



**ISSUED VIA Email and the
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10 December 2013

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For Attention: 

Dear 

**RE: STADIUM TRANSFORMATION WORKS | TIER-1 MAIN CONTRACTOR | OJEU CONTRACT
NOTICE 2012/S 247-406933 | CONTRACT AWARD DECISION**

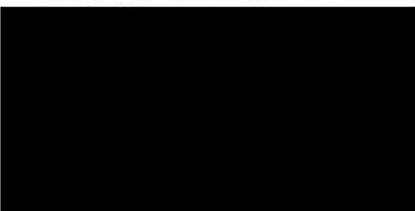
Thank-you for your recent tender submission ('the Tender'), in response to the Invitation to Tender ('the ITT') issued on 16 July 2013 in respect of the above contract opportunity.

The London Legacy Development Corporation ('LLDC') has completed the evaluation of the tenders received and we are writing to inform you of the decision to award to you the contract for Tier-1 Main Contractor Works, as you have attained the highest-overall score on the basis of the Award Criteria (MEAT) set out within the ITT.

In accordance with the Regulations, it is the intention of E20 Stadium LLP to enter into a contract on behalf of with Balfour Beatty Group Limited following the expiry of the mandatory 10-day standstill period ('the Standstill Period') on 23 December 2013.

We trust that this decision will be welcomed by you, and we will be in contact with you shortly to arrange for the execution of the contract documents.

Finally, we would like to thank you and your suppliers for your time and effort invested to submit a Tender, and congratulate you on making a successful submission in this instance.



Procurement Lead, Stadium Transformation

For and on behalf of
London Legacy Development Corporation
(**'the Contracting Authority'**)

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Award Criteria	Weighting	Successful Tenderer's Score	Comment on Merits of Successful Tenderer's Submission
1.1.1.1 The Prices (1.0-1.15 of the Pricing Schedule)	21%	19.14%	The Tenderer submission was competitive against some of the Commercial (Financial) elements of the Award Criteria and it was apparent that they had submitted the cheapest price for the following items 1.1.1.2., 1.1.1.3 and 1.1.1.4.), which resulted in the Tenderer scoring the maximum score against these elements. The Successful Tenderer submission was not competitive against some of the Commercial (Financial) elements of the Award Criteria, when each of the responses that the Successful Tenderer submitted were evaluated using the formula (rules) contained within the Award Criteria set out on page 22 in Part 1 of 2 of the ITT.
1.1.1.2 Preliminaries (1.16 of the Pricing Schedule)	8%	8.00%	
1.1.1.3 The Direct Fee %age of Total Tendered Price	2%	2.00%	
1.1.1.4 The Subcontracted Fee %age of Total Tendered Price	2%	2.00%	
1.1.1.5 The Peoples Overheads Fee %age of Total Prices	2%	1.20%	
1.2. Acceptance of Contractual Terms	5%	3.00%	The Tenderer's score reflects minor changes proposed to the contract terms and conditions that were compliant with the requirements of the ITT and acceptable to the Contracting Authority representing a shift in the risk profile of the contract to the Contracting Authority.
2.1.1. Health and Safety	6%	4.80%	Comprehensive and informed submission which demonstrates the Tenderer's ability to undertake H&S duties specific to the project. The response is aligned with HSE Standard and includes a plan for implementation with examples of relevant projects and risk management, however, it does not describe occupational health requirements particularly well. The Tenderer has detailed their commitment to support the Safety Leadership teams, including establishing Stadium Project Leadership Team with evidence of experience provided.
2.1.2. Quality Management	3%	2.40%	Clear Quality Plan developed covering all relevant areas requested in the question. Thorough explanations of how the plan will be implemented, although it could have made more specific references to the Stadium and its particular challenges.

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2.1.3.1. Employment and Skills – Strategy	1.5%	1.50%	Excellent submission covering the main elements of the Project Information and the Successful Tenderer demonstrates a flexible and innovative approach to delivery of employment and skills outcomes.
2.1.3.2. Employment and Skills – Proposed Targets	1.5%	1.50%	Excellent commitments. All minimum targets have been exceeded.
2.1.4. Inclusion	2%	1.20%	Relatively standard response identifying the key points required and committing to inclusive policies.
2.1.5. Community Engagement	2%	1.60%	Good submission covering all the award criteria with the focus on engagement, however, the submission does cover responsible site management which was an area identified.
2.1.6. Inclusive Design	2%	1.60%	The Successful Tenderer's response includes a team with excellent experience and knowledge of the site. The Tenderer intends to appoint Buro Happold as the access consultants who have experience and knowledge of working on projects on the Park, including the stadium transformation design work.
2.1.7.1. Sustainable Design	2%	1.60%	Very good response provided addresses the minimisation of impacts associated with steel comprehensively and has already identified opportunities to design out waste. Refers to previous experience which was highly relevant and effective in the approach stated.
2.1.7.2. Environmental Legislation	1%	0.80%	The response referenced ISO14001 certification meaning that the Successful Tenderer has a process in place for keeping abreast of legal requirements in relation to the project. A good outline is given in response to how risks and issues will be managed throughout the project.

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2.2.1 Project Programme	8%	6.40%	Programme demonstrates a good approach to the delivery of the project and is broadly compliant with the requirements of the works information. There are few constraints in the programme and the majority of activities have been logically linked but there are areas that would cause concern.
2.2.2 Method Statements	8%	6.40%	Very good method statements which demonstrate a good understanding of the project requirements, constraints and risks. In addition, it clearly identifies the key project specific interfaces and how they will be managed. There was a lack of detail on testing and commissioning of the retractable seating and the existing piles prior to strengthening works and on how productivity will be managed with respect to safety and quality.
2.2.3 Project Execution Plan	8%	6.40%	Good Project Execution Plan provided however, some responses are generic and not specific to the project.
2.2.4 Risk Management	3%	1.80%	The Successful Tenderer's response outlines key processes but did not contain a high level of detail. The Risk Management plan does not include matrix for impact scoring or clear explanation of relevance. The submitted risk register has 26 risks most of which are highly relevant to the delivery of this project.
2.2.5 Supply Chain Management	2%	1.60%	Good response that demonstrates the Tenderer understands the supply chain requirements. Examples of approved supplier management provided, together with defined processes to engage with local and diverse business networks.

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2.2.6 Design Management	4%	3.20%	The Tenderer has provided good evidence of how design management will deliver integrated design across designers and subcontractors. Design management process is described, with project specific examples addressing interfaces and subcontract design. Documentation management and quality assurance is not described in the Tenderer's submission. Also the design management tools and methodologies that are mentioned do not make clear how central each is to the process of design delivery.
2.3.1 Project Organisations Chart	3%	2.40%	Summary level of job roles and duration in weeks on the project included however the job roles do not name specific people. A clear organisational chart provided that shows the specific relation of Balfour Beatty staff named in Contract Data Part 2. However, the commentary does not fully explain Project Team composition, operation or required reporting and communication lines.
2.3.2 Key People	3%	2.40%	Comprehensive and detailed CV's for all of the key personnel have been submitted including for the design element of the project. No stadia experience identified, but full detail of relevant experience including London 2012 Aquatics Centre and suitability for proposed role is provided. High calibre people are proposed for most of the key positions.
Totals		100.00%	82.94%