

**SCHEDULE 1**

**Specification**

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## **1 INTRODUCTION**

1.1 This **Schedule 1** (Specification) defines the Council's requirements for the Services. The Contractor must perform the Services in accordance with all of the requirements set out in this **Schedule 1** (Specification) for the management and operation of the Waste Collection Services, Recyclate Material Sales Services, Street Cleaning Services, Commercial Waste Services, Winter Maintenance Services, Service Vehicle Maintenance Services and Non-Service Vehicle Services.

1.2 In this Specification, unless the context or express provisions of the Specification otherwise requires, words and expressions shall have the meaning set out in the Conditions of Contract.

1.3 In the event of any inconsistency within this **Schedule 1** (Specification) the following order of precedence shall apply:

1.3.1 the main body of **Schedule 1** (Specification) and **Appendix A** (Service Performance Framework);

1.3.2 **Appendix B** (Service Charter).

## **2 CORE OBJECTIVES**

2.1 The core objectives of the Contract are:

2.1.1 to target optimum savings on the costs of service provision through lower service costs and increasing Recyclate Income;

2.1.2 to deliver residents a high performing service, achieving high levels of customer satisfaction; and

2.1.3 to provide improved environmental and carbon outcomes in the way in which environmental services are delivered.

## **3 EXTENT OF SERVICES**

3.1 The Contractor shall provide the Services in accordance with this Specification, within the administrative area of the Boroughs.

- 3.2 The Boroughs shall make available, from each Borough's relevant Services Commencement Date, the Depots utilised in the performance of the Pre-Existing Services, in accordance with the agreed form lease for each Depot.

#### **4 SERVICE CHARTERS**

- 4.1 The Contractor shall adhere to the standards set out in the Service Charters (**Appendix B** to this Specification) for those Services to which the Service Charters are applicable.

#### **5 SERVICES DELIVERY PLAN**

- 5.1 The Contractor shall deliver the Services for the Contract Period in accordance with **Schedule 4** (Services Delivery Plan) for each Service Category.

#### **6 LIAISON AND REPORTING**

- 6.1 The Contractor shall deliver communications to members, Service Users and other parties (as required) in accordance with **Schedule 15** (Service User Procedure) and **Schedule 16** (Communications and Stakeholder Engagement).

- 6.2 The Contractor shall comply with the provisions of **Schedule 6** (Reporting Requirements) and all reporting provisions in the Contract, including (but not limited to) those set out in **clauses 27, 28 and 29** of the Conditions of Contract.

- 6.3 The Contractor shall provide to the Authorised Officer Bills of Quantity (in a suitable format and meeting the requirements of **Schedule 6** (Reporting Requirements)) for the provision of the following elements of the Services:

- 6.3.1 the collection of Waste at markets in accordance with paragraph 10.18 of this Specification;

- 6.3.2 Waste Collection Services at Schedule 2 Properties in accordance with paragraph 8.7.3 of this Specification;

- 6.3.3 the cleaning of communal Food Waste Receptacles in accordance with paragraph 8.7.5 of this Specification;

- 6.3.4 the Kingston Housing Ancillary Services in accordance with paragraph 8.8 of this Specification;
- 6.3.5 Street Cleaning Services at markets, car parks, housing estates, private roads and unforeseen Special Events (as more fully described in paragraph 10 of this Specification);
- 6.3.6 Special Events Cleaning (including additional ad hoc cleaning at Special Events) as more fully described in paragraphs 10.16 and 10.27 of this Specification;
- 6.3.7 clearance of Fly Tipping and Graffiti from private land in accordance with paragraphs 10.26 and 10.25 respectively; and
- 6.3.8 provision of salt (as directed by the Authorised Officer) in accordance with paragraph 12.12.11,

to enable Boroughs to recharge the cost of such services to third parties.

## **7 SERVICE PERFORMANCE INDICATORS**

- 7.1 The Partnership will assess the Contractor's performance in providing the Services against this Specification and the Service Performance Indicators (SPIs) set out in the Service Performance Framework within **Appendix A** to this Specification.
- 7.2 A failure by the Contractor in respect of the Service Performance Indicators will result in the Contractor incurring Deductions; such Deductions shall be payable in accordance with **Schedule 5** (Payment Mechanism).
- 7.3 Incurring Deductions may constitute a Contractor Default in accordance with the Conditions of Contract.

## **8 SERVICE CATEGORY 1: WASTE COLLECTION SERVICES**

### **8.1 Summary of Service Requirement**

- 8.1.1 The Contractor shall develop, implement and operate services for the collection of:

- (i) Household Waste; and

- (ii) Bulky Waste,

from each household within the Boroughs' administrative areas from the relevant Services Commencement Date until the Termination Date.

- 8.1.2 The Contractor shall adhere to time banded collections which are already adopted or as may be implemented thereafter. In order to introduce any additional time banding, the Contractor shall, in the first instance, submit a written proposal to the Authorised Officer for consideration.

## 8.2 Household Waste Collection Services

- 8.2.1 From the relevant Services Commencement Date until the Termination Date, in accordance with the requirements of this **Schedule 1** (Specification) and **Schedule 4** (Services Delivery Plan), the Contractor shall provide and operate services for:

- (i) the collection of Household Waste from households within the Boroughs' administrative areas, by way of Kerbside Collections and Assisted Collections (see paragraph 8.13 for further detail regarding the type of collections);
- (ii) the management of Neighbourhood Recycling Centres and Communal Waste Sites;
- (iii) the transport of all Household Waste collected in accordance with (i) and (ii) above to the Delivery Point(s) as set out at paragraph 17.1 (as agreed with the Authorised Officer) for treatment.

## 8.3 Working Hours for Household Waste Collection Services

- 8.3.1 The Contractor shall collect Household Waste from all households within the Boroughs' administrative areas:

- (i) on any day, other than Christmas Day, Boxing Day and New Year's Day; and
- (ii) no earlier than 06:00am and no later than 10.00pm,

unless otherwise agreed by the Authorised Officer.

8.3.2 The Contractor shall ensure compliance with the requirements of the London Lorry Control Scheme and all relevant legislation at all times, particularly with regard to Chapel Mill Road Depot in Kingston where vehicles must not leave the Depot before 6.45am.

#### 8.4 **Household Waste Collection Schedule**

8.4.1 The Contractor shall deliver the Household Waste Collection Services in accordance with the Household Waste Collection Schedule ("HWCS") set out in **Schedule 4** (Services Delivery Plan). The HWCS shall be accessible to the Authorised Officer at all times.

8.4.2 The Contractor shall update the HWCS on a weekly basis to include any new households on the collection round or any changes to the Household Waste Collection Services. The Contractor shall ensure that sensitive information is made available to the Authorised Officer only, and shall comply with all relevant data protection Legislation and its obligations under **clause 57** of the Contract.

8.4.3 The day and time of Household Waste collections shall be regular and consistent, and in accordance with Good Industry Practice and the schedules set out in **Schedule 4** (Services Delivery Plan).

8.4.4 Scheduled collections of Residual Waste, Recyclates, Garden Waste and Food Waste from each Household shall be on the same day, unless otherwise agreed by the Authorised Officer.

8.4.5 The Contractor shall separately collect non-artificial Christmas trees for composting from by way of a Kerbside Collection from all households in the Partnership area for a minimum of two weeks in January at no additional cost to the householder.

8.4.6 On or before 31 March in each Contract Year, the Contractor shall submit proposals for re-scheduling Household Waste collections which would otherwise be scheduled to take place on Christmas Day, Boxing Day and New Year's Day for the following Contract Year to the Authorised Officer. The Parties, acting reasonably, shall seek to agree the dates and times of such Household Waste collection on or before 30 April of the Contract Year in question.

8.4.7 The Contractor shall supply information on collection type (including the Christmas

tree collection service) and the dates of such collection to each household by appropriate means, in accordance with Good Industry Practice and the provisions of **Schedule 4** (Services Delivery Plan), at appropriate times, and not less than annually.

8.4.8 The Contractor shall inform householders, caretakers and managing agents of any changes to collection days on at least two (2) separate occasions; the first at least eight (8) weeks before implementation, and the second between one (1) and three (3) weeks before implementation.

8.4.9 Where Garden Waste is collected alongside other forms of Waste (in the same vehicles), the Contractor shall agree a procedure with the Council to ensure all Garden Waste is sent for composting and cover the audit process and management of records for this arrangement.

## 8.5 **Receptacles**

8.5.1 For all Kerbside Collections, Assisted Collections and Communal Collections, Receptacles shall be collected, emptied, and returned (where required) to the point of collection in such a manner as to cause minimum inconvenience to the public and the householder and in accordance with Good Industry Practice and the provisions of **Schedule 4** (Services Delivery Plan).

8.5.2 Where containers have been presented incorrectly e.g. on the public highway, the Contractor will return the container to an appropriate point.

8.5.3 The Contractor shall only collect Residual Waste and Garden Waste if deposited in Receptacles.

8.5.4 Where Residual Waste is left next to Receptacles, the Contractor shall record all instances, notify the Authorised Officer in accordance with the process set out within the Services Delivery Plan, and notify the Householder in writing at the time of collection, explaining the reasons for non-collection. Notifying by means of an appropriate label affixed to the bin will be deemed acceptable. Where the situation occurs more than two successive occasions, the Contractor shall inform the Authorised Officer of any locations where the Waste left for Collection is in excess of the capacity of the Receptacles provided.



8.5.5 The Contractor shall collect Recyclates (including Food Waste but excluding Garden Waste), deposited in, or next to, Receptacles.

#### 8.6 **Missed Collections**

8.6.1 The Contractor shall achieve 100% Receptacle collection rate on each Business Day, in accordance with the HWCS. Failure to collect any correctly presented receptacle on its scheduled collection day will be deemed a missed collection. The Contractor shall be required to collect the Missed Collection within twenty-four (24) hours of being reported and without extra payment.

8.6.2 The Contractor shall record the number and location of all Missed Collections and the date that rectification action was taken on a daily basis. This information shall be made accessible to the Authorised Officer electronically on a daily basis.

8.6.3 Occasional obstruction to the collection vehicle caused by parking and roadworks shall not preclude the Contractor from carrying out the Household Waste Collection Services, and any Receptacle collections missed for such reasons shall be deemed to be Missed Collections, as will any households not collected on their scheduled day due to vehicle breakdowns. The Contractor shall put in place a plan in accordance with **Schedule 4** (Services Delivery Plan) to ensure that that any households affected by such circumstances shall have their Receptacles emptied.

#### 8.7 **Management of Neighbourhood Recycling Centres, Communal Waste Sites and Waste Collection from Schedule 2 Properties**

8.7.1 The Contractor shall manage all Neighbourhood Recycling Centres and Communal Waste Sites in accordance with **Schedule 4** (Services Delivery Plan). The Contractor shall also undertake Waste collections from Schedule 2 Properties in accordance with **Schedule 4** (Services Delivery Plan).

##### Communal Collections

8.7.2 The Contractor shall undertake Communal Collections in accordance with **Schedule 4** (Services Delivery Plan). Communal Collections shall include the collection of Residual Waste, and (where practical) Recyclates, Food Waste and Garden Waste. The Contractor shall undertake Communal Collections at the Neighbourhood Recycling Centres and Communal Waste Sites regularly to ensure that communal

Receptacles are never full or overflowing.

#### Collections at Schedule 2 Properties

8.7.3 The Contractor shall undertake collections from Schedule 2 Properties in accordance with **Schedule 4** (Services Delivery Plan). Collections from Schedule 2 Properties shall include the collection of Residual Waste, and (where required) Recyclates, Food Waste and Garden Waste. The Contractor shall undertake collections from Schedule 2 Properties regularly.

#### Cleansing of Neighbourhood Recycling Centres and Communal Waste Sites

8.7.4 Neighbourhood Recycling Centres or Communal Waste Sites, including Receptacles shall be maintained and kept clean to a grade A standard by the Contractor as defined by the Code. This shall also include those banks managed by third parties. At the point of collection, the Contractor will ensure that any spillages present or caused during the collection process are cleared. Where pre-existing spillages or fly-tipped materials are identified that cannot be immediately cleared by the collection crew, this shall be reported through the appropriate channels and cleansing resource allocated to clear this in line with the timescales set out in the SPIs.

#### Cleansing of Communal Food Waste Receptacles

8.7.5 All communal Food Waste Receptacles (existing Receptacles, and those introduced by the Contractor at any suitable location within the Boroughs' administrative area, with the prior written consent of the Authorised Officer) shall be cleaned a minimum of four (4) times each year with two cleans of the four to take place between May and September (as specified within **Schedule 4** (Services Delivery Plan)) as follows:

- (i) such Receptacles shall be washed internally and externally with water and suitable cleanser;
- (ii) the liner and the outer cover of such Receptacles shall be washed internally and externally; and
- (iii) all excess water and residues shall be removed from the Neighbourhood Recycling Centre or Communal Waste Site (as applicable) on completion of such cleansing work.

### Third Party Receptacles

8.7.6 The Contractor shall manage Recyclate, textile and WEEE banks which are owned by third parties in accordance with the agreed procedure as set out within the Services Delivery Plan.

### General

8.7.7 All Receptacles at the Communal Waste Sites, Neighbourhood Recycling Centres and Schedule 2 Properties shall be returned to the collection point and locked into position and/or locked shut (where applicable) after collection and cleaning.

8.7.8 The condition and appearance of each Neighbourhood Recycling Centre and Communal Waste Site shall reflect the nationally recognised colour coding used for such facilities (the Recycle Now scheme) and shall be maintained at a level sufficient to preserve the good image of the applicable Borough.

8.7.9 At the Annual Review, the Contractor or the Council may propose new or modified Neighbourhood Recycling Centres and Communal Waste Sites. Before taking any action to create or modify any Neighbourhood Recycling Centres and Communal Waste Sites, the Contractor must obtain the written consent of the Authorised Officer.

### Payment

8.7.10 There will be no separate payment for the management of Neighbourhood Recycling Centres and Communal Waste Sites and Waste collection from Schedule 2 Properties; payment will be made as part of the Waste Collection Payment in accordance with paragraph 3.1 of **Schedule 5** (Payment Mechanism). Both payment for:

- (i) Waste collection from Schedule 2 Properties in accordance with paragraph 8.7.3; and
- (ii) the cleaning of communal Food Waste Receptacles in accordance with paragraph 8.7.5 of this Specification,

shall be included in the Waste Collection Payment, and the Contractor shall provide Bills of Quantity for the recharging of this service element in accordance with

paragraph 6.3.

## 8.8 **Kingston Housing Ancillary Services**

8.8.1 Within the administrative area of the Royal Borough of Kingston, the Contractor shall provide services to housing estates, as set out within paragraph 8.9 of **Appendix C** to this Specification.

