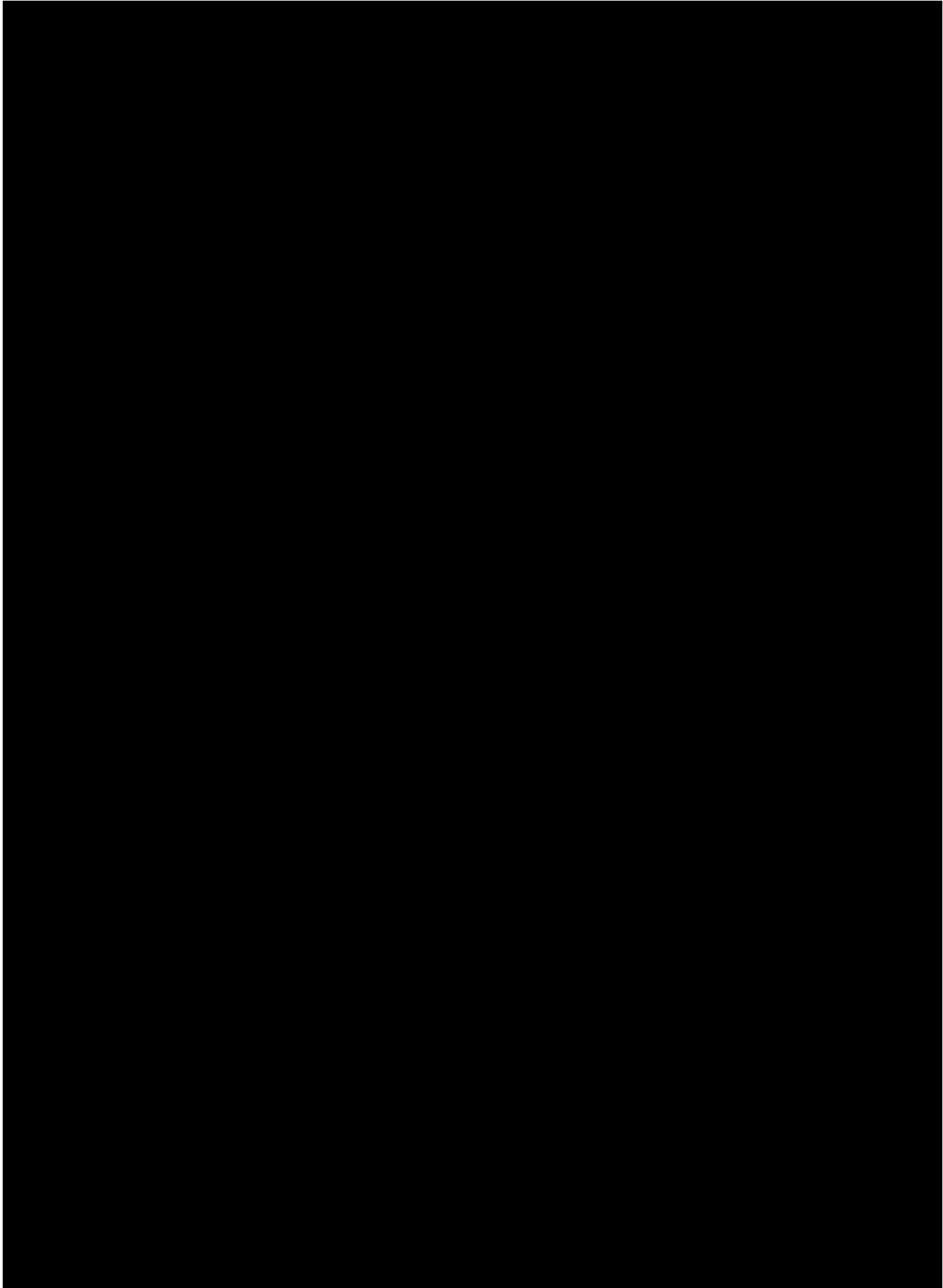
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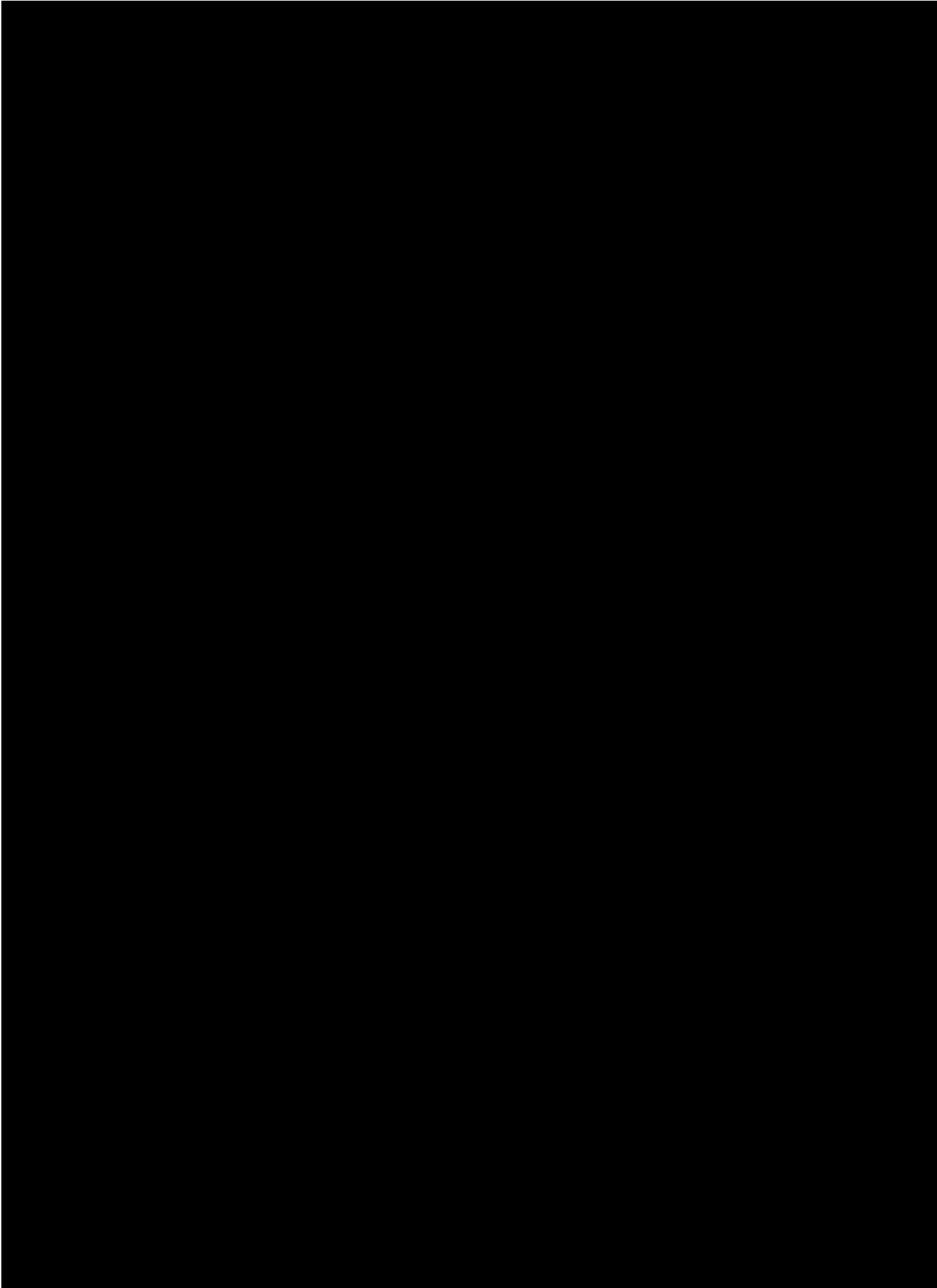
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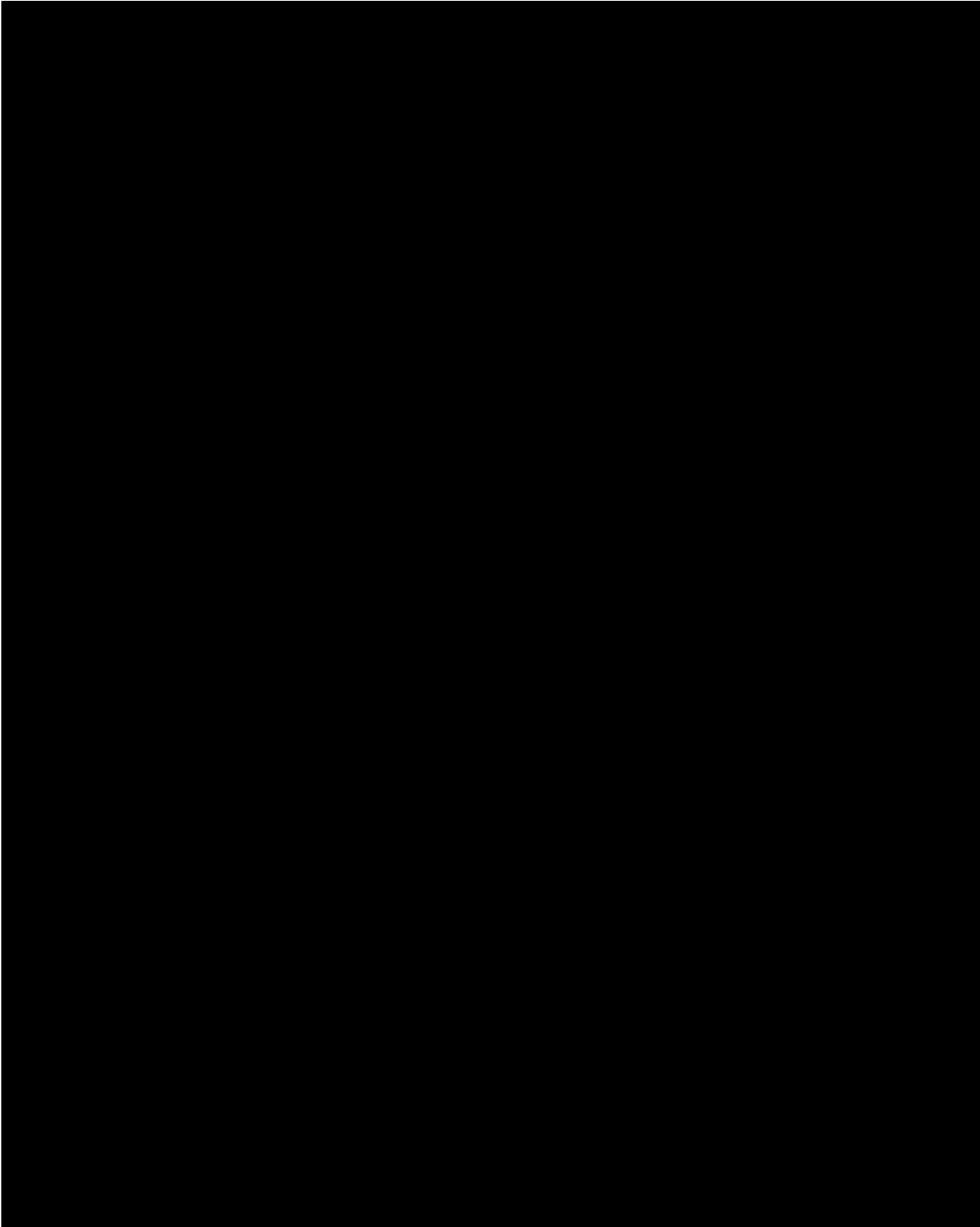
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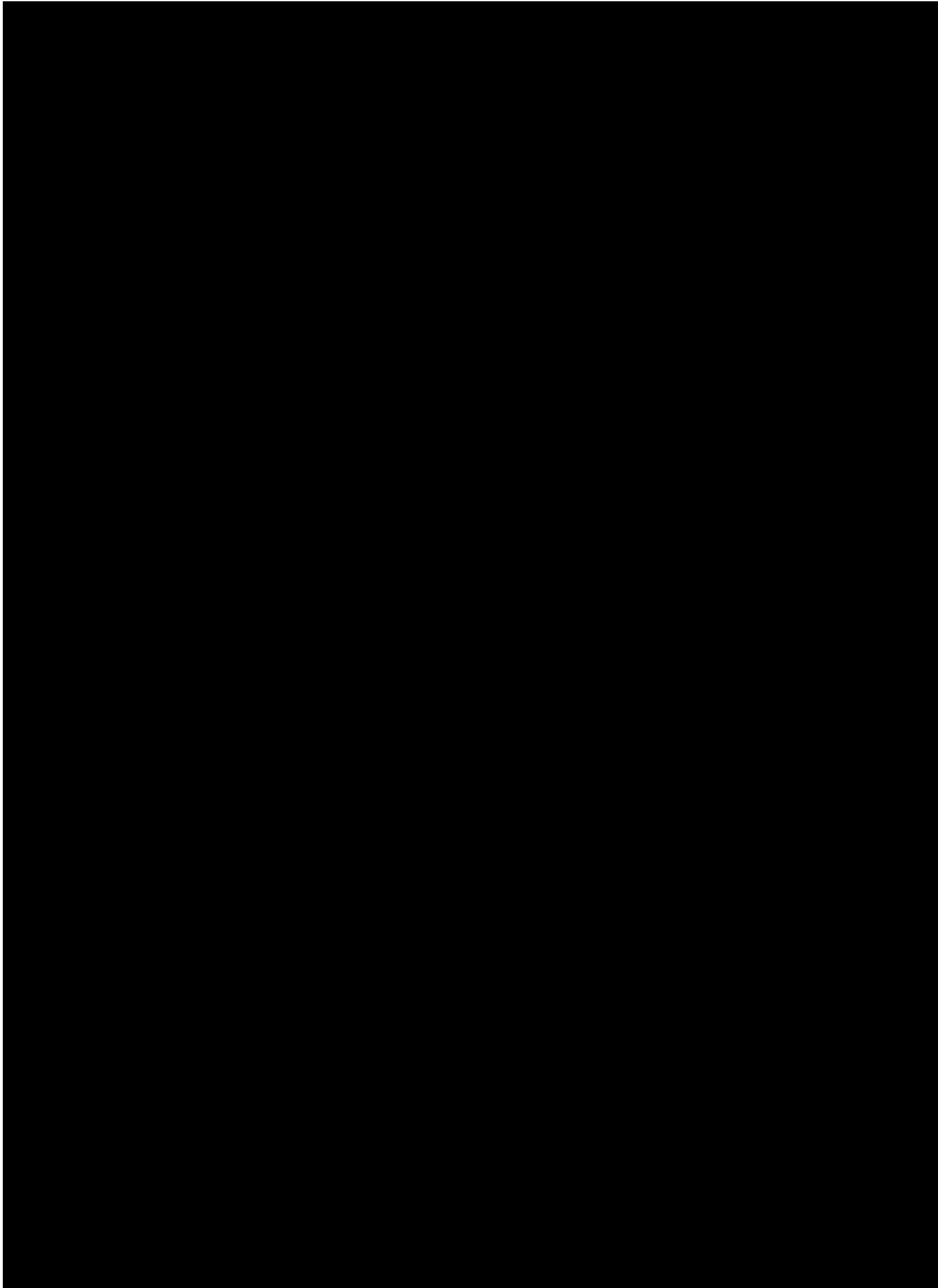
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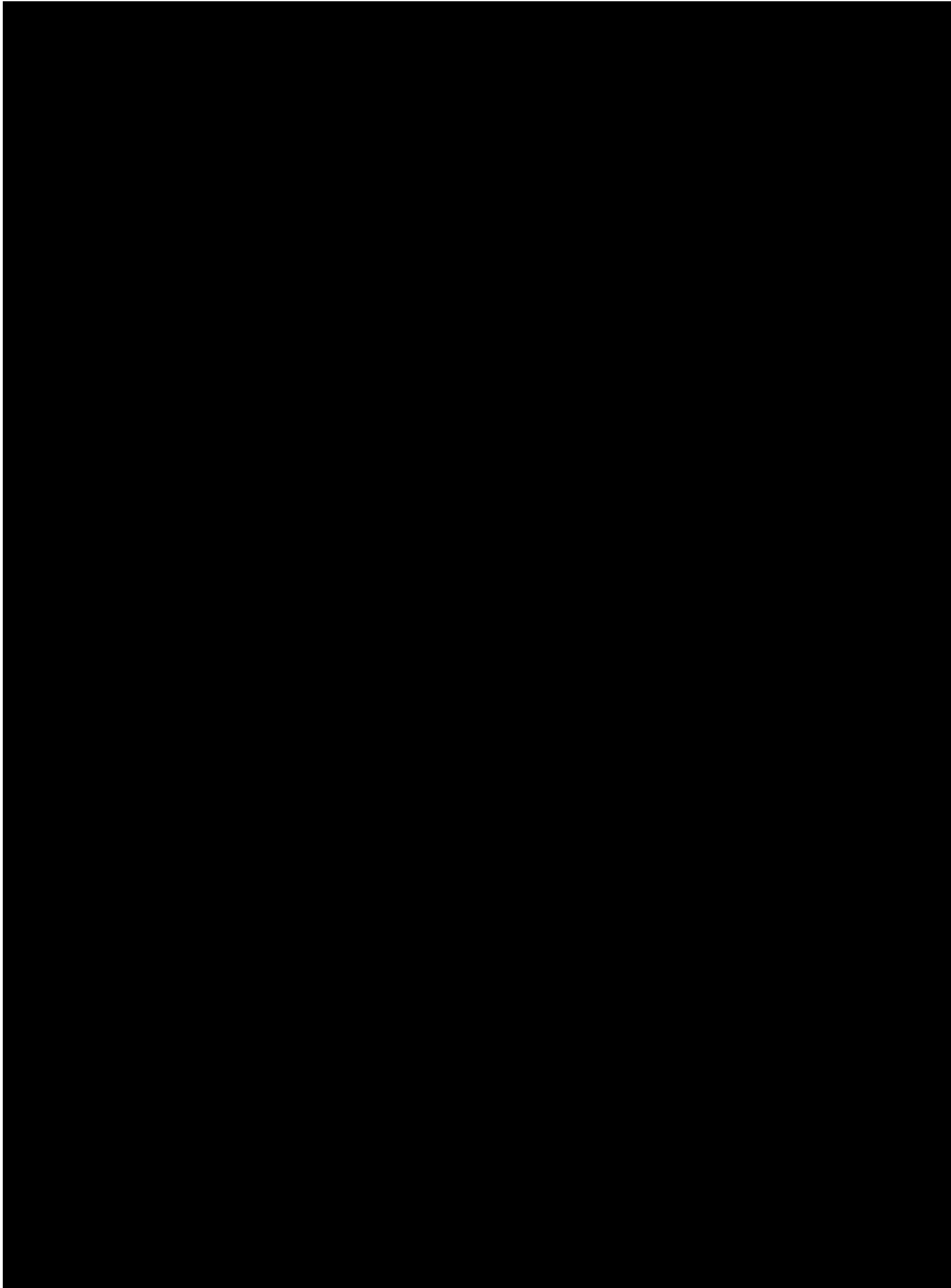
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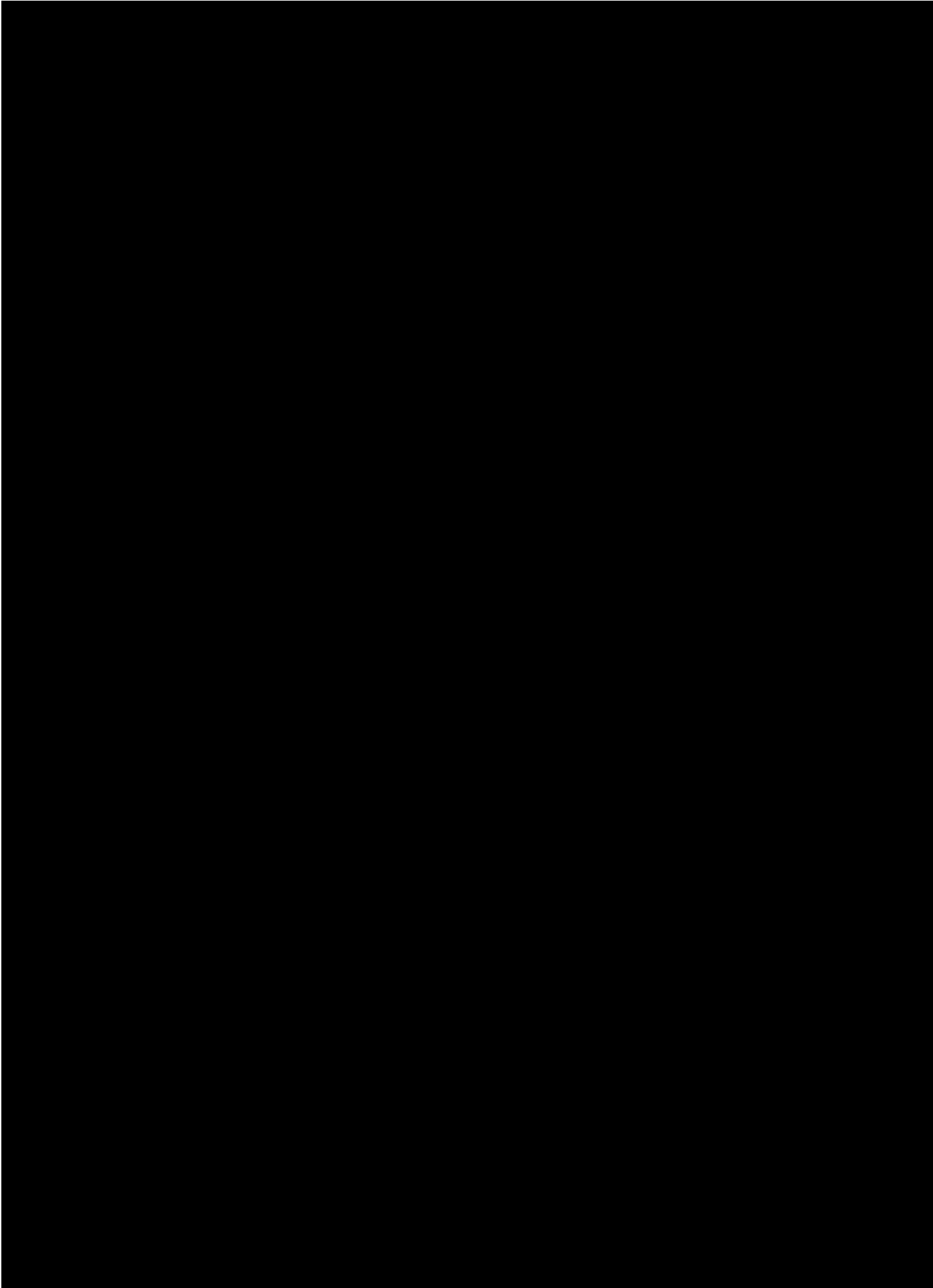
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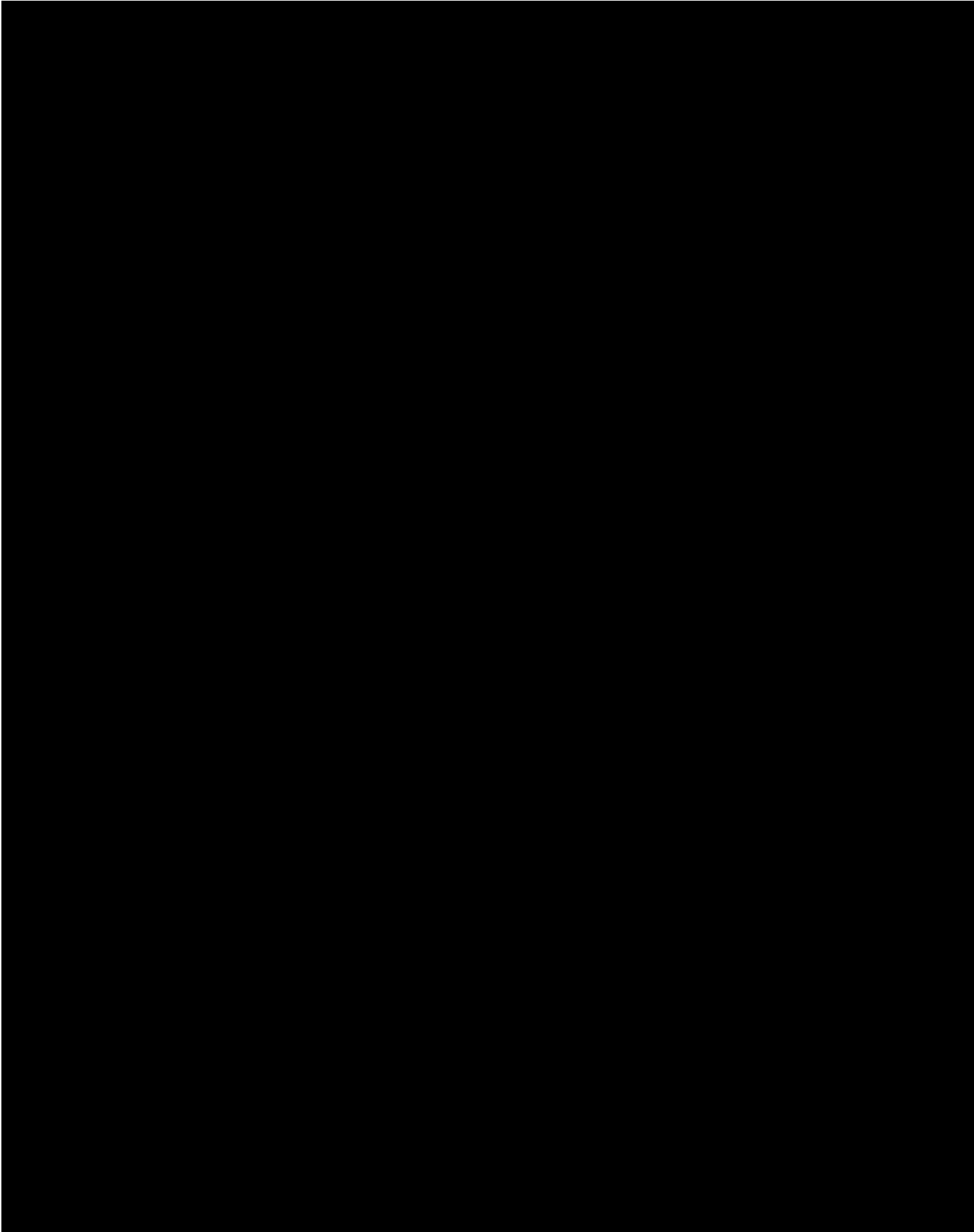
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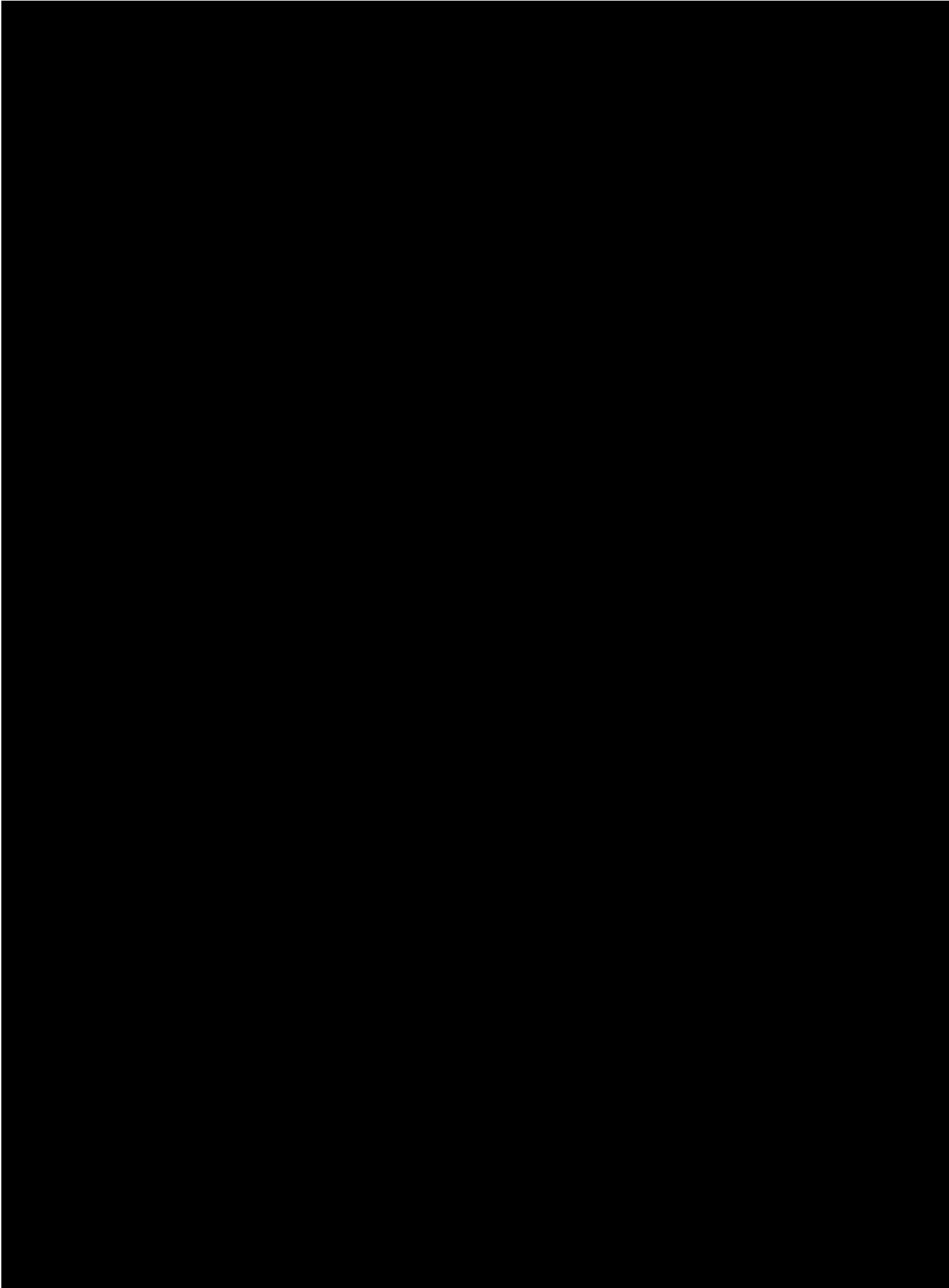
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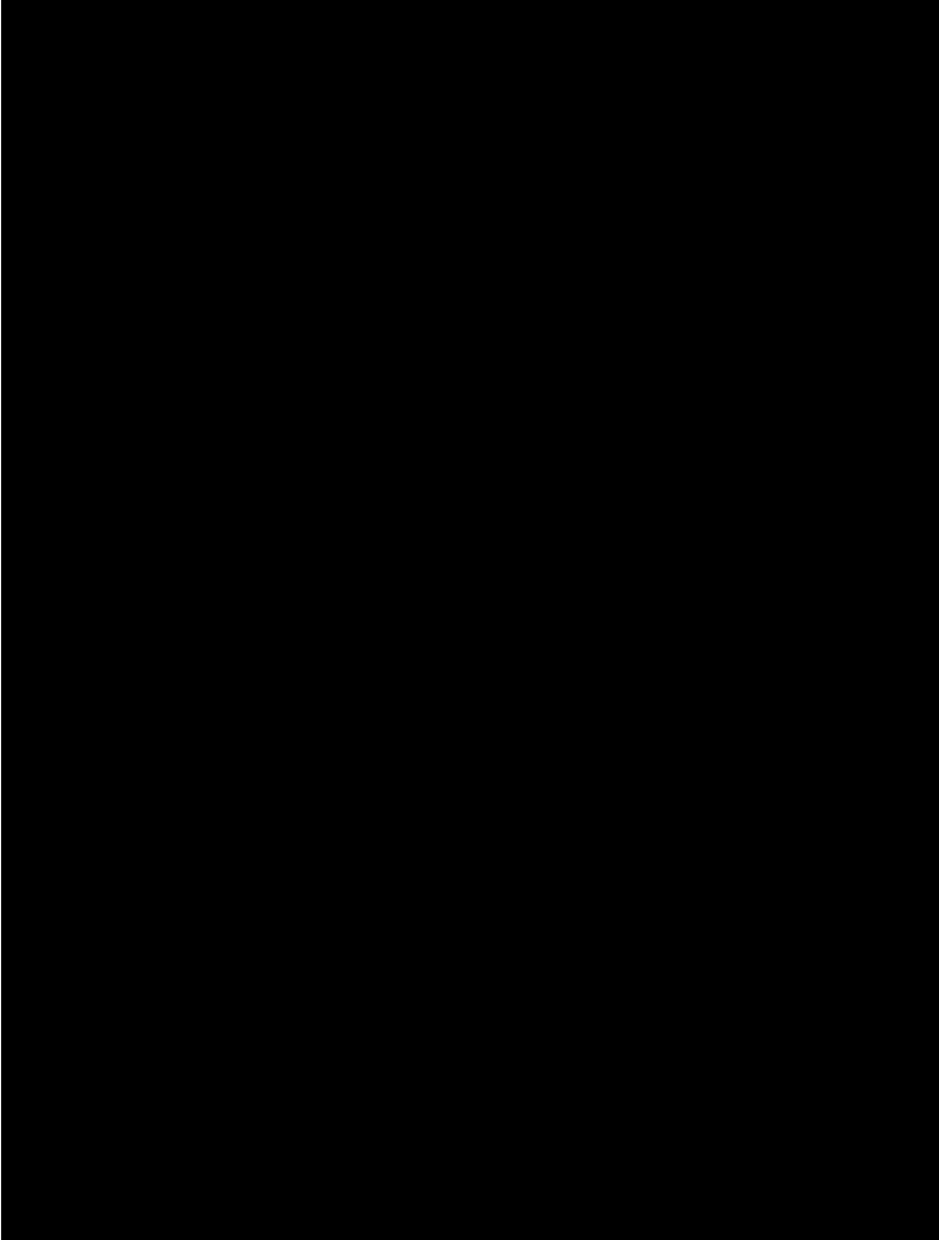
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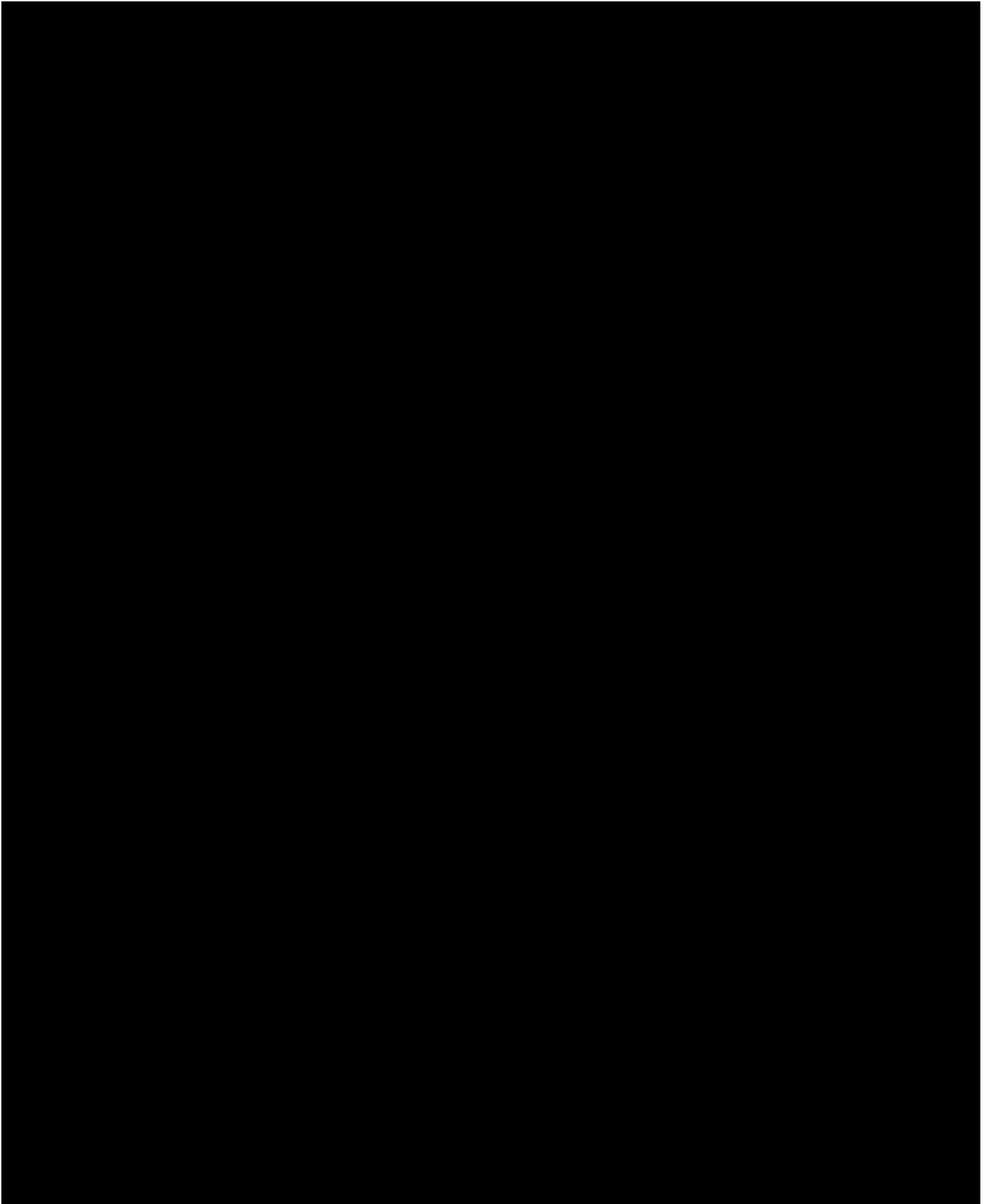