8.8.2 There will be no separate payment for the Kingston Housing Ancillary Services; payment will be made as part of the Waste Collection Payment in accordance with paragraph 3.1 of **Schedule 5** (Payment Mechanism), and the Contractor shall provide Bills of Quantity for the recharging of this service element in accordance with paragraph 6.3 of this Specification.

## 8.9 **Delivery Points for Waste from Household Waste Collection Services**

8.9.1 All Household Waste collected by the Contractor shall be delivered to an appropriate Delivery Point or Contingency Delivery Point, in accordance with paragraph 17.1 of this Specification.

## 8.10 **Payment for Household Waste Collection Services**

8.10.1 The Contractor shall be paid for the Household Waste Collection Services by way of the Waste Collection Services Payment as set out in paragraph 3.1.1 of **Schedule 5** (Payment Mechanism).

## 8.11 **Bulky Waste Collection Services**

8.11.1 From the relevant Services Commencement Date until the Termination Date, in accordance with the requirements of this **Schedule 1** (Specification) and **Schedule 4** (Services Delivery Plan), the Contractor shall provide and operate services within the Boroughs' administrative areas for the collection of Bulky Waste, and the transport of such Bulky Waste to a Delivery Point.

8.11.2 The Contractor shall be responsible for managing a booking system for bookings from Service Users and shall maintain a schedule of available appointments that can be offered to Service Users for Bulky Waste collections by the Contractor in accordance with **Schedule 4** (Services Delivery Plan). The Contractor shall ensure that all Bulky

Waste collection requests/notifications from Service Users can be facilitated within ten (10) Business Days of notification by the Service User to the Customer Contact Centre.

8.11.3 The Contractor shall notify the Authorised Officer of available appointments for Bulky Waste collections, and booked Bulky Waste collections, in accordance with the Services Delivery Plan.

8.11.4 From the later of: (i) 1 October 2017; or (ii) the relevant Services Commencement Date, until the Termination Date, the Contractor shall be responsible for the disposal of all Residual Waste collected as Bulky Waste. The Contractor may also be required to dispose of all Residual Waste collected as Bulky Waste in Merton and Sutton from and including the relevant Services Commencement Date, to and including 30 September 2017, if requested by the Authorised Officer.

8.11.5 From 1 September 2022 until the Termination Date, the Contractor shall be responsible for the sale and/or processing and/or disposal of all Recyclate(s) collected as Bulky Waste. The Contractor may also be required to sell and/or process and/or dispose of all Recyclate(s) collected as Bulky Waste from and including the relevant Services Commencement Date, to and including 31 August 2022, if requested by the Authorised Officer and subject to the Boroughs' existing contractual arrangements summarised in Table 17.1(Existing Waste Contracts and Delivery Points).

8.11.6 The Contract shall keep records of the number of Bulky Waste collections and the tonnages of Bulky Waste collected, to include details of Missed Collections. Such records shall be made available electronically to the Authorised Officer.

8.11.7 The Contractor shall maximise the Reuse of Bulky Waste items and shall minimise the tonnages of Bulky Waste disposed of as Residual Waste.

## 8.12 **Payment for Bulky Waste Collection Services**

8.12.1 From the later of: (i) 1 October 2017; or (ii) the relevant Services Commencement Date, until the Termination Date, the Contractor shall be paid the agreed disposal rate for tonnage collected as Bulky Waste as set out in paragraph 3.1.3 of **Schedule 5** (Payment Mechanism).

8.12.2 The Contractor or its agent shall market any suitable Bulky Waste items collected and shall retain any income derived from its sale. In accordance with paragraph 3.1.3 of **Schedule 5** (Payment Mechanism), the Contractor shall be responsible for all the disposal costs of material collected as Bulky Waste.

8.12.3 In the event of failure to rectify a missed Bulky Waste collection, and in accordance with SPI 7, the Contractor shall refund the money paid by the Service User for such Bulky Waste collection, directly to the Service User. The Contractor shall then carry out the collection within 1 working day and at no additional charge.

8.12.4 In the event that, after a further working day, the collection has not been made, the Contractor shall be deducted the amount of the total charge to the Service User from the Monthly Contract Payment, and this deduction shall refresh in accordance with the Deduction Refresh Period until the missed Bulky Waste collection has been rectified, in accordance with SPI 7.

#### 8.13 **General: Kerbside Collections, Communal Collections and Assisted Collections**

##### Kerbside Collections

8.13.1 All collections of Household Waste and Bulky Waste, other than Assisted Collections and Communal Collections shall be Kerbside Collections.

##### Communal Collections

8.13.2 The Contractor shall undertake Communal Collections in accordance with the provisions of paragraph 8.7.2 and **Schedule 4** (Services Delivery Plan).

##### Assisted Collections

8.13.3 The Contractor shall undertake Assisted Collections, as directed by the Authorised Officer.

8.13.4 Further to paragraph 8.13.3, if the Contractor reasonably considers that such direction from the Authorised Officer will contravene its Health and Safety Plan, the Parties shall agree an appropriate methodology to achieve the Assisted Collection.

8.13.5 The Contractor will manage Assisted Collections in accordance with the procedure

set out in **Schedule 4** (Services Delivery Plan) and **Schedule 6** (Reporting Requirements).

8.13.6 For the avoidance of doubt, the Contractor shall provide Assisted Collections as part of the Waste Collection Services and shall not receive any additional payment for providing such Assisted Collections

8.14 **General: Contamination and Prohibited Materials in Waste Collection Services**

8.14.1 The Contractor shall manage the presence of contamination and Prohibited Materials in Household Waste in accordance with the protocol set out in **Schedule 4** (Services Delivery Plan); the Boroughs shall have no liability in respect of such contamination and/or Prohibited Materials.

8.15 **Clinical Waste Collection Services**

8.15.1 If requested, the Contractor will be required to undertake ad hoc weekly collections of Clinical Waste from agreed properties within the administrative areas of the Partnership Boroughs', and transport such Clinical Waste to the designated Delivery Point.

8.15.2 The Contractor shall provide sufficient resources, including vehicles, suitably trained operatives, and Clinical Waste receptacles, to carry out a weekly collection at each property, in accordance with the process set out at **Schedule 4** (Services Delivery Plan).

8.15.3 Replacement Clinical Waste receptacles, if requested by a Service User, will be delivered by the Clinical Waste Service Driver. The cost of such replacement Clinical Waste receptacles will be a pass through cost in accordance with paragraph 9.1 of **Schedule 5** (Payment Mechanism).

8.16 **Payment for Clinical Waste Collection Services**

8.16.1 The Contractor shall be paid for the Clinical Waste Collection Services by way of the Ad Hoc Household Waste Collection Services Payment as set out in paragraph 3.1.2 of **Schedule 5** (Payment Mechanism).

## 9 SERVICE CATEGORY 2: RECYCLATE MATERIAL SALES SERVICES

9.1 From 1 September 2022 until the Termination Date, the Contractor shall, in compliance with all relevant Legislation, be responsible for the sale and marketing and/or processing and/or disposal of all Recyclates collected in each Borough by way of the Waste Collection Services Recyclates. The Contractor may also be required to sell and/or process and/or dispose of all Recyclates collected in each Borough by way of the Waste Collection Services from and including the relevant Services Commencement Date, to and including 31 August 2022, if requested by the Authorised Officer and subject to the Boroughs' existing contractual arrangements summarised in Table 17-1 (Existing Waste Contracts and Delivery Points).

9.2 The Contractor shall not enter into any agreements material in nature, above [REDACTED] with third parties without obtaining the prior written consent of the Authorised Officer in accordance with the provisions of **clause 29** of the Conditions of Contract.

9.3 The Contractor shall provide the Authorised Officer with a Recyclates Report on a monthly and annual basis, detailing tonnages, materials sold and prices achieved both for source segregated and separated materials. Where Recyclates are put through a materials recycling facility the prices achieved for all such material sold from the facility shall be reported in accordance with Schedule 6 (Reporting Requirements) and Schedule 5 (Payment Mechanism).

9.4 The Contractor shall make available to the Authorised Officer, upon request, invoices relating to the sale of Recyclates.

### 9.5 Recyclate Materials Sales Services Payment and Income Sharing

9.5.1 The Contractor shall provide each of the Boroughs with:

- (i) a guaranteed annual net revenue arising from the provision of the Recyclate Materials Sales Services, in accordance with paragraph 4 of **Schedule 5** (Payment Mechanism); and
- (ii) excess income sharing above the guaranteed revenue, as detailed in paragraph 11.3 of **Schedule 5** (Payment Mechanism).



## **10 SERVICE CATEGORY 3: STREET CLEANING SERVICES**

### **10.1 Summary of Service Requirements**

10.1.1 The Contractor shall operate and manage the Street Cleaning Services in the Boroughs' administrative areas, from the relevant Services Commencement Date until the Termination Date, in accordance with **Schedule 4** (Services Delivery Plan).

10.1.2 From 1 September 2022, the Contractor shall collect, transport and Recycle (as far as possible) any mechanical street sweepings and gully waste arising as a result of the Street Cleaning Services. The Contractor may also be required to treat such mechanical street sweepings and gully waste arising as Recyclates from and including the relevant Services Commencement Date, to and including 31 August 2022, if requested by the Authorised Officer and subject to the Boroughs' existing contractual arrangements summarised in Table 17-1 (Existing Waste Contracts and Delivery Points).

10.1.3 The Street Cleaning Services shall comprise of two (2) key services:

- (i) the Core Street Cleaning Services (see paragraphs 10.2 to 10.19 for further details, and paragraph 10.20 for details of payment); and
- (ii) the Ad Hoc Cleaning Services (see paragraphs 10.21 to 10.27 for further details).

### **10.2 Summary of the Core Street Cleaning Services**

10.2.1 The Contractor shall carry out Core Street Cleaning Services for all footpaths, public rights of way, adopted highway, pavements, housing estates (in Croydon only), car parks (in Merton, Sutton and Kingston only), other public areas in the Boroughs' administrative areas, and those private roads and non-adopted highways, and private housing estates, as identified by the Authorised Officer from time to time within the Boroughs' administrative areas; all such land shall be referred to as the 'relevant land' for the purposes of the Street Cleaning Services.

10.2.2 The Core Street Cleaning Services shall include:

- (i) the picking and removal of Litter and sweeping, including litter picking from planters and grass verges at arms' length;
- (ii) removal of leaf and blossom fall;
- (iii) removal of weeds;
- (iv) removal of dead animals;
- (v) removal of drug litter;
- (vi) removal of Fly-Tipping;
- (vii) emptying, maintaining and cleaning of Litter Bins;
- (viii) clearance of litter and weeding from tree pits;
- (ix) cleaning of drainage systems;
- (x) removal of Graffiti from public property (in Merton, Sutton and Kingston only);
- (xi) removal of Fly Posting from public property;
- (xii) supporting Community Clean Up Initiatives as outlined within the Service Charter;
- (xiii) Special Events Cleaning (this will include cleaning services for the Lawn Tennis Association's annual Wimbledon Tennis Championships in Merton);
- (xiv) stand-by service for Emergency Cleaning Services (note that the actual Emergency Cleaning Services shall form part of the Ad Hoc Cleaning Services);
- (xv) Market Cleaning Services; and
- (xvi) jet washing of bridges, underpasses and subways at specified locations

and according to a scheduled frequency.

### **10.3 Method and standard of the Core Street Cleaning Services**

10.3.1 The Contractor shall operate and manage the Core Street Cleaning Services and the Ad Hoc Cleaning Services in accordance with all applicable Legislation (including, but not limited to, the Code) and, as set out within the Services Delivery Plan.

10.3.2 Subject to paragraphs 10.3.3 and 10.3.4 below, the Contractor shall use an appropriate method of cleaning to achieve the required standards as set out in the Code for the Core Street Cleaning Services.

10.3.3 The Contractor shall ensure that all relevant land (as set out in paragraph 10.2.1) shall be swept by manual or mechanical means to the required standard as specified within the Code up to and including the backline of the footpaths.

10.3.4 The Contractor shall ensure that all drainage channels (including gully grates) contained within a carriageway or footway shall be swept by manual or mechanical means to the required standard as specified within the Code, and to prevent detritus being washed into gully pots, or a build up around the gully grates. Gully pots and connections shall require jetting up to the point of connection with the sewer in order to prevent ponding in accordance with paragraph 10.12.

10.3.5 The Contractor shall ensure that:

- (i) on completion of any cleansing operation, the relevant land (as set out in paragraph 10.2.1) shall achieve a grade 'A' standard as defined in the Code;
- (ii) at any time, all relevant land (as set out in paragraph 10.2.1) shall achieve a minimum of a grade 'B' standard as defined in the Code.

10.3.6 For the avoidance of doubt, should the Contractor wish to carry out any cleaning works which require road closures or parking suspensions, the Contractor shall be responsible for application for the relevant permit and shall bear the cost.

10.3.7 The Contractor shall be required to open and close the gates at Sutton High Street each day as set out in Table 10.3.7. Gates must be open by 6am and remain open until

10am when locking can commence.

**Table 10.3.7 Sutton High Street Gate Opening Requirements**

Gate location	Opening required by 6am	Closing required from 10am
<b>South Section of High Street</b>		
High Street - Junction with Grove Road	By 6am	On or after 10am (and anytime throughout the day if gate is found open)
High Street - Junction with Cheam Road (south side)	By 6am	On or after 10am
<b>Middle Section of High Street</b>		
High Street - Junction with Cheam Road (north Side)	By 6am	On or after 10am
Throwley Road	By 6am	On or after 10am
Hill Road	By 6am	On or after 10am
St Nicholas Road	By 6am	On or after 10am
Manor Place	No opening required	Should be permanently locked - not opened during the evening
Lodge Place	No opening required	Should be permanently locked - not opened during the evening
<b>North Section</b>		
High Street - junction with Benhill Road (south side)	By 6am	On or after 10am
High Street - Junction with Benhill Road (north side)	By 6am	On or after 10am
High Street Junction with Marshalls Road	By 6am	On or after 10am

10.3.8 In any dispute as to what comprises Litter and/or Detritus, the decision of the Authorised Officer shall be final.

**10.4 The picking and removal of Litter and sweeping**

10.4.1 The Contractor shall undertake Litter picking and sweeping on a regular basis to ensure that the relevant land (as set out in paragraph 10.2.1) is clear of Litter and Detritus in accordance with the Code.

**10.5 Removal of leaf and blossom fall**

10.5.1 The Contractor shall clear all relevant land (as set out in paragraph 10.2.1) of leaf, berries, fruit seeds, blossom fall and tree debris on a regular basis.

10.5.2 In addition to its obligations under paragraph 10.5.1 above, during each year of the Contract Period, the Contractor shall remove all autumn leaf fall from the relevant land (as set out in paragraph 10.2.1) on or before the date specified in, and in accordance with, the Leafing Removal Programme agreed pursuant to paragraph 10.5.3 below. The Leafing Removal Programme shall detail the resources, equipment and vehicles to be used for leaf removal, and the start date for leaf clearance programme (unless, due to seasonal conditions, the Authorised Officer confirms in writing that such timescales may be altered).

10.5.3 In May of each Contract Year, the Contractor shall submit a draft Leafing Removal Programme to the Authorised Officer for approval; the Authorised Officer will review the draft Leafing Removal Programme and approve the draft, or raise any enquiries and/or suggest a revised draft, within 20 Business Days of receipt of each draft.

10.5.4 For the avoidance of doubt, the Contractor shall provide all necessary resources including plant, equipment and transport for the collection and transport of collected leaves to the designated Delivery Point.

#### 10.6 **Removal of weeds and moss**

10.6.1 The Contractor shall remove weeds from all relevant land (as set out in paragraph 10.2.1), up to the backline of the pavements, to ensure that such land is weed free at all times. In the event that weed-killer is used, this shall be an appropriate weed-killer (as agreed with the Authorised Officer).

10.6.2 The Contractor shall remove moss from those areas of housing estates in Croydon as detailed in Paragraph 10.3 of **Appendix C** to this Specification.

#### 10.7 **Removal of Dead Animals**

10.7.1 The Contractor shall remove dead animals from relevant land (as set out in paragraph 10.2.1) using suitable equipment as soon as reasonably practical and in any event within twenty four (24) hours of the presence of the dead animal being noted by the Contractor, or reported to the Contractor (by the Authorised Officer, via the Customer Contact Centre or otherwise). The Contractor shall scan dead dogs and cats to identify the presence of identification chips and shall make contact with the owner through an agreed procedure.

10.7.2 The Contractor shall receive, scan and appropriately store dead cats and dogs found by the Boroughs' contractors working in parks and on highways and/or other public land within the Boroughs.

#### **10.8 Removal of drug litter**

10.8.1 The Contractor shall remove drug litter from relevant land (as set out in paragraph 10.2.1) using suitable equipment as soon as reasonably practical and within two (2) hours of being noted by the Contractor, or reported to the Contractor (by the Authorised Officer, via the Customer Contact Centre or otherwise), where such drug litter is located in Town and District Centres, or, is deemed to be high risk (e.g. in close proximity to schools, community centres or other such areas). Where such drug litter is reported in other locations, the Contractor shall remove it as soon as reasonably practical and in any event within four (4) hours.

#### **10.9 Removal of Fly-Tipping**

10.9.1 The Contractor shall remove Fly-Tipping from relevant land (as set out in paragraph 10.2.1) using suitable equipment within twenty four (24) hours of the presence of the Fly-Tipping being noted by the Contractor or reported to the Contractor (in accordance with paragraph 10.9.2 below, or via the Customer Contact Centre or otherwise) or as otherwise instructed by the Authorised Officer.

10.9.2 The Contractor shall report all incidents and locations of Fly-Tipping to the Authorised Officer.

10.9.3 Whenever possible the Contractor shall gather evidence and information relating to the possible source of the Fly-Tipping and submit it to the Authorised Officer as soon as practical. Staff shall be suitably trained in the gathering of evidence as appropriate for use in enforcement investigations. Staff shall be required to participate in legal proceedings (including attending court) to provide evidence at prosecutions.

10.9.4 Where requested by the Authorised Officer, the Contractor shall remove Fly-Tipping from private property in accordance with paragraph 10.24 of this Specification (and such work shall form part of the Ad Hoc Cleaning Services).

10.9.5 The Contractor shall monitor, record and supply to the Authorised Officer all data necessary for Waste Data Flow or any other reporting systems which may succeed

this system.

#### **10.10 Emptying, Maintaining and Cleaning Litter Bins**

10.10.1 The Contractor shall empty Litter Bins regularly and shall ensure that no Litter Bin shall be full or overflowing at any time, and that all Waste, including excess Waste placed around the Litter Bins, should be removed at the time of emptying. All bagged street cleansing Waste shall be removed on the same day.

10.10.2 The Contractor shall wash all Litter Bins with water and suitable cleanser on an annual basis as a minimum, and four (4) times in each Contract Year within town centres, as set out in **Schedule 4** (Services Delivery Plan), to remove all residues and detritus on/in the Litter Bin. The liner and the outer cover of the Litter Bin shall be washed internally and externally. All excess water and residues shall be removed from the bin area on completion of the work.

10.10.3 The Contractor shall ensure that Litter Bins are always securely locked as appropriate following emptying or cleaning.

10.10.4 The Contractor shall repair or replace all damaged, faulty or vandalised Litter Bins (howsoever caused) in accordance with paragraph 15.7.3 of this Specification. The Contractor shall ensure that information on all damaged, faulty or vandalised Litter Bins shall be accessible to the Authorised Officer electronically.

10.10.5 The Contractor shall provide new Litter Bins and/or relocate existing Litter Bins within the Borough's administrative areas at the request of the Authorised Officer, following consultation between both parties and at the Contractor's cost.

#### **10.11 Clearance of Litter, Detritus and Weeding from Tree Pits**

10.11.1 The Contractor shall ensure that all tree pits on the relevant land (as set out in paragraph 10.2.1) are kept clear of Litter, Detritus and weeds in accordance with the Code.

#### **10.12 Cleaning of Drainage Systems (includes gullies, footway gully channels, drainage pipes, catchpits, oil separators and soakaways)**

10.12.1 The Contractor shall clean all existing drainage systems at the following frequencies



(this aspect of the service is not required in Croydon):

- (i) in Kingston – as a minimum, once every two (2) years;
- (ii) in Merton – as a minimum, once every two (2) years; and
- (iii) in Sutton – as a minimum, once every two (2) years.

10.12.2 The Contractor shall clean all existing drainage systems identified as being at high risk of flooding at the following frequencies:

- (i) in Kingston – as a minimum, once every year;
- (ii) in Merton – as a minimum, once every year; and
- (iii) in Sutton – as a minimum, once every quarter.

10.12.3 The Contractor shall clean town centre drainage systems, where there is high footfall and a commensurate build-up of Litter and Detritus, three (3) times annually.

10.12.4 If instructed by the Authorised Officer, the Contractor shall provide ad hoc, emergency cleaning of drainage systems; such services shall form part of the Emergency Cleaning Services aspect of the Ad Hoc Cleaning Services in accordance with paragraph 10.26.

#### Gully Cleaning

10.12.5 The objective of this aspect of the Services is to maintain this part of the highway drainage system in an effective and working condition so as to prevent the accumulation of surface water and minimise local flooding. This involves cleaning of gullies in all road, footpath, subway, surface car parks and garage areas.

10.12.6 Gully cleaning is currently not required on roads that are the responsibility of Transport for London (TfL), principally the A217, A22, A23, A24, A297, A232 and A3. In the event that TfL and any Borough enter into an agency agreement, then the Authorised Officer reserves the right to amend the Contract to include the operations for which it becomes responsible in the scope of this Specification.

10.12.7 Gully cleaning is currently not required within 1.5m of the track (measured from the outside rail) of the Tramlink system. In the event that Tramlink and any Borough enter into an agency agreement, then the Authorised Officer reserves the right to amend the Contract to include the operations for which it becomes responsible in the scope of this Specification.

10.12.8 Where gully cleaning cannot be carried out by mechanical means, they shall be cleaned using hand tools.

#### Catchpit and Oil Interceptor Cleaning

10.12.9 The Contractor may be required to carry out ad-hoc inspection and cleaning of catchpits, oil interceptors and/or soakaways. Such works shall be as directed by the Authorised Officer by means of an Ad Hoc Works Order, and may be subject to additional payment in accordance with the Schedule of Rates, and Ad Hoc Street Cleaning Services Payment set out at paragraph 5.1.2 of **Schedule 5** (Payment Mechanism).

#### **10.13 Method and Standard of Cleaning**

10.13.1 The Contractor shall have knowledge of the extent of vehicle parking within the Boroughs' administrative areas and shall design a suitable procedure in order to manage this aspect of the Service and meet, in full, its obligations to cleanse all drainage systems within the Boroughs' administrative areas.

10.13.2 In heavily parked roads (those where 75%, or more, of gullies are not accessible for cleaning due to parking), the Contractor shall deliver leaflets to every frontage, whether residential or commercial, and place a letter under the nearside windscreen wiper of every vehicle within the street advising of the planned scheduled cleaning one (1) day in advance of scheduled cleaning. A standard leaflet for this purpose shall be submitted to the Authorised Officer and approved by them prior to delivery.

10.13.3 Where isolated parking occurs the Contractor shall make all reasonable efforts to locate the vehicle owner in order that the vehicle can be removed so as to allow cleaning. In the event of being unsuccessful the Contractor shall place a letter, the format of which is to be approved by the Authorised Officer, under the nearside windscreen wiper of the vehicle advising the owner when a return shall be made to clean the gully.

10.13.4 Cleaning shall include the removal of all extraneous items in gully gratings and the removal of all detritus, debris, roots, collapsed soakaway lining and silt from the inside of chamber frames, grit pans and kerb weirs.

10.13.5 Suitable tools and equipment shall be used where the use of a gully emptying/jetting vehicle is not practicable.

10.13.6 The Authorised Officer shall be notified immediately of any defects to chambers, frames, covers and gratings that may be a hazard to the public.

10.13.7 After cleaning, gullies shall initially be refilled with clean water above the outlet level to check that the gully connection is not obstructed or blocked. Obstructed or blocked gully connections shall be cleared by rodding or jetting and flushed. Any blockage that cannot be cleared within 15 minutes, or any blockages to the main, shall be recorded and reported to the Authorised Officer.

10.13.8 Cleaning shall be monitored and recorded using an electronic real time, web accessible, GIS-based system which shall include:

- (i) vehicle tracking, including location, time of arrival and time of departure at each chamber;
- (ii) evidence of each chamber mechanical cleaning including time;
- (iii) details of any defects; and
- (iv) a list of those chambers that have not been cleaned, and the reasons for such omission.

10.13.9 Where baseline data on gully locations is not available from Service Commencement in the geo-spatial format required for the Services to be delivered pursuant to paragraph 10.13.7; within the first Contract Year, the Contractor shall develop a database in a format to be agreed with the Authorised Officer which shall meet the relevant Borough's asset data requirements and the requirements set out at **Schedule 6** (Reporting Requirements).

10.13.10 In the event of ad hoc soakaway works being commissioned pursuant to paragraph 10.12.9, the Contractor shall ensure that the following method and standard of works

shall apply, in addition to the instructions as directed by the Authorised Officer:

- (i) The walls and perforations forming the lining of soakaway chambers shall be washed down and jetted clean;
- (ii) When instructed by the Authorised Officer from time to time, the Contractor shall clean soakaway boreholes by jetting and vacuum suction;
- (iii) The following form shall be completed by the Contractor for each soakaway cleaned. Completed forms shall be returned to the Authorised Officer within one (1) week of the date on which the soakaway is cleaned.

**Soakaway Cleaning Form**

<b>[insert Borough name]</b>	
<b>Soakaway Cleaning</b>	
Soakaway number:	
Date of cleaning:	
Location details:	
12 Digit Grid reference	(Eastings) (Northings)
Weather:	
Depth to water (m):	Depth to silt (m):
Depth to base after cleaning (m):	Borehole: Yes / No
Size (m): dia or x	Cover: Round / Square/Triangular
Cover type: Iron / Iron with Concrete Infill	Presence of Step Irons or Ladder: Yes / No
Cover condition: Good / Worn / Broken	Condition of Step Irons or Ladder: Good / Worn / Broken
Grit Pan: Yes / No	
Comments on general condition of soakaway: e.g. Condition of brickwork/concrete sides: Weepholes clear:	

Condition of base, presence:
Condition of anti-scour pad:
Cracks in structure:
Condition of lining:
Other comments:
Time cleaning started:
Time cleaning completed:
Name (CAPITALS):
Signature:
Date form completed:

10.13.11 The Contractor shall be responsible for the provision of all items required for cleaning of existing drainage systems.

10.13.12 The Contractor shall be responsible for making his own arrangements with water authorities to obtain Licences for the supply of water. The Contractor shall comply with any conditions imposed by any Water Authority. The Contractor shall provide a copy of the Licence conditions and quotation for the provision for the supply of water for approval by the Authorised Officer.

10.13.13 No additional payment shall be made in respect of the Contractor's arrangements with any Water Authority and the obtaining of licences.

10.13.14 The Contractor shall turn off completely any hydrants used after use and shall reseal the hydrant cover.

10.13.15 The Contractor shall notify the Authorised Officer of any damage to a hydrant, no matter how caused.

10.13.16 All work shall be carried out without unreasonable noise or disturbance or other pollution subject and, without prejudice to any other provision of the Contract, the Contractor shall take all reasonable precautions in connection with any rivers, streams, waterways, drains, watercourses, lakes and the like to prevent:

- (i) silting;
- (ii) erosion of their beds or banks;

- (iii) pollution of the water so as to affect adversely the quality or appearance thereof or cause injury or death to animal and plant life; and
- (iv) (in connection with underground water resources, including percolating water) any interference with the supply to or abstraction from such sources.

10.13.17 Access shall be from gratings or covers associated with the infrastructure to be cleaned. These shall often be situated within the limits of the public highway either in carriageway, footway or grass verge. Occasionally, access may be via covers located off the public highway either on Borough owned or privately owned land.

#### **10.14 Removal of Graffiti from Public Property**

10.14.1 The Contractor shall remove all Graffiti from property which can be reached from the public highway, subject to the provisions in paragraph 10.14.2, as directed by the Authorised Officer, within forty eight (48) hours of it being noted by the Contractor or reported to the Contractor (by the Authorised Officer, via the Customer Contact Centre or otherwise), or as otherwise instructed by the Authorised Officer. Cleaning materials used shall be those described in Schedule 4 (Services Delivery Plan).

10.14.2 Graffiti of a racist or offensive nature visible from a public place shall be removed within twenty four (24) hours of it being noted by the Contractor or reported to the Contractor (by the Authorised Officer, via the Customer Contact Centre or otherwise), or as otherwise instructed by the Authorised Officer.

10.14.3 The Contractor shall promptly report all incidents and locations of Graffiti to the Authorised Officer.

10.14.4 Where requested by the Authorised Officer, the Contractor shall remove Graffiti from private property in accordance with paragraph 10.26 of this Specification (and such work shall form part of the Ad Hoc Cleaning Services).

#### **10.15 Removal of Fly-Posting from Public Property**

10.15.1 The Contractor shall remove Fly-Posting from the external surfaces of property within the control of the relevant Borough, as directed by the Authorised Officer, in accordance with the Code within five (5) Business Days of it being noted by the

Contractor or reported to the Contractor (by the Authorised Officer, [via the Customer Contact Centre] or otherwise), or as otherwise instructed by the Authorised Officer.