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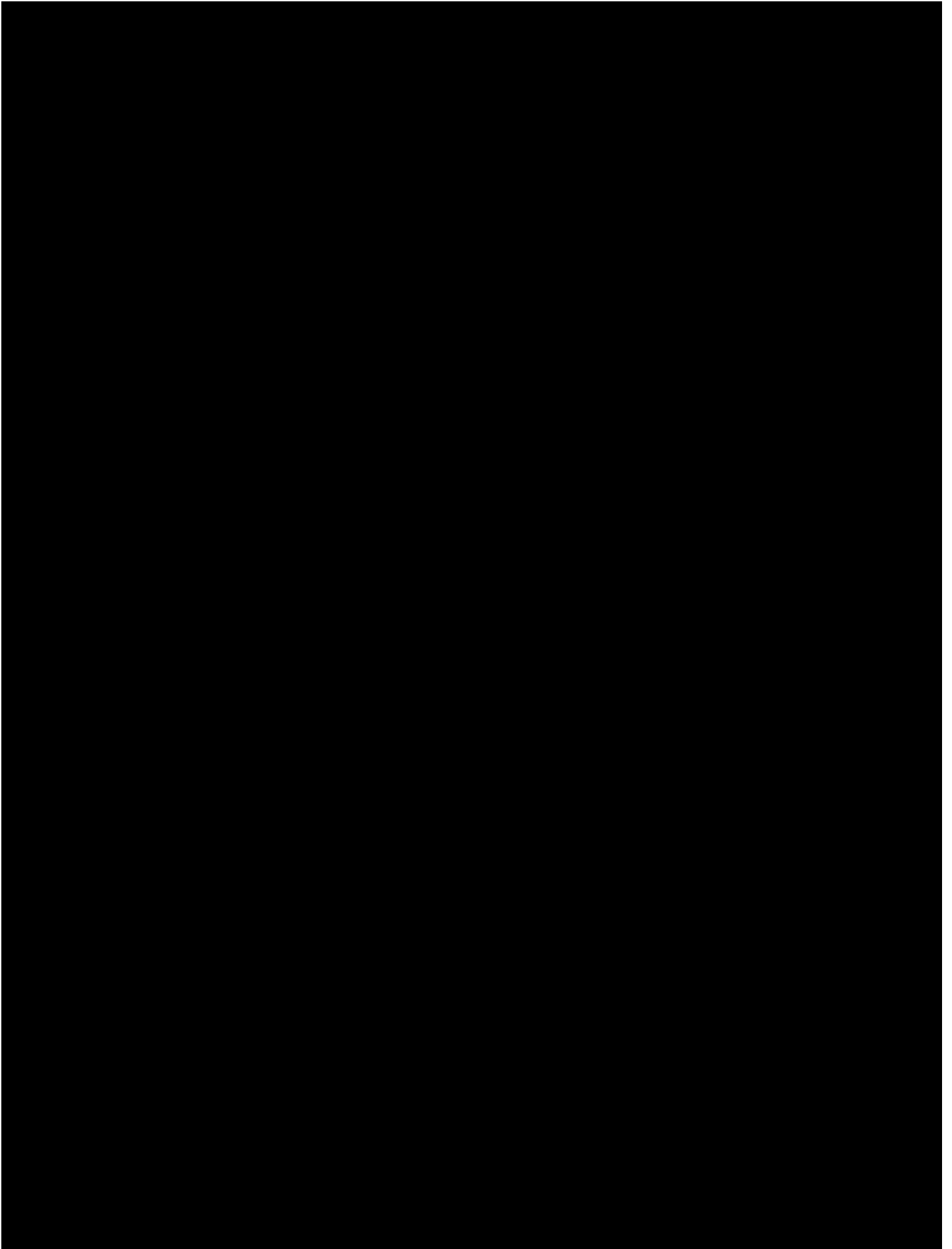
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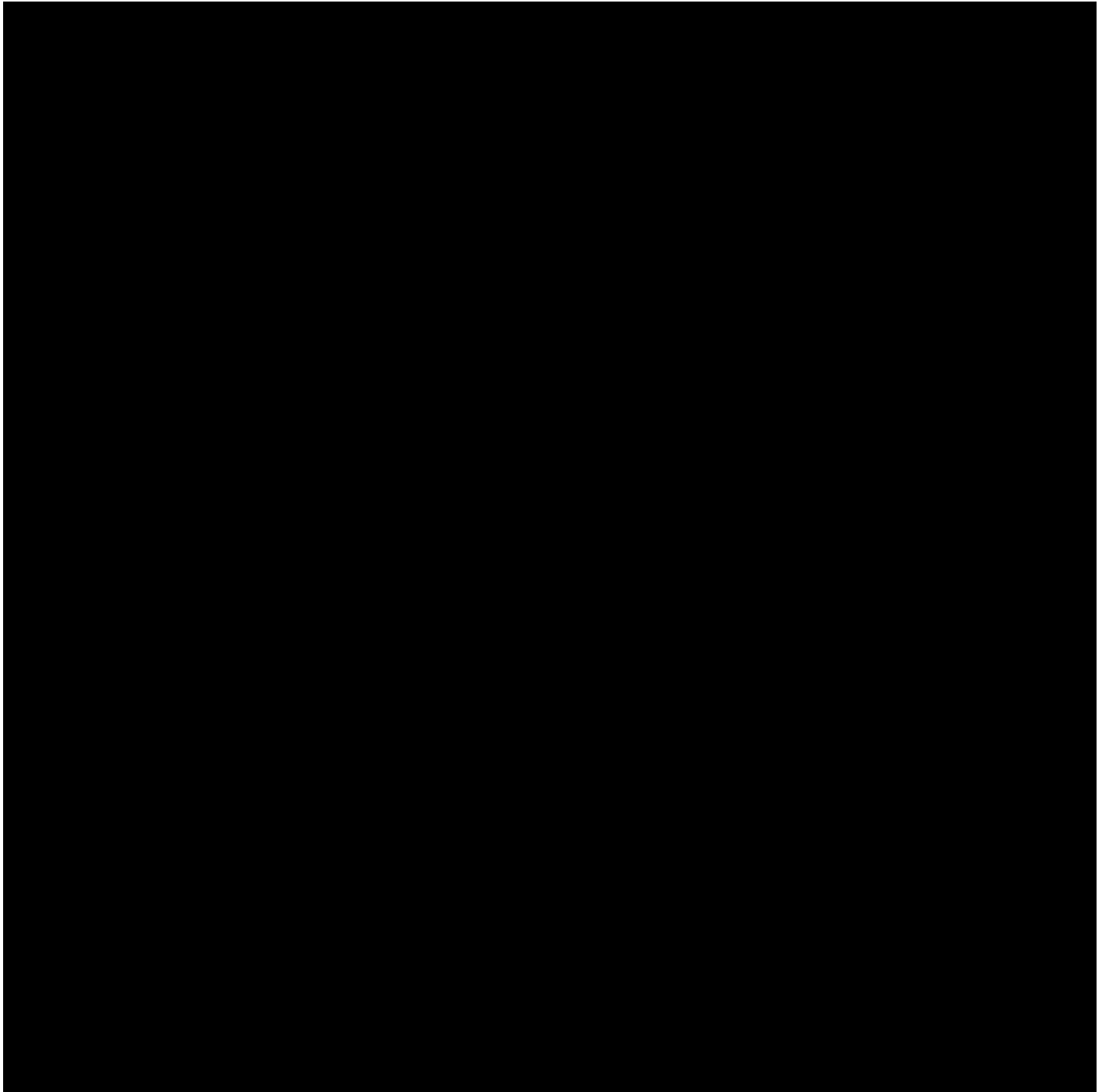
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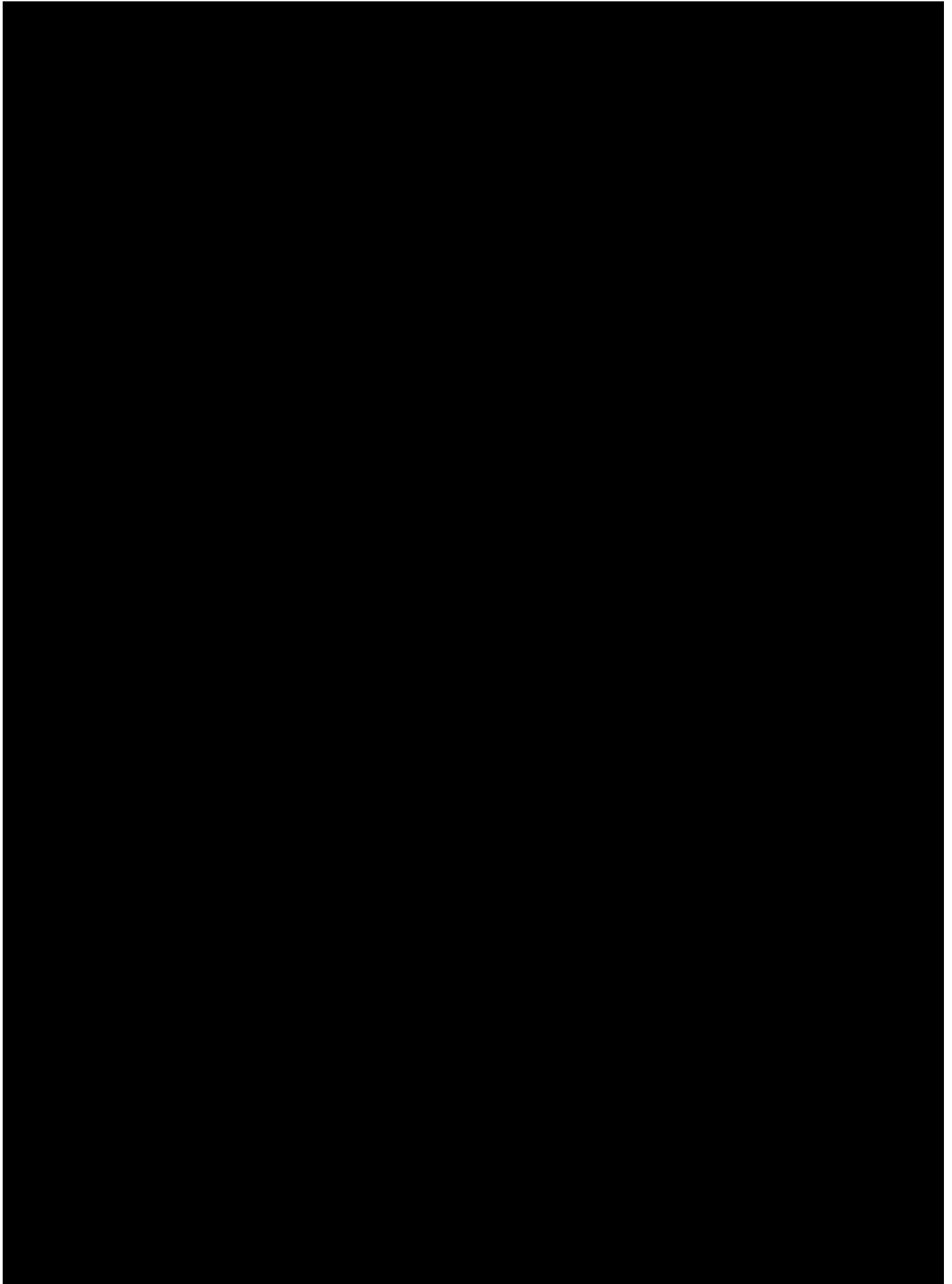
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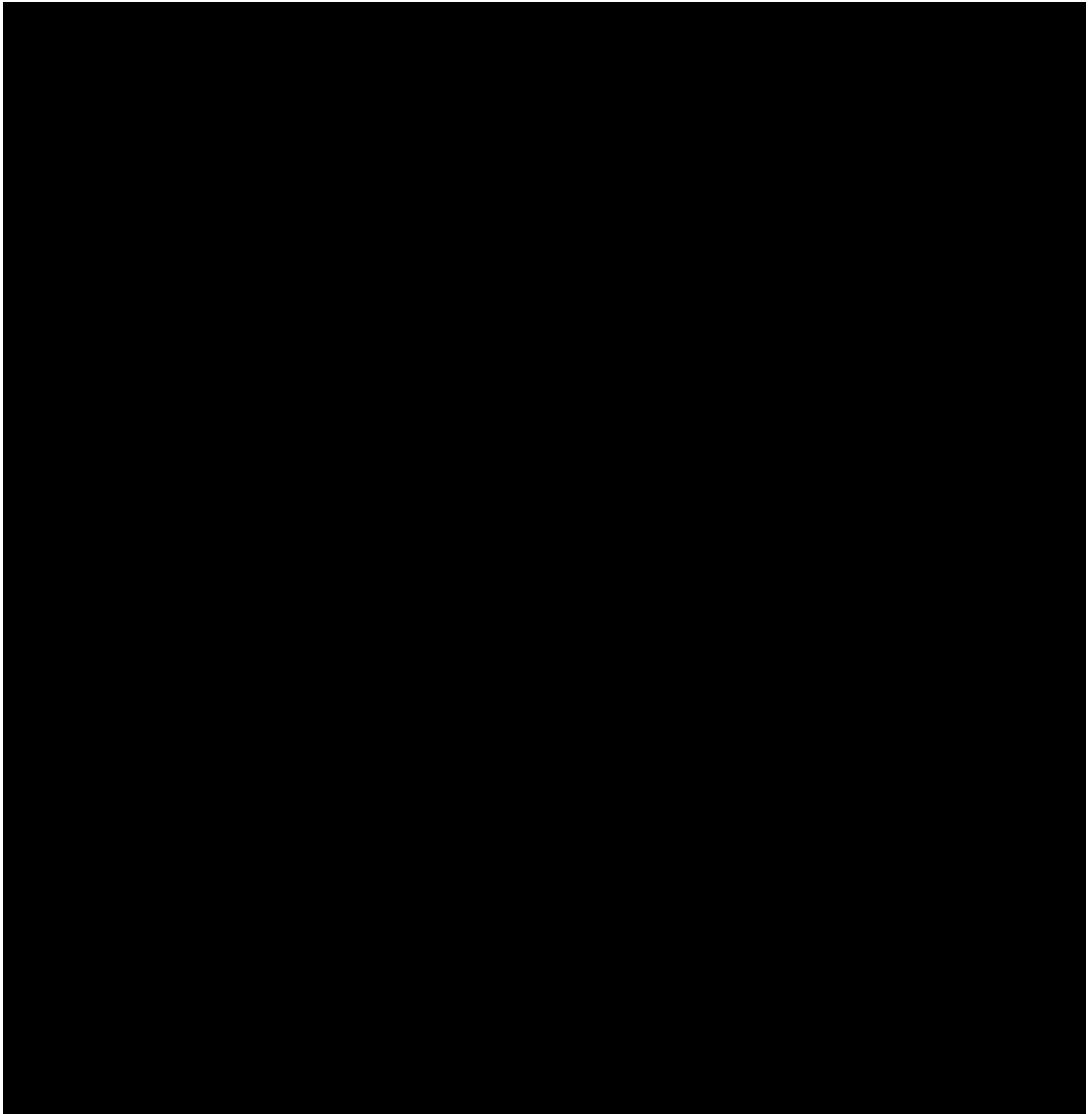
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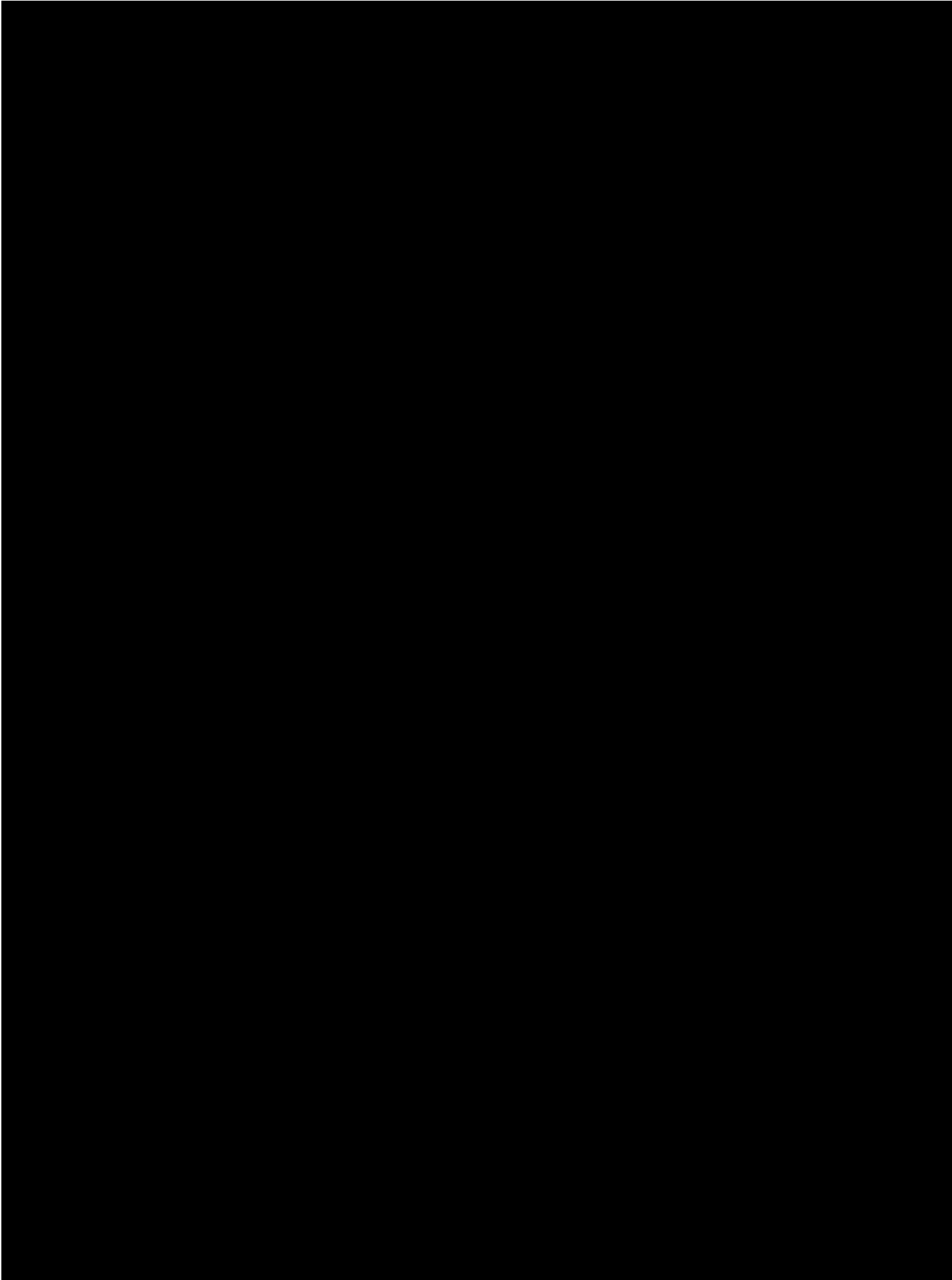
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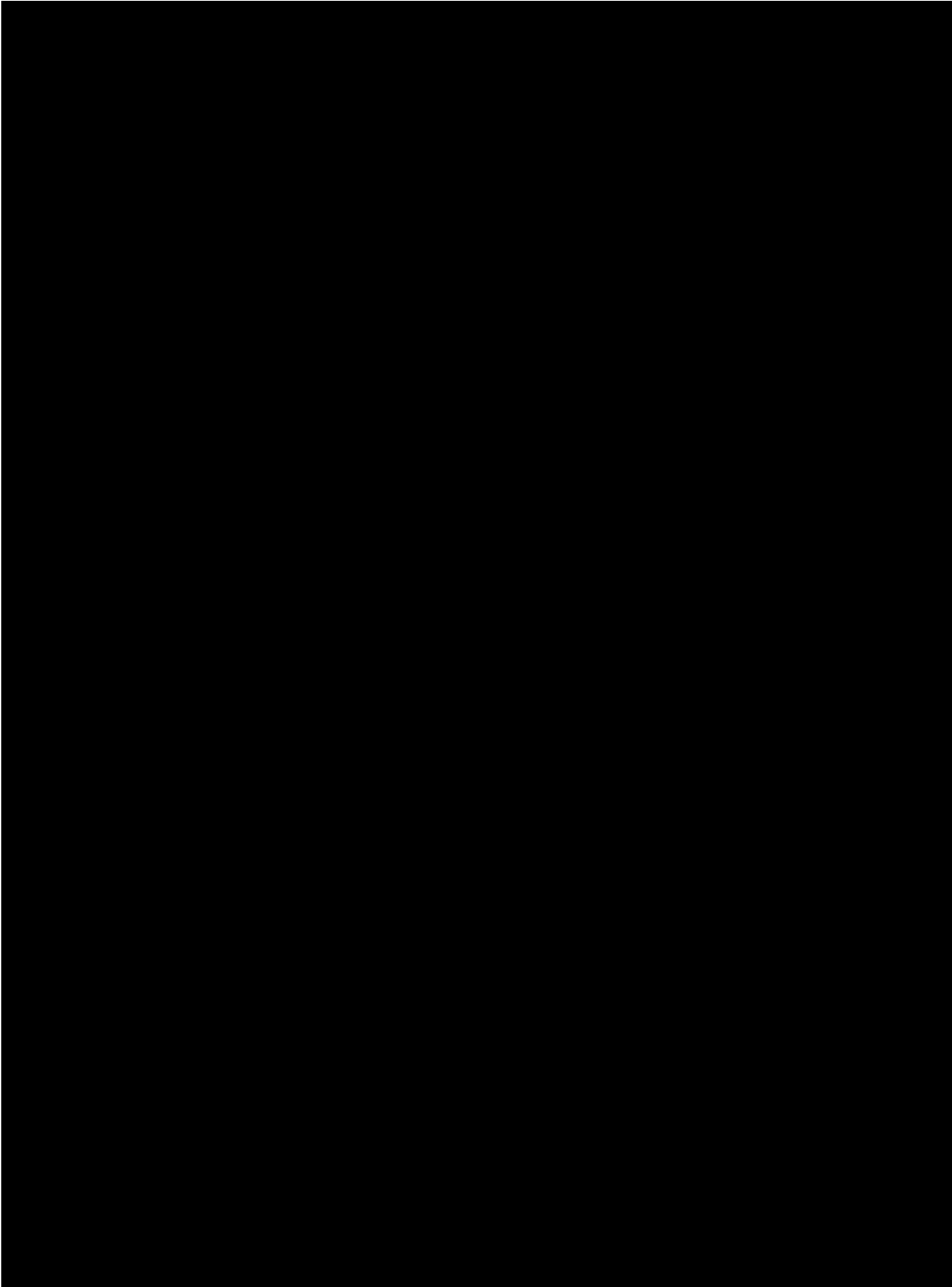
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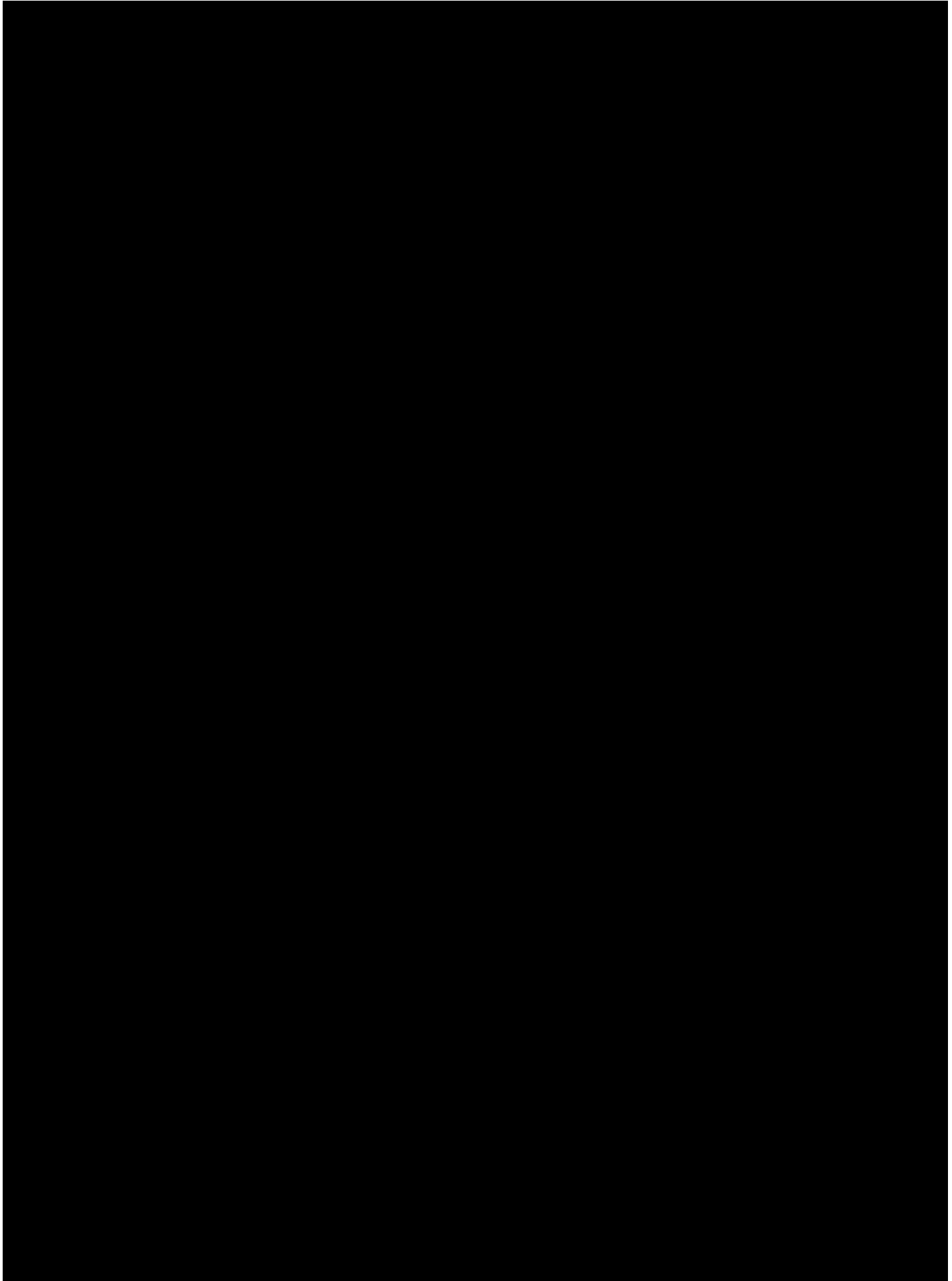
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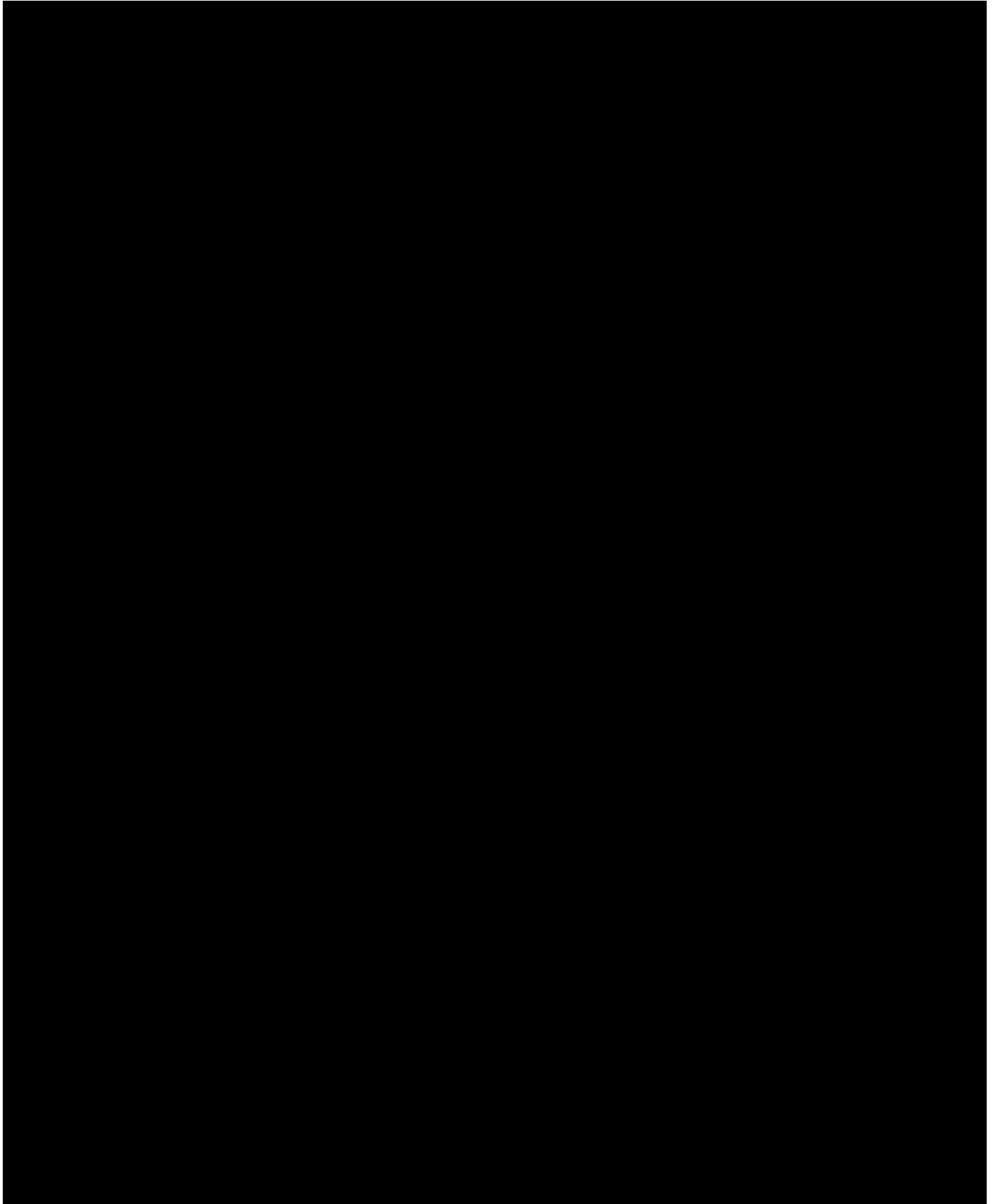
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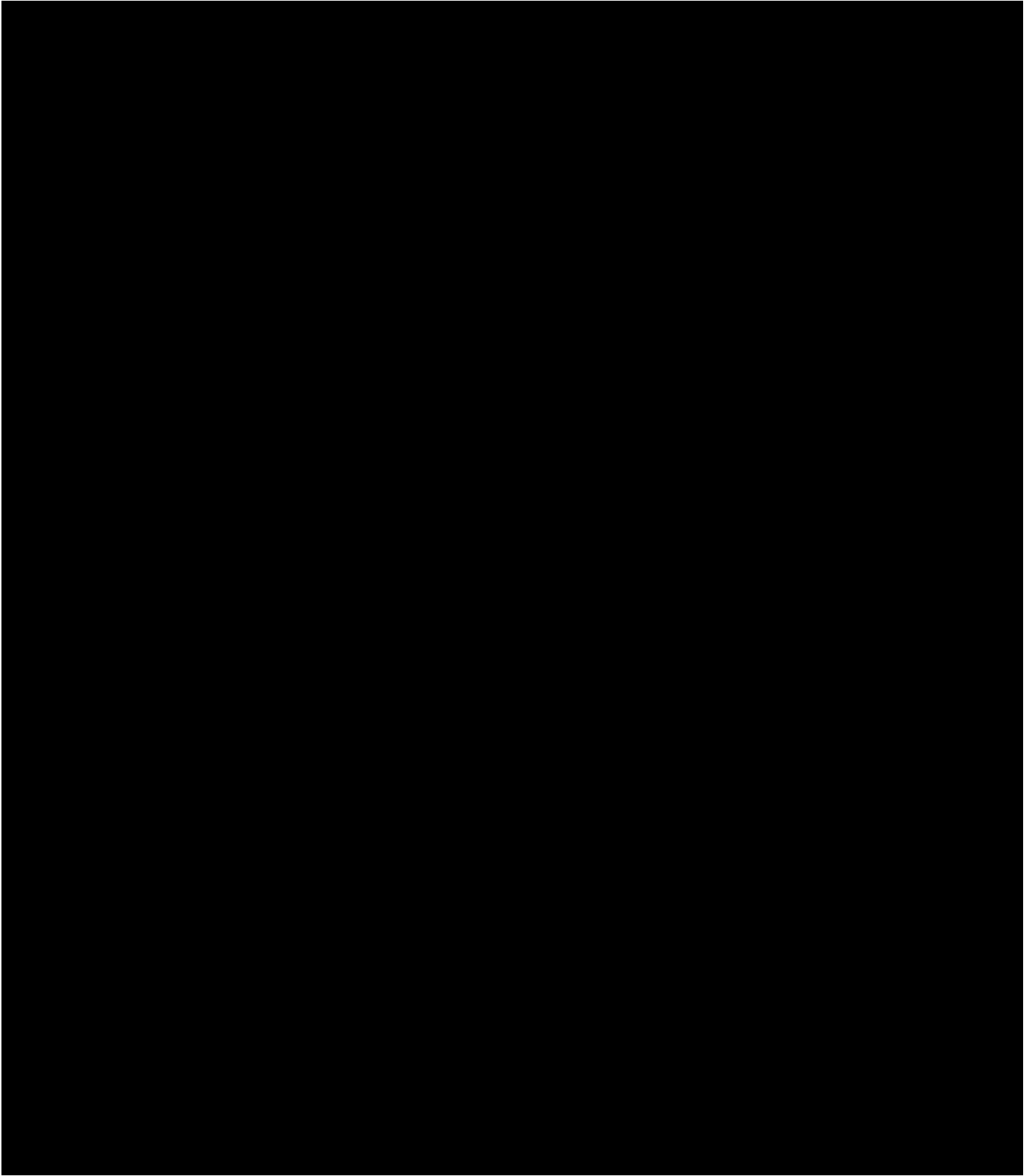