10.15.2 The Contractor shall promptly report all incidents and locations of Fly-Posting to the Authorised Officer and retain evidence for investigation. Staff shall be suitably trained in the gathering of evidence as appropriate for use in enforcement investigations. Staff shall be required to participate in legal proceedings (including attending court) to provide evidence at prosecutions.

**10.16 Provision of Street Cleaning Services to support Community Clean Up Initiatives (as outlined within the Service Charter)**

10.16.1 If requested by the Council from time to time, the Contractor shall support Community Clean Up Initiatives in one or more of the Boroughs, through the provision of basic equipment (including without limitation, brooms, sacks, litterpickers, gloves and similar) and training to volunteers. These services will be provided by the Contractor at no additional cost to the Council.

10.16.2 If requested by the Council from time to time, the Contractor shall arrange the collection of Waste after Community Clean Up Initiative events. This service shall be provided by the Contractor at no additional cost to the Council.

10.16.3 The Contractor shall take reasonable measures to support Community Clean Up Initiatives and shall respond to requests for assistance from the Authorised Officer promptly.

**10.17 Special Events Cleaning**

10.17.1 The Contractor shall provide street cleansing and related Waste collection services following the occurrence of Special Events in the Boroughs' administrative areas in order to ensure the rapid restoration of all affected streets to the required standard in accordance with the Code.

10.17.2 The Authorised Officer will, as soon as reasonably practicable after receipt of notification of the proposed staging of a Special Event, supply the Contractor with details of the date, time, and route or location of the Special Event. The Authorised Officer will set out any specific requirements for the provision of the service which may include the time when the service is to be performed, and will instruct the

Contractor on any additional or varied cleansing arrangements required in advance of such an event. The Contractor shall treat all such information as confidential, unless advised otherwise by the Authorised Officer.

10.17.3 After notification from the Authorised Officer in accordance with paragraph 10.17.2, the Contractor shall as soon as is reasonably practicable, and no later than seven (7) days prior to the event taking place, provide the Authorised Officer with an operational plan giving details of how the service will be provided, including details of the labour, vehicles, and plant to be used and total cost to be incurred.

10.17.4 After notification from the Authorised Officer in accordance paragraph 10.17.2, the Contractor shall maintain liaison with the Metropolitan Police, the event organisers, and the Authorised Officer to ensure that the services are effective and do not interfere with the Special Event(s).

10.17.5 Immediately prior to the event and within three (3) hours of the end of the event, the Contractor shall sweep all streets and/or locations specified by the Authorised Officer and clear them of all Litter and Waste, in accordance with the Code. The Authorised Officer may, at the request of the Metropolitan Police or at his absolute discretion, require the Contractor to suspend or vary the service.

10.17.6 Prior to (or during) the Special Event, the Contractor shall, as required by the Authorised Officer (or on the specific instruction of the Metropolitan Police):

- (i) provide for and undertake the emptying, removal, temporary storage (at any location specified by the Authorised Officer, following consultation with the Contractor) and replacement of Litter Bins and liners;
- (ii) undertake the removal, temporary storage (at any location specified by the Authorised Officer, following consultation with the Contractor) and replacement of street furniture and other such equipment; and/or
- (iii) provide additional Litter Bins and liners and/or street furniture.

10.17.7 During the Special Event, the Contractor shall as required by the Authorised Officer (or on the specific instruction of the Metropolitan Police) make provision for the speedy removal of any dumped Waste near the location of the Special Event.



10.17.8 The Contractor shall within seven (7) days of the end of any Special Event provide the Authorised Officer with an operational report detailing all resources used by the Contractor to provide the Special Event Cleaning service. The report shall be set out as a Bill of Quantity to allow recharging of costs by the Boroughs' as may be appropriate, and shall include (without limitation):

- (i) numbers and status of operatives engaged in the Special Event Cleaning service, and the number of hours worked by such operatives;
- (ii) numbers and types of vehicles and equipment engaged in the Special Event Cleaning service;
- (iii) the materials used in the Special Event Cleaning service; and
- (iv) the cost incurred by the Contractor in providing the Special Event Cleaning service.

#### Maximising Recycling

10.17.9 Prior to, and during, the Special Event, the Contractor shall co-operate with the organisers of the Special Event and the Boroughs on such experimental schemes as may be proposed from time to time with the aim of maximising Recycling at the event.

10.17.10 The Contractor shall take reasonable steps to collect and separate as much Recyclate as possible from the Waste and Litter collected before, during, and after each Special Event.

#### Unforeseen events or works

10.17.11 Where there are unforeseen special events, or extra works that could not have been reasonably anticipated, the Contractor must agree such additional services with the Authorised Officer in advance. If instructed to carry out such additional services by the Authorised Officer, the Contractor shall provide such services in accordance with paragraph 10.27 (and such services shall form part of the Ad Hoc Cleaning Services).

#### **10.18 Stand-by Service for Emergency Cleaning Services**

10.18.1 The Contractor shall respond to instructions from the Authorised Officer to assist with

incidents on or about the relevant land (as set out in paragraph 10.2.1) occurring at any time of day and on any day of the year. Such incidents are likely to include (without limitation) traffic accidents, burst water mains, storm flooding, civil unrest and clearance of bomb debris, as required from time to time.

10.18.2 The Contractor shall ensure that the Authorised Officer and the Boroughs' out-of-hours control room are informed (and updated as necessary) of the name and telephone number of the Duty Manager.

10.18.3 During the winter season, the Contractor may integrate the function of the Standby Duty Manager with the role of the Duty Manager designated to dealing with the Winter Maintenance Services.

10.18.4 If instructed by the Authorised Officer, the Contractor shall provide Emergency Cleaning Services in accordance with paragraph 10.26 (and such services shall form part of the Ad Hoc Cleaning Services).

10.18.5 The Contractor's staff shall participate as requested by the Authorised Officer in Emergency Planning exercises which may be conducted by the Authority from time to time.

#### 10.19 **Market Cleaning Services**

10.19.1 The Contractor shall provide the following Market Cleaning Services for the markets detailed in [Appendix C] to this **Schedule 1** (Specification) at days and times to be agreed with the Authorised Officer

10.19.2 The Contractor shall clean the streets or parts of streets used for street trading within the Boroughs to ensure that they are cleaned within 2 hours of cessation of trading and otherwise in accordance with the Code and as set out in **Schedule 4** (Services Delivery Plan) and that all Waste generated by such street trading is removed in accordance with the standards set out within the Code.

10.19.3 Where Waste from street trading is collected in conjunction with other Waste, the Contractor shall provide the Authorised Officer with an indication of the weight of the street trading Waste (and how this has been calculated). In these circumstances, on at least two (2) occasions throughout any Contract Year, waste audit collections must be carried out to ensure that the correct charges are being attributed to street trading

waste. The Contractor will be given [twenty (20)] days' notice of the commencement of such audits.

10.19.4 The Contractor shall provide to the Authorised Officer, Bills of Quantity for the provision of Market Cleaning Services; such Bills of Quantity shall set out the work carried out pursuant to the following activities (in accordance with the London Local Authorities Act (2007) (as amended):

- (i) "The collection, removal and disposal of refuse or other services rendered by them to ... [street trading licence holders]; and
- (ii) The cleansing of streets in which street trading takes place in so far as that cleansing is attributable to such trading;...",

over and above those which would have been usually provided as part of the Core Street Cleaning Services. The Bills of Quantity shall be in a suitable format which meets the requirements of **Schedule 6** (Reporting Requirements).

10.19.5 The Contractor shall wherever possible maximise Recycling of street trading Waste.

#### 10.20 **Jet Washing of Bridges, Underpasses and Subways**

10.20.1 The Contractor shall carry out jet washing of relevant land (as set out in paragraph 10.2.1) under road and rail bridges, and within underpasses and subways, at the locations and frequency as set out in Appendix C.

#### 10.21 **Payment for the Core Street Cleaning Services**

10.21.1 Payment for the Core Street Cleaning Services will be in accordance with the Street Cleaning Payment set out in paragraph 5.1.1 of **Schedule 5** (Payment Mechanism). There will be no separate payment for:

- (i) the Street Cleaning Services at car parks, housing estates and/or on private roads;
- (ii) the Special Event Cleaning Services at paragraph 10.17;
- (iii) the Market Cleaning Services at paragraph 10.19.4; and/or

and the Contractor shall provide Bills of Quantity for the recharging of these elements of the Services in accordance with paragraph 6.3. The Contractor shall also provide Bills of Quantity for the recharging of markets, car parks, housing estates, private roads and unforeseen Special Events.

## **10.22 Ad Hoc Cleaning Services**

10.22.1 The Contractor shall carry out Ad Hoc Cleaning Services which shall include:

- (i) removal of chewing gum from pavements as directed by the Authorised Officer in accordance with paragraph 10.23;
- (ii) jet washing of pavements as directed by the Authorised Officer in accordance with paragraph 10.24;
- (iii) Emergency Cleaning as directed by the Authorised Officer in accordance with paragraph 10.25; and
- (iv) additional Special Events Cleaning as directed by the Authorised Officer in accordance with paragraph 10.28, within the Boroughs' administrative areas as notified by the Authorised Officer (on reasonable notice) from time to time. Such Services shall be carried out to the standard as set out within the Contractor's Services Delivery Plan.

## **10.23 Removal of Chewing Gum (as directed by the Authorised Officer)**

10.23.1 The Contractor shall remove chewing gum from specified areas of relevant land as instructed by the Authorised Officer in writing from time to time by way of an Ad Hoc Works Order, such work to be completed by the Contractor within the timescales specified in the Ad Hoc Works Order.

10.23.2 Details of any Ad Hoc Cleaning Services performed pursuant to paragraph 10.23 must be reported in writing by the Contractor to the Authorised Officer within five (5) Business Days of the completion of such work. Subject to the Authorised Officer's acceptance of such report, payment for such services shall be made in accordance with the Schedule of Rates within **Schedule 5** (Payment Mechanism).

## **10.24 Jet Washing of Pavements (as directed by the Authorised Officer)**

10.24.1 The Contractor jet washes the pavements in specified areas of relevant land as instructed by the Authorised Officer in writing from time to time by way of an Ad Hoc Works Order, such work to be completed by the Contractor within the timescales specified in the Ad Hoc Works Order.

10.24.2 Details of any Ad Hoc Cleaning Services performed pursuant to this paragraph 10.24 must be reported in writing by the Contractor to the Authorised Officer within five (5) Business Days of the completion of such work. Subject to the Authorised Officer's acceptance of such report, payment for such services shall be made in accordance with the Schedule of Rates within **Schedule 5** (Payment Mechanism).

#### 10.25 **Removal of Fly-Tipped Material from Private Land**

10.25.1 Where requested by the Authorised Officer by way of an Ad Hoc Works Order, the Contractor shall remove Fly-Tipped Material from private land, such work to be completed by the Contractor within the timescales specified in the Ad Hoc Works Order.

10.25.2 Details of any work carried out pursuant to this paragraph 10.25 must be reported in writing by the Contractor to the Authorised Officer within five (5) Business Days of the completion of such work. Subject to the Authorised Officer's acceptance of such report, payment for such services shall be made in accordance with the Schedule of Rates within **Schedule 5** (Payment Mechanism).

#### 10.26 **Removal of Graffiti from Private Land**

10.26.1 Where requested by the Authorised Officer by way of an Ad Hoc Works Order, the Contractor shall remove or paint over Graffiti on private property adjacent to the highway, or in locations visible from the highway, provided that such Graffiti is situated up to a height of approximately 3 metres, and/or it can be removed or painted over by Staff working at ground level, such works to be completed by the Contractor within the timescales specified in the Ad Hoc Works Order.

10.26.2 Boroughs retain the right to decline to deal with Graffiti on behalf of private land owners and the Authorised Officer will advise the Contractor in this regard on a case by case basis.

10.26.3 The Contractor shall make all efforts to obtain the appropriate permission from the

landowner before removing Graffiti from private property, except in the case of racist or offensive graffiti where the Authorised Officer may instruct the Contractor to remove such Graffiti without obtaining prior permission from the landowner of such racist or offensive Graffiti.

10.26.4 Details of any work carried out pursuant to this paragraph 10.26 must be reported in writing by the Contractor to the Authorised Officer within five (5) Business Days of the completion of such work. Subject to the Authorised Officer's acceptance of such report, payment for such services shall be made in accordance with the Schedule of Rates within **Schedule 5** (Payment Mechanism).

**10.27 Emergency Cleaning (as directed by the Authorised Officer)**

10.27.1 The Contractor may be required to provide Emergency Cleaning Services in response to an incident; such incidents are likely to include (without limitation) traffic accidents, burst water mains, storm flooding, civil unrest and clearance of bomb debris, as required from time to time. If the Contractor is instructed to provide Emergency Cleaning Services by the Authorised Officer in response to an incident in accordance with paragraph 10.18.4, the Contractor shall respond in accordance with this paragraph.

10.27.2 The Contractor may be required to remove debris or damaged street furniture and/or place cones, tapes, barriers, and/or lamps to warn and protect the public and to undertake other activities in response to the incident, provided that such activities do not require operatives to have specialist training or capabilities that they do not possess.

10.27.3 The Contractor shall provide an emergency gully cleaning service in response to flooding events as instructed by the Authorised Officer and in accordance with paragraph 10.12.4.

10.27.4 The Contractor may request the Authorised Officer to temporarily suspend the Contractor's obligations in respect of other scheduled Services in order to facilitate the diversion of the Contractor's staff to deal with incidents and emergencies in accordance with this paragraph 10.27 and such a request shall not be unreasonably refused.

10.27.5 The Contractor shall ensure that the Authorised Officer and the Boroughs' out-of-

hours control room are informed (and updated as necessary) of the name and telephone number of the Duty Manager.

10.27.6 During the winter season, the Contractor may integrate the function of the Standby Duty Manager with the role of the Duty Manager designated to dealing with winter maintenance.

10.27.7 The Contractor shall ensure that sufficiently qualified Staff are available at all times to provide the stand-by service incident and emergency response services described in this paragraph 10.27.

10.27.8 The Contractor shall call out the stand-by Staff immediately on becoming aware of any incident requiring the deployment of this service. If the stand-by Staff cannot deal adequately with any incident then they must immediately contact the Council officer nominated for that purpose by the Authorised Officer. Any subsequent instructions from the Council's officer to the Duty Manager must be complied with immediately.

10.27.9 The Contractor shall provide and maintain sufficient equipment in good working order, and such equipment shall be accessible at all times in order to carry out the Emergency Cleaning Services.

10.27.10 The Boroughs may monitor from time to time condition and availability of the equipment listed above, and will seek evidence relating to the training and capabilities of the personnel deployed on this service.

10.27.11 The Contractor's staff shall participate as requested by the Authorised Officer in Emergency Planning exercises which may be conducted by the Authority from time to time.

10.27.12 The Contractor shall notify the Authorised Officer (verbally, or in writing) of the nature of the incident attended to, and the work carried out pursuant to this paragraph 10.27, by the start of the following Business Day.

#### Report and Payment

10.27.13 Details of any Emergency Cleaning Services performed pursuant to this paragraph 10.25 must be reported in writing by the Contractor to the Authorised Officer within five (5) Business Days of the completion of such work; such report shall

include details of the labour, plant and any materials used. Subject to the Authorised Officer's acceptance of such report, payment for such services shall be made in accordance with the Schedule of Rates within **Schedule 5** (Payment Mechanism).

## **10.28 Additional Special Events Cleaning (as directed by the Authorised Officer)**

10.28.1 The Contractor may be issued with an Ad Hoc Works Order requiring it to provide additional Special Events Services in the event of unforeseen Special Events and/or the requirement for significant, additional resource above which may be reasonably expected to be provided by the Contractor as part of the core service pursuant to paragraph 10.17, such services to be completed within the timescales specified in the Ad Hoc Works Order.

10.28.2 The Contractor may make an application for payment for additional Special Events Services; any application must be supported by an operational report in the form described at paragraph 10.17.8 of this Specification.

10.28.3 Payment for the additional Special Events Services shall be made, subject to the Authorised Officer's acceptance of the report provided for such Services pursuant to paragraph 10.28.2, in accordance with the Schedule of Rates within **Schedule 5** (Payment Mechanism).

## **11 SERVICE CATEGORY 4: COMMERCIAL WASTE SERVICES**

### **11.1 Service Requirements**

11.1.1 From the relevant Services Commencement Date until the Termination Date, the Contractor shall:

- (i) collect Commercial Waste from Commercial Waste Customers and deliver such Commercial Waste to the designated Delivery Points;
- (ii) provide the marketing, administration and debt recovery function for the Commercial Waste Services, from the relevant Services Commencement Date;
- (iii) shall handle all calls from customers and/or potential customers in relation to the Commercial Waste Services.



- 11.1.2 The Contractor shall deploy such resources as necessary to deliver the Commercial Waste Service.
- 11.1.3 The Contractor shall encourage Reuse, Recycling and Composting of Commercial Waste and shall offer and promote Recycling services to the Commercial Waste Customers, and shall encourage such customers to minimise their Residual Waste.
- 11.1.4 The Contractor shall manage all contamination and side Waste issues.
- 11.1.5 Receptacles for Commercial Waste shall be readily distinguishable from Receptacles for Household Waste.
- 11.1.6 The Contractor shall not collect Commercial Waste presented as Household Waste, or items not intended for collection. Staff shall be suitably trained in the gathering of evidence of breach of contracts for Commercial Waste collection with Commercial Waste Customers and/or other offences in respect of Commercial Waste (for example, an offence under section 47 of the EPA 1990), as appropriate, for use in enforcement investigations, and the Contractor shall inform the Authorised Officer of any such breach. Staff shall be required to participate in legal proceedings (including attending court) to provide evidence at prosecutions.

#### Disposal and/or Treatment of Commercial Waste

- 11.1.7 From the later of: (i) 1 October 2017; or (ii) the relevant Services Commencement Date, until the Termination Date, the Contractor shall be responsible for the disposal of all Residual Waste collected as Commercial Waste. The Contractor may also be required to dispose of such Residual Waste collected as Commercial Waste from and including the relevant Services Commencement Date, to and including 30 September 2017, if requested by the Authorised Officer.
- 11.1.8 From 1 September 2022, until the Termination Date, the Contractor shall be responsible for the sale and/or processing and/or disposal of all Recyclates collected as Commercial Waste. The Contractor may also be required to sell and/or process and/or dispose of all Recyclates collected as Commercial Waste from and including the relevant Services Commencement Date, to and including 31 August 2022, if requested by the Authorised Officer, and subject to the Boroughs' existing contractual arrangements summarised in Table 17-1 (Existing Waste Contracts and Delivery Points).

## Scheduling

11.1.9 The timings and schedule of collections of Commercial Waste shall be mutually agreed between the Contractor and the Authorised Officer from time to time.

11.1.10 The Contractor shall adhere to time banded collections which are already adopted or as may be implemented thereafter. In order to introduce any additional time banding, the Contractor shall, in the first instance, submit a written proposal to the Authorised Officer for consideration.

11.1.11 Where authorised co-collection of Commercial Waste and Household Waste takes place, a method of apportionment shall be agreed between the Contractor and the Boroughs in writing, and the co-collection of Commercial Waste and Household Waste shall take place in accordance with such apportionment method. The Contractor will keep up to date records of all co-collections; these records will be available as part of the Monthly Report, and shall be made available to the Authorised Officer (without prior notice) at all times.

11.1.12 In the event of scheduling conflicts arising from disruption of the Services, the Contractor shall ensure that the collection of Household Waste (pursuant to Service Category 1) takes priority to the collection of Commercial Waste (pursuant to this Service Category 4), except as otherwise agreed by the Authorised Officer.

## Waste Transfer Notes and Reporting

11.1.13 The Contractor shall exchange Waste Transfer Notes (in accordance with the Waste (England and Wales) (Amendment) Regulations 2014 (SI 2014/656)) with the Commercial Waste Services customers for all Commercial Waste dealt with under the Contract and shall make such Waste Transfer Notes available to the Authorised Officer if required.

11.1.14 The Contractor will keep up to date records of the customer list, payment details, tonnage information, disposal and processing outlets and all financial records relating to the provision of the collection service and the recycling, reprocessing and disposal of materials. These records will be available as part of the Monthly Report, and shall be made available to the Authorised Officer (without prior notice) at all times.

## Contractor as Agent

11.1.15 All contracts with Commercial Waste Customers will be between the Commercial Waste Customer and the Council, and all payments from such Commercial Waste Customers will be made directly to the Contractor. The Contractor shall as agent, be responsible for all aspects of administration of the service including taking payment and managing bad debt on behalf of the Council and all the Boroughs.

11.1.16 The Contractor shall also be responsible for marketing and sales, in order to sign up new Commercial Waste Customers from the relevant Services commencement Date until the Termination Date.

#### Non-competition

11.1.17 For twelve (12) Months after the Termination Date, neither the Contractor, nor any affiliate of the Contractor, nor any Contractor Related Party, shall solicit or endeavour to entice away, from any Borough and/or Future Service Provider, the business or custom of a Commercial Waste Customer with a view to providing services to that Commercial Waste Customer in competition with any Commercial Waste business being undertaken by a Borough and/or Future Service Provider within the Boroughs' administrative area, relating to Customer Portfolio that transfers back to the Partnership.

### 11.2 **Commercial Waste Services Payment and Income Sharing**

11.2.1 Payment for the Commercial Waste Services shall be made in accordance with paragraph 6 of **Schedule 5** (Payment Mechanism).

11.2.2 The Contractor shall provide each of the Boroughs with:

- (i) a guaranteed annual net revenue arising from the provision of the Commercial Waste Services, in accordance with paragraph 6.1.1 of **Schedule 5** (Payment Mechanism); and
- (ii) excess income sharing above the guaranteed revenue, as detailed in paragraph 11.4 of **Schedule 5** (Payment Mechanism).

## 12 **SERVICE CATEGORY 5: WINTER MAINTENANCE SERVICES**

### 12.1 **Summary of Winter Maintenance Service Requirements**

- 12.1.1 The Contractor shall provide the Winter Maintenance Services in the Boroughs' administrative areas in accordance with this paragraph 12 from the relevant Services Commencement Date, until the Termination Date.
- 12.1.2 The Contractor shall provide Winter Maintenance Services in accordance with the Winter Maintenance Plans for each Borough listed in Table 12-1 (Winter Maintenance Plans) below (with the exception of Croydon where only a responsive footway gritting service is to be provided) and as set out in Appendix C to **Schedule 1** (Specification).
- 12.1.3 The Winter Maintenance Services provided by the Contractor shall be formed of two parts. The Contractor shall provide a Winter Maintenance Core Service as more fully described in paragraph 12.8 and a Winter Maintenance Standby Service as more fully described in paragraph 12.9.
- 12.1.4 The works can briefly be described as precautionary spreading or treatment of the highway network based on an established priority system at any time that winter conditions of freezing temperatures, frost, ice or snow are forecast or occur, seven days a week, 24 hours a day. The purpose of the work is to minimise disruption caused by the weather and enable the Boroughs to discharge their relevant statutory obligations under section 41.1A of the Highways Act 1980. The Contractor shall be notified by the Boroughs when the Winter Maintenance Core Service shall start and end; for the purposes of this paragraph 12, this period shall be referred to as the 'winter maintenance operational period'.

**Table 12-1: (Winter Maintenance Plans)**

Item	Borough	Document Reference
1	London Borough of Croydon	12.1 LBC Winter Maintenance Operational Plan 2014 – 2015
2	London Borough of Merton	12.1 LBM Winter Maintenance Plan 2006
3	London Borough of Sutton	12.1 LBS Winter Maintenance Plan 2015 - 2016
4	Royal Borough of Kingston	12.1 RBK Winter Service Plan 15-16 Final Working Document v1.2 as issued Full (Restricted) Version

12.1.5 The Contractor shall respond to instruction and reporting actions from each Borough identified in Table 12-1 (Winter Maintenance Plans) in accordance with the requirements of **Schedule 4** (Services Delivery Plan).

12.1.6 Each Borough shall provide its Winter Maintenance Plan to the Contractor annually prior to the commencement of each winter maintenance operational period. These plans shall give details of the approved policies, standards and operational details of the Winter Maintenance Services to be provided during the subsequent winter maintenance operational period.

12.1.7 The Contractor shall contribute to the annual review of each Borough's winter maintenance plan, as instructed by the Authorised Officer, by providing any Borough requests for information, data or other assistance to enable the Boroughs to undertake and produce the updated Winter Maintenance Plan.

12.1.8 The Boroughs shall provide sufficient quantities of grit to the Contractor to enable it to perform Winter Maintenance Services; such grit which shall be stored at the designated salt stores as set out at Table 12-2 (Winter Maintenance Grit Storage Locations).

12.1.9 The Contractor shall be responsible for the receipt, storage and issue of Winter Maintenance Materials procured by the Boroughs or the Contractor as set out in paragraph 12.12 of this Specification, except for Croydon, where the Contractor shall collect grit from the Highways Depot location set out at Table 12-2 (Winter Maintenance Grit Storage Locations).

12.1.10 The Contractor shall provide information and publicity support for the Winter Maintenance Services in accordance with paragraph 12.5 of this Specification.

## 12.2 **Method and Standard of the Winter Maintenance Services**

12.2.1 The Contractor shall provide a winter service to all roads, footways and cycleways which may include the following winter services (note that only footway services are required in Croydon):

- (i) precautionary spreading on scheduled routes on a pre-planned basis to minimise formation of ice and accumulation of snow on carriageway surfaces at differing levels of service, in accordance with paragraph 12.6.1

of this Specification;

- (ii) post spreading on scheduled precautionary salting routes as treatment to ice and snow that has already formed on the carriageway, and on roads or sections of road beyond the scheduled precautionary salting routes, in accordance with paragraph 12.6.1 of this Specification;
- (iii) spot spreading on parts of scheduled precautionary treatment routes either to prevent formation of ice and accumulation of snow or as treatment to ice and snow that has already formed on carriageway or footway surfaces, and on roads or sections of road beyond the scheduled precautionary salting routes, in accordance with paragraph 12.6.1 of this Specification;
- (iv) snow clearance, initially on scheduled precautionary treatment routes, and subsequently on any other roads or footways as directed by the Winter Maintenance Authorised Officer, in accordance with paragraph 12.6.2 of this Specification;
- (v) placing salt bins at the locations shown within the Winter Maintenance Plans at the beginning of each winter maintenance operational period, and maintaining salt bins as described in the Winter Maintenance Plans for all salt bins (including those left in position from the previous winter), in accordance with paragraph 12.7 of this Specification;
- (vi) supporting the Boroughs' 'Free Grit' initiatives through the provision of operatives and bagged grit to be distributed to residents (such services to be provided by the Contractor at no charge to the resident); and
- (vii) spot spreading or post spreading footways on a non-scheduled basis, in accordance with paragraph 12.6.1 of this Specification (footways requiring treatment shall mainly be in town centre areas but instructions may be issued for spreading at any location).

12.2.2 A Winter Maintenance Core Service and Winter Maintenance Standby Service shall be provided by the Contractor in accordance with paragraphs 12.8 and 12.9 of this Specification.

12.2.3 Operational stand down of the winter maintenance service by the Contractor shall be

instructed by the Winter Maintenance Authorised Officer in accordance with paragraph 12.10 of this Specification.

12.2.4 The Contractor shall provide and maintain:

- (i) sufficient suitably qualified Staff (including, but not limited to, an appropriate level of staff cover including redeployment of staff from other Service Categories) during the winter maintenance operational period in accordance with paragraph 12.11 of this Specification; and
- (ii) equipment, plant and materials during the winter maintenance operational period in to meet the requirements of the Winter Maintenance Plans in accordance with paragraph 12.13 of this Specification.

12.2.5 The Contractor shall provide materials management and storage for the winter maintenance service in accordance with paragraph 12.12 of this Specification.

12.2.6 The Contractor shall be ready to act following instruction from the Winter Maintenance Authorised Officer for each Borough in accordance with **Schedule 4** (Services Delivery Plan).

12.2.7 Each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans) is a controlled document reviewed annually outside the winter maintenance operational period by the Boroughs. The annual review will seek to make service efficiency improvements such as route optimisation and innovations. The Contractor shall, as part of the service delivery contribute to the annual review by providing any Boroughs' requests for information, data or other assistance to enable the Boroughs to undertake and produce the updated Winter Maintenance Plan.

### 12.3 **Operational Communications**

12.3.1 Upon completion of each annual Winter Maintenance Plan review the Boroughs shall provide an updated Winter Maintenance Plan prior to the commencement of each winter maintenance operational period.

12.3.2 Between November and April, the Contractor shall attend monthly progress meetings at the Boroughs' offices or another location as mutually agreed, starting with a pre-winter maintenance operational period meeting and ending with a post-winter maintenance operational period debriefing meeting. Additional extra review meetings required during severe weather events shall be included in the Contractor's prices for

providing the Winter Maintenance Core Service.