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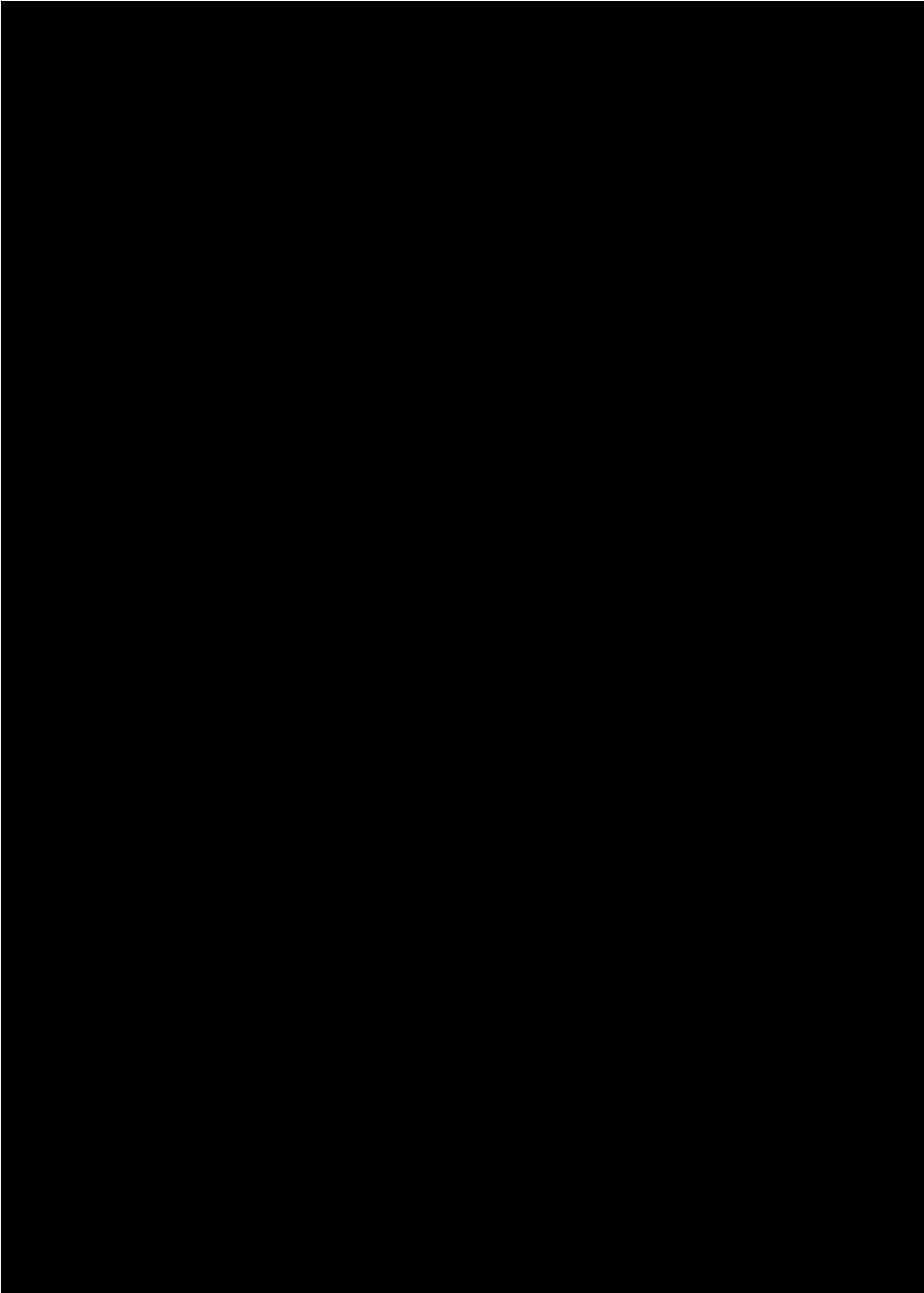
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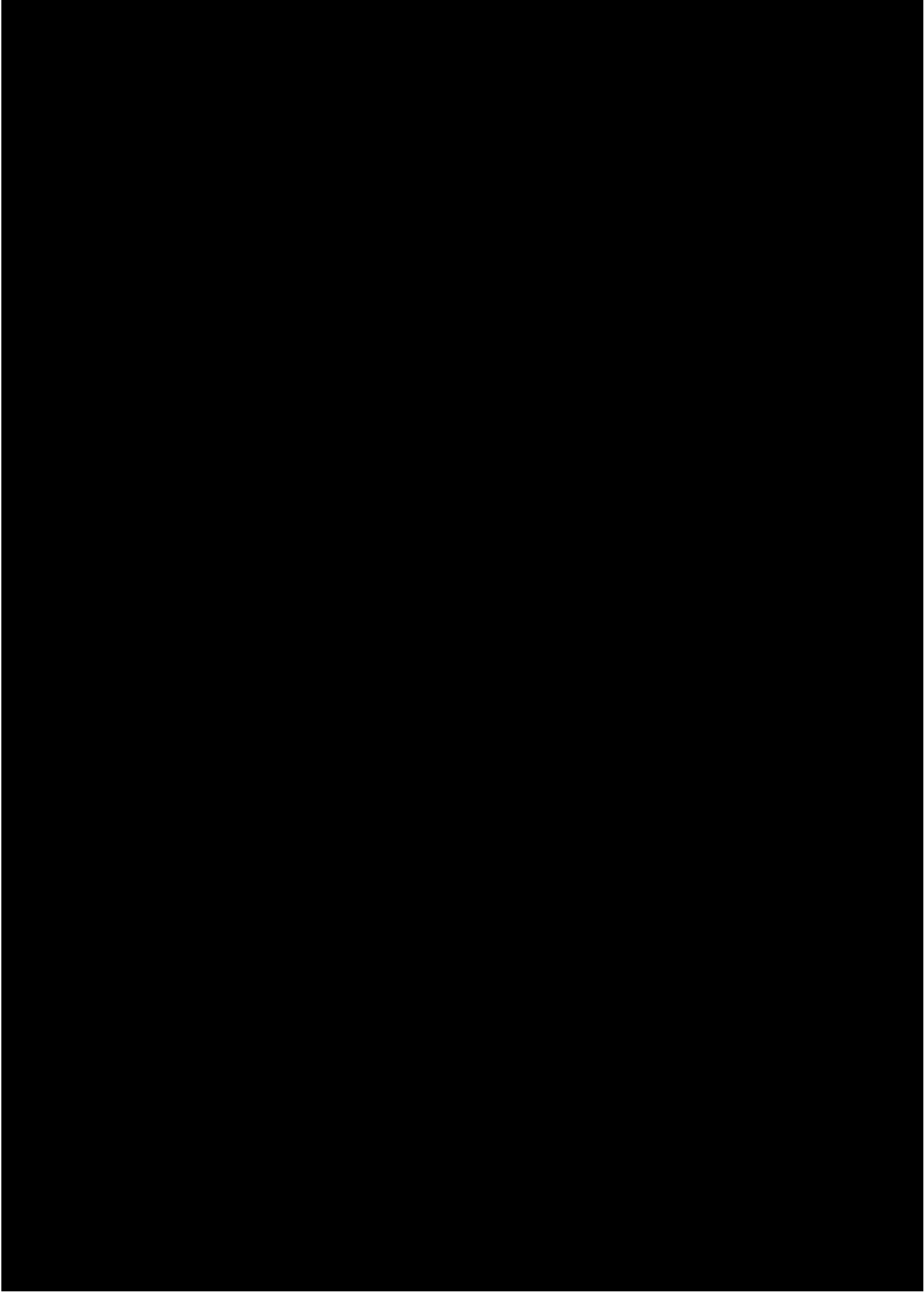
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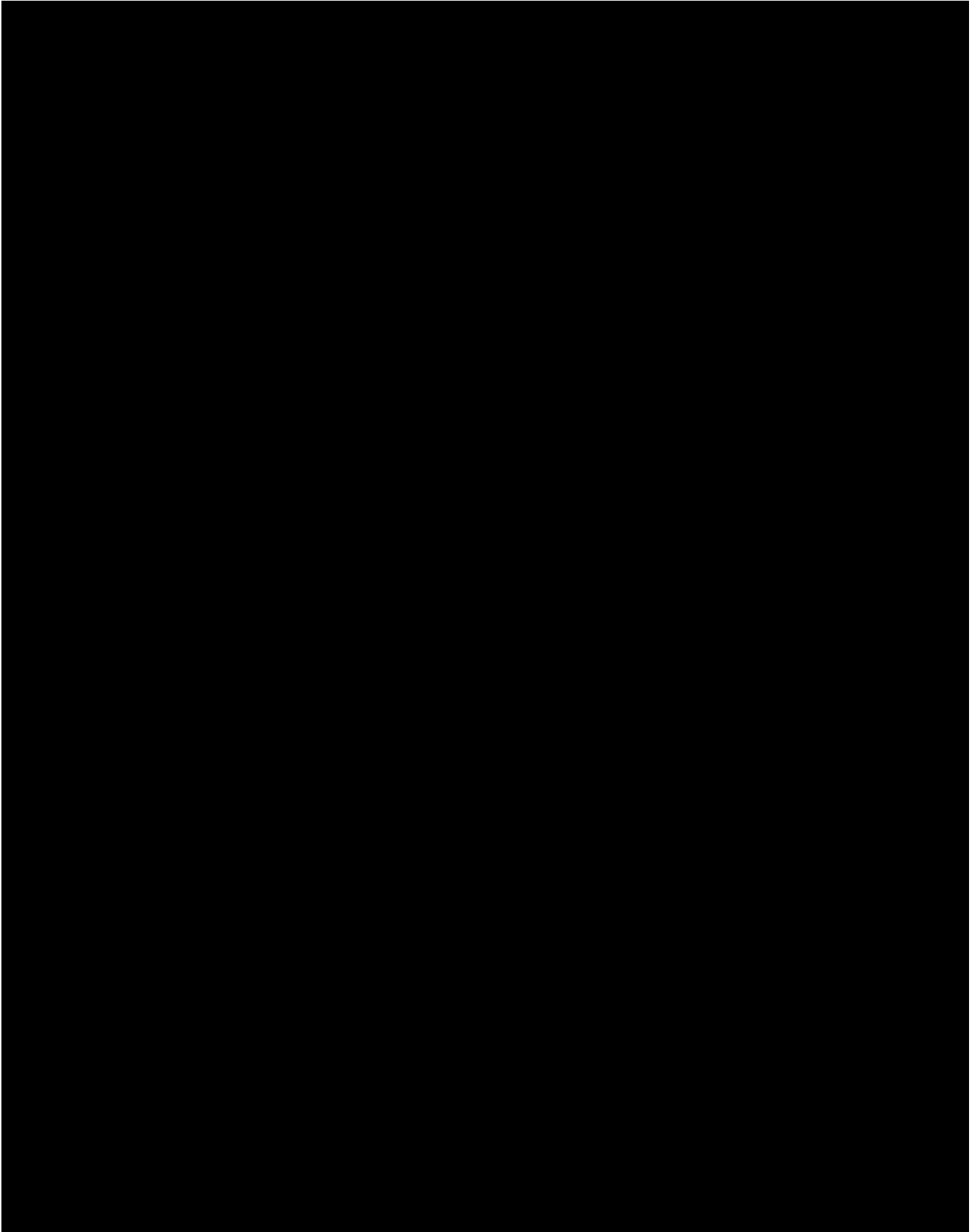
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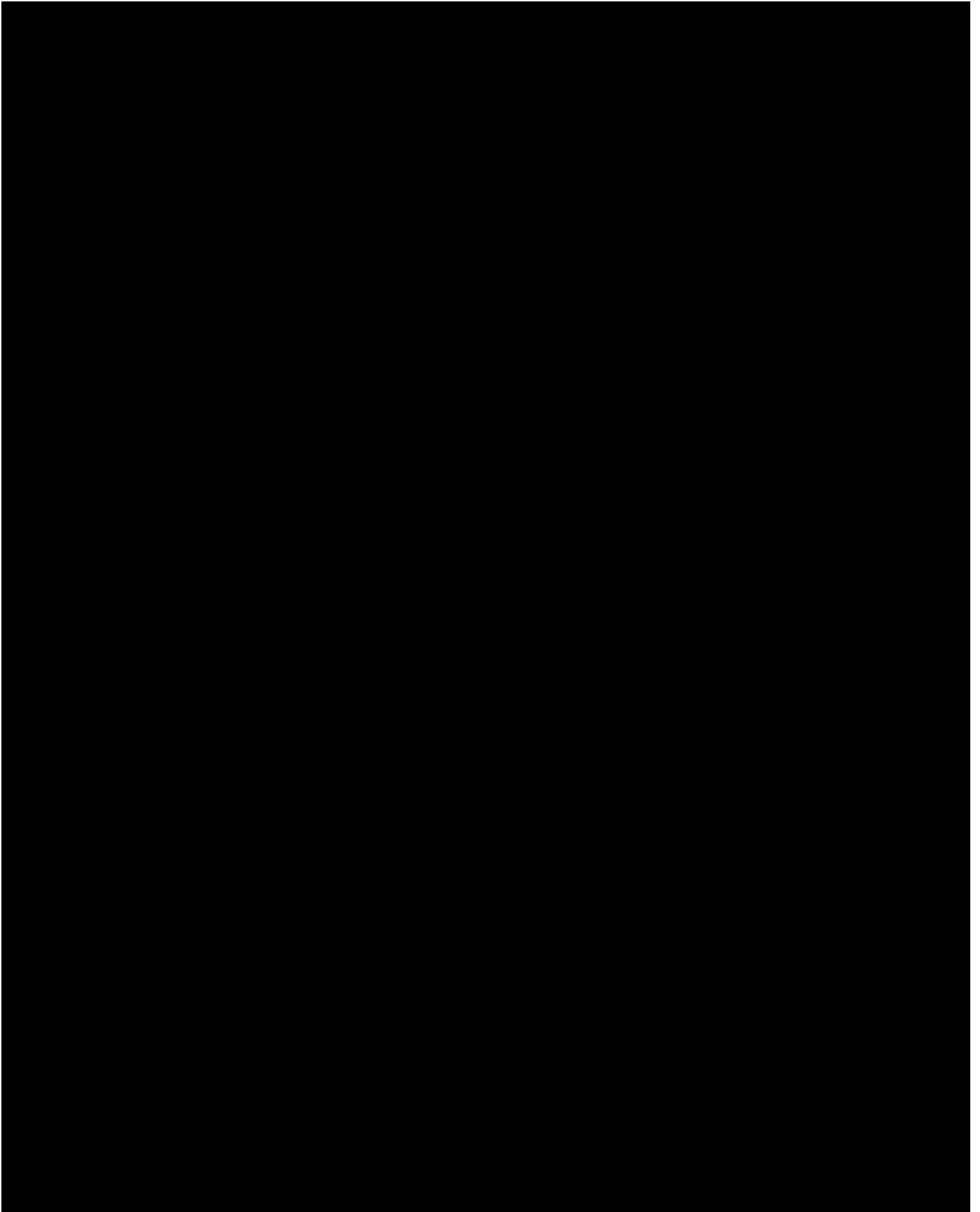
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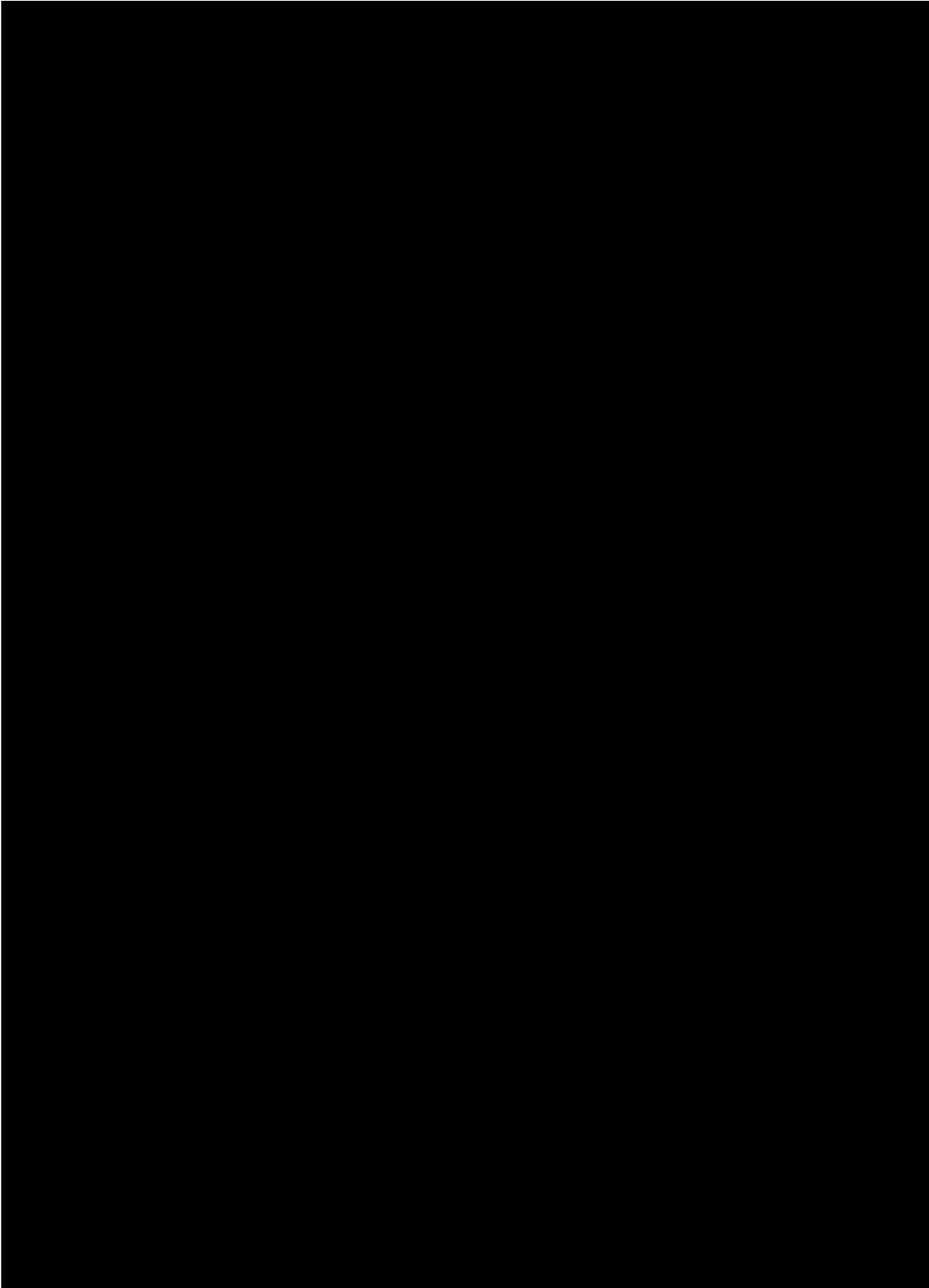
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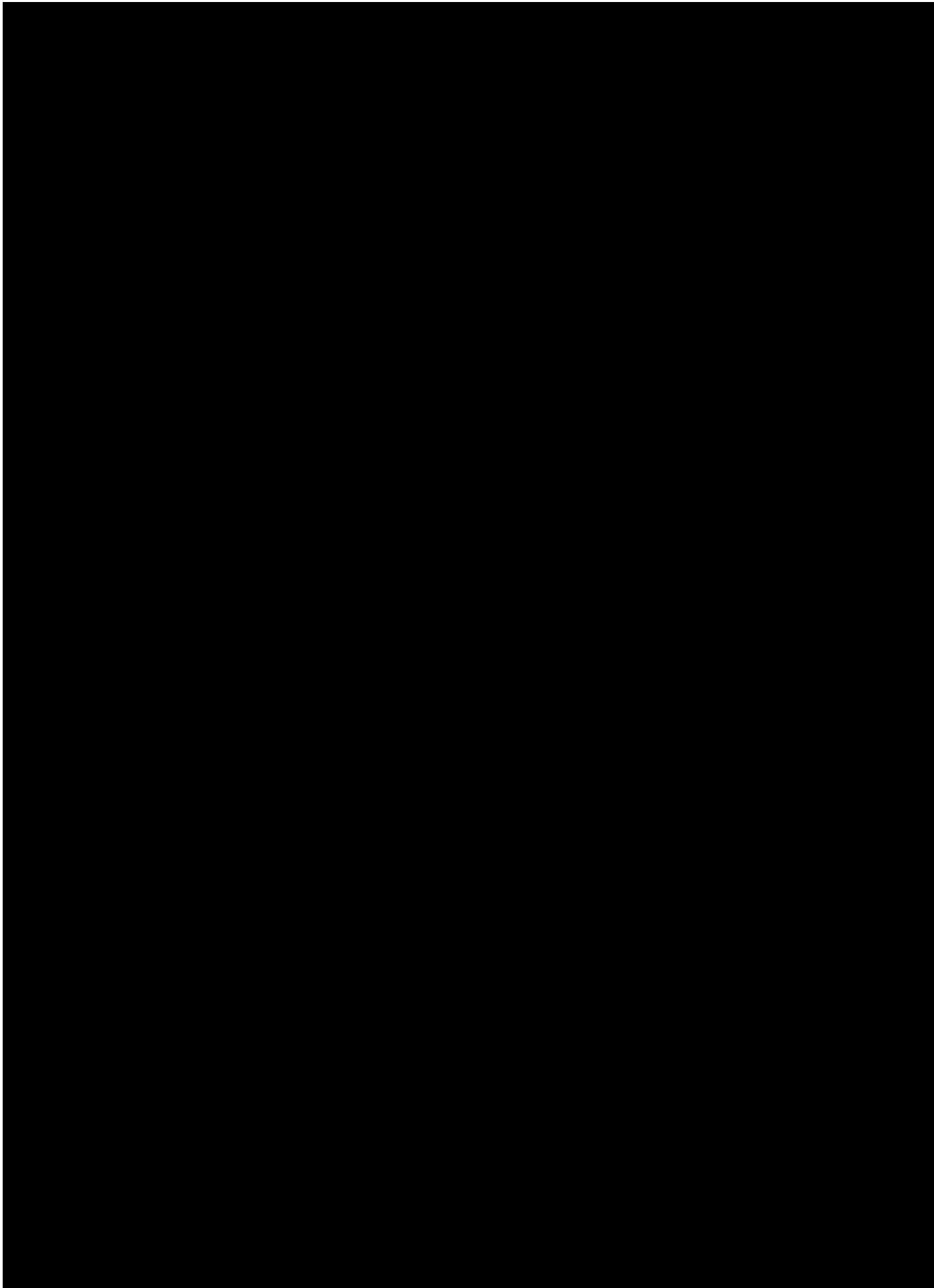
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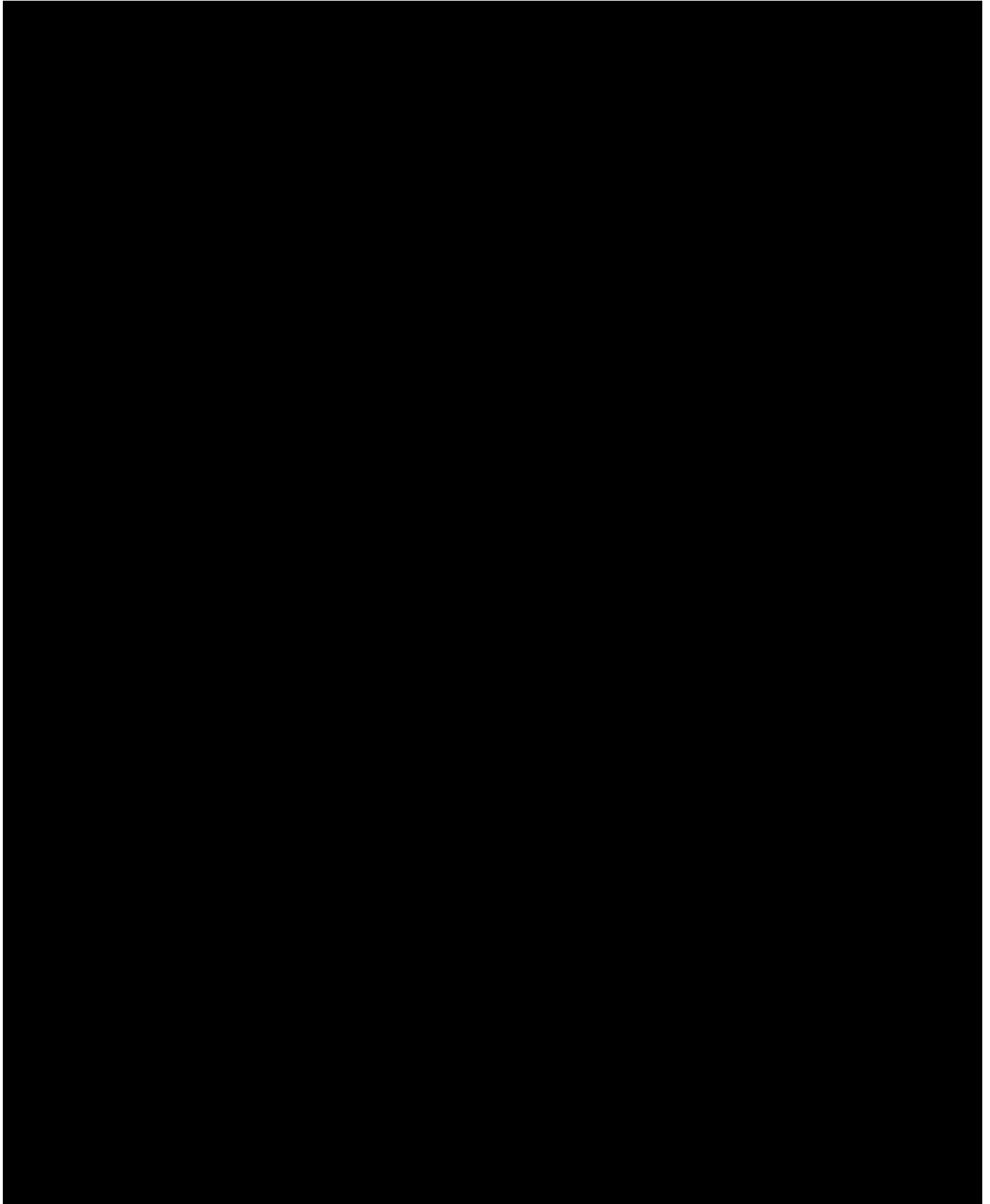
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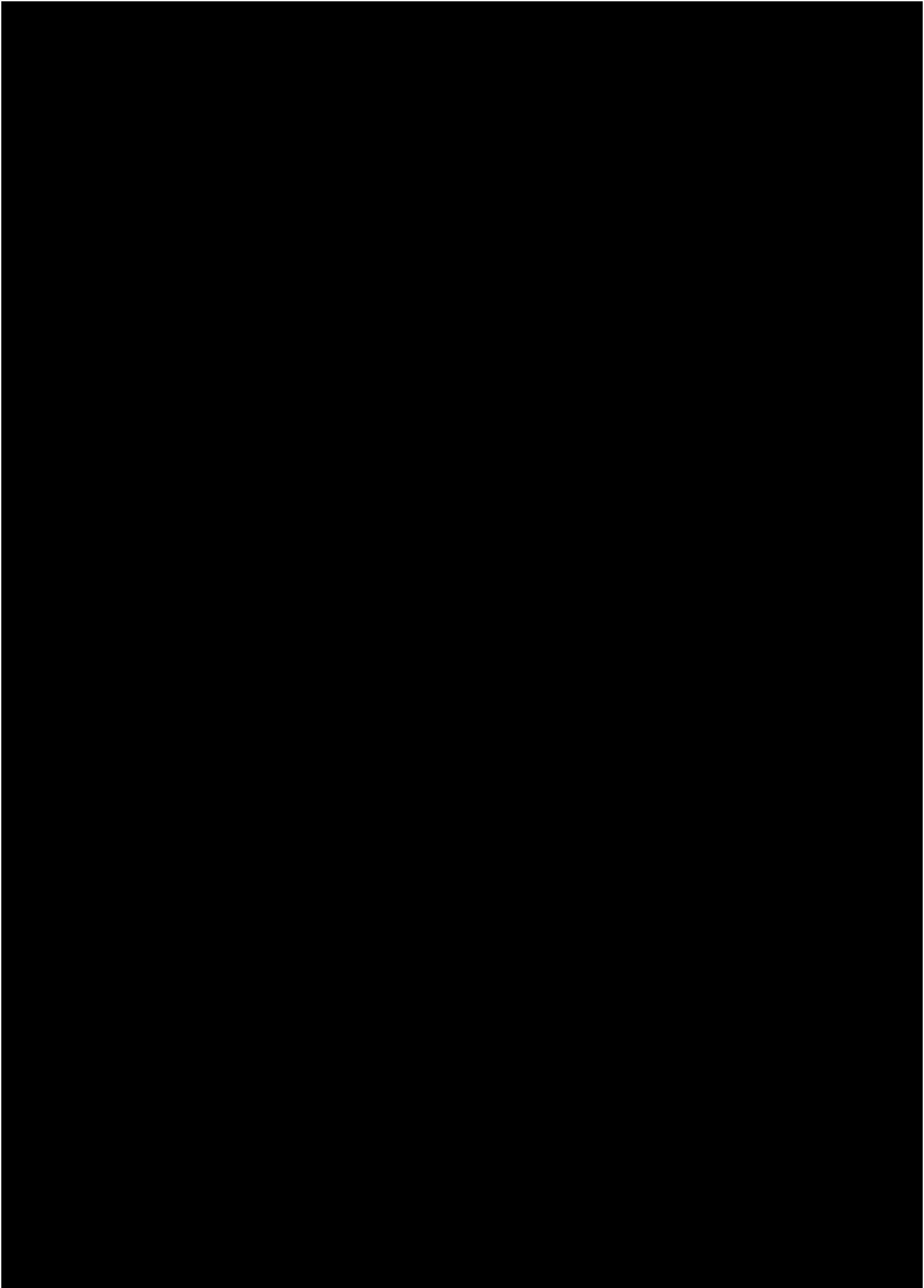
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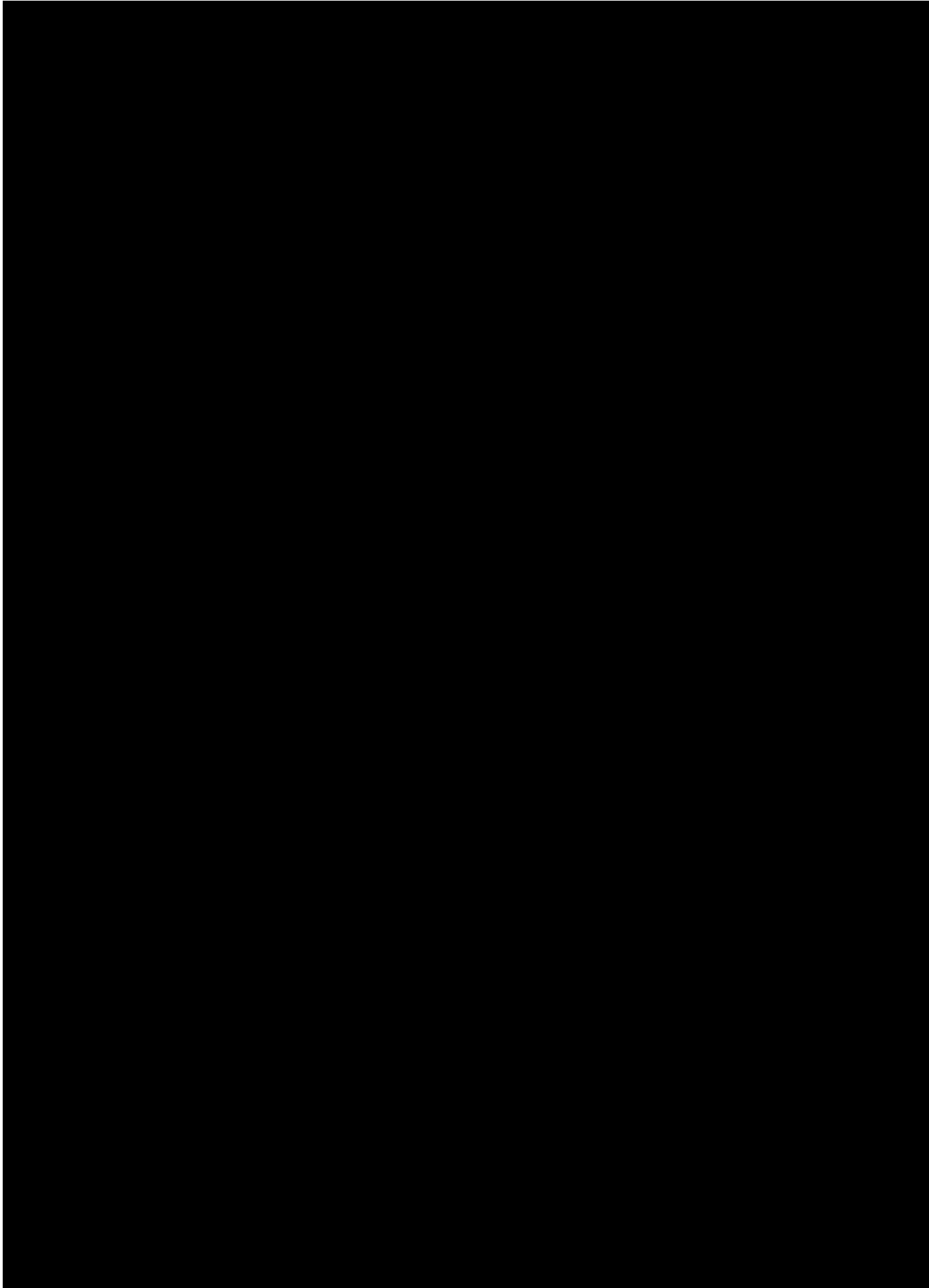