- 12.3.3 The Contractor shall ensure that all winter maintenance vehicles are fitted with a working communication system (radio or telephone) enabling two-way communication with the Contractor's Staff and the Winter Maintenance Authorised Officer or his representatives.
- 12.3.4 The Contractor shall ensure that all duty officers and supervisors are issued with mobile phones so the Winter Maintenance Authorised Officer and other stakeholders can make contact at anytime regarding winter maintenance.
- 12.3.5 The Contractor shall ensure that contact details for all of the Contractors winter maintenance personnel is prepared and submitted to the Winter Maintenance Authorised Officer and all other stakeholders. When details change or personnel are replaced the list shall be up-dated and re-submitted to the Winter Maintenance Authorised Officer and all other stakeholders.
- 12.3.6 The Contractor shall ensure continuity across Borough boundaries before and during the winter maintenance operational period by communication with neighbouring local authorities and all other relevant stakeholders.
- 12.3.7 The Contractor shall ensure that winter maintenance contact details for all neighbouring local authorities and other relevant information is prepared and submitted to the Winter Maintenance Authorised Officer and all other stakeholders. When details change or personnel are replaced the list shall be updated and resubmitted to the Winter Maintenance Authorised Officer and all other stakeholders.
- 12.3.8 The Contractor will provide an End of Season Winter Maintenance Report for each Borough in accordance with **Schedule 6** (Reporting Requirements).

#### 12.4 **Works Instruction and Reporting**

- 12.4.1 The instruction, delivery and reporting of winter maintenance service works shall be procured as detailed in Table 12-3 (Winter Maintenance Works Instruction and Reporting) below.

Step	Description	Reporting Requirements*
1	Boroughs establish the need for winter maintenance works.	
2	Winter Maintenance Authorised Officer confirms need to Contractor.	Borough written instruction



3	Contractor mobilises winter maintenance appropriate operatives, vehicles, plant and equipment.	
4	Contractor confirms mobilisation complete	Operations Summary Sheet
5	Contractor instructs operatives to complete Borough's instructed winter maintenance works.	
6	Before commencement of the works (and for each run that follows) the Contractor prepares the winter maintenance vehicle. (See note 1 below)	Vehicle Inspection Report Vehicle Activity Log De-icing Materials Issue Log
7	Contractor completes the Borough's instructed winter maintenance works	
8	Upon completion of each pre-defined route Contractor prepares a report	Operations Record Sheet
9	Upon completion of works Contractor prepares and submits day all reports to the Winter Maintenance Authorised Officer (See note 2 & 3 below)	Operations Summary Report
10	Following the end of the Winter Season the Contractor submits a report for each Borough	Vehicle Inspection Report

**Table 12-3: Winter Maintenance Works Instruction and Reporting**

Notes:

- 1) *The Contractor shall maintain a record of all de-icing material used during each shift.*
- 2) *All vehicle breakdowns shall be documented in the spreading summary report, the service fitter shall complete the necessary documents outlining the reason for the breakdown and the duration the vehicle was under repair.*
- 3) *During prolonged spells of severe weather conditions the Contractor shall supply a progress report to the Winter Maintenance Authorised Officer, verbally throughout each day and in writing twice a day.*
- 4) *The Contractor shall develop suitable reports, sheets and logs in consultation with the Winter Maintenance Authorised Officer.*

## 12.5 Information and Publicity

12.5.1 Each year, before commencement of the winter maintenance operational period, the Boroughs will communicate (normally by email and letter drops) the planned level of service provision and operational contact information to all relevant stakeholders. The

Contractor shall, as part of the service delivery contribute to the Borough communication by responding to any requests for information, data or other assistance to enable the Boroughs to undertake and produce the correct information.

12.5.2 During the winter maintenance operational period, and particularly during prolonged spells of severe weather, the Boroughs will produce information and regular updates by communication through the relevant Borough website or selected press releases. The Contractor shall, as part of the service delivery contribute to the Borough communication by responding to any requests for information, data or other assistance to enable the Boroughs to undertake and produce the correct information.

12.5.3 The Contractor shall ensure that the existing Borough Twitter feeds in relation to Winter Maintenance Services are maintained.

## 12.6 **Winter Maintenance Works**

### 12.6.1 **Spreading Works**

- (i) The Contractor shall provide carriageway and footway gritting services in accordance with the requirements of each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans). Croydon require footway gritting services only.
- (ii) Footways requiring treatment shall mainly be in town centre areas but instructions may be issued by the Winter Maintenance Authorised Officer for spreading at any location within the area covered by the Contract.

### 12.6.2 **Snow Clearance Works**

- (i) The Contractor shall provide snow clearance services in accordance with the requirements of each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans).
- (ii) The Contractor shall fit snow ploughs to vehicles when instructed to do so by the Winter Maintenance Authorised Officer, should prevailing weather conditions dictate.
- (iii) All vehicles engaged in snow ploughing operations shall be carried out by suitably trained Staff when operational on the public highway. The Contractor shall make all arrangements necessary for ensuring that Staff

for snow ploughing operations are available within one (1) hour of an instruction being received from the Winter Maintenance Authorised Officer.

- (iv) The response time for snow ploughing (time taken from the Contractor receiving the instruction until the vehicles are loaded, manned, fitted with snow ploughs and ready to leave the salt loading area) shall be a maximum of 1 hour.
- (v) As far as practical in the conditions, snow ploughing by spreading vehicles and mechanical snow clearance by other vehicles shall follow the alignment of the underlying traffic lanes, and shall avoid weaving and the partial clearance of lanes. Snow ploughs shall be fitted in accordance with instructions accompanying the vehicle and shall be set to avoid damage to road surfaces, road studs, roadside furniture, traffic calming measures and structures. Rubber protection shall be fitted to the underside of ploughs when treating porous asphalt roads.
- (vi) When clearing single carriageway roads, particularly those which have more than two lanes, snow clearance operations shall avoid the build-up of snow in the centre of the road.
- (vii) In the event of significant snow falls when snow ploughing is being carried out by spreading vehicles and found not to be sufficient in clearing, the Winter Maintenance Authorised Officer may instruct the Contractor to carry out machine snow clearance using the machine snow clearance; operations shall commence within one hour of the instruction being issued.
- (viii) In the event of significant snow falls and where machine snow clearance is not suitable (including clearance around carriageway obstructions and on footways) the Winter Maintenance Authorised Officer may instruct the Contractor to carry out hand snow clearance.

## 12.7 Salt Bins and Bag Allocation

12.7.1 The location of existing salt bins owned, operated and maintained by the Boroughs which are provided as a self-help facility for the public at Service Commencement are listed in the Winter Maintenance Plans listed in Table 12-1 (Winter Maintenance Plans) above.

12.7.2 The Contractor shall ensure that salt bins are placed at the locations listed within the Winter Maintenance Plans listed in Table 12-1 (Winter Maintenance Plans) above. The Contractor should note that Merton do not have salt bins and that Croydon, Kingston and Sutton's salt bins are left out all year. Should the Contractor provide additional salt bins, these shall be at additional locations identified by the Boroughs.

12.7.3 The Contractor shall ensure that salt bins are not placed in the following locations, unless agreed otherwise prior to placement with the Winter Maintenance Authorised Officer:

- (i) on footway outside any residents' house without their specific agreement;
- (ii) in a location that prevents compliance with the Disability Discrimination Act; or
- (iii) in private areas.

12.7.4 The Contractor shall ensure that the salt bin winter maintenance service is operated and maintained as follows:

- (i) outside the winter maintenance operational period, and by no later than the 30th October each year, all salt bins shall be inspected, repaired and refilled with de-icing material;
- (ii) an inspection regime shall be implemented during the winter maintenance operational period that ensures salt bin salt levels do not fall below 50% of full capacity;
- (iii) after snow fall, when resources allow, all salt bins shall be inspected, repaired and refilled with de-icing material; and
- (iv) all salt bins reported as empty or partially full during the winter maintenance operational period shall be refilled within two (2) days.

12.7.5 In the event of a winter service emergency, the Winter Maintenance Authorised Officer may instruct the Contractor to supply, fill and deliver, maintain and return to store 'Jumbo' bags of salt to various locations to supplement the salt bins.

## 12.8 **Winter Maintenance Core Service**

12.8.1 The Contractor shall operate a Winter Maintenance Core Service both during and outside the winter maintenance operational period.

12.8.2 Both during and outside the winter maintenance operational period the Contractor shall:

- (i) contribute towards the Boroughs' communication of information and publicity as described within the information and publicity section at paragraph 12.5 of this Specification;
- (ii) provide operational support and communication for the Boroughs as described within the Operational Communications section at paragraph 12.2.7 of this Specification;
- (iii) provide materials management support as described within the Materials Management section at paragraph 12.12 of this Specification; and
- (iv) provide plant, vehicles & equipment support as described within the Plant, Vehicles & Equipment section at paragraph 12.13 of this Specification.

12.8.3 During the winter maintenance operational period, the Contractor shall:

- (i) as part of the Winter Maintenance Core Service, perform winter maintenance as described within the Winter Maintenance Works section above;
- (ii) shall provide the following operative availability as a minimum:
  - (A) an appropriate level of supervision available during and outside normal working hours;
  - (B) two (2) driver operatives for each route identified in the Winter Maintenance Plans in Table 12-1 (Winter Maintenance Plans) above;
  - (C) one (1) loading operative available to attend the loading point locations identified in the Winter Maintenance Plans in Table 12-1 (Winter Maintenance Plans) above, load the vehicles and commence all routes; and
  - (D) 1 no. operative available to assist the drivers to fit ploughs;
- (iii) as part of the Winter Maintenance Core Service comply with the works instruction section at paragraph 12.4 of this Specification, and in accordance with **Schedule 6** (Reporting Requirements).

12.8.4 Outside the winter maintenance operational period the Contractor shall perform the salt bin winter maintenance works as described within the paragraph 12.7 of this Specification.

## 12.9 Winter Maintenance Standby Services

12.9.1 The Contractor shall operate a Winter Maintenance Standby Service twenty-four (24) hours a day, seven (7) days a week during the winter maintenance operational period. Standby shall be defined as operatives being available to commence winter maintenance operations within a one (1) hour of receipt of an instruction from the Winter Maintenance Authorised Officer.

12.9.2 The Winter Maintenance Standby Service shall consist of the following operatives on standby:

- (i) one (1) shift supervisor;
- (ii) one (1) driver operative for each route identified in the Winter Maintenance Plans in Table 12-1 (Winter Maintenance Plans) above; and
- (iii) one (1) de-icing materials loading operative available to attend the loading point locations identified in the Winter Maintenance Plans in Table 12-1 (Winter Maintenance Plans) above, load the vehicles and commence all routes.

12.9.3 Operatives shall stand-down and return to the standby condition on completion of the treatment runs and/or on receipt of a stand-down instruction from the Winter Maintenance Authorised Officer.

## 12.10 Stand Down Procedure

### Part 1 – Considerations

12.10.1 Operational stand down of the winter maintenance service by the Contractor shall be instructed by the Winter Maintenance Authorised Officer. When confirming stand-down, the Winter Maintenance Authorised Officer shall apply the procedure outlined in Figure A below.

12.10.2 The Contractor shall as part of the winter maintenance service delivery provide appropriate levels of support by responding to any Borough requests for information, data or other assistance that enables the Boroughs to confirm the requirements for stand-down.

### **Figure A – Winter Maintenance Stand Down Procedure**

#### Part 1 – Considerations

- a) The key considerations for stand down are as follows:

- b) Has the event ended, therefore the emergency response is no longer needed?
- c) Has the emergency response been taken over by another department?
- d) Can the emergency response be placed back into business as normal processes?
- e) Is there any threat of the response being reactivated shortly after stand down?
- f) Is support required from the Emergency Plan whilst mitigating action is taking place?
- g) Are other key stakeholders in agreement that the department may consider standing down from their emergency plan?
- h) Once satisfactory answers have been provided for these questions, a stand down plan may be considered.

#### Part 2 – Planning to Stand Down

Assessment must be made of how to best return to business as normal. This shall require examination of current requirements or actions and how:

- a) They may be ceased;
- b) They may be taken on elsewhere;
- c) They may be placed into normal processes.

Consideration must also be given to:

- a) Obtaining agreement for stand down;
- b) Communicating the stand down procedure or plan;
- c) Carrying out suitable stand down actions.

Once this action plan has been decided, the process of standing down may commence.

#### Part 3 – Standing Down

The following actions must be taken when standing down your response:

- a) Notification of all stakeholders of stand down;
- b) Monitor stand down actions through to completion;
- c) Notification that stand down is complete.

#### Part 4 – Remedial Actions

The following remedial actions are required once stand down is complete:

- a) All records and logs are retained by the Head of Highways and shall be submitted or surrendered upon request to CEMS.
- b) All emergency equipment and facilities are returned to a state of readiness for any subsequent emergencies.
- c) A debriefing session is arranged, either individually or collectively, so that feedback may be generated and recorded for continuous improvement.

## 12.11 **Contractor Operatives**

12.11.1 Each year the Contractor shall confirm to the Winter Maintenance Authorised Officer in writing availability of sufficient and suitably qualified labour one month prior to the commencement of the winter maintenance operational period.

12.11.2 Each week during the winter maintenance operational period the Contractor shall prepare and submit to the Winter Maintenance Authorised Officer operative rotas and timetables detailing the availability of supervisors and operatives for the following week.

12.11.3 The Contractor shall ensure that all driver operatives have a detailed knowledge of the spreading routes of each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans).

12.11.4 The Contractor shall ensure that supervisors are on standby and available and contactable at all times (24 hours a day, 7 days a week) during the winter maintenance operational period.

## 12.12 **Materials Management**

12.12.1 The Boroughs shall supply the de-icing materials required to deliver the service and make the materials available to the Contractor.

12.12.2 The Contractor shall be responsible for the supply of replacement life expired salt bins identified during the Contract Period.

12.12.3 The Contractor shall supply 25kg bagged de-icing material to Boroughs' approved third parties. The Contractor shall maintain a record of all bagged de-icing material issued from each of the storage locations detailed in Table 12-2 (Winter Maintenance Grit Storage Locations) below.

12.12.4 The Boroughs shall provide the de-icing materials and storage locations and make them available to the Contractor. The materials shall be as specified by the Boroughs in the Winter Maintenance Plans listed in Table 12-1 (Winter Maintenance Plans) above.

12.12.5 The de-icing materials shall be stored at the locations detailed in Table 12-2 (Winter Maintenance Grit Storage Locations) below.



Item	Boroughs	Location	Capacity
1	London Borough of Merton	Garth Road, Amenity Way, Morden SM4 4AX	2400 tonnes
2	London Borough of Sutton	Kimpton Parkway Household Reuse and Recycling Centre, Oldfields Road, Sutton, SM3 6QH	700 tonnes
3	Royal Borough of Kingston	Chapel Mill Road, Kingston Upon Thames, KT1 3GZ	1500 tonnes
4	London Borough of Croydon	Factory Lane Highways Depot, Factory Lane, Croydon, CR0 3RL	TBA

**Table 12-2: Winter Maintenance Grit Storage Locations**

12.12.6 The Contractor shall provide sufficient labour, equipment, plant and machinery for the receipt, storage and issue (including Borough approved third parties) of all grit at the locations detailed in Table 12-2 (Winter Maintenance Grit Storage Locations) above.

12.12.7 The Contractor shall be responsible for monitoring, reporting and maintaining (subject to pre-defined lead times) the winter maintenance material stock levels at each storage location.

12.12.8 The Contractor shall ensure that minimum pre-season and in-season stock levels are maintained in accordance with the requirements of each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans). In any event, the Contractor shall, at all times, ensure that stock levels at each storage location are sufficient for a minimum service of two (2) precautionary treatments for the primary and secondary routes for a period of ten (10) days.

12.12.9 The Contractor shall ensure that all de-icing material is stored during the winter season within the salt barns at the locations detailed in Table 12-2 (Winter Maintenance Grit Storage Locations) above.

12.12.10 The Contractor shall maintain a small stock pile of salt kept at the Contractor's operational depot for use during precautionary salting where necessary.

12.12.11 In the event that the Boroughs are unable to supply salt pursuant to this paragraph 12.12, then the Contractor shall endeavour to source and supply sufficient salt supplies to satisfy its obligations under this Service Category 5, and shall provide Bills

of Quantity for the recharging of this element of the Services in accordance with paragraph 6.3.

### 12.13 Plant, Vehicles & Equipment

12.13.1 The Pre-Existing Services are provided using the plant, vehicles and equipment in accordance with the winter maintenance plant, vehicles and equipment schedules for each Borough listed in Table 12-4 (Winter Maintenance Equipment) below.

<b><u>Croydon Winter Maintenance Equipment</u></b> (Footway Gritting Only - existing Veolia vehicle's as shown below are currently used for paths gritting and varies if required. Any other equipment needed is to be provided by Veolia to meet the specification requirements).		
<b>Description</b>	<b>Capacity</b>	<b>Quantity</b>
Lorries	7.5 ton	Up to 8 if required
Trucks	3.5 ton	Up to 4 if required.
<b><u>Kingston Winter Maintenance Equipment</u></b>		
<b>Description</b>	<b>Capacity</b>	<b>Quantity</b>
Permanently mounted spreaders	5 cu metres	5
Multi Spread Vehicles	3 cu metres	0
Demountable spreading bodies	3 cu metres	2
Telehandler Loading Shovel	6 ton	1
Grab Lorries	26 ton	0
Gritter Snow Blades	3.5 x 1m	4
Snow Blower	N/A	0
Lorries	7.5 ton	1
Lorries	11 ton	0
Trucks	3.5 ton	2
Hako Demountable salt spreader	250kg	1
<b><u>Merton Winter Maintenance Equipment</u></b>		
<b>Description</b>	<b>Capacity</b>	<b>Quantity</b>
Permanently mounted spreaders	5 cu metres	6
Loading Shovel		1 (on contract hire)
Grab Lorries	18 ton	Street Cleansing Vehicle (used for fly

		tip removal)
Snow Plough attachment		1
<b><u>Sutton Winter Maintenance Equipment</u></b>		
<b>Description</b>	<b>Capacity</b>	<b>Quantity</b>
Permanently mounted spreaders	5 cu metres	3
Loading Shovel	1 cu metre	1
Hand push small gritting carts	20 kg	10
Gritting Trailers	500kg	2
Gritter		3 on hire until 31 <sup>st</sup> March 2017

**Table 12-4: Winter Maintenance Equipment**

12.13.2 All winter maintenance plant, vehicles and equipment shall operate from the winter maintenance depots listed within each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans).

12.13.3 The Contractor shall be granted a licence to use the Boroughs existing plant, vehicles and equipment detailed within the schedules listed in Table 12-4 (Winter Maintenance Equipment) above from the relevant Services Commencement Date until the Termination Date.

12.13.4 Additional vehicles, plant and equipment as necessary shall be provided by the Contractor to enable the service to be delivered efficiently and effectively. Vehicles provided by the Contractor shall comply with the vehicle specification within each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans).

12.13.5 The Contractor shall maintain and carry out routine maintenance and repairs to all plant, vehicles and equipment throughout the Contract Period.

12.13.6 The Contractor shall carry out pre-winter checks and calibrations on all vehicles, plant and equipment used for winter maintenance by 30th October each year, and confirm their readiness for the forthcoming winter season to the Winter Maintenance Authorised Officer.

12.13.7 The Contractor shall ensure that spreading equipment is calibrated for the spread rates and road widths detailed within each Winter Maintenance Plan identified in Table 12-1 (Winter Maintenance Plans).

12.13.8 The spreaders are to be set-up to treat a 6 metre width of carriageway which shall be both lanes of a single carriageway or both lanes of one side of a dual carriageway.

12.13.9 The Contractor shall provide all fuel required for the winter maintenance activity.

12.13.10 Winter maintenance vehicles, plant and equipment shall be removed by the Contractor if instructed by the Winter Maintenance Authorised Officer.

12.13.11 The Contractor shall provide suitable provision of a global positioning/tracking system to record vehicle movements and grit distribution.

#### 12.14 **Payment for the Winter Maintenance Services**

12.14.1 Payment for the Winter Maintenance Core Service will be paid in accordance with the Winter Maintenance Services Fixed Payment as set out in paragraph 7.1.1 of **Schedule 5** (Payment Mechanism).

12.14.2 Payment for the Winter Maintenance Standby Service will be paid in accordance with the schedule of rates by way of the Winter Maintenance Services Variable Payment as set out in paragraph 7.1.2 of **Schedule 5** (Payment Mechanism).

### 13 **SERVICE CATEGORY 6: SERVICE VEHICLE MAINTENANCE SERVICES**

13.1 The Contractor shall be responsible for the provision, maintenance, licensing and replacement of all Service Vehicles and plant used for the performance of the Services, reflecting a positive image of the Services.

13.2 The Contractor shall ensure that Service Vehicles and plant are kept clean at all times and are maintained and kept in an efficient, serviceable and roadworthy condition in accordance with the requirements of all relevant Legislation.

13.3 The Boroughs shall make available their depots and workshops currently used for vehicle maintenance as set out within Appendix C to this **Schedule 1** (Specification).

13.4 All Service Vehicles shall be in a livery complete with information panels where possible, to be approved by the Authorised Officer.

13.5 The Contractor shall not use any vehicle in connection with any of the services unless the colour, livery, branding, and information provision on the vehicle is approved by

the Authorised Officer. For the avoidance of doubt, this requirement shall not apply to ad hoc hire vehicles, provided that the Contractor obtains the Authorised Officer's consent to the use of such ad hoc vehicles.

- 13.6 The Authorised Officer may, acting reasonably, require the Contractor to clean, repair, paint, or otherwise change the external appearance of any Service Vehicle that appears to him to be detrimental to the Boroughs' image.
- 13.7 The Boroughs exempt any Service Vehicles used for Winter Maintenance Services from the requirements specified above in relation to colour, livery and information provision.
- 13.8 The Contractor shall ensure that it has access to sufficient spare vehicles in order to maintain continuity of Service at all times.
- 13.9 The Contractor shall make available to the Boroughs any spare capacity in any Service Vehicles or plant deployed on the Services for the purpose of service enhancement.
- 13.10 The Contractor shall permit the Authorised Officer or his nominee unfettered access to all Service Vehicles and plant.
- 13.11 The Contractor shall provide and install suitable communications equipment within the cab of each Service Vehicle deployed on the Services so that all operatives and supervisors are able to communicate with the Contractor's office at all times while at work.
- 13.12 The Contractor shall seek and obtain the express written consent of the Authorised Officer before acquiring any vehicle or plant in connection with the performance of the Services.
- 13.13 Any vehicles acquired in connection with the performance of the Services shall be fully compliant with the latest relevant emission standards and shall be FORS bronze level accredited as a minimum.
- 13.14 The Contractor shall consider the use of alternative fuels or other measures to minimise vehicle emissions.

13.15 The Contractor shall maintain complete and accurate vehicle fuel and mileage records. Such information shall be presented in the Annual Report and, for each vehicle, shall include:

- (i) fuel usage and mileage;
- (ii) total CO<sub>2</sub>, NO<sub>x</sub> and particulates released;
- (iii) calculation of the tonnage of Waste collected per tonne of CO<sub>2</sub>, NO<sub>x</sub> and particulates.

13.16 The Contractor shall procure an annual audit of Service Vehicle record keeping and compliance in each Contract Year. Such audit shall be conducted by an independent body to be approved by the Authorised Officer from time to time. The outcome of such audit shall be shared with the Authorised Officer.

13.17 The Council reserves the right to retain the Service Vehicles on termination or expiry of the Contract.

13.18 There shall be no separate payment for the Service Vehicle Maintenance Services; this Service shall be paid for as part of the respective Household Waste Collection Services, Street Cleaning Services, Commercial Waste Services and Winter Maintenance Services.

13.19 The Service Vehicle Maintenance Services shall take priority over Non-Service Vehicle Management and Maintenance Services and Third Party Vehicle Maintenance Services.

## **14 SERVICE CATEGORY 7: NON-SERVICE VEHICLE SERVICES**

### **14.1 Summary of Service Requirements**

14.1.1 From the relevant Services Commencement Date until the Termination Date, the Contractor shall provide Non-Service Vehicles Services which shall include the following:

- (i) Pro-active Non-Service Vehicle Maintenance Services in Croydon, Merton and Sutton;

- (ii) Reactive Non-Service Vehicle Maintenance Services in Croydon, Merton and Sutton;
- (iii) Vehicle Procurement Services; and
- (iv) Third Party Vehicle Maintenance Services.

#### 14.2 **Pro-active Non-Service Vehicle Maintenance Services**

14.2.1 The Contractor shall maintain Non-Service Vehicles for Sutton and Merton and Croydon. The Boroughs shall deliver each Non-Service Vehicle to the agreed maintenance location at the agreed time and date, in accordance with the process set out within **Schedule 4** (Services Delivery Plan) to enable the Contractor to maintain and fuel such vehicle in accordance with this paragraph 14.2.

14.2.2 In respect of each Non-Service Vehicle the Contractor shall be responsible for:

- (i) providing scheduled vehicle inspections, servicing and MOTs; and
- (ii) replacing tyres subject to fair wear and tear (and the Authorised Officer's decision regarding what constitutes fair wear and tear shall be final and binding on the Parties).

14.2.3 In Merton and Croydon, the Contractor shall be responsible for:

- (i) maintaining the existing fuel systems;
- (ii) supplying fuel to each Non-Service Vehicle (provided that the vehicle is not on a fuel card system); and
- (iii) administering the recharge of such fuel costs to the relevant Borough department on a monthly basis.

14.2.4 For the avoidance of doubt, the Contractor shall not be required to insure or tax Non-Service vehicles, and shall not be responsible for the provision of driver training as such functions shall remain the responsibility of the relevant Borough.

14.2.5 In the event that a Non-Service vehicle is unavailable to the Service User due to the

Pro-Active Non-Service Vehicle Maintenance Services being delayed, the Contractor shall report this immediately to the Authorised Officer. In such an instance, the Contractor shall provide a suitable replacement vehicle as required and as directed by the Authorised Officer. Where there is no suitable spare vehicle available, and the Contractor is required to hire a replacement vehicle for use by the Borough(s), and all the costs of such hire shall be borne by the Contractor.

#### Non-Service Vehicle Categories

14.2.6 The Non-Service Vehicles shall be split into different categories of vehicles (as set out in Table 8-1 in paragraph 8 of the **Schedule 5** (Payment Mechanism)); the list of Non-Service Vehicles, and their respective categories, in Table 8-1 in paragraph 8 of **Schedule 5** (Payment Mechanism) shall be updated by the Parties on an annual basis during the Annual Review.

#### Payment for Non-Service Vehicle Maintenance Services

14.2.7 The Contractor shall be paid for such the Services in a per vehicle basis in accordance with the Non-Service Vehicle Maintenance Payment set out in paragraph 8 of **Schedule 5** (Payment Mechanism).

#### **14.3 Reactive Non-Service Vehicle Maintenance Services**

14.3.1 The Contractor shall provide:

- (i) rapid response call-out services for the recovery and roadside assistance of Non-Service Vehicles; and
- (ii) reactive maintenance services, including the replacement of damaged tyres, (for example, following an accident or driver abuse) for Non-Service Vehicles,

for the Boroughs of Sutton, Merton and Croydon, as directed by the Authorised Officer.

14.3.2 In the event that Reactive Non-Service Vehicle Maintenance Services are required, the timescale for such Services will be agreed between the Contractor and the Authorised Officer at the outset for each Non-Service Vehicle.



14.3.3 In the event that a Non-Service Vehicle cannot be utilised by or on behalf of a Borough due to Reactive Non-Service Vehicle Maintenance Services being carried out, the Contractor shall report this immediately to the Authorised Officer. The Contractor shall provide a suitable replacement vehicle (at the Contractor's cost) as required and as directed by the Authorised Officer. The Contractor may be required to hire a suitable replacement vehicle (at the Contractor's cost) in the event that:

- (i) there is no suitable spare vehicle available; or
- (ii) the Contractor is in breach of the agreed timescales as set out at paragraph 14.3.2,

unless the Reactive Non-Service Vehicle Maintenance Services are being carried out as a result of driver abuse by or on behalf of the Borough, or as a result of an accident.

#### Payment

14.3.4 The Contractor shall be paid for the Reactive Non-Service Vehicle Maintenance in accordance with the Schedule of Rates and the provisions of paragraph 8.1.2 of **Schedule 5** (Payment Mechanism) Services; such payment will form part of the Non-Service Vehicle Maintenance Payment. Parts shall be a Pass Through Cost.

#### 14.4 **Vehicle Procurement Services**

14.4.1 The Contractor shall procure, purchase or lease Non-Service Vehicles for or on behalf of the Boroughs, if directed to do so by the Authorised Officer.

14.4.2 The Contractor shall advise as to the specification of new vehicles as required by the Authorised Officer.

#### Payment

14.4.3 The Contractor shall be paid for such vehicles by way of a pass-through of costs in accordance with paragraph 9 of **Schedule 5** (Payment Mechanism).

#### 14.5 **Third Party Vehicle Maintenance Services**

14.5.1 The Contractor shall provide vehicle maintenance services to third party vehicles as set out in **Schedule 4** (Services Delivery Plan).

14.5.2 The Contractor shall provide each of the Boroughs with:

(i) guaranteed annual net revenue arising from the provision of the Third Party Vehicle Maintenance Services; and

(ii) a share of any income in excess of the guaranteed revenue in (i) above,

in accordance with paragraph 8.1.3 of **Schedule 5** (Payment Mechanism).

#### 14.6 **Use of Depots**

14.6.1 Each Borough shall make available, from its relevant Services Commencement Date, its Depot, or part of the Depot, used for vehicle maintenance (as at such Services Commencement Date) as set out within Appendix C to this Specification, for the delivery of the Pro-active Non-Service Vehicle Maintenance Services, the Reactive Non-Service Vehicle Maintenance Services, and the Third Party Vehicle Maintenance Services.

### 15 **OVERALL SERVICE DELIVERY**

#### 15.1 **General**

15.1.1 This paragraph 15 shall apply to all aspects of the Services, as applicable.

#### 15.2 **Operation of Compliant Services**

15.2.1 The Contractor shall operate the Services in accordance with all applicable Legislation, Guidance and Good Industry Practice.

#### 15.3 **Quality Assurance**

15.3.1 For the purposes of this Contract, the Contractor shall operate a verifiable system that guarantees compliance with the principles in ISO 9001:2000, 14001 and 18001 (each as amended or updated from time to time) or any other equivalent quality measures. The Contractor shall obtain such accreditation from an appropriate organisation

approved by the National Accreditation Council for Certification Bodies, and shall maintain such accreditation for the Contract Period.

15.3.2 At the commencement of each Contract Year, the Contractor shall provide the Authorised Officer with certified copies of all relevant quality assurance certification for the forthcoming Contract Year. Additionally, the Contractor will provide the results of any quality audits, both internal and external, along with details of any non-conformities. The cost of obtaining and providing copies of all quality assurance documentation shall be borne by the Contractor.

15.3.3 From time to time after certification, the Authorised Officer may carry out quality audits of the Contractor. The Authorised Officer may employ an organisation approved by the National Accreditation Council for Certification Bodies to carry out such audits and will inform the Contractor seven (7) days prior to the start of any quality audit of the name of any such organisation. The Contractor shall make all the necessary Staff, facilities, records, and documents available to the approved organisation at no cost to the Boroughs. The Contractor shall implement all recommendations of the audit within an appropriate timescale as directed by the Authorised Officer.

#### 15.4 **Customer Care**

15.4.1 The Contractor shall ensure that its Staff provide the highest possible standards of customer care at all times.

15.4.2 The Contractor shall:

- (i) respond to service requests, complaints and Councillor and MP enquiries, in line with **Schedule 15** (Service User Procedure);
- (ii) respond to requests made under the Freedom of Information Act in accordance with **clause 13** of the Conditions of Contract;
- (iii) ensure that all Staff wear name badges and uniforms as approved by the Authorised Officer during hours of operational work;
- (iv) ensure that its Staff and Sub-Contractors do not accept any gratuity offered voluntarily by any member of the public, manager or employee of

any commercial premises in the Boroughs;

- (v) ensure that its Staff and Sub-Contractors do not ask any person for a gratuity either directly or by implication in relation to any service provided to the Boroughs; and
- (vi) conduct a disciplinary investigation in relation to any complaints received from any member of the public, manager or employee of any commercial premises in the Boroughs suggesting that the Contractor's Staff or Sub-Contractors have put any pressure on them to obtain a gratuity.

15.4.3 The Contractor shall ensure that all Staff have the means to, and are encouraged to, report any faults or issues they observe whilst carrying out their work within the Boroughs (whether or not such fault or issue is linked to the Service Category for which they are employed at that time); for example, such faults or issues may include (without limitation) potholes, faulty street lights, Graffiti, Fly-Tipping or overflowing Receptacles.

15.4.4 The Contractor shall ensure that Staff report all incidents of racist and/or offensive Graffiti immediately.

## 15.5 **Operation of Routes**

15.5.1 The Contractor shall design efficient routes for Service Vehicles whilst avoiding sensitive routes and congestion.

15.5.2 The Contractor shall take account of Air Quality Management Areas, Low Emission Zones, the London Lorry Control Scheme, and any other requirements set by the Greater London Authority or other regulatory body. In addition, the Contractor shall take account of any locations within the Boroughs' administrative areas with localised air quality issues, and shall fit additional air clean up equipment for both particulates and nitrous oxides or other improvements as may be required to meet emission standards for vehicles in use in these areas.

## 15.6 **New Developments and Planning Applications**

15.6.1 The Contractor shall advise on any planning guidance documentation which may be produced by the Boroughs from time to time.

15.6.2 The Contractor shall review and comment on planning applications in relation to Waste collection related matters as requested by the Authorised Officer.

## 15.7 Receptacles

15.7.1 The Contractor shall be responsible for providing and delivering all Receptacles required to deliver the Services for the Contract Period.

15.7.2 Receptacles provided shall be of robust construction and suitably designed for the intended purpose, with regard to factors including but not limited to the type and tonnage of Waste or other material, storage period prior to emptying, safe handling, ease of mobility and durability. All new wheeled bins and food waste bins shall have lids so designed to form an effective seal against the ingress of flies, other insects and vermin. The Contractor shall use suitable containers which incorporate recycled materials, where appropriate, and available at reasonable cost. The precise specification of Receptacles, to include design and quality, shall be subject to prior agreement from the Authorised Officer and shall be in accordance with **Schedule 4** (Services Delivery Plan).

15.7.3 The Contractor shall be responsible, at its own cost, for repairing or replacing all damaged, faulty or vandalised Receptacles within five (5) Business Days of the Contractor identifying such Receptacles or the Contractor being notified of such Receptacles by the Authorised Officer, a Service User, or another party. This shall include the repair or replacement of Receptacles that are damaged due to mishandling or as a result of the Contractor not returning the Receptacles correctly to the collection point (where applicable), and the replacement of any Receptacles that are lost during the collection process.

15.7.4 The Contractor shall repair or replace Litter Bins within two (2) working days of becoming aware of such Litter Bins being damaged or missing.

15.7.5 All replacement Receptacles and/or Litter Bins must be of equal quality, size, and colour, unless otherwise agreed, and to the satisfaction of the Authorised Officer.

15.7.6 The Contractor shall provide Receptacles required for new households within the Boroughs' administrative areas, and Receptacles for new Commercial Waste Customers, as directed by the Authorised Officer or otherwise notified.

15.7.7 Information on all lost or damaged and replaced Receptacles howsoever caused shall be accessible to the Authorised Officer electronically.

15.7.8 The Contractor shall not be permitted to place or to allow third parties to place advertising on Receptacles without the prior written approval of the Authorised Officer.

#### 15.8 **Spillages**

15.8.1 The Contractor will be required to clear any spillages present at the point of collection of Waste or other material, or during transit, immediately or as soon as is practicable before the end of the day. Where practicable pre-existing spillages, or fly-tipped materials, shall also be cleared at the point of collection. In cases where this is not practicable, the collection crew shall report this via the appropriate channels and cleansing resource shall be allocated to clear this in line with the timescales set out in the SPIs.

15.8.2 In the event that a Borough clears the spillage, the Contractor shall reimburse such Borough, on demand, a sum equal to all costs incurred by the such Borough in the clearance and disposal of such spillage.

#### 15.9 **Hazardous Waste**

15.9.1 The Contractor shall not be responsible for the collection of Hazardous Waste requested to be removed by residents, as this is provided for by the City of London Hazardous Waste Disposal Scheme.

15.9.2 The Contractor shall immediately inform the Authorised Officer of any Hazardous Waste material found within Waste or on the street within Fly-Tipping. The Contractor shall provide for the removal and haulage of such Hazardous Waste, where the team is sufficiently trained to remove the material. In such cases where the hazardous material requires specialist removal, the crews will contact the management team. The management team will obtain a quote from a specialist Hazardous waste companies, and agree with the Authorised Officer a removal plan. The Authorised Officer may however make alternative arrangements with another third party for the safe removal and disposal of hazardous waste. Should the Contractor's quote be accepted, this Ad Hoc work will be paid as pass through cost in accordance with paragraph 9 of **Schedule 5** (Payment Mechanism).

15.9.3 The Contractor shall ensure safe handling, removal and containment of any Hazardous Waste found within Waste on the street or within Fly-Tipping in accordance with all relevant Legislation.

#### 15.10 **Disruption to the Services**

15.10.1 The Contractor shall keep and update the Business Continuity Plan in accordance with **Schedule 4** (Services Delivery Plan) and shall review, update and agree the Business Continuity Plan with the Authorised Officer in accordance with **Schedule 6** (Reporting Requirements). In the event of disruption to the Services, the Contractor shall adhere to the Business Continuity Plan.

15.10.2 In the event of adverse weather, the Contractor shall minimise disruption to the Services and shall adhere to **Schedule 16** (Communications and Stakeholder Engagement) in the event that any temporary changes to Services are required. Any additional costs shall be borne by the Contractor.

#### 15.11 **Transport of Waste**

15.11.1 Waste shall be transported in enclosed containers or sheeted vehicles in accordance with the Road Traffic Act.

15.11.2 The Contractor shall transport and deliver all Contract Waste to the appropriate Delivery Point or Contingency Delivery Point, in accordance with paragraph 17.1 of this Specification (Waste Disposal and Processing).

#### 15.12 **General staffing requirements**

15.12.1 All Staff shall be suitably trained and qualified for their tasks and made aware of the safe and environmentally-efficient use of any vehicles, plant and equipment in their charge.

15.12.2 The Contractor shall provide the opportunity for training of all operating Staff to achieve NVQ Level 1 (Operative) and 2 (Operative/Technician) or equivalent (as appropriate) within eighteen (18) months of appointment.

## 16 ICT

- 16.1.1 The Contractor will utilise its own ICT solutions and make available to the Boroughs all such access as is required in order to fulfil its reporting and transparency obligations under the Contract and in order to facilitate monitoring by or on behalf of the Boroughs. Access for or on behalf of the Boroughs shall be in accordance with **Schedule 4** (Services Delivery Plan), and should be web-based, allowing access through a secure (https) connection, or as otherwise agreed with the Authorised Officer.
- 16.1.2 The Contractor shall provide the information set out in **Schedule 4** (Services Delivery Plan) on their data centres and networks (including those of third parties where data is to be hosted or viewed); any changes to these arrangements shall be agreed with the Authorised Officer and the Contractors shall update **Schedule 4** (Services Delivery Plan) accordingly.
- 16.1.3 Front-end online customer contact will be provided by the Boroughs in order to meet their own customer contact strategies.
- 16.1.4 The Contractor shall provide a set of APIs that shall support all the Service User transactions associated with the Services, and shall be capable of transmitting the required 2-way data. These transactions and the associated API set will be specified and agreed with the Authorised Officer and set out within **Schedule 4** (Services Delivery Plan).
- 16.1.5 Where the Contractor is managing the complete end-to-end customer relationship, and in any event where Service Users are dealt with directly, appropriate customer contact metadata must be returned to the Boroughs where required, preferably to the CRM, GIS or related back-office system. Initial Service User contact must be via the Boroughs' online customer interface, and the Contractor's system must interface with the Boroughs' website. This is to ensure customer contact and communications remains aligned to other types of customer contact managed by the Boroughs.
- 16.1.6 Where Service Users are undertaking transactions through any online customer contact interface provided by the Contractor, such interface must be branded to each individual Borough's requirements in accordance with **Schedule 16** (Communications and Stakeholder Engagement) and as agreed with the Authorised Officer. The interface must be implemented with a 'responsive design' that adapts to support



access from any device format, including, but not limited to tablets and smartphones.

- 16.1.7 All Service User accessible online systems shall provide single-sign on authentication with each Borough's systems to ensure a seamless customer journey. For example, customers authenticating to a Borough's CRM/'My Account' service will not need to re-authenticate in order to access, update or process requests, information or customer data relating to the Services provided by the Contractor and their related front or back-end systems.
- 16.1.8 The Contractor shall provide real-time status information on service activities which shall be made available to the Boroughs through the API set. The activities for which real-time information is required will be specified and agreed with the Authorised Officer and set out within the Services Delivery Plan. The Services Delivery Plan will also specify the maximum acceptable time lag between the activity being carried out and the information being available to the Boroughs through the API set.
- 16.1.9 Where the Services provided by the Contractor require the use of master data sets owned and maintained by the Boroughs, such as LLPG and LSG, the Contractor will set out in their Services Delivery Plan which data sets are required and agree with the Authorised Officer how each data set will be provided to the Contractor and on what frequency.
- 16.1.10 Where control of a master data set is transferred to the Contractor as part of the Services, the Contractor shall maintain the data integrity of the master set and ensure that regular updates of the data set are returned to the Boroughs. The master data sets must be described in a document (the Master Data List) which provides a list for each Borough of such master data sets, how these were extracted and the frequency of update required. Such data sets, and the mechanism, frequency and formats for data transfer, will be agreed with Authorised Officer and will be specified in **Schedule 4** (Services Delivery Plan) and/or **Schedule 17** (ICT Implementation Plan).
- 16.1.11 The Contractor shall act in accordance with **Schedule 16** (Communications and Stakeholder Engagement) to ensure that (where applicable) Boroughs sign-off on the communications which are sent to Service Users.
- 16.1.12 The Contractor shall record any complaints, compliments or other feedback received from members of the public relating to work required, in progress or completed, as set out more fully within **Schedule 15** (Service User Procedure) in electronic format. The

Contractor shall provide the Boroughs with access to this information via direct access to the Contractor's recording system, or through the API set.

16.1.13 The Contractor's system must be capable of providing the information required by the Boroughs, as set out within **Schedule 6** (Reporting Requirements); the system must use a suitable reporting mechanism to provide meaningful reports, and must provide the information in a suitable format to enable Boroughs to monitor the Contractor's performance.

16.1.14 Borough staff shall have access to the Contractor's system; such access shall include the ability to create custom reports. The Contractor shall provide the Boroughs' staff with training, as required, on how to create such reports; such training shall be provided at no additional cost to the Boroughs.

16.1.15 The Contractor shall create a number of custom reports as required for the management of the Contract, in accordance with **Schedule 6** (Reporting Requirements) and set out within the Services Delivery Plan. The Contractor shall ensure that Boroughs are able to extract information and reports from the Contractor's system in standard formats, at a minimum, .csv.

16.1.16 The Contractor shall be responsible for any and all ICT costs incurred by the Boroughs and Contractor in the event that the Contractor should relocate its offices, data centre or any other related infrastructure.

16.1.17 The software shall be capable of providing an extract of all data relevant to the operation of the Services upon expiry or termination of the Contract, for transfer to an alternative system or service provider. This will include information relating to works carried out for the [twenty-four (24) Month] period prior to the date of expiry or termination of the Contract for historical and reporting purposes. In addition, the Contractor shall provide the Boroughs (and any alternative system or service provider) with access to the Contractor's software for a period of one (1) year from the date of expiry or termination of the Contract (or as otherwise agreed