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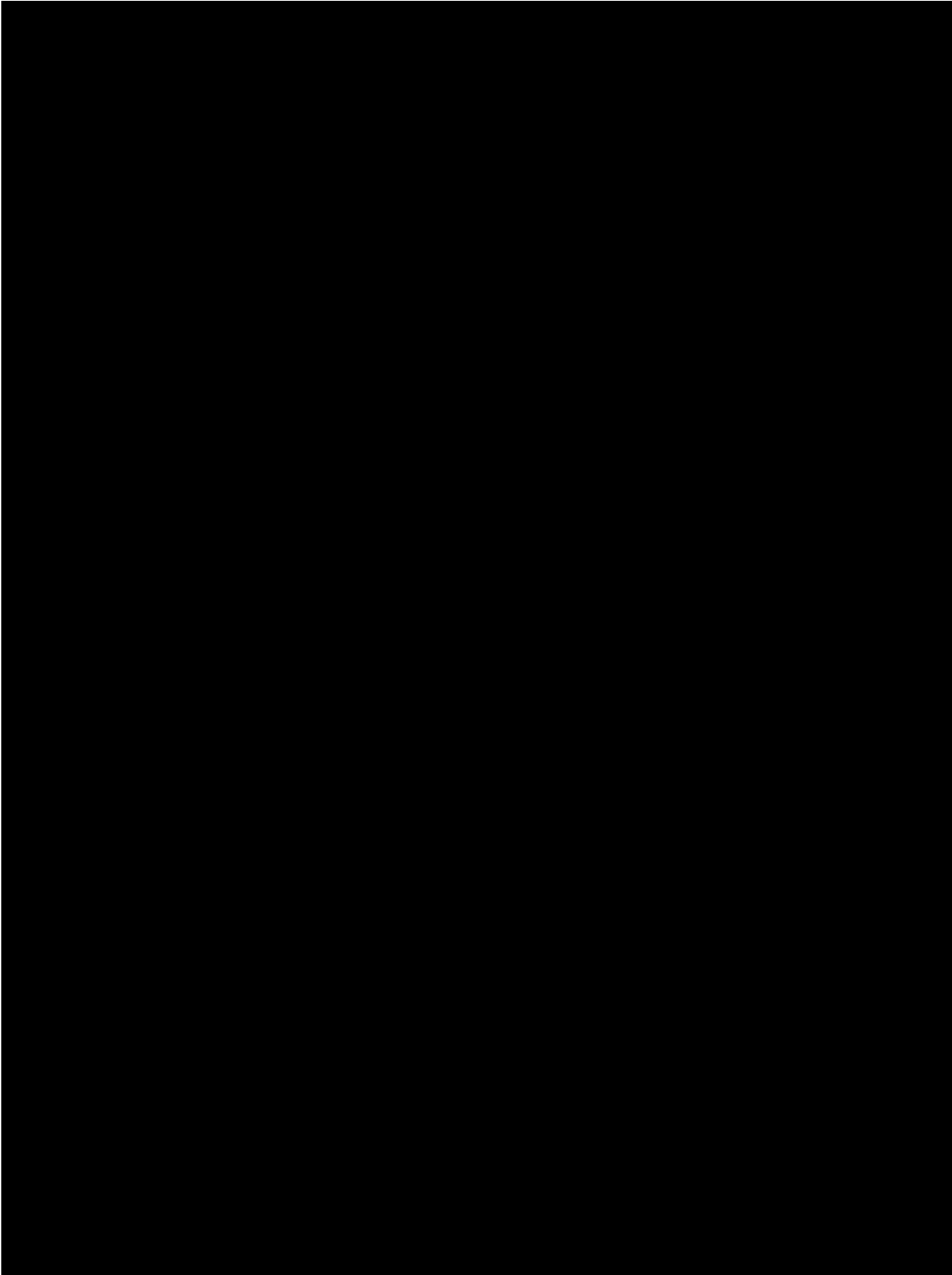
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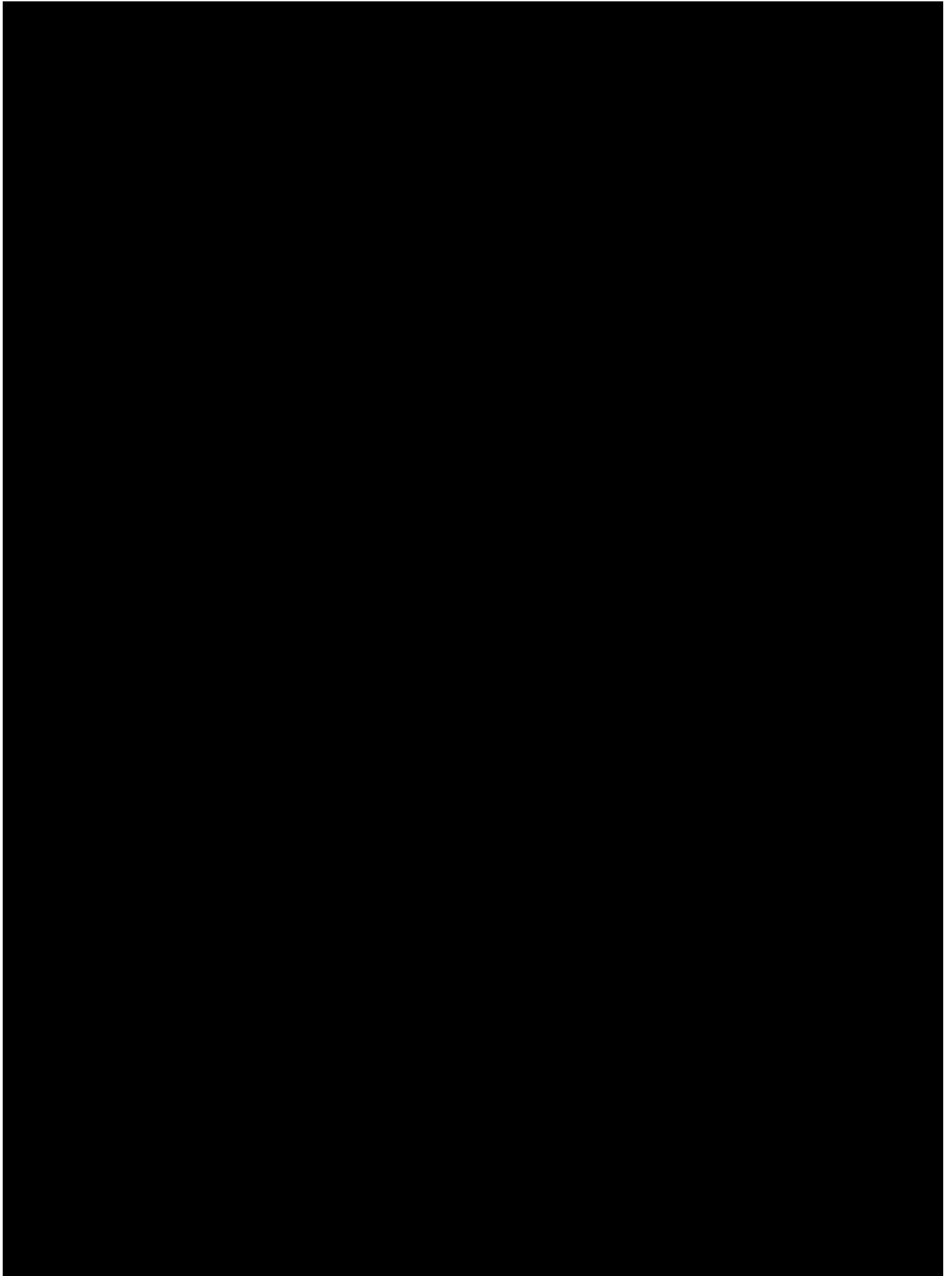
Pricing Schedule for the Shell & Core Works



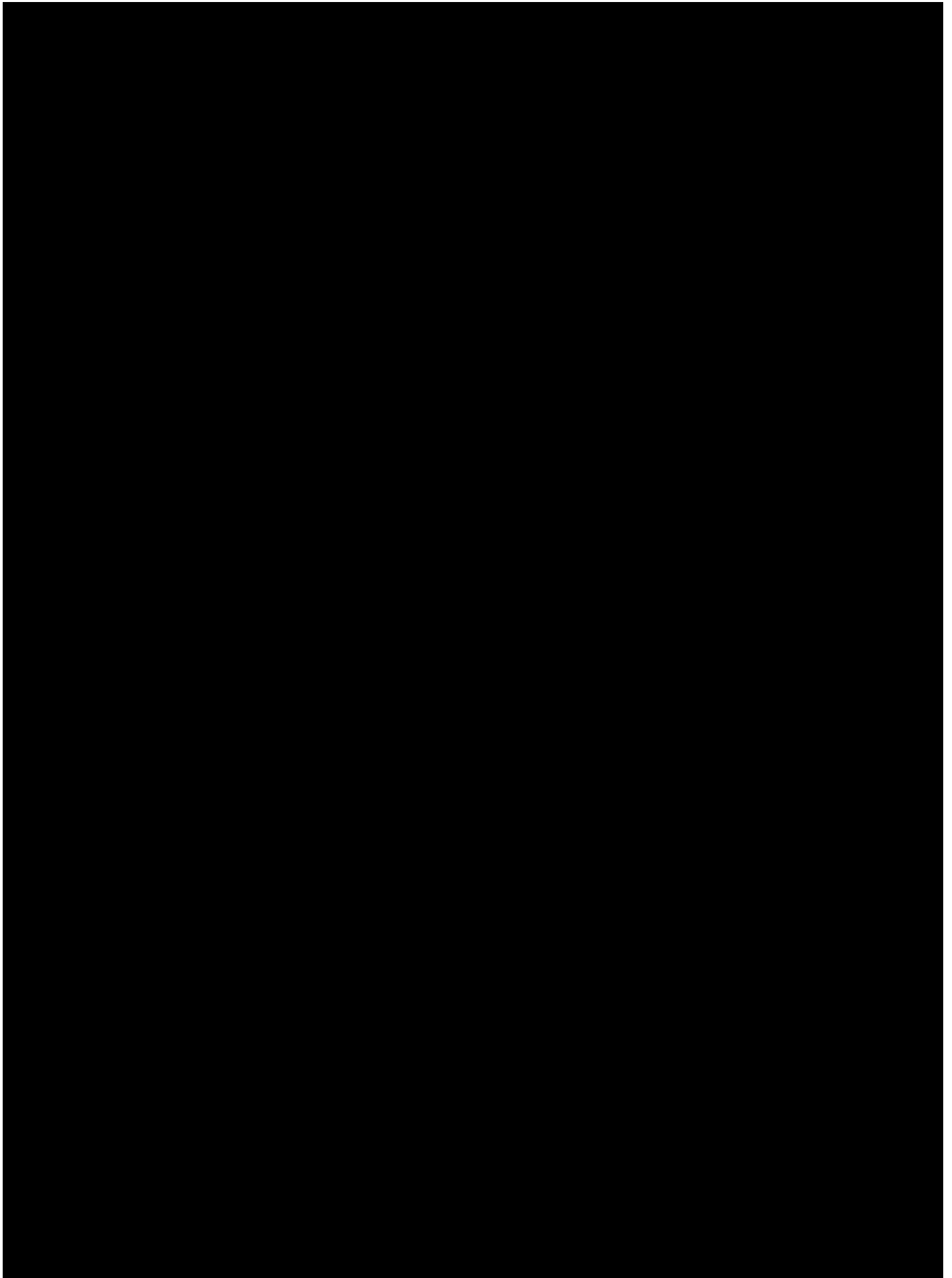
Pricing Schedule for the Shell & Core Works



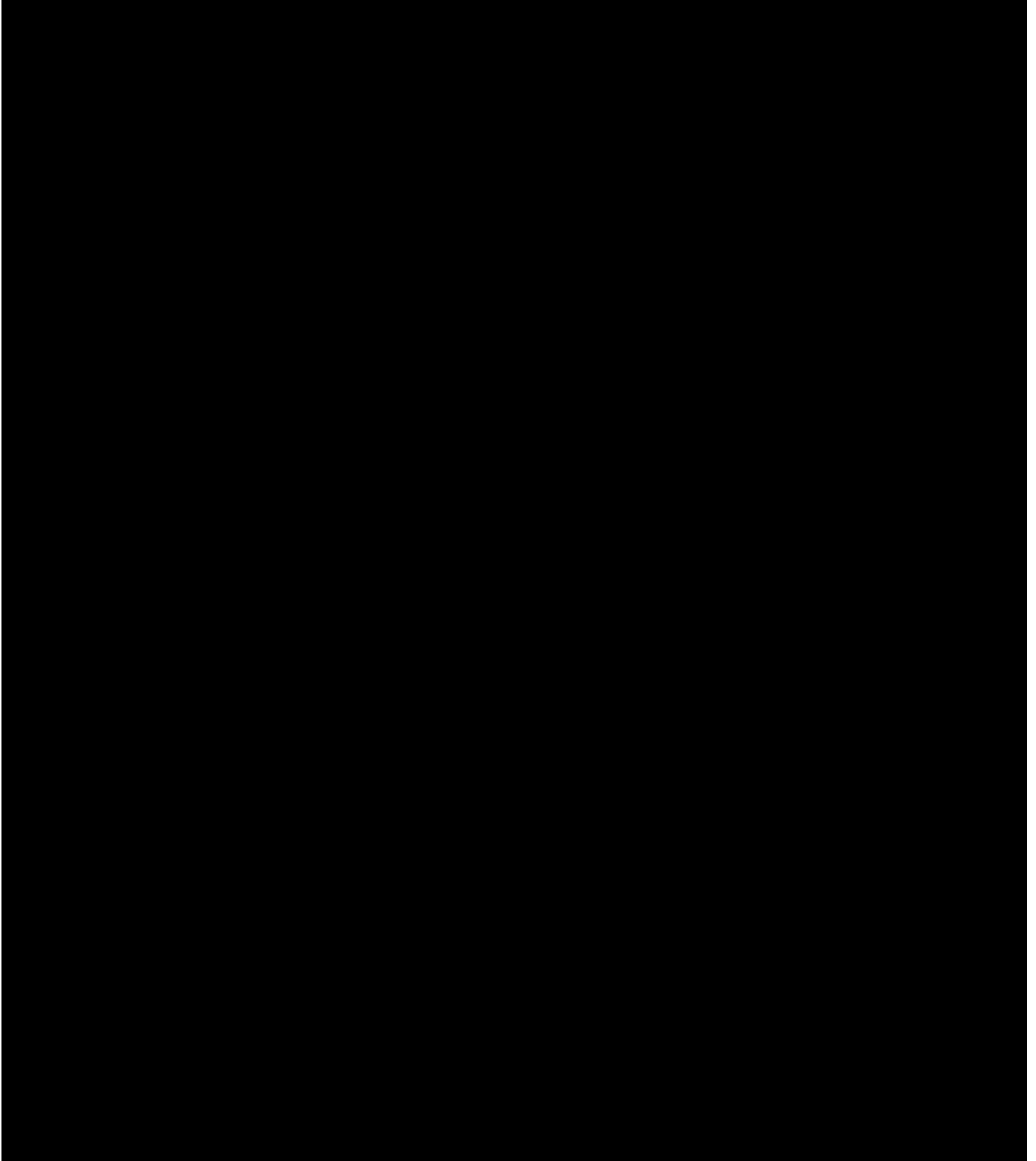
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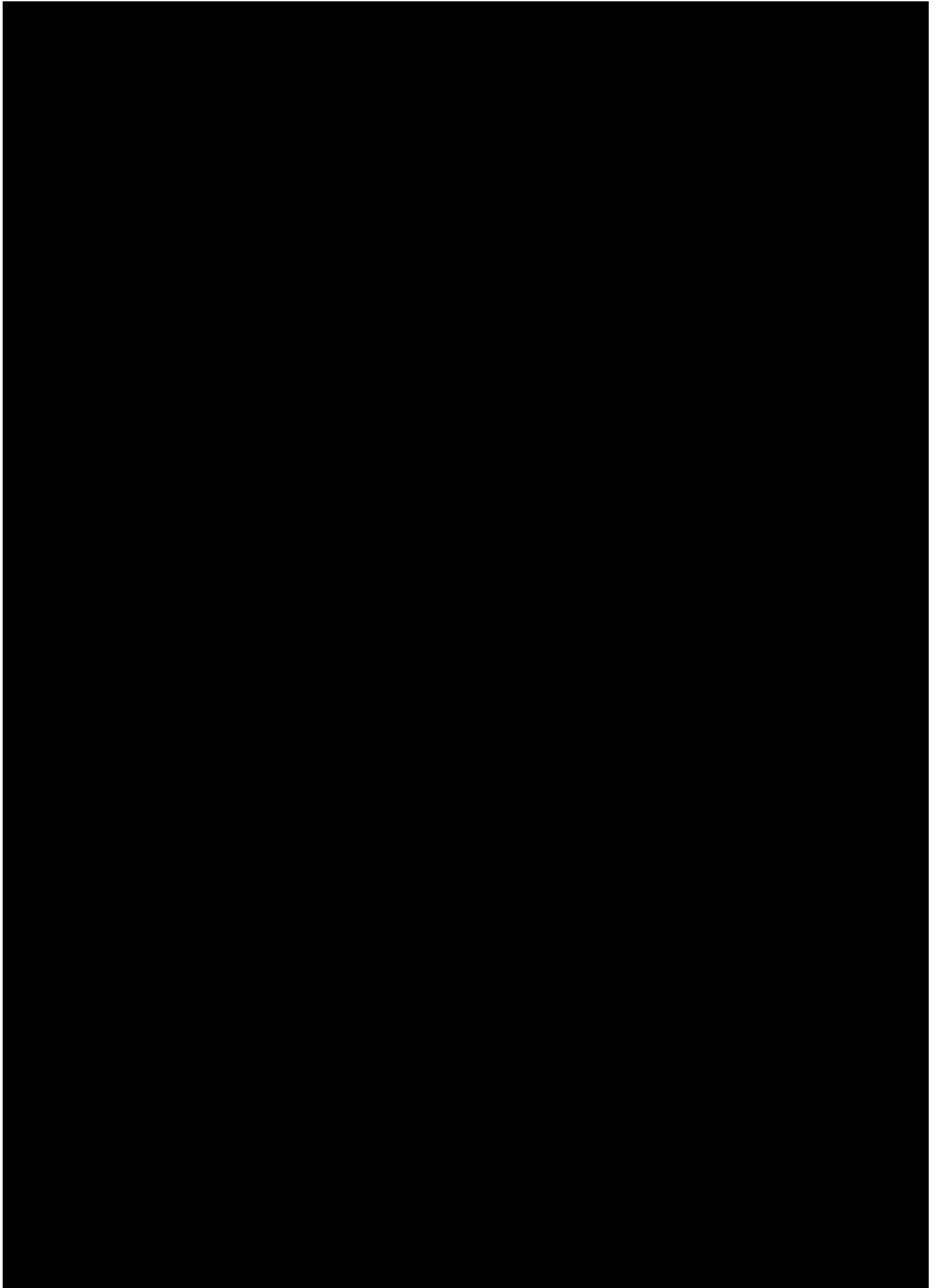
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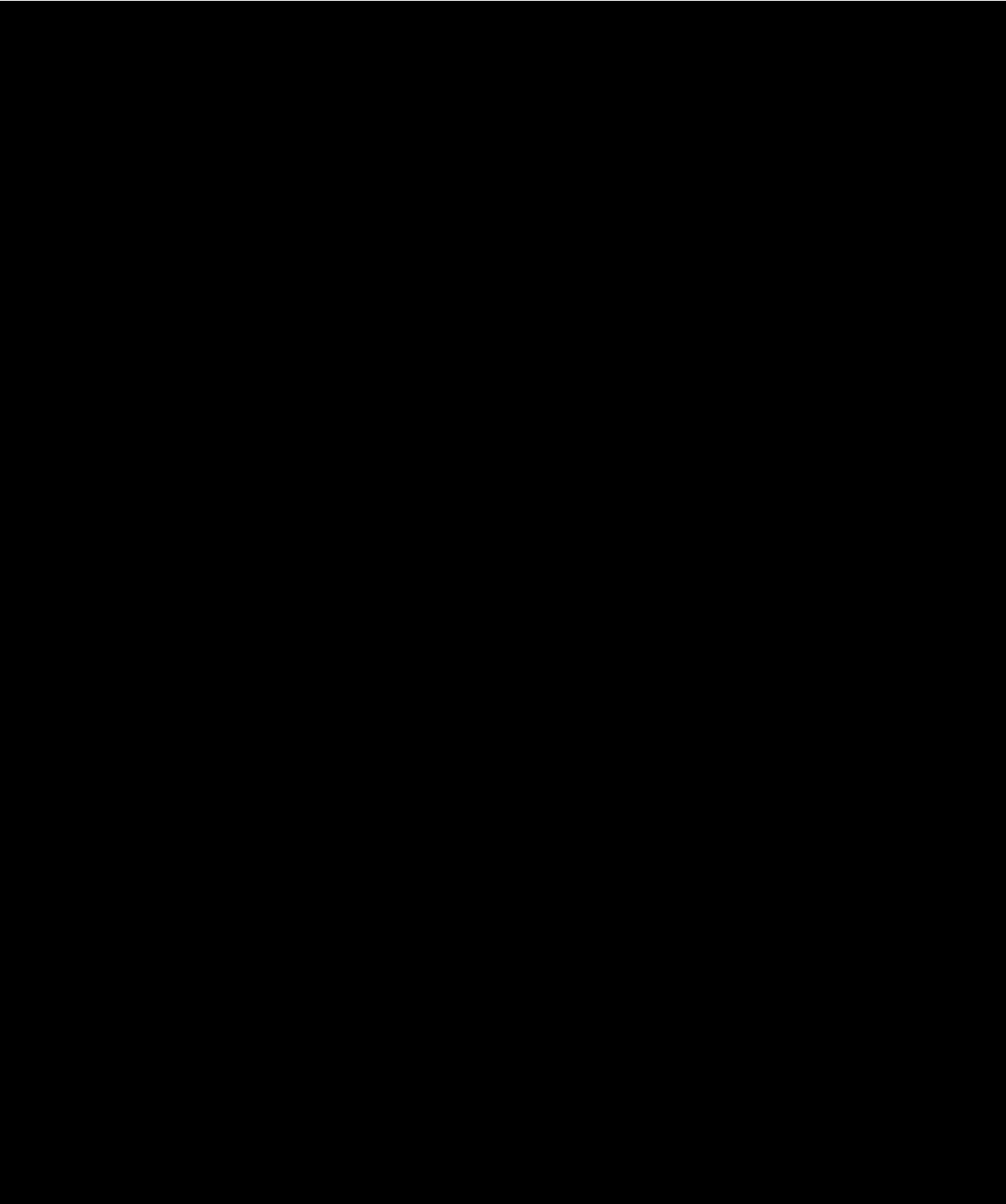


Pricing Schedule for the Shell & Core Works

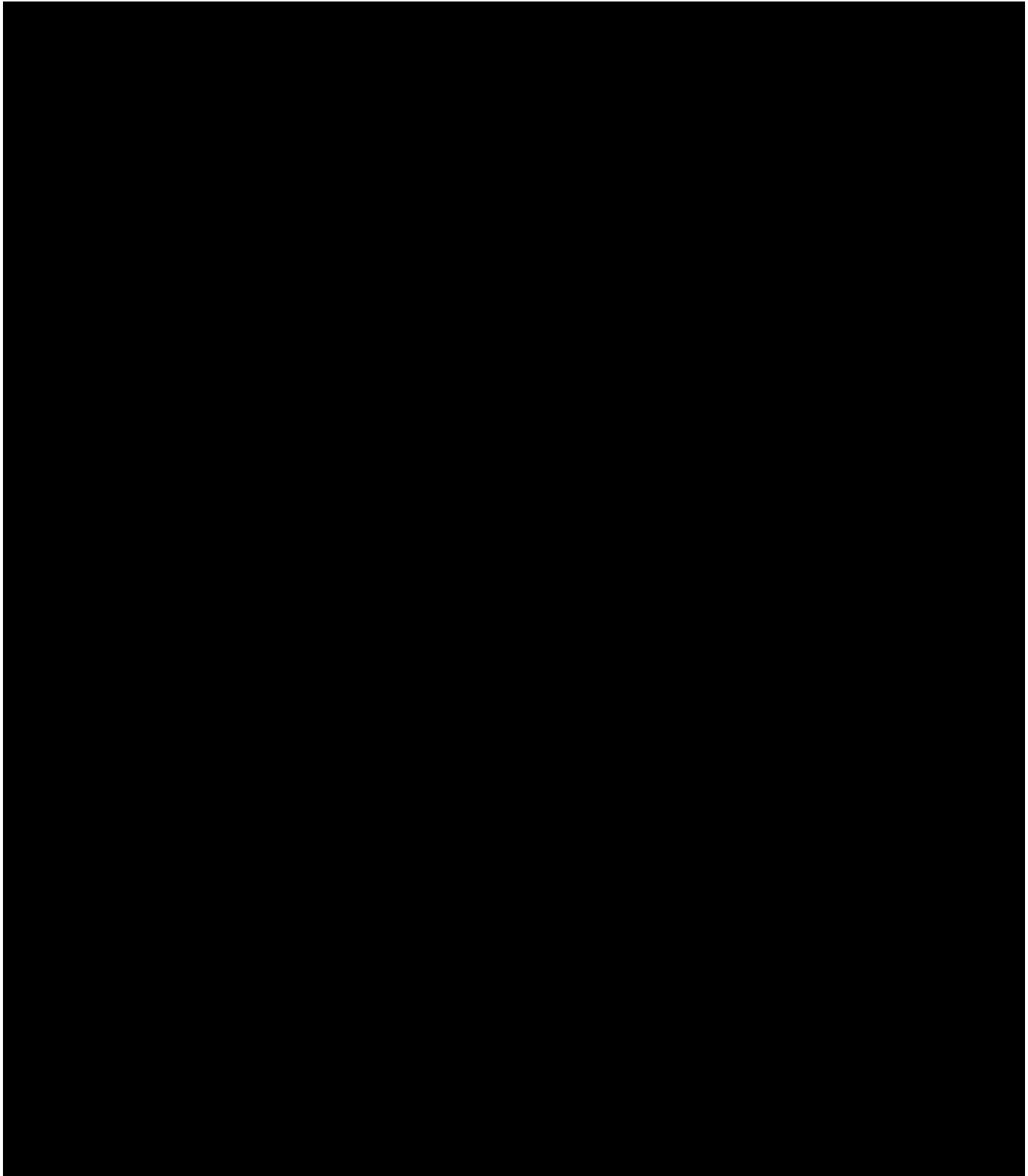


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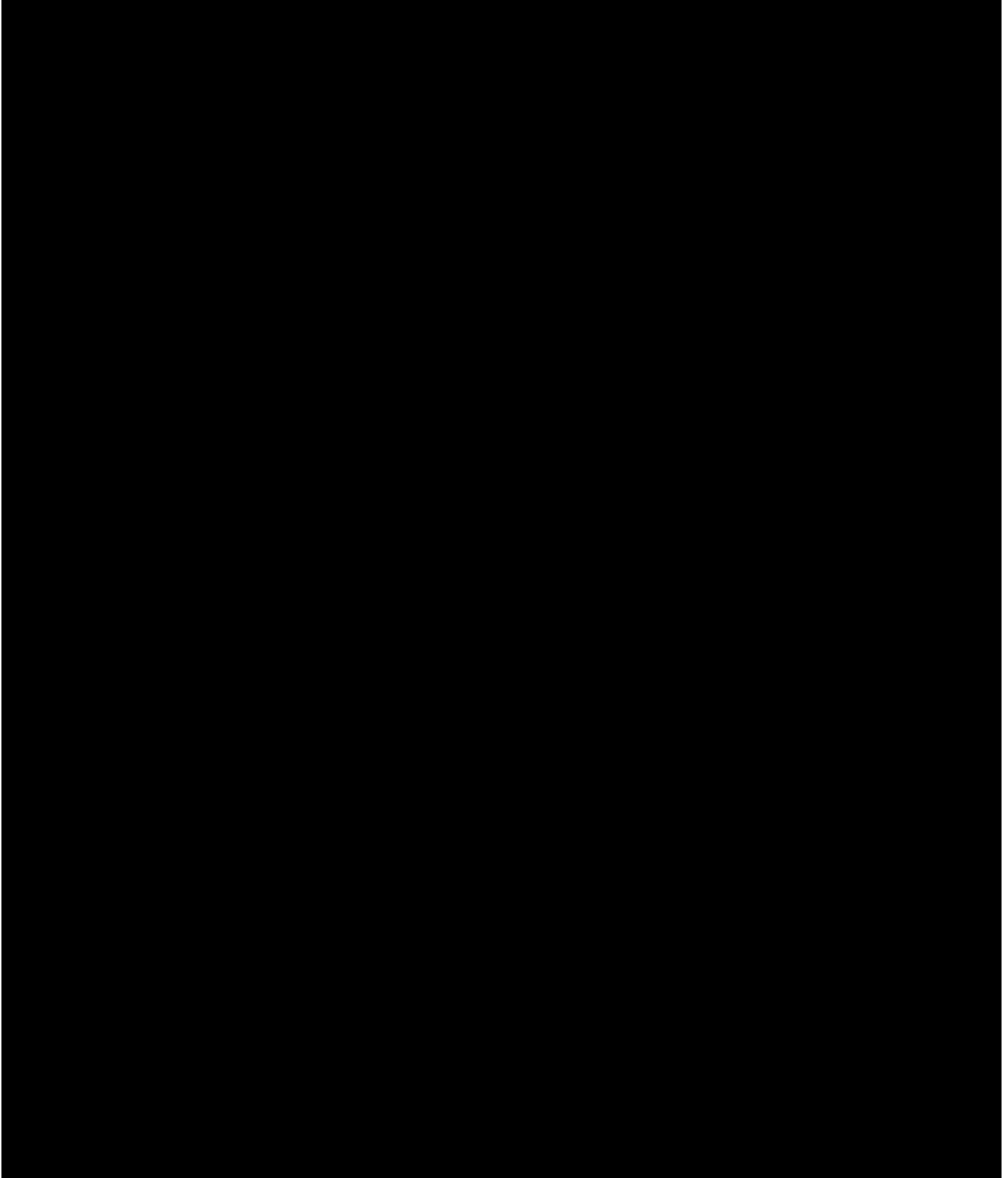




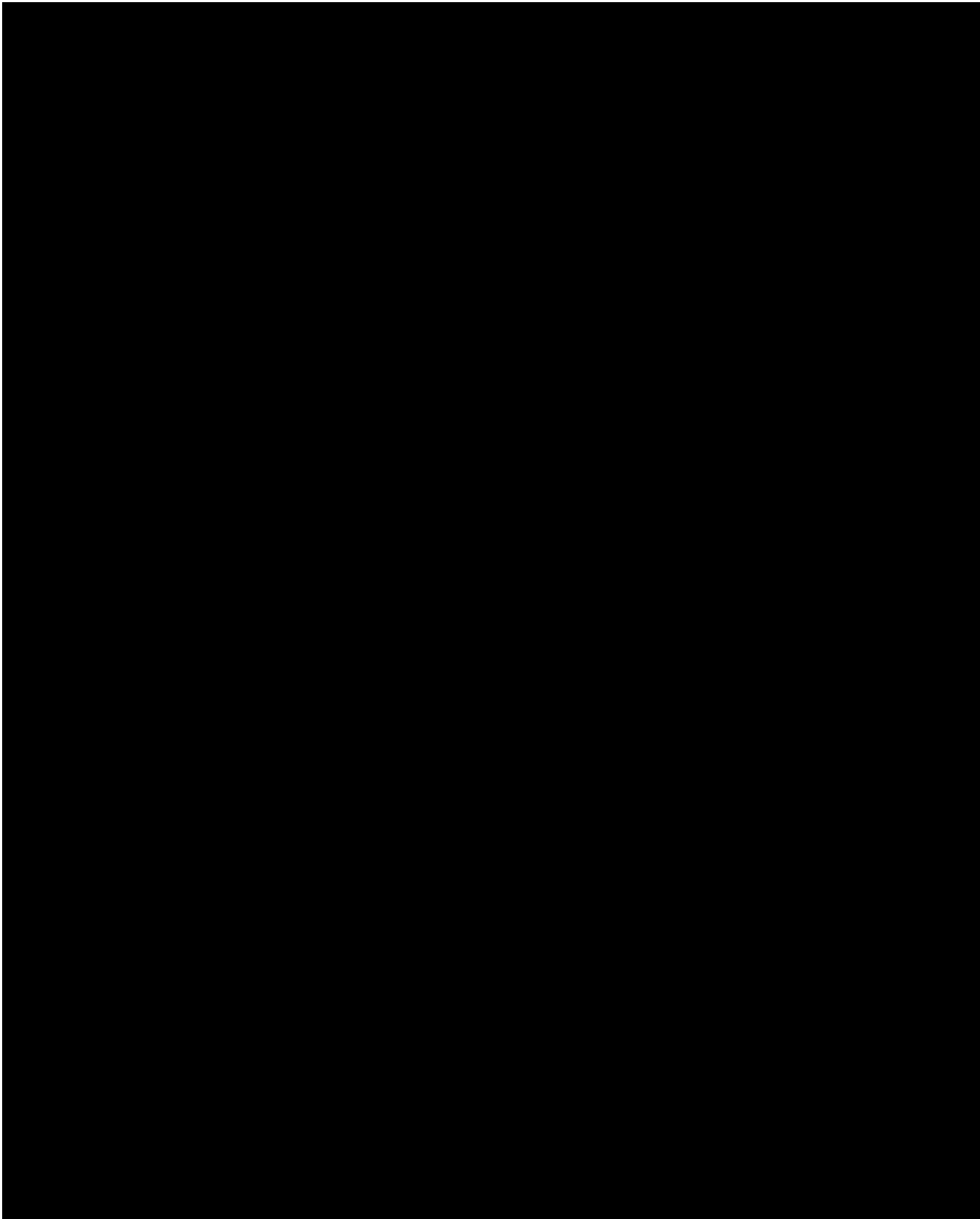
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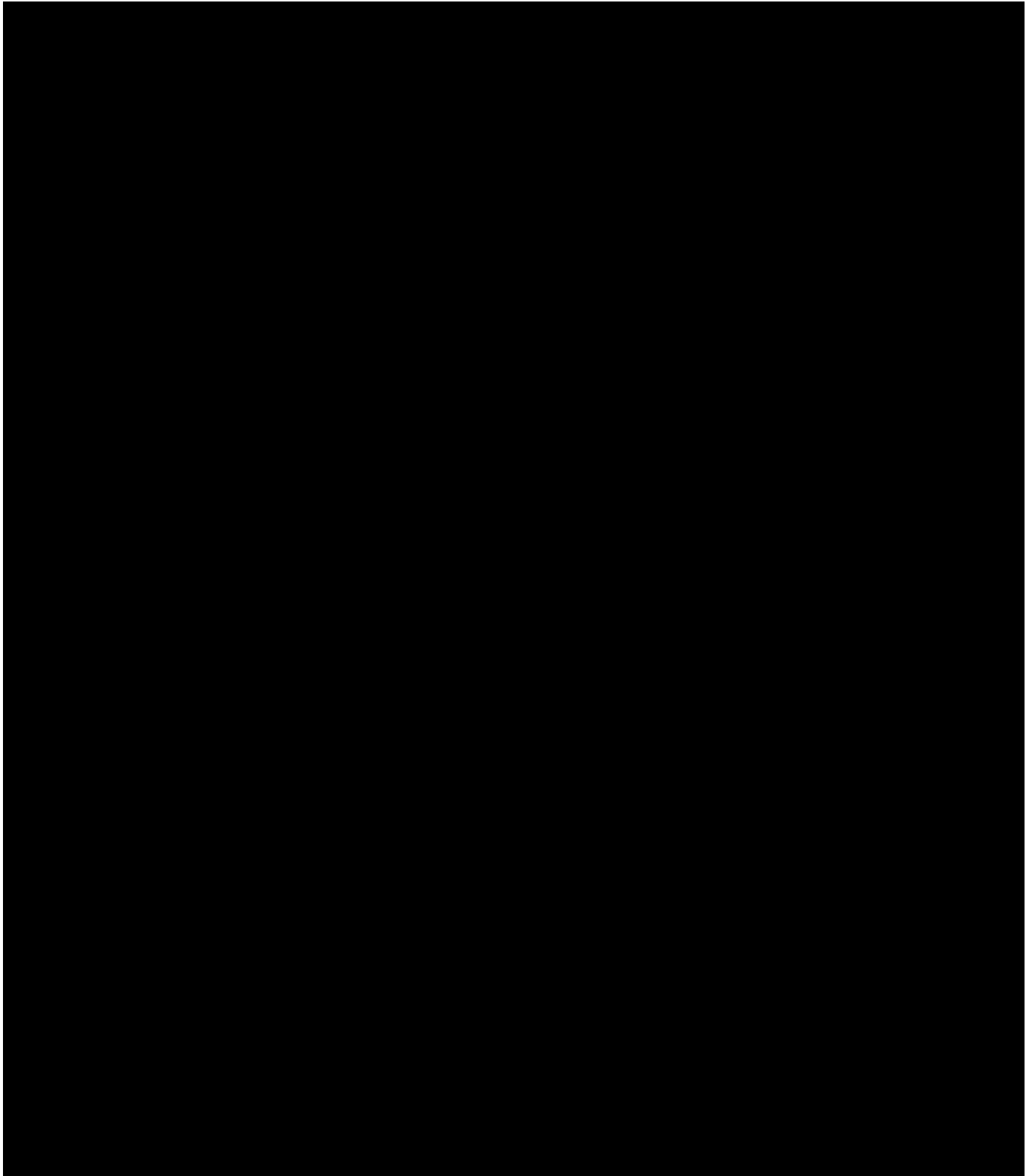
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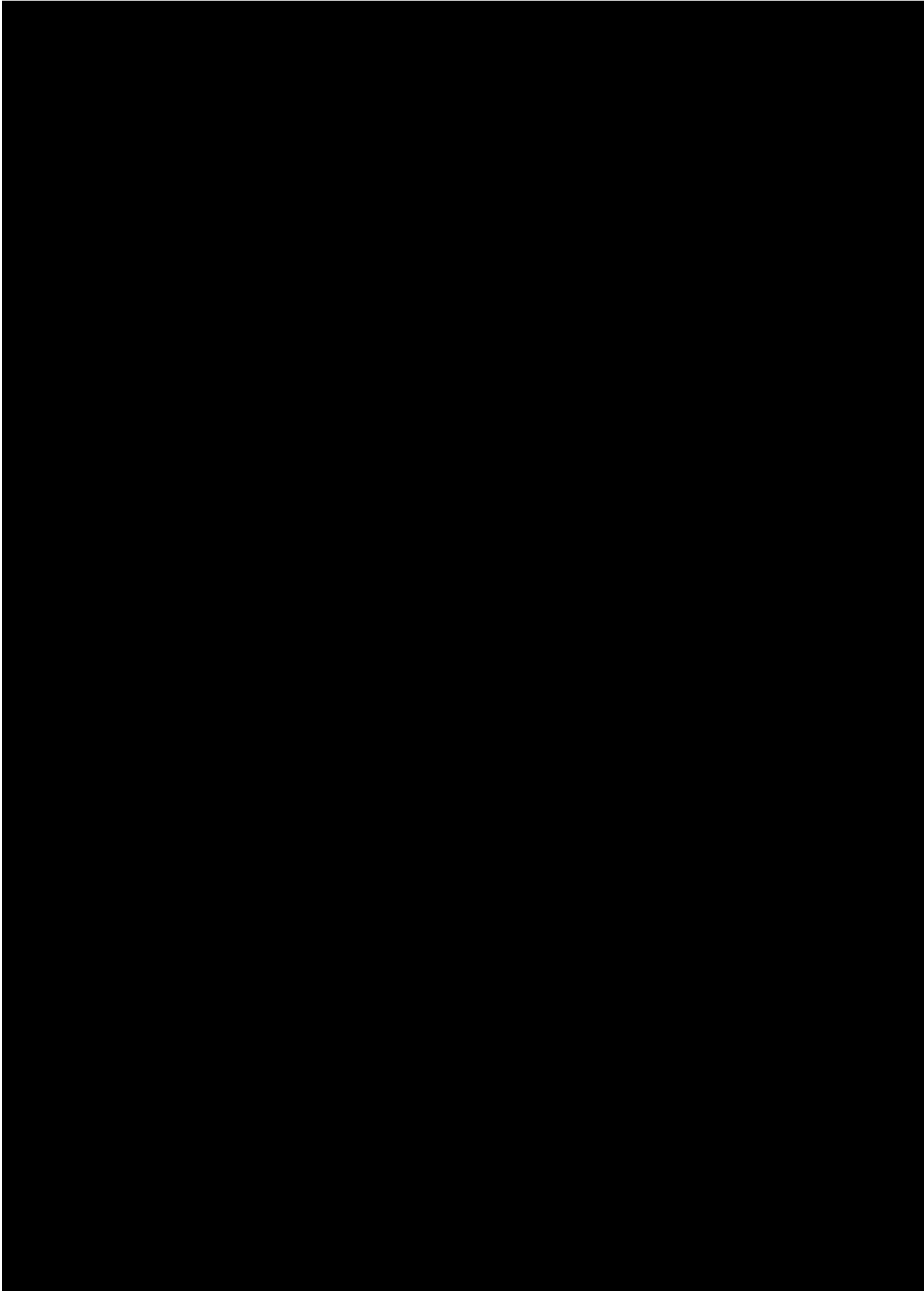
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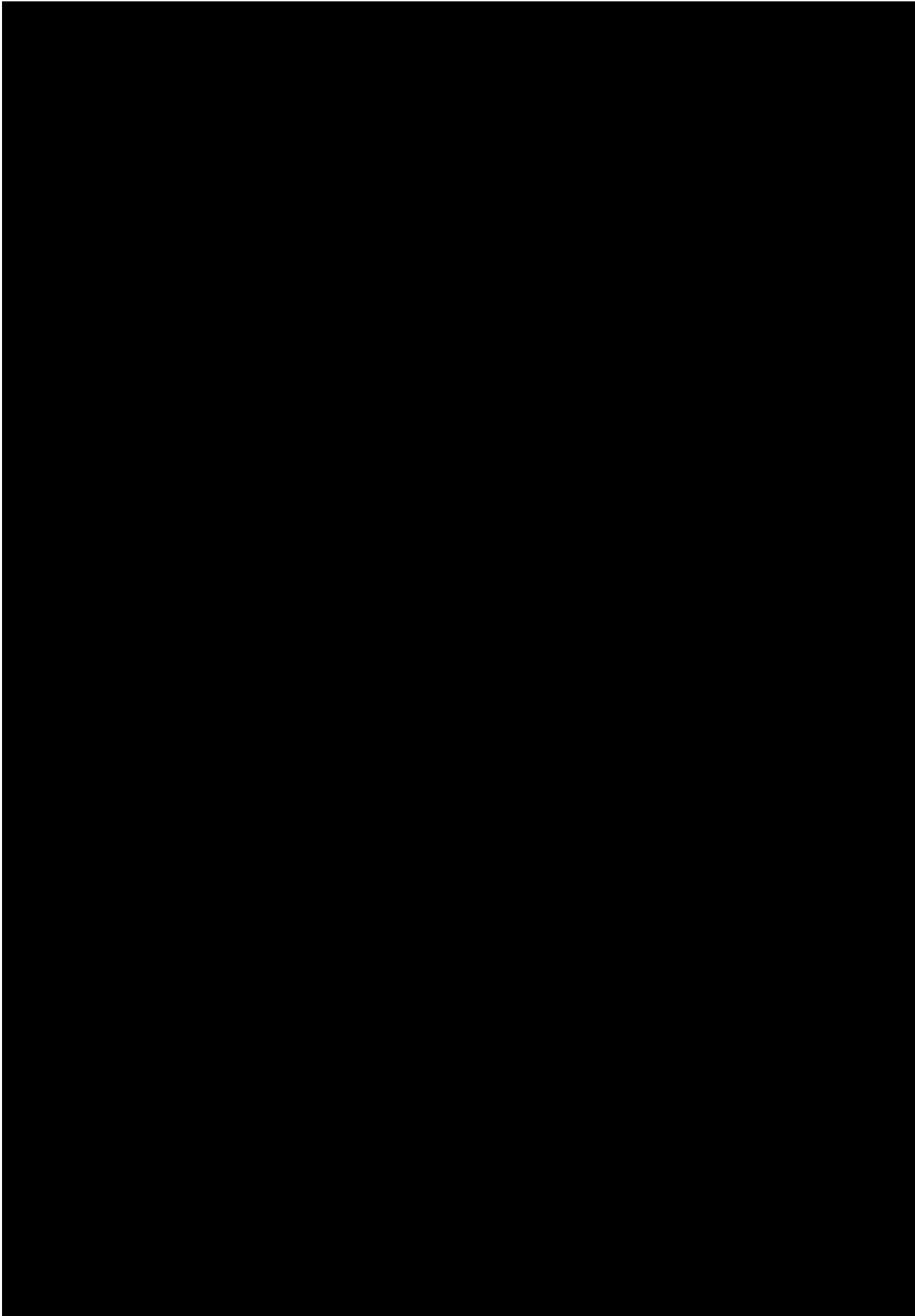
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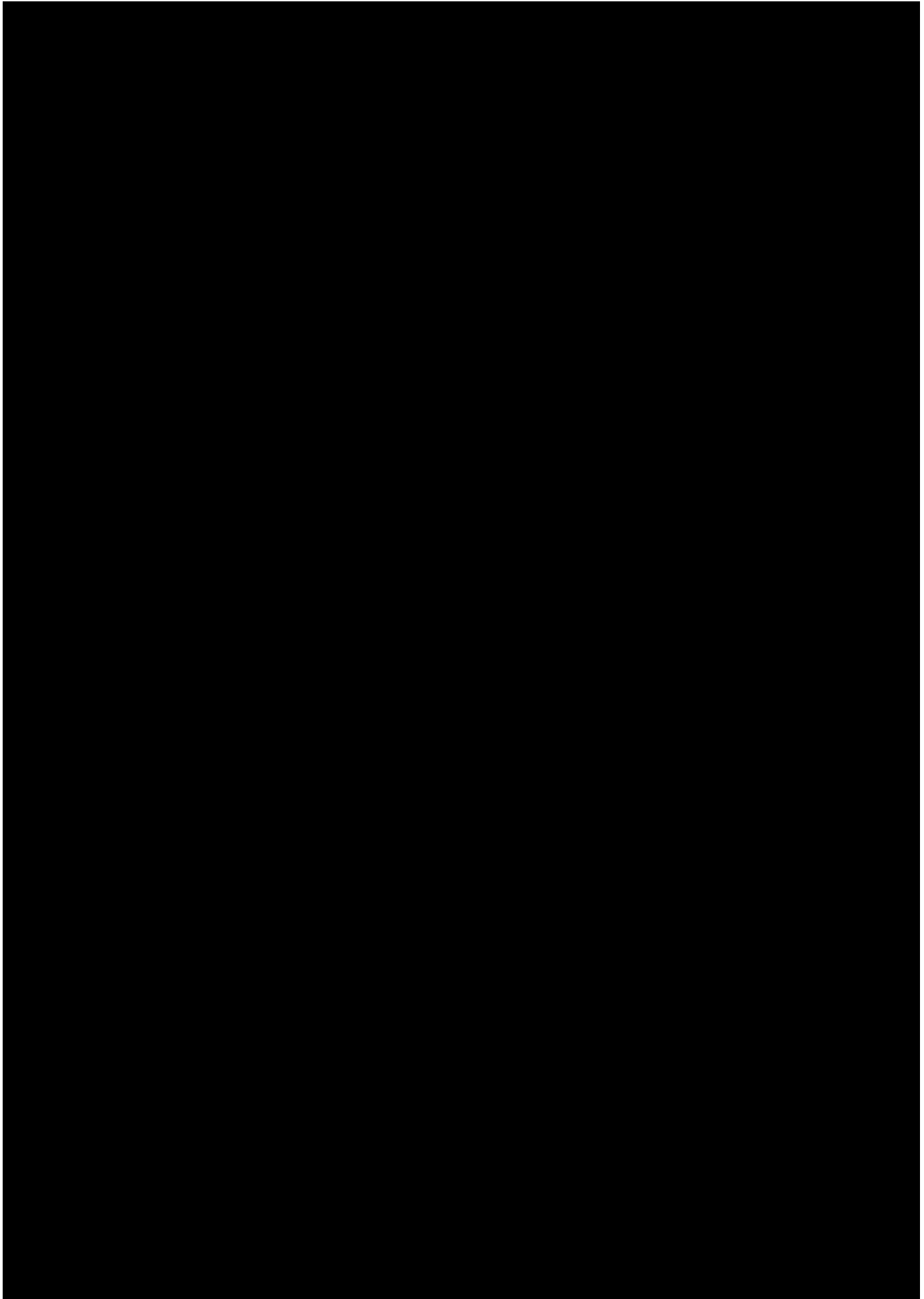
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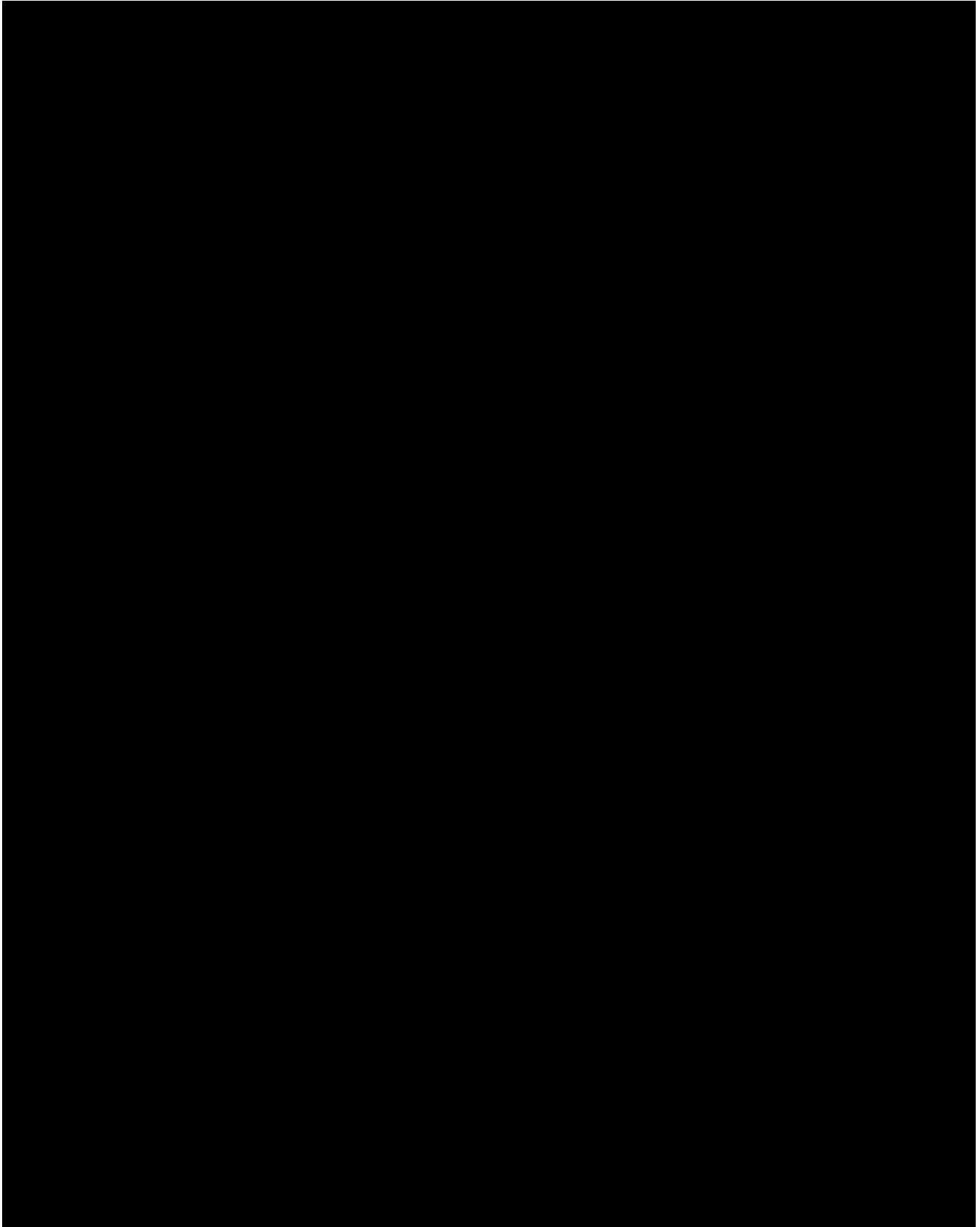
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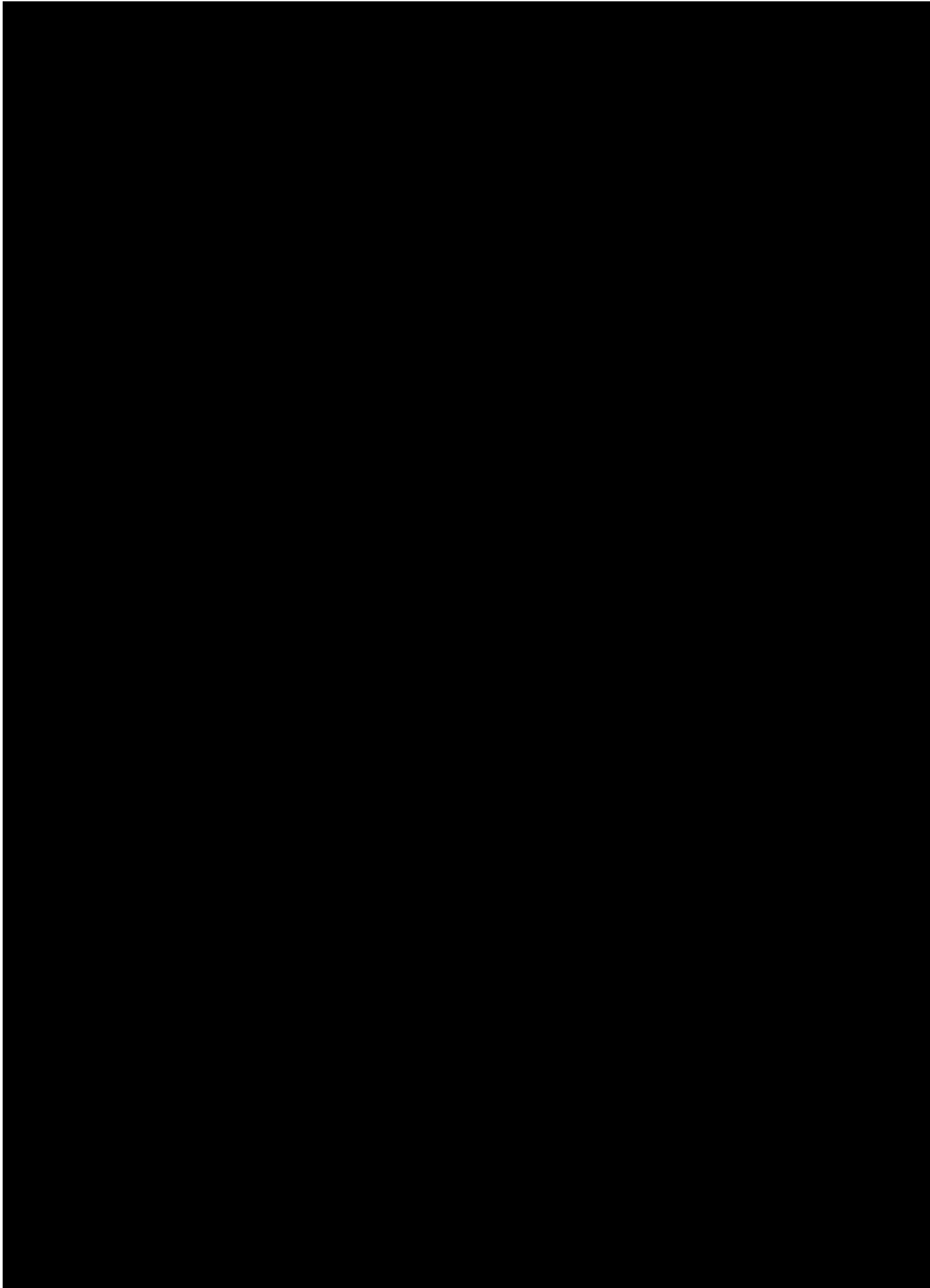
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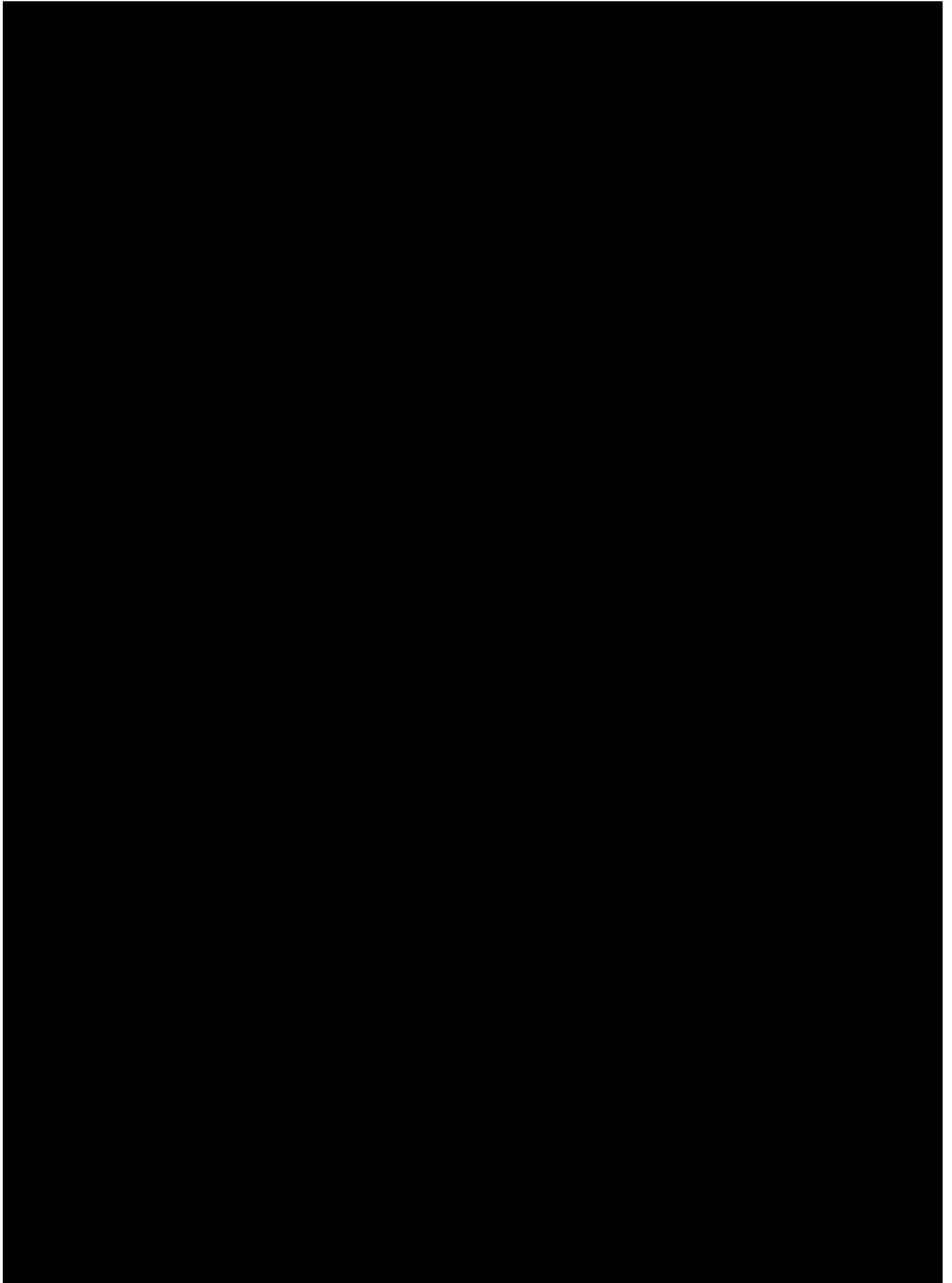
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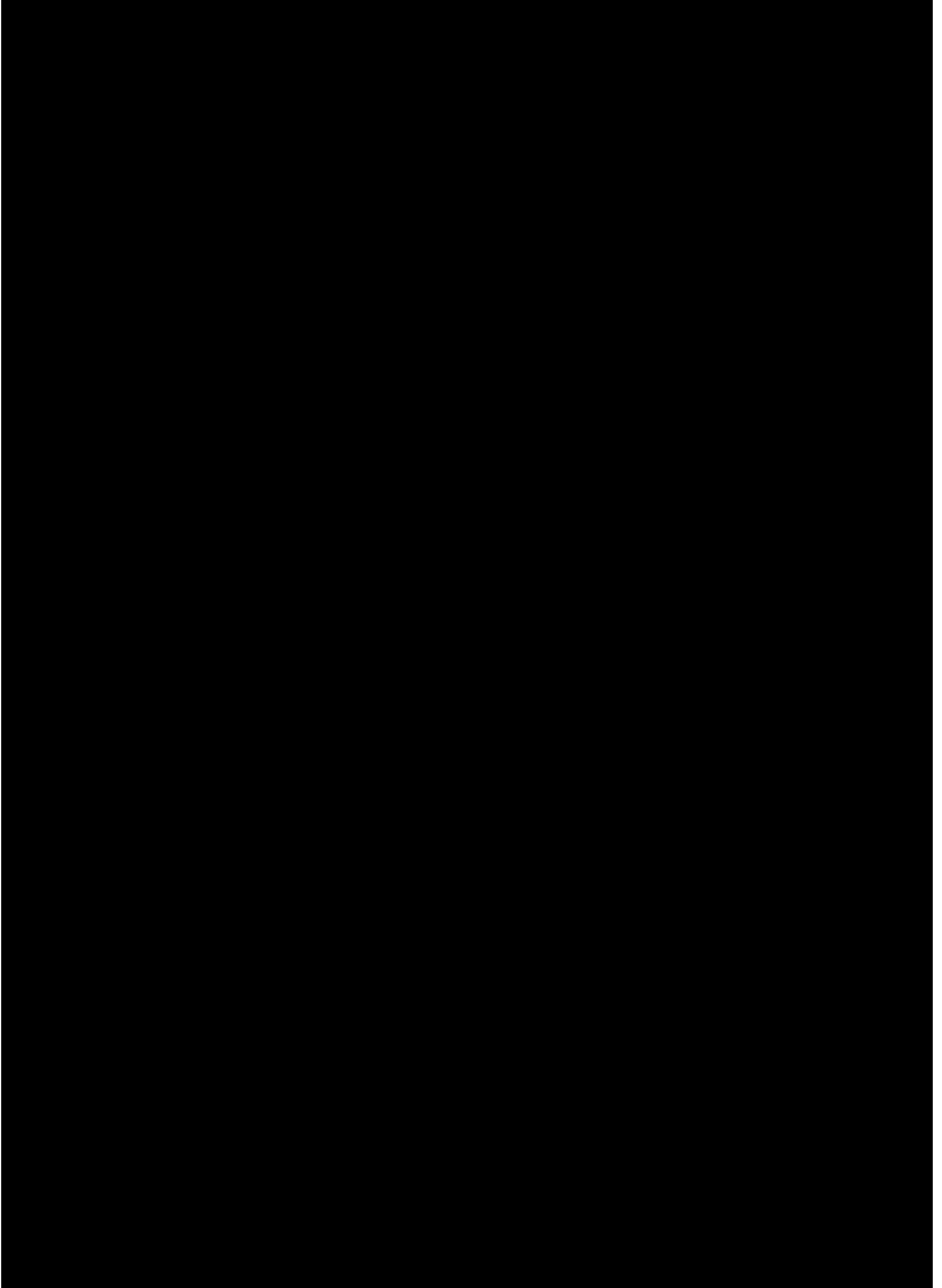
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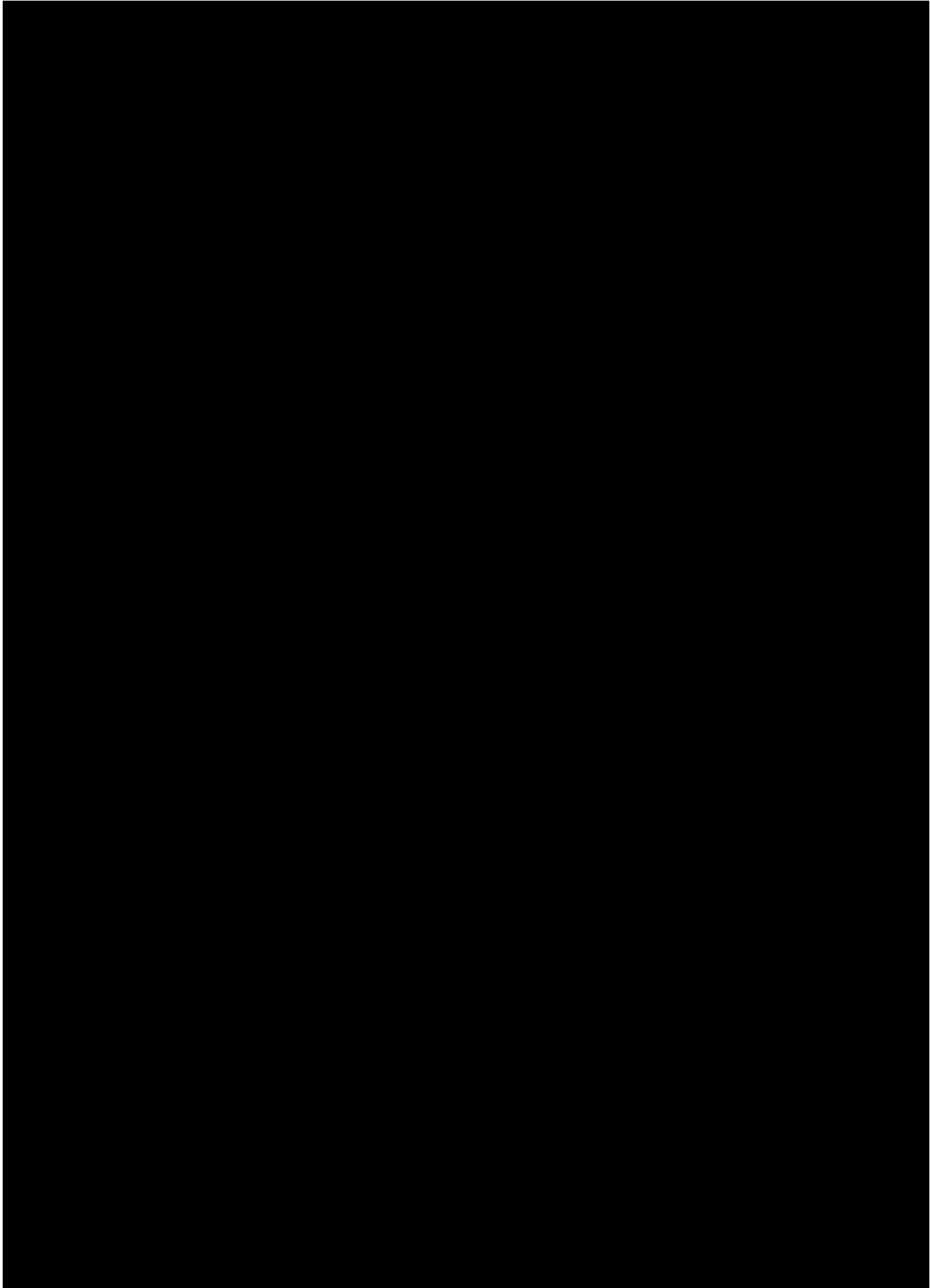
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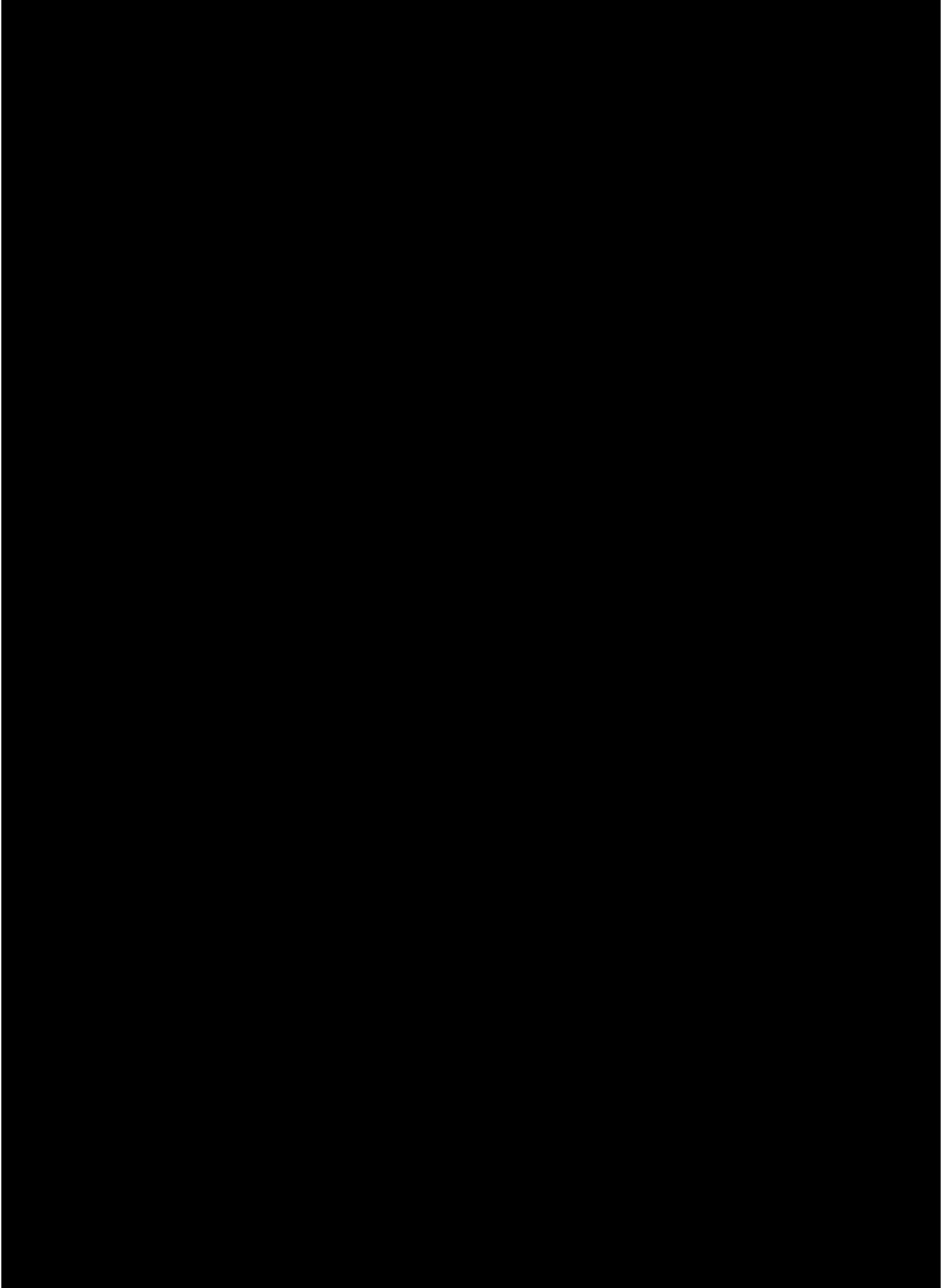
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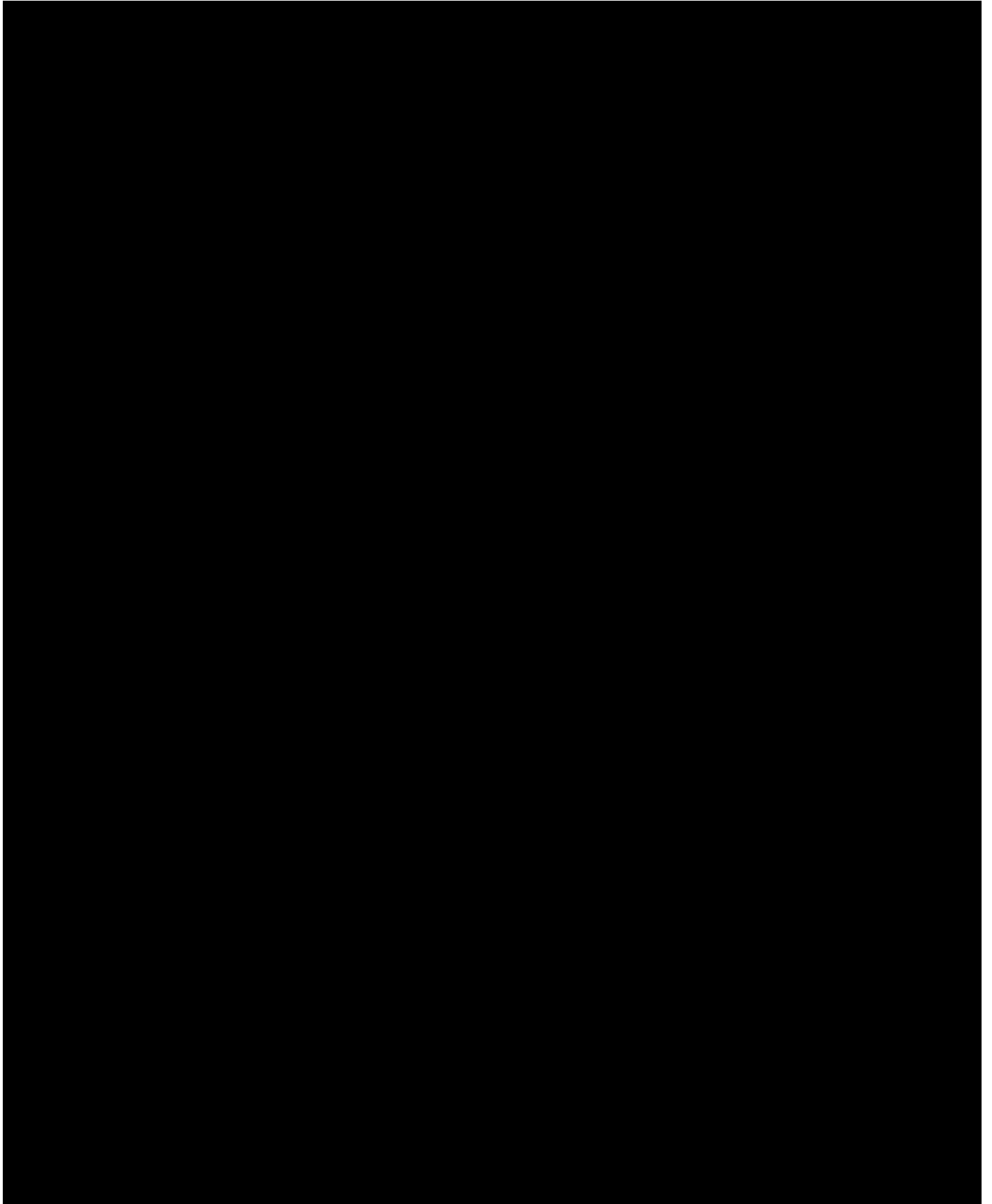
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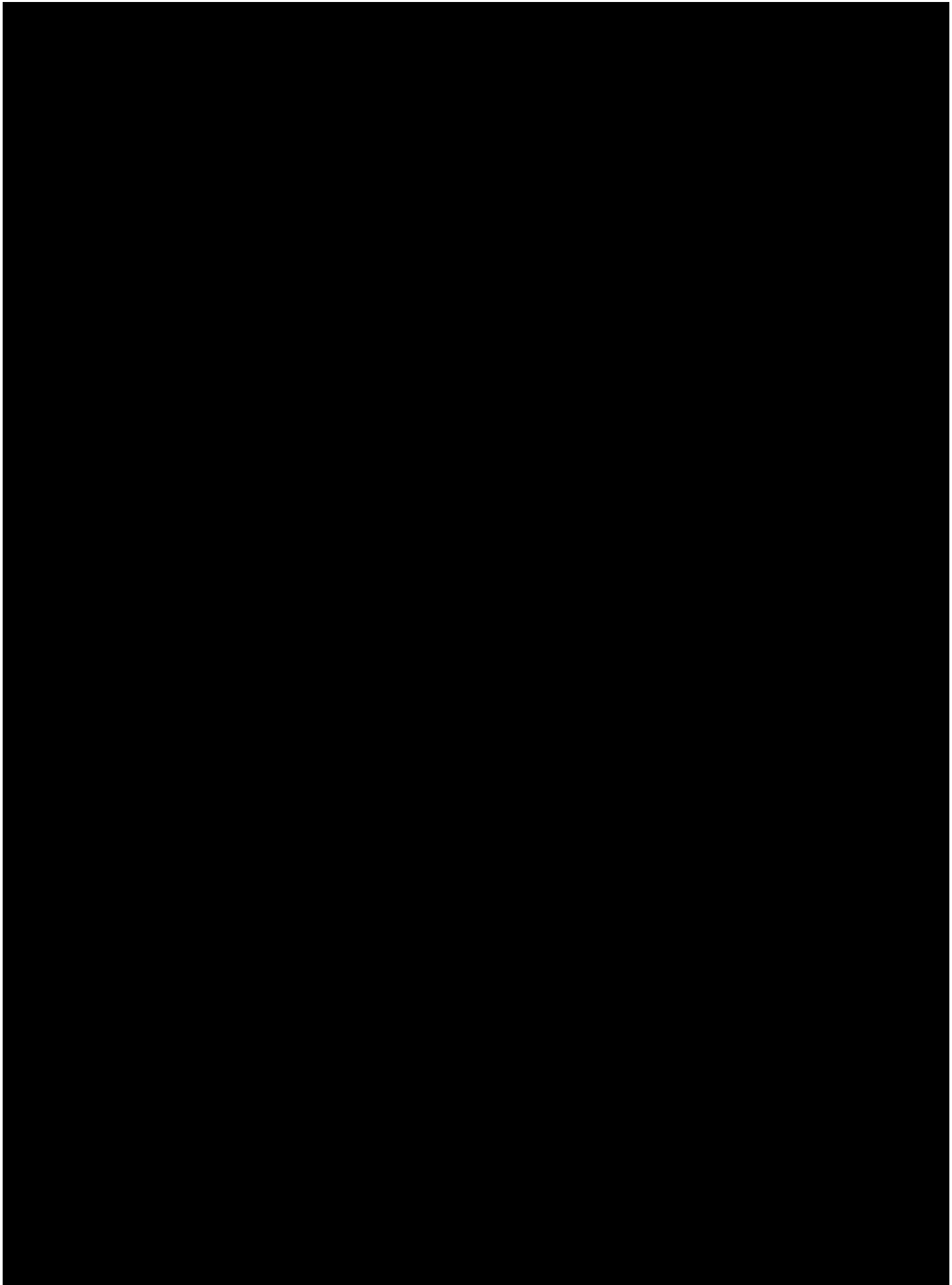
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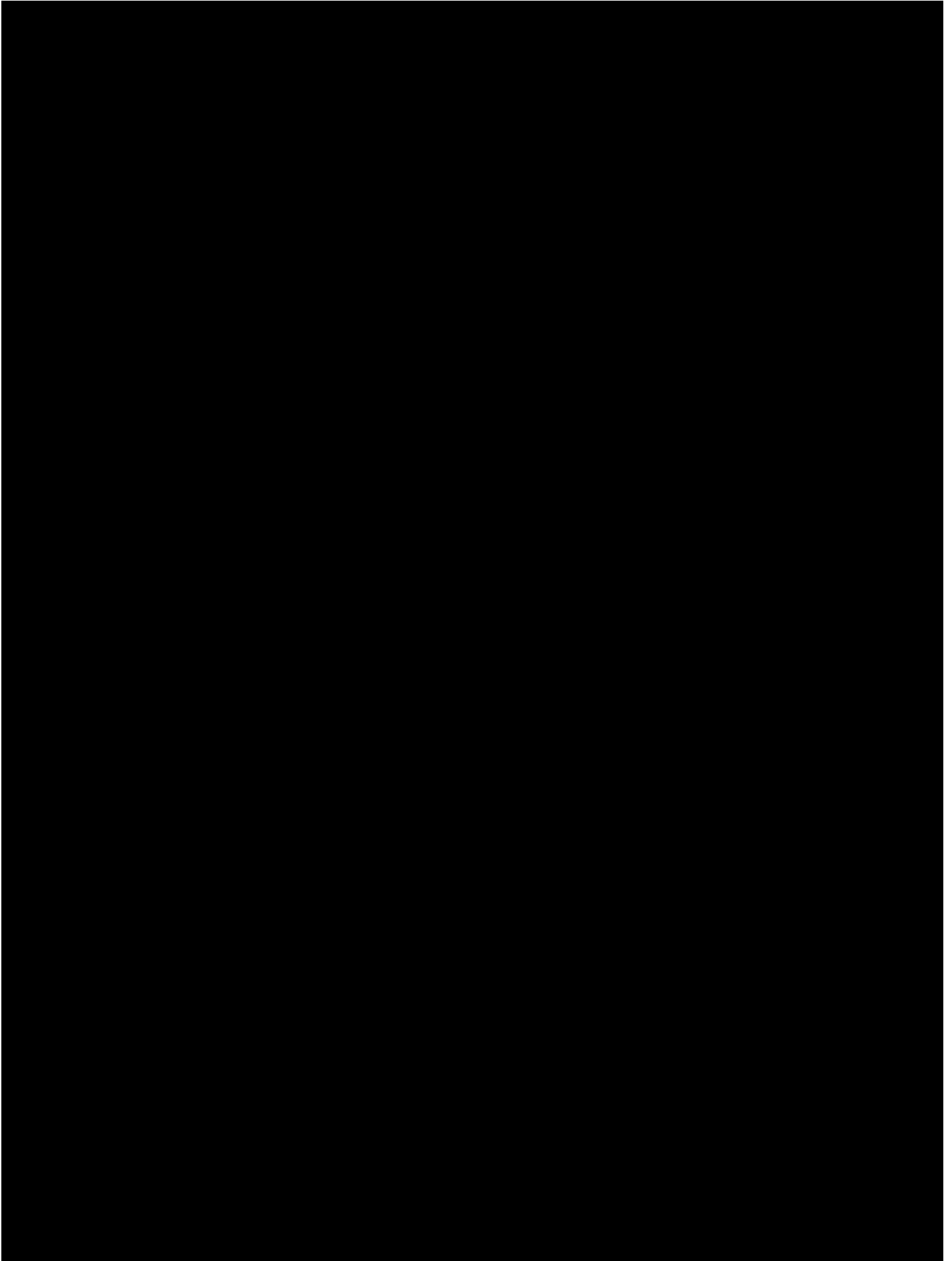
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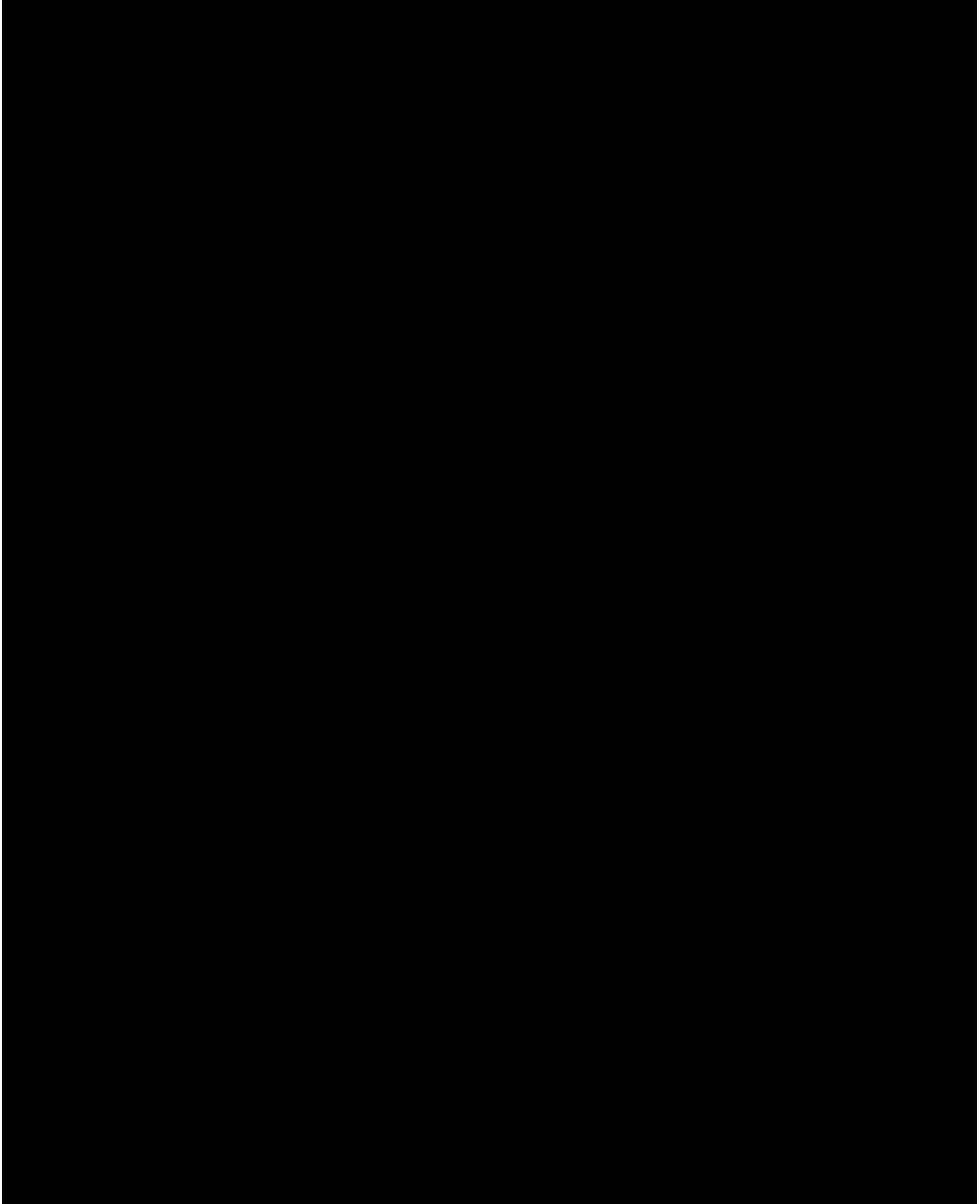
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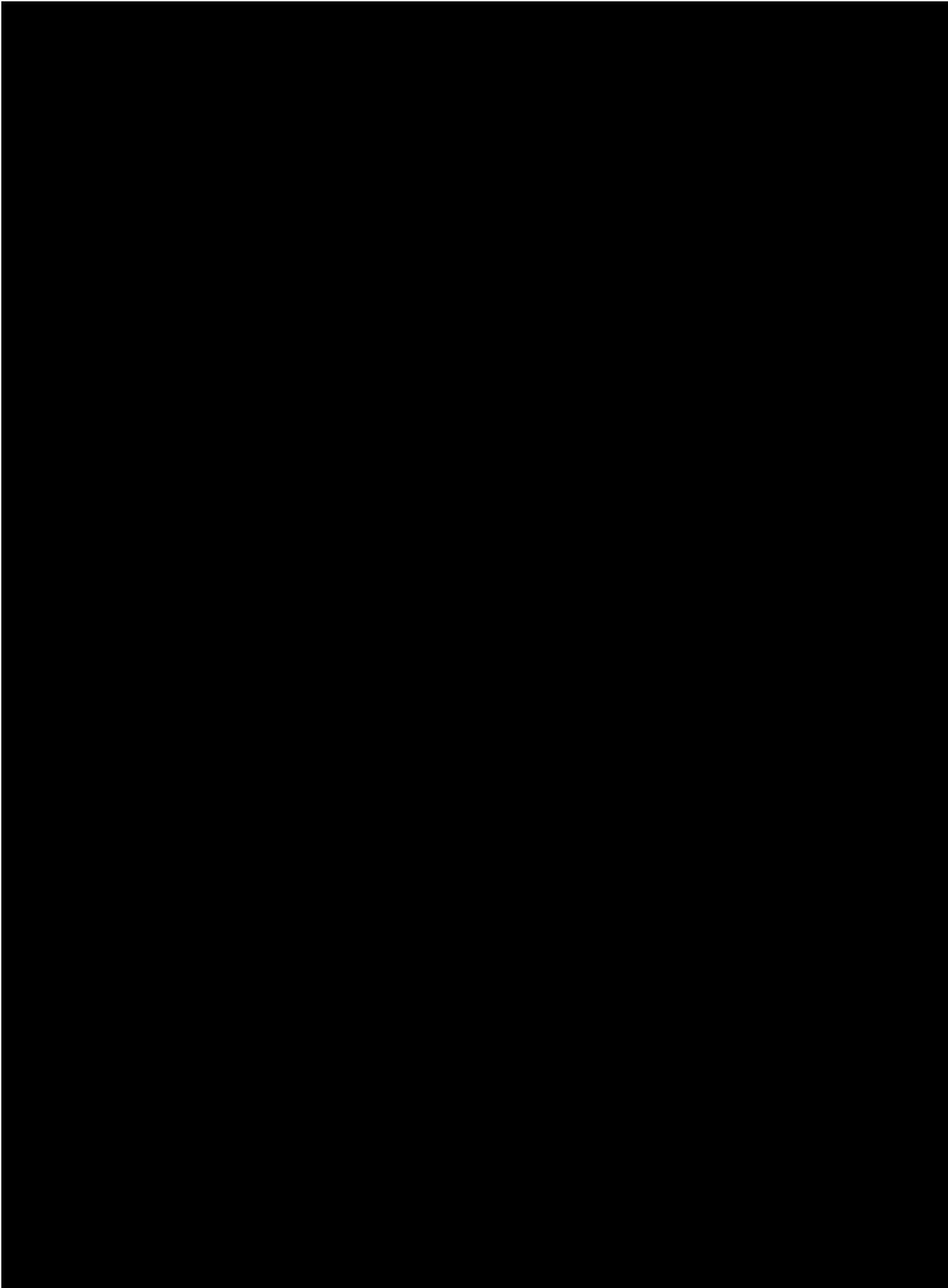
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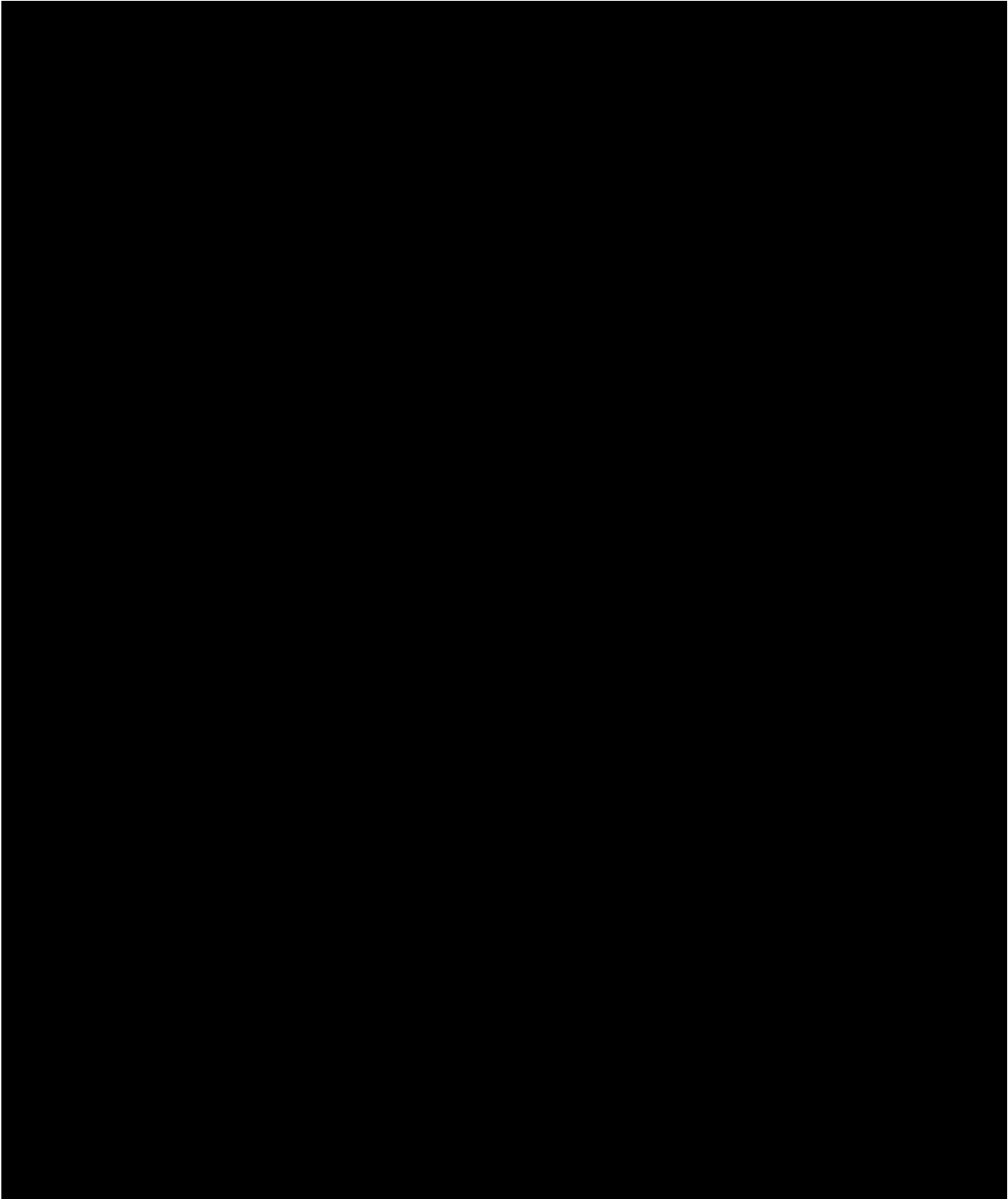
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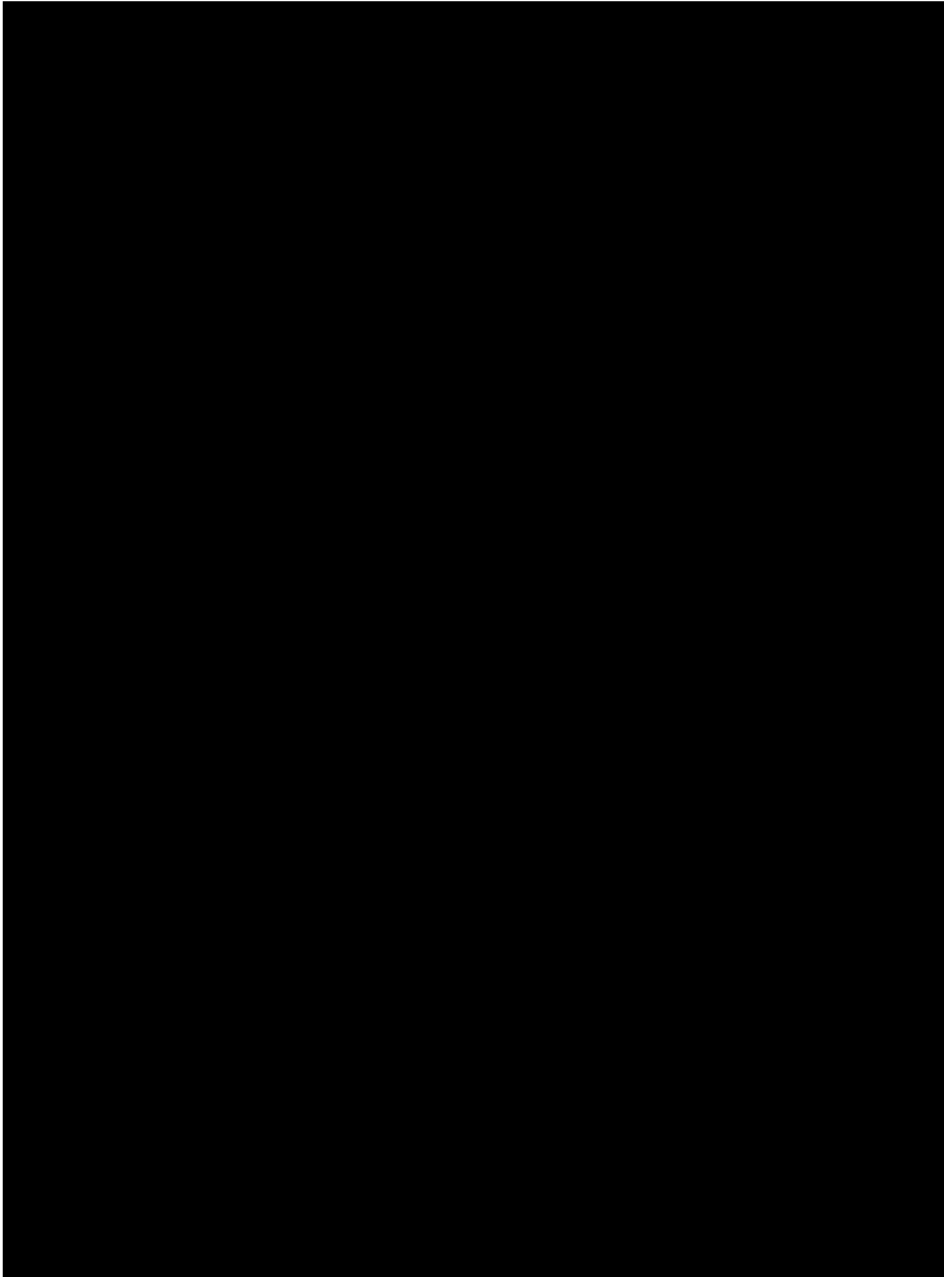
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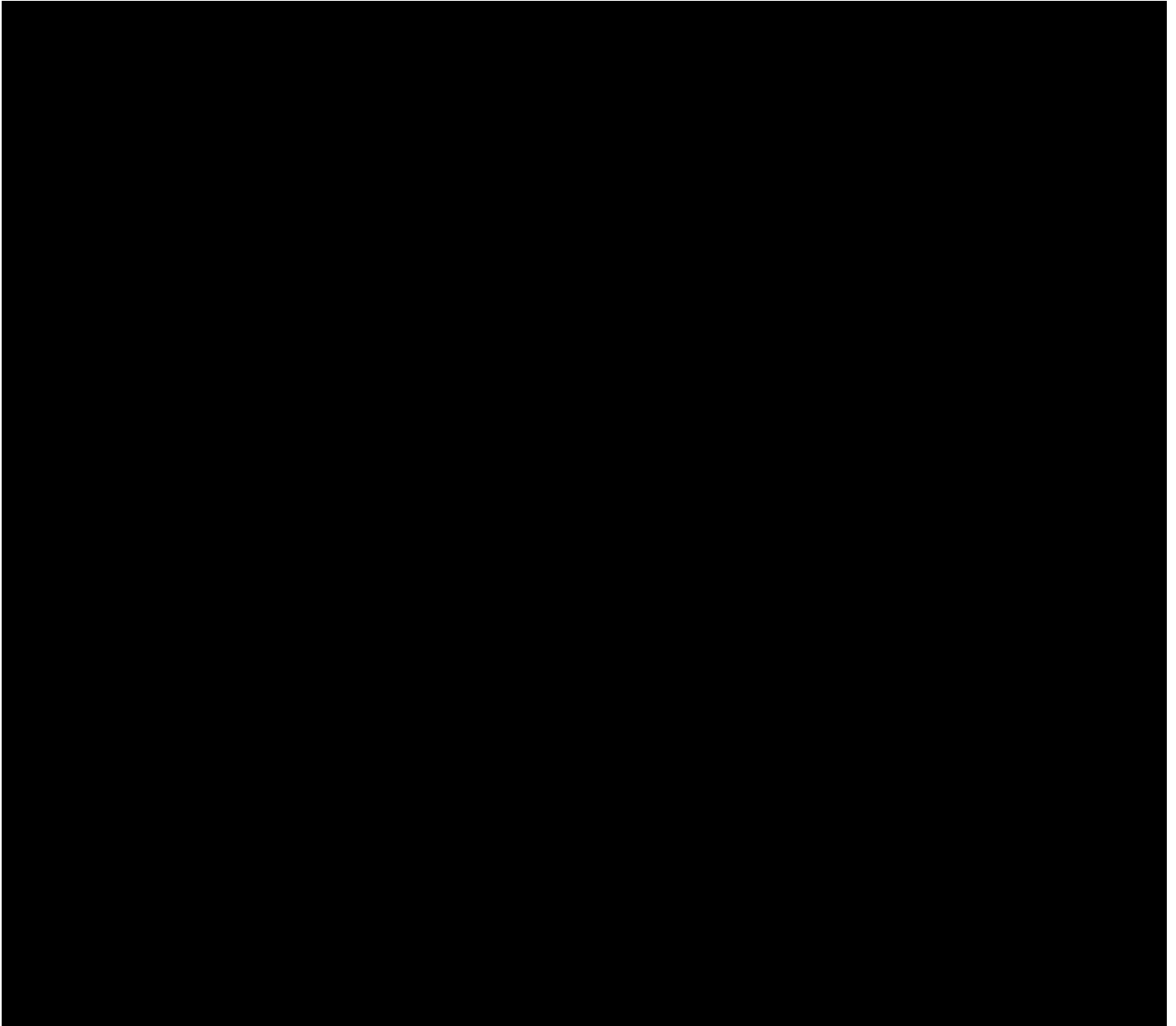
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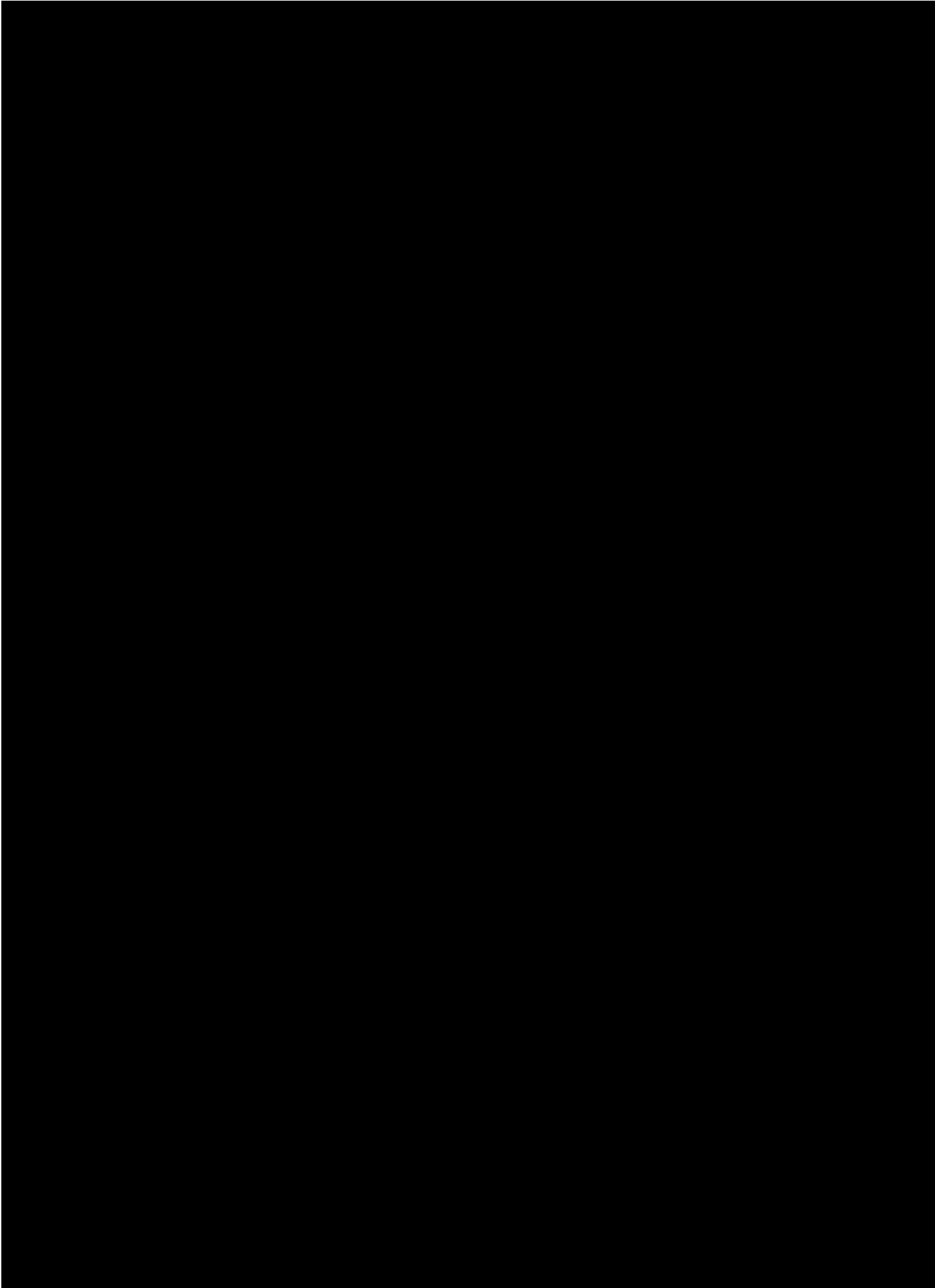
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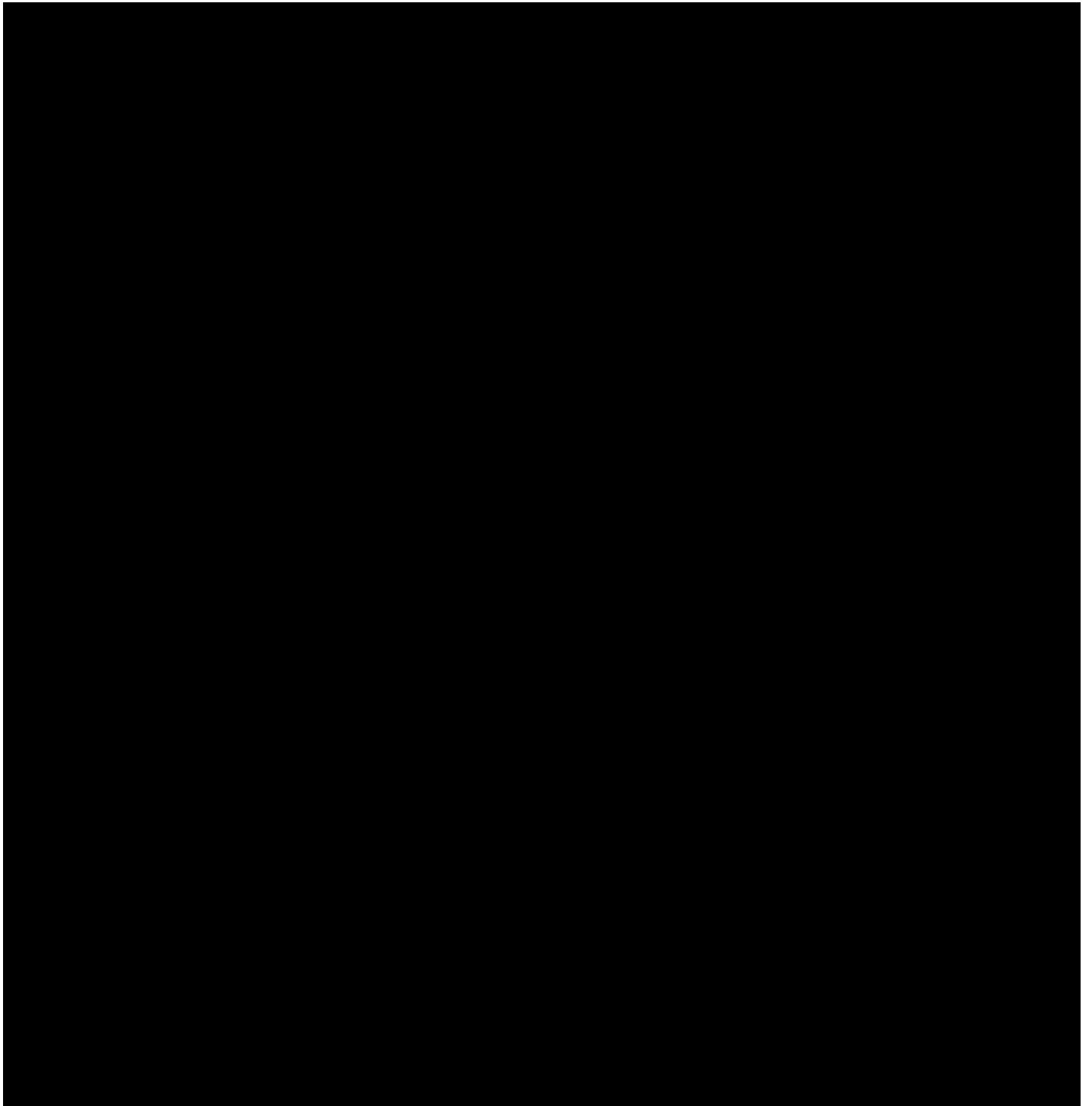
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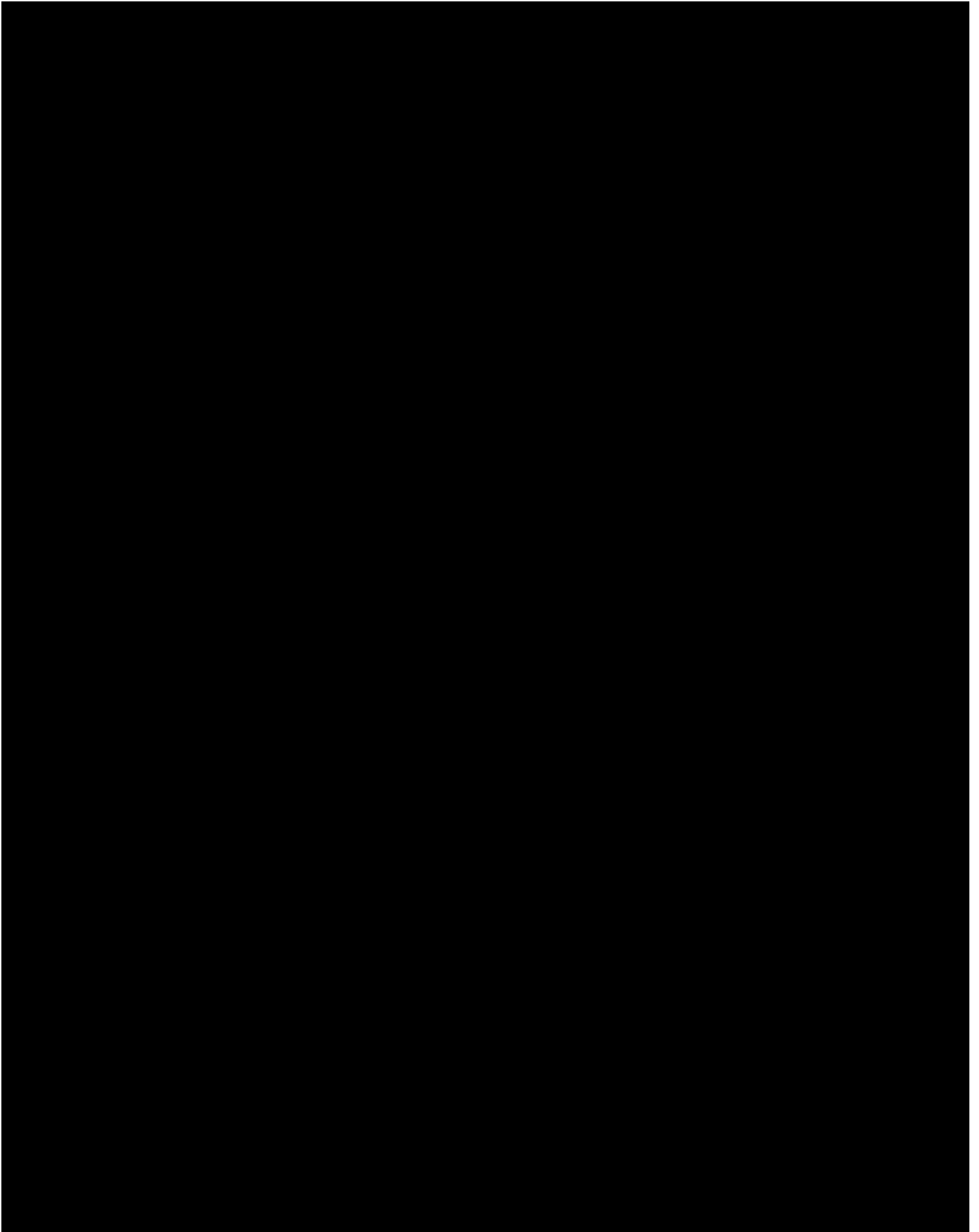
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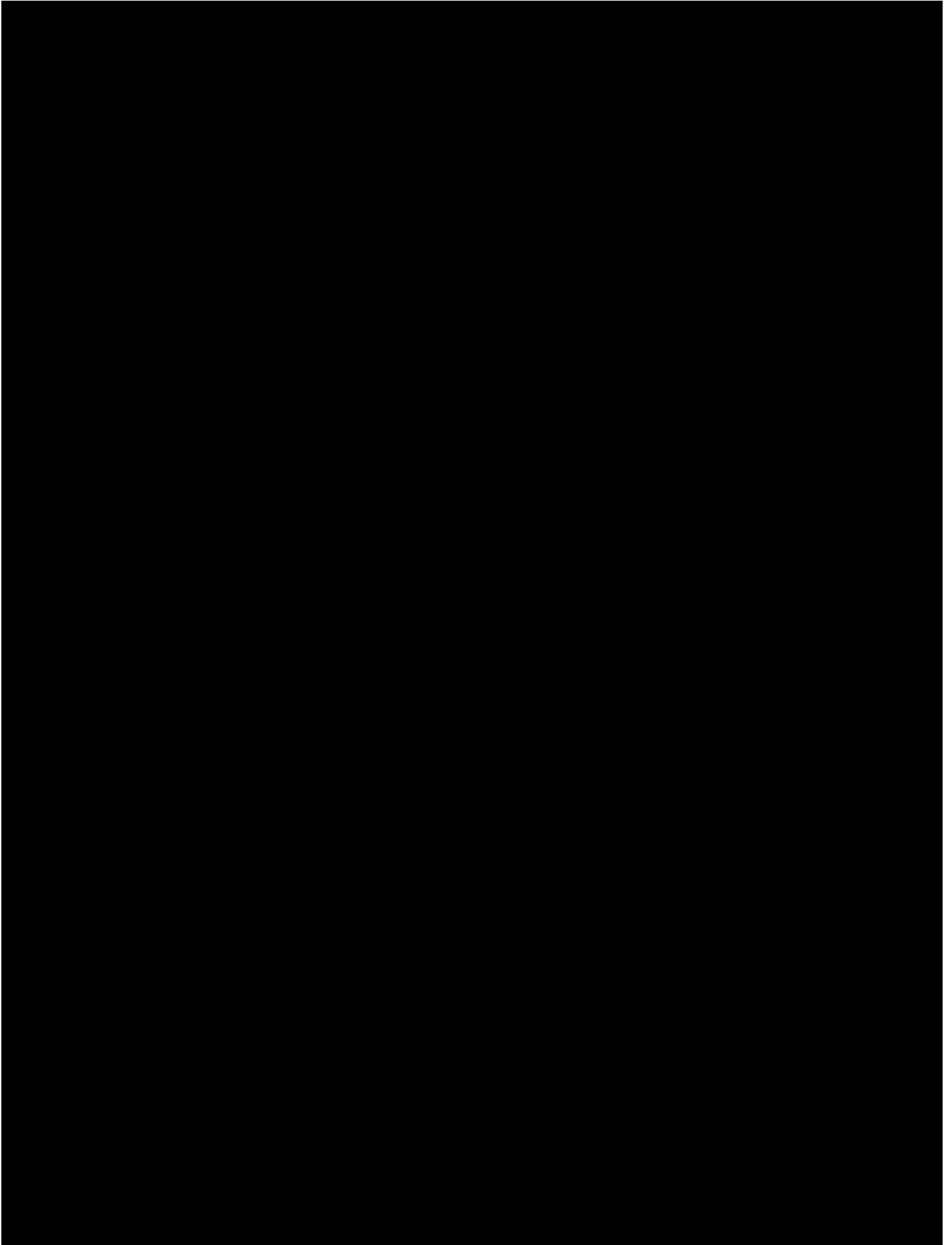
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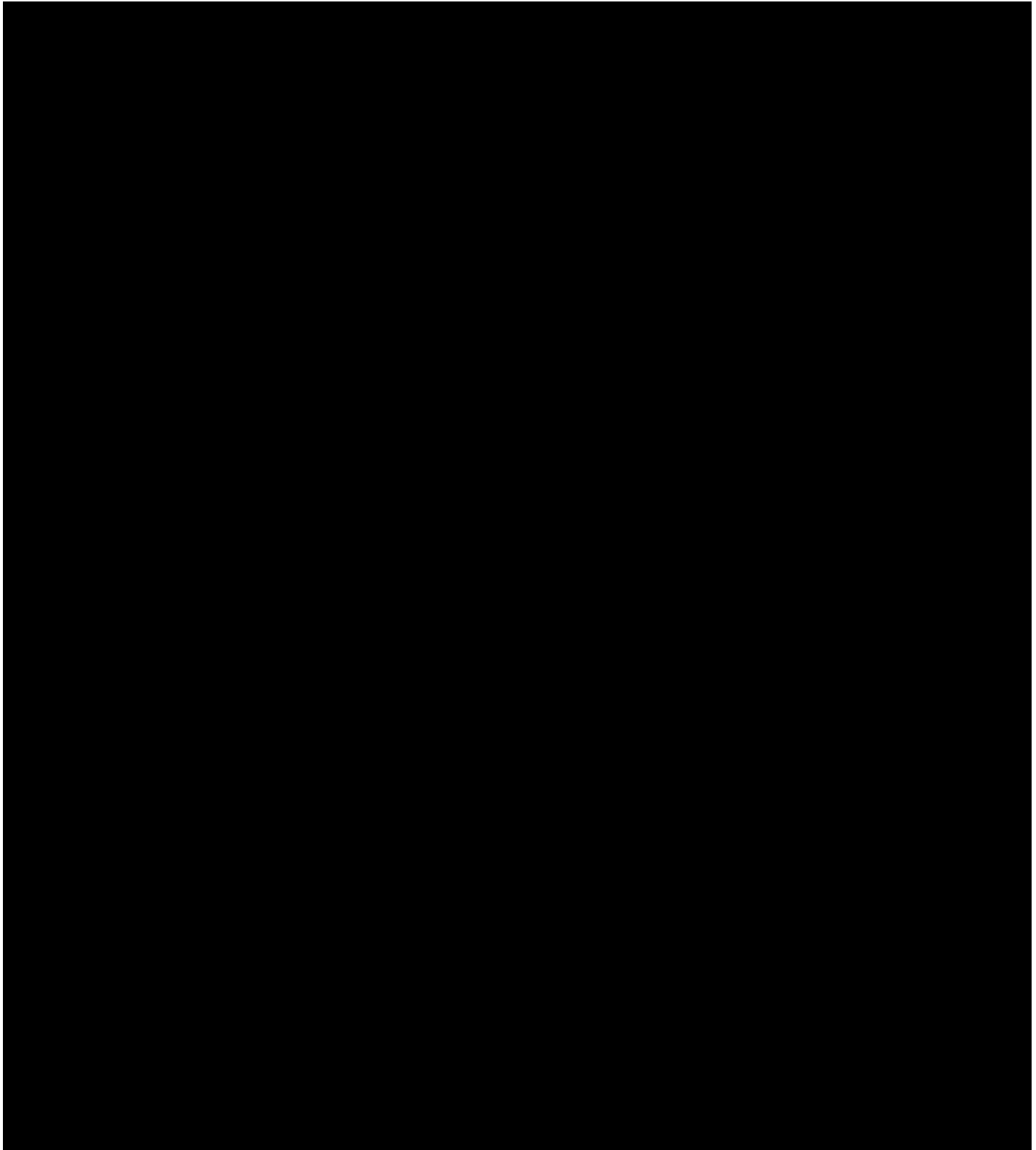
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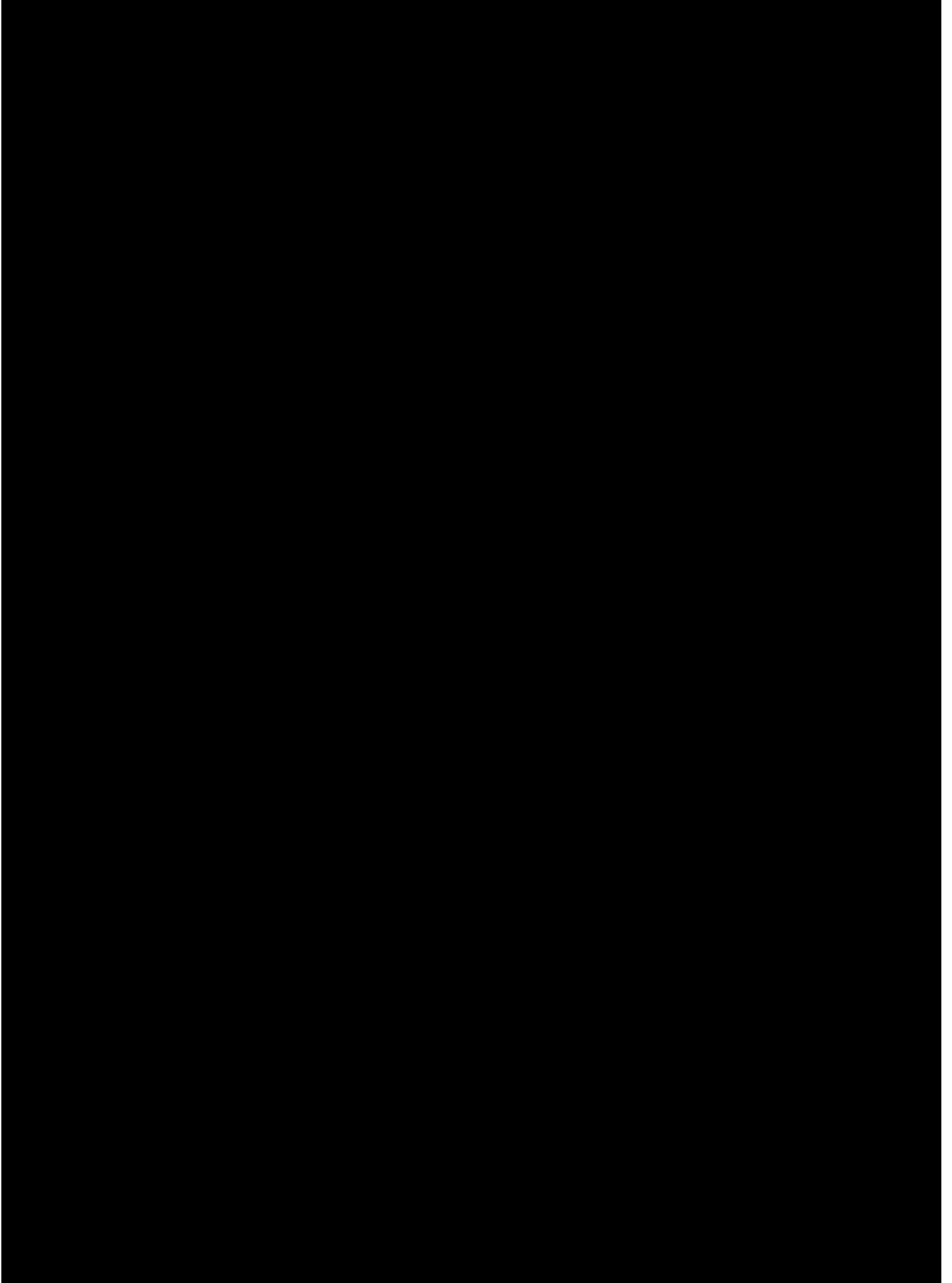
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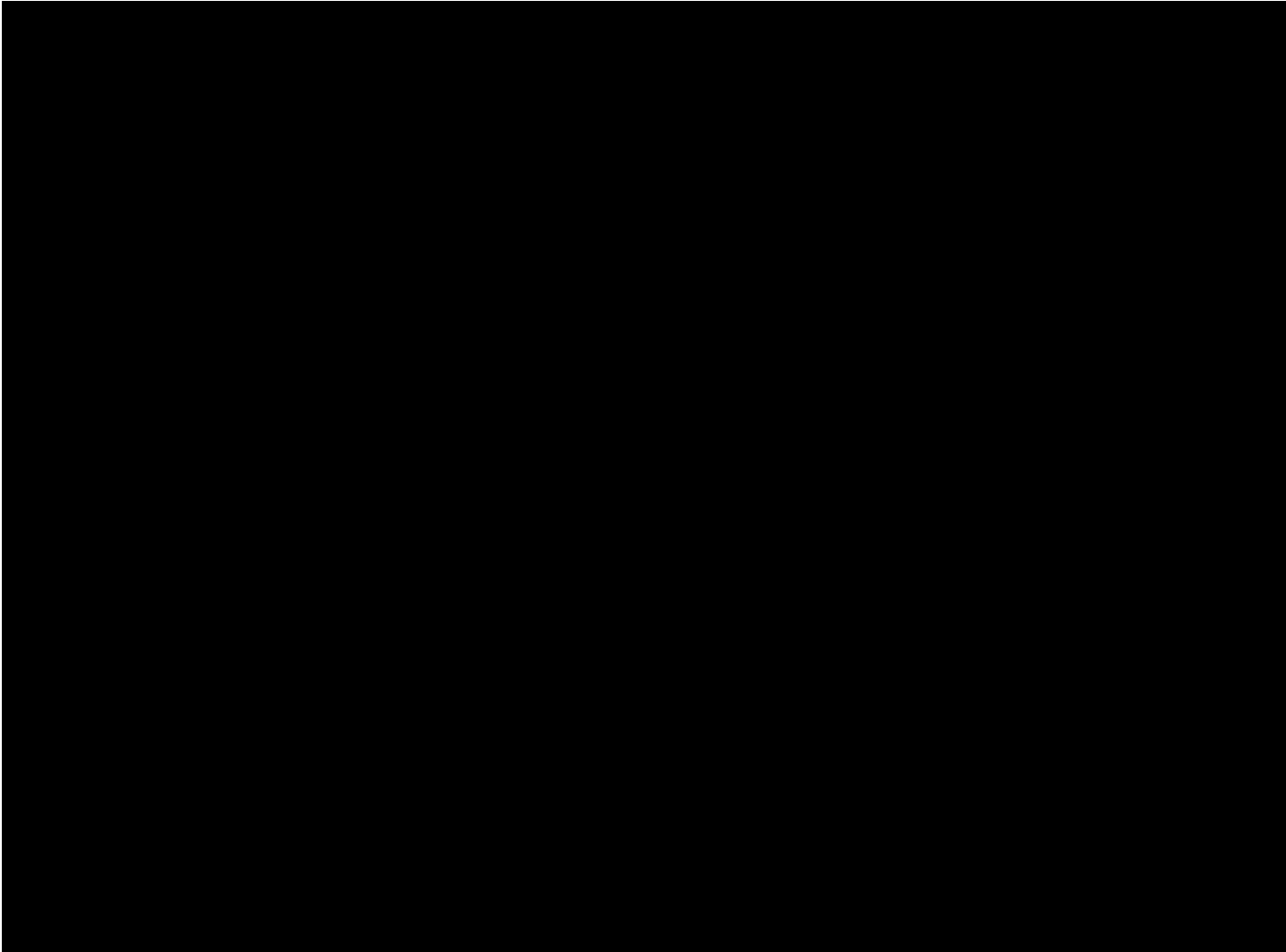
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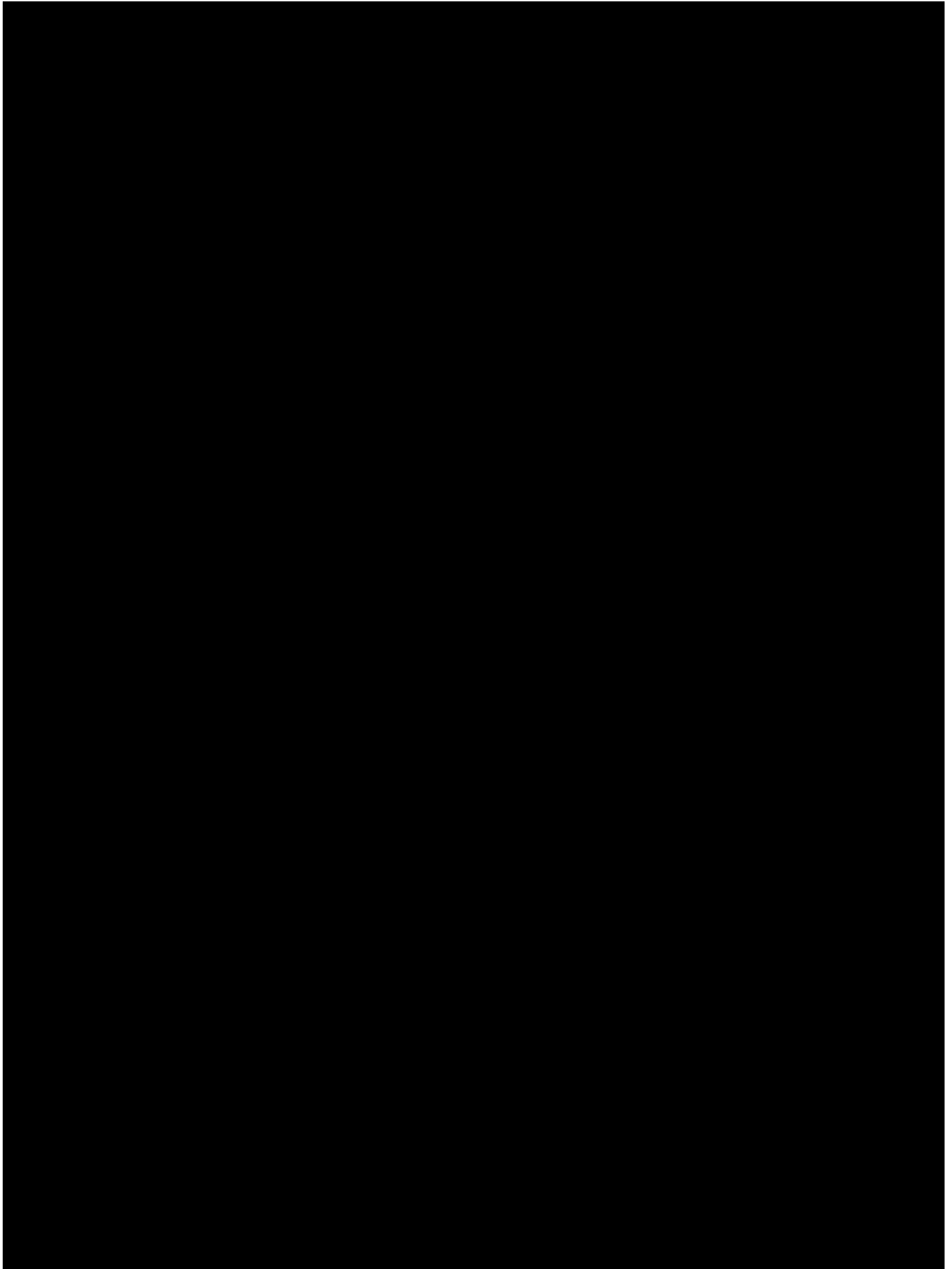
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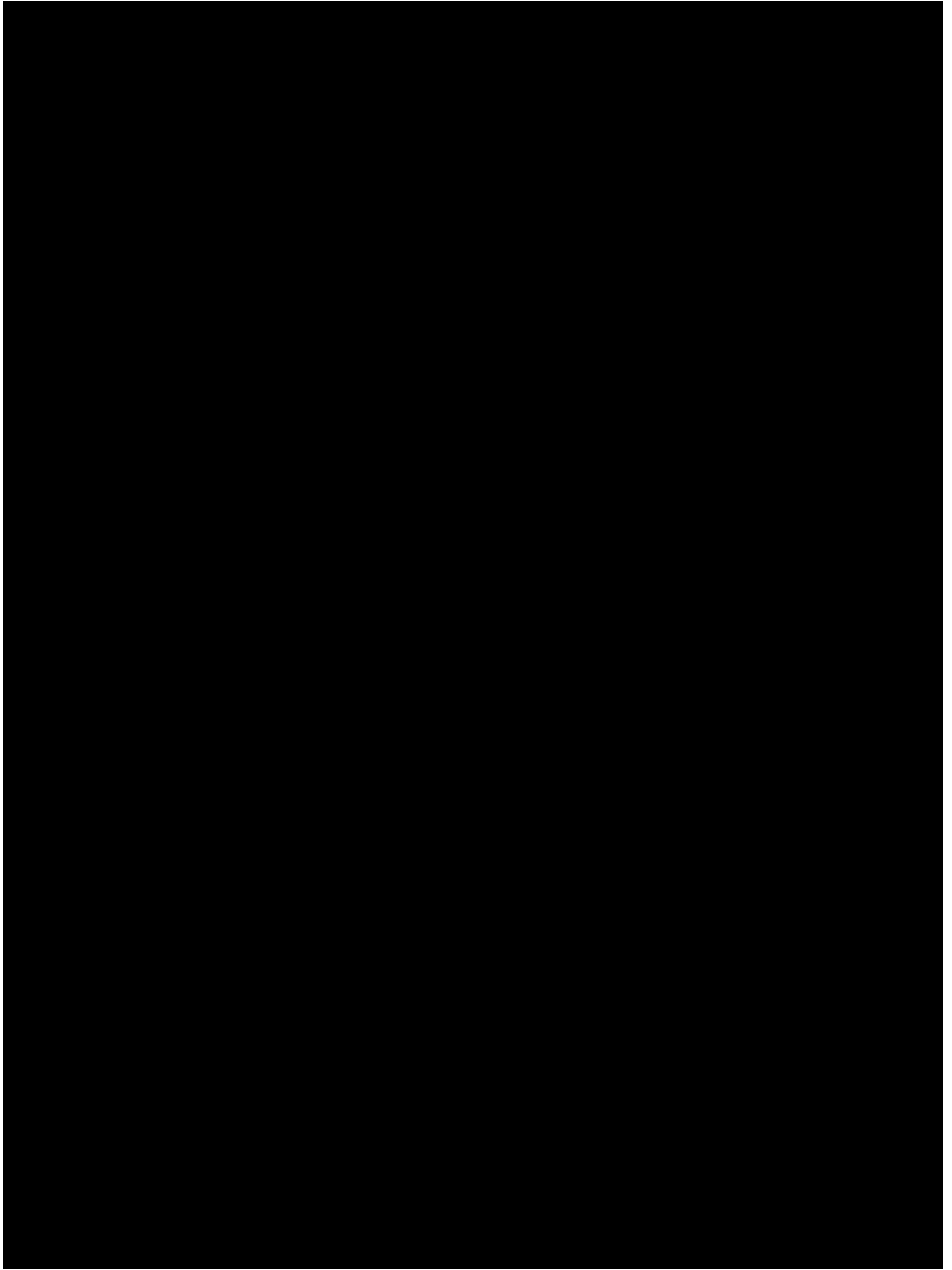
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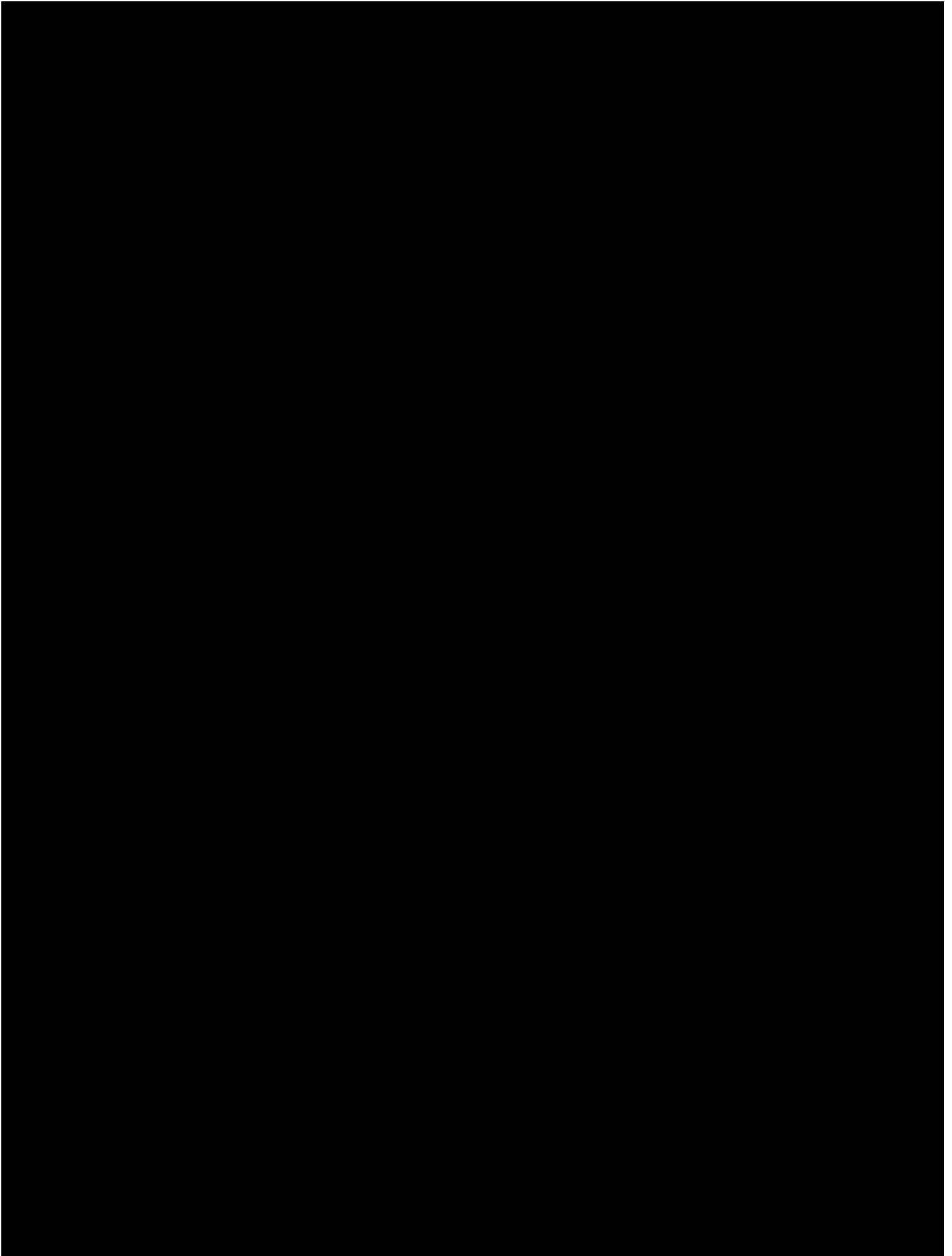
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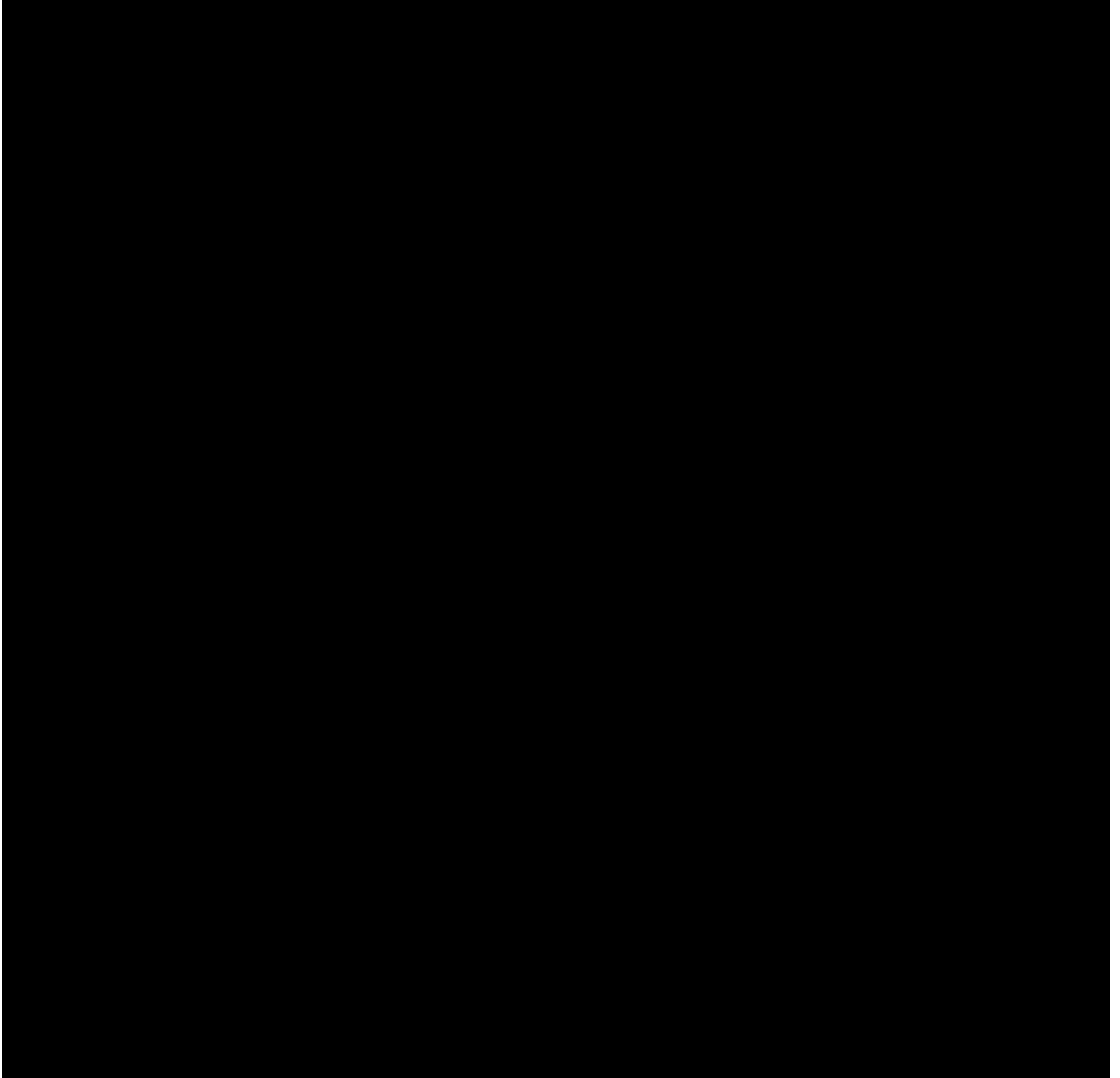
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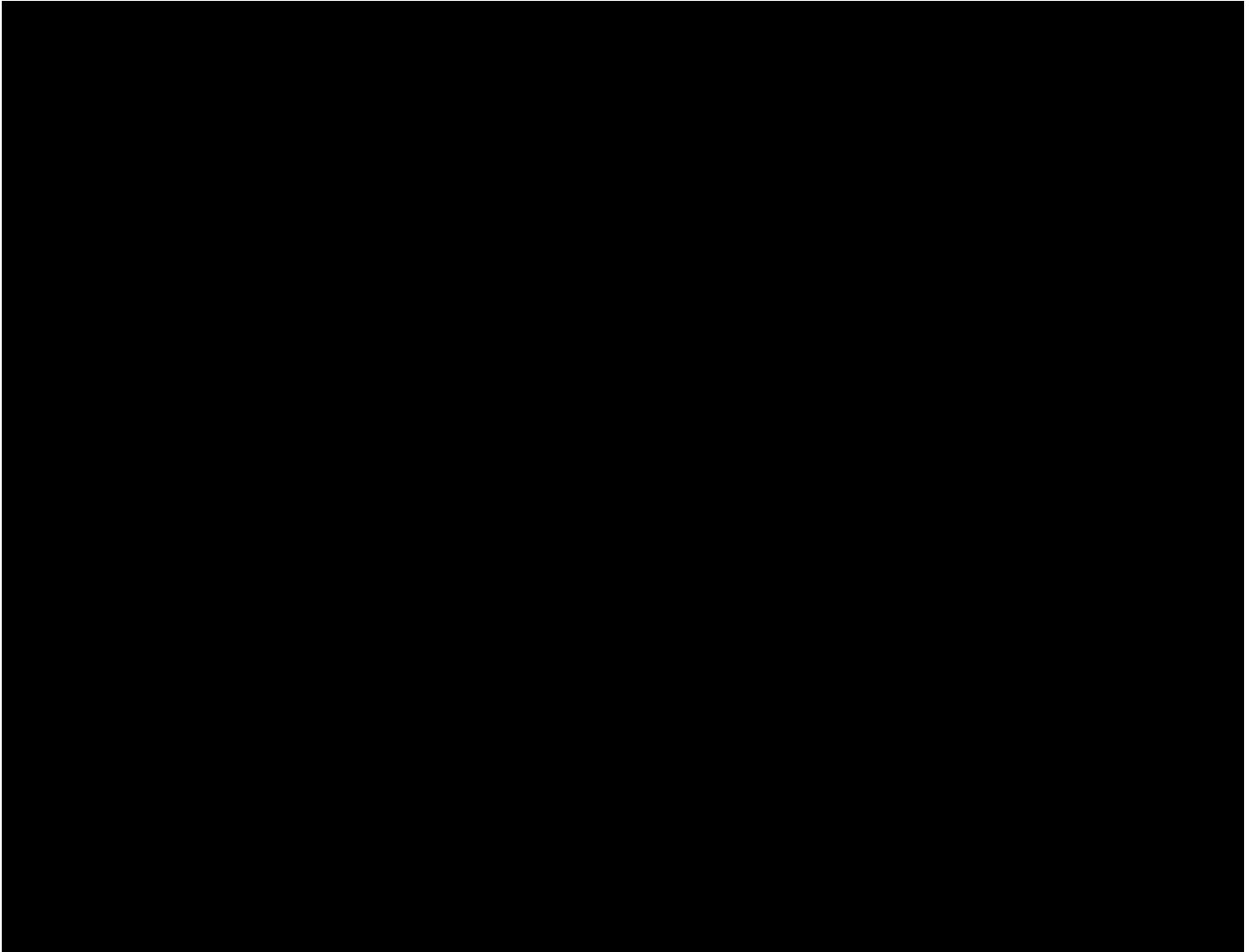
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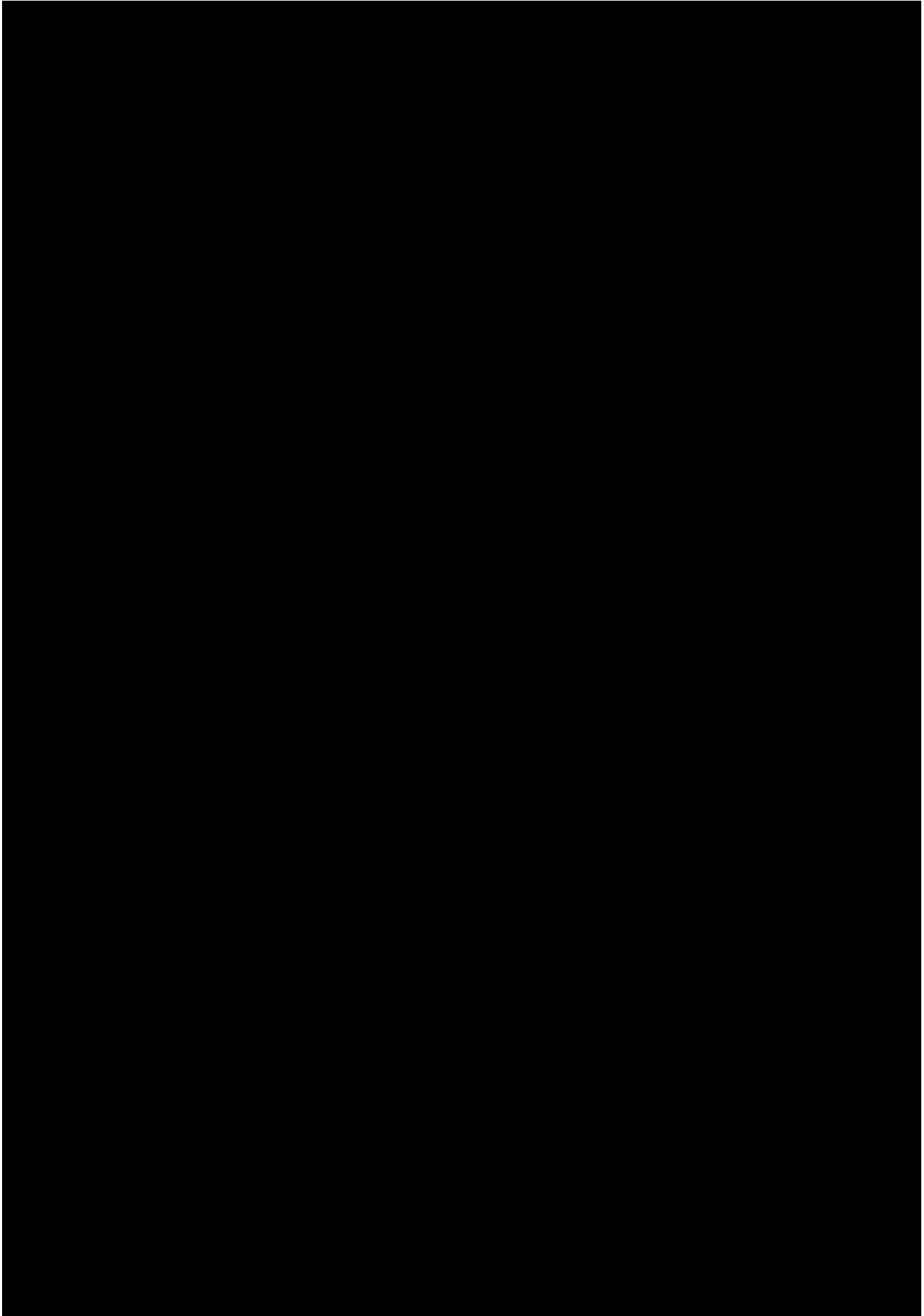
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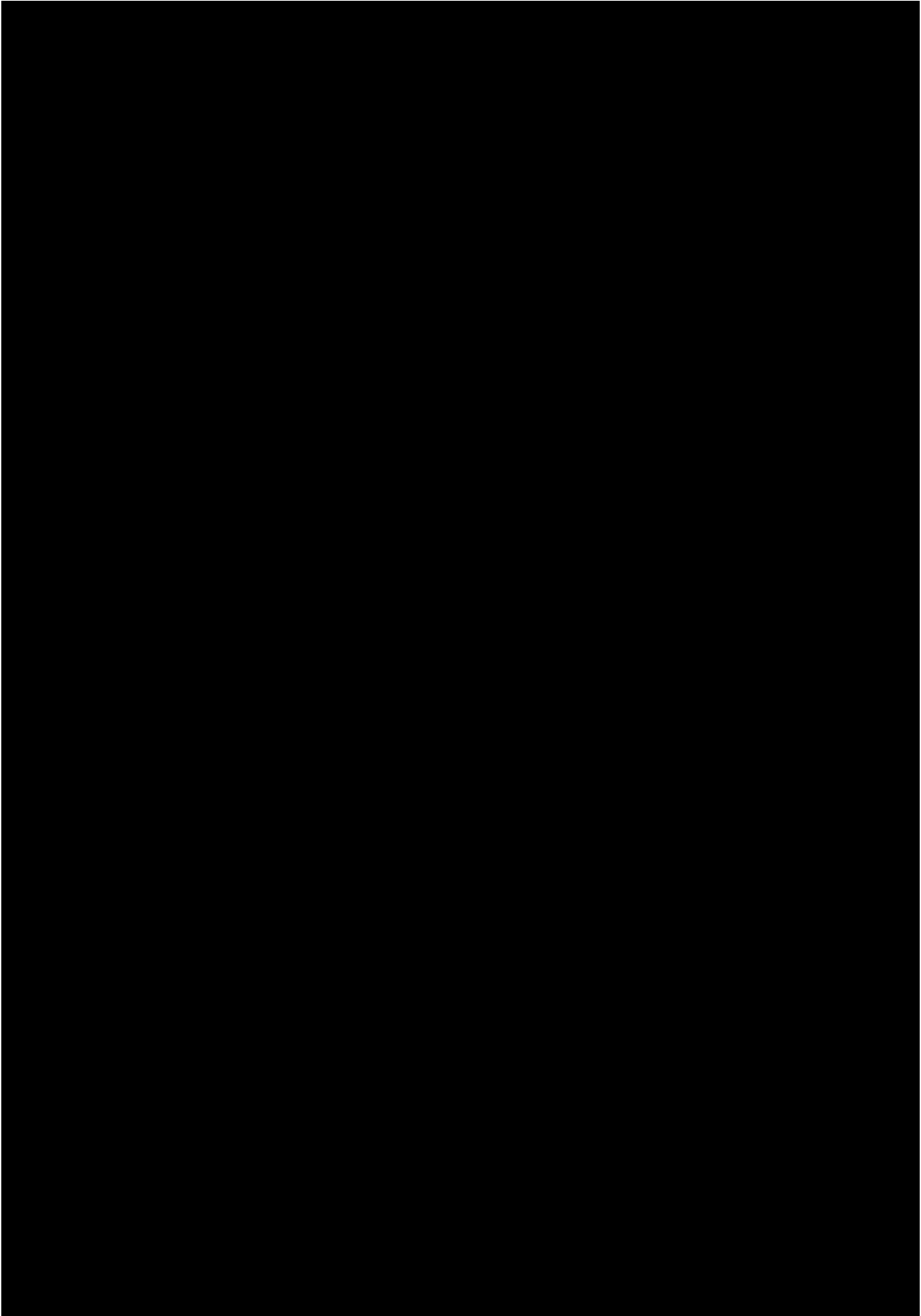
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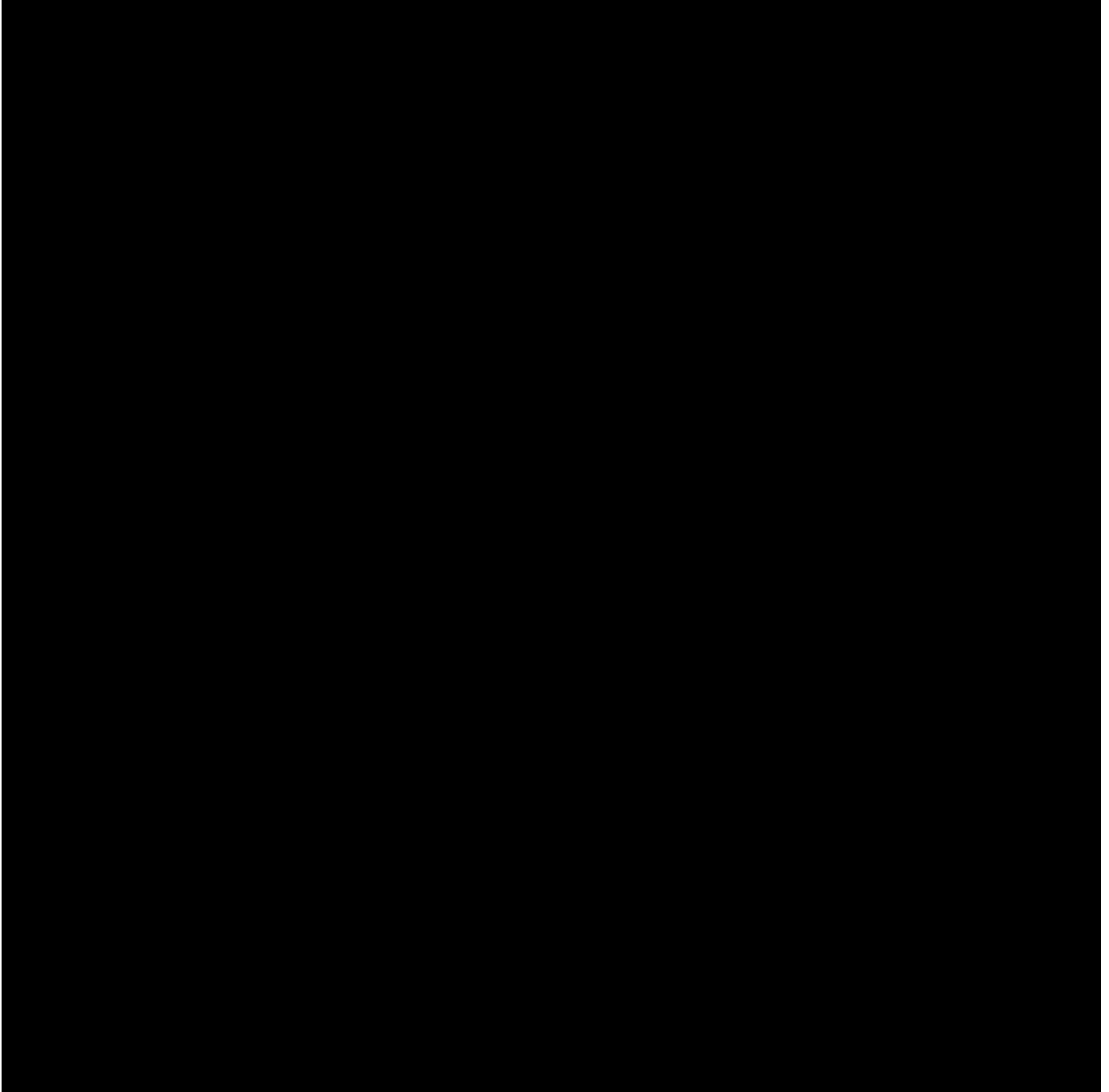
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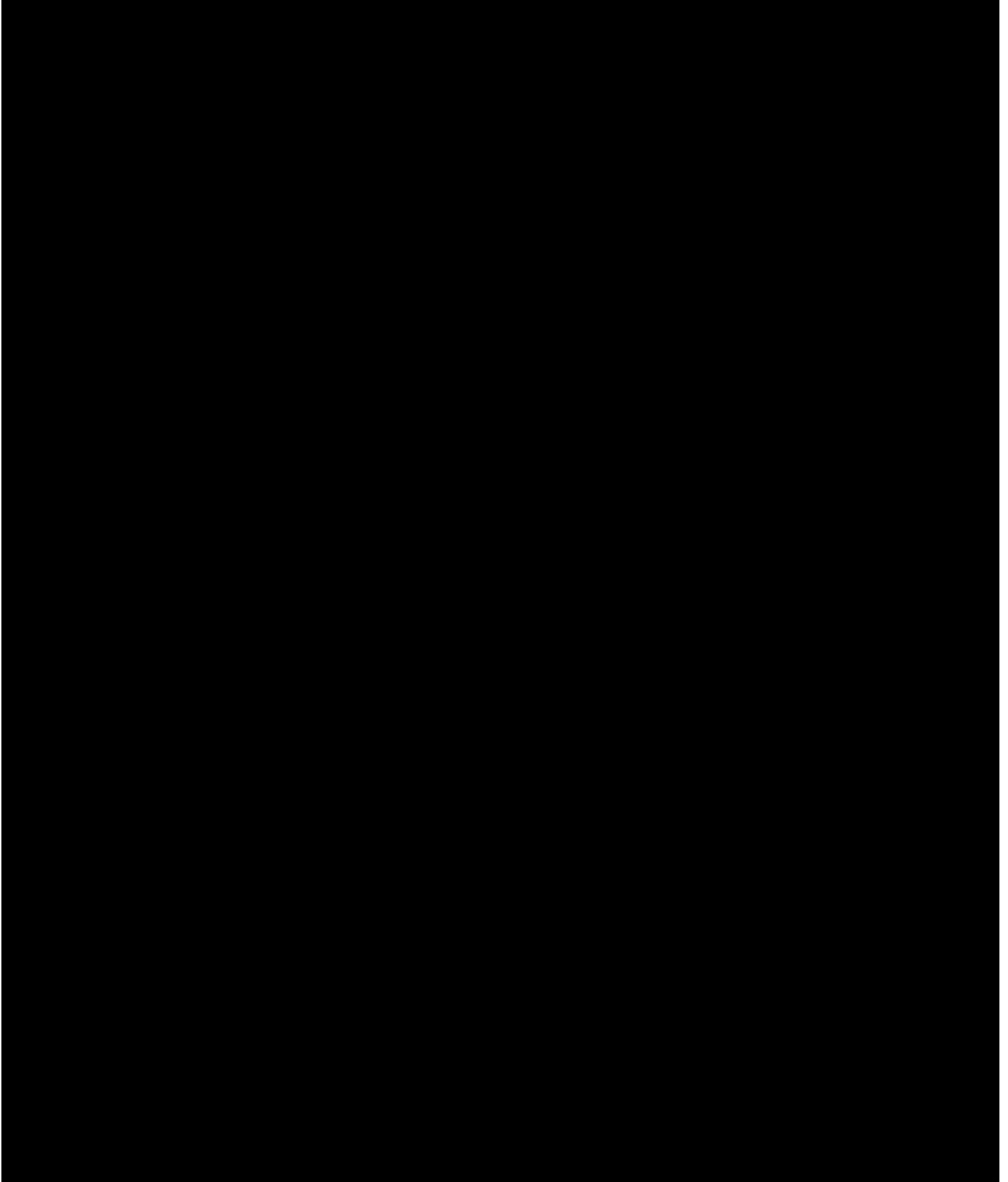
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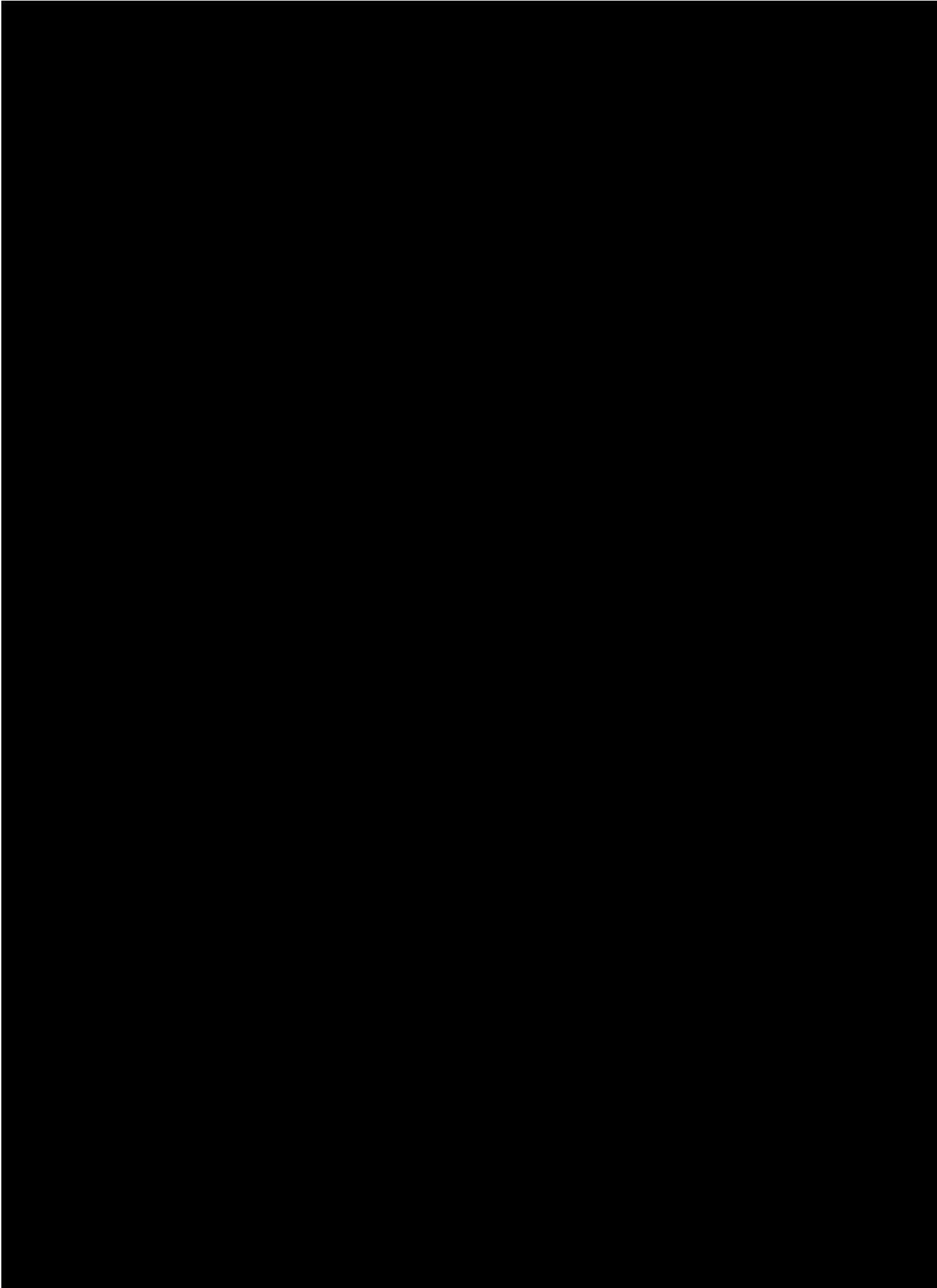
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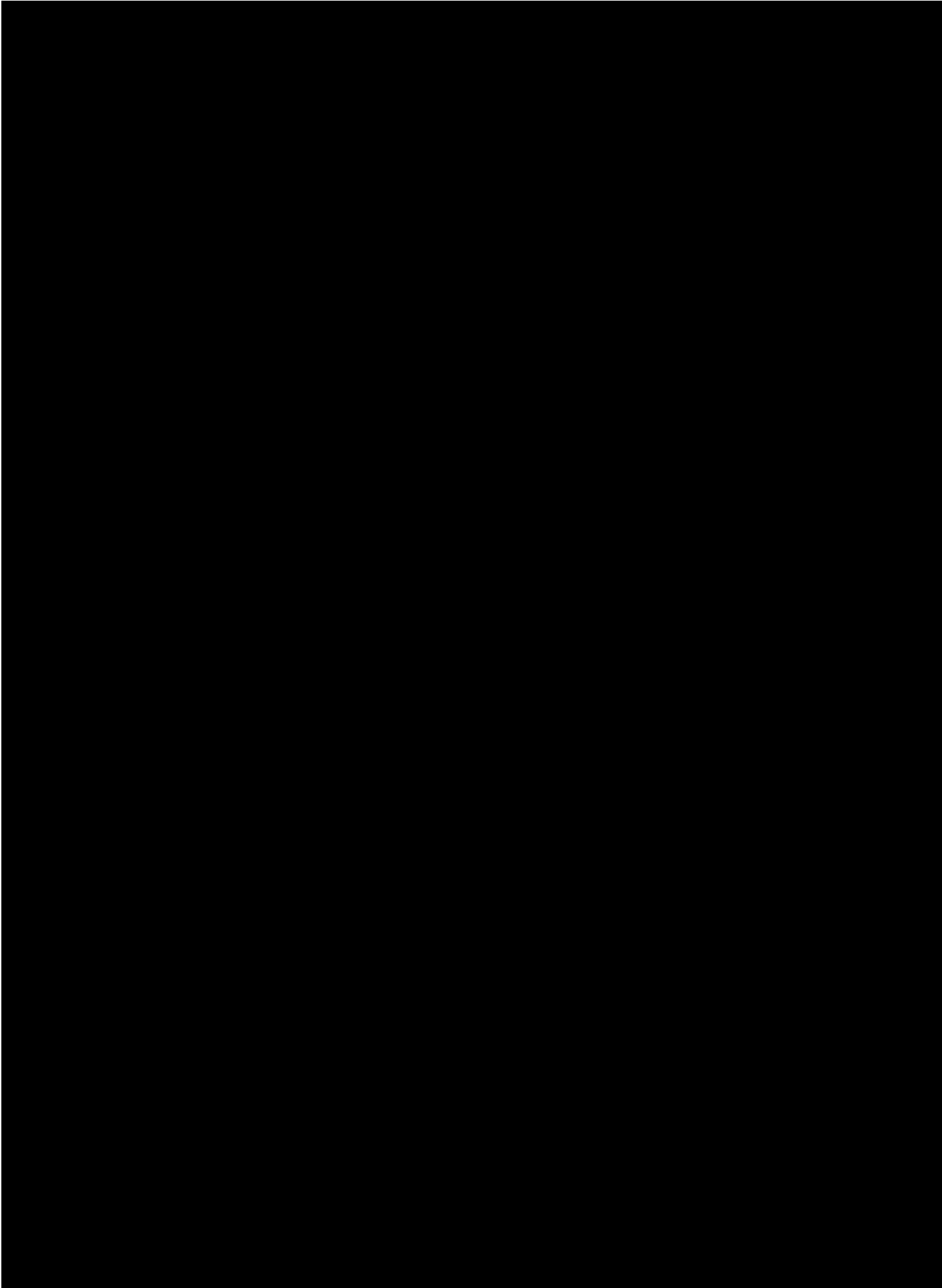
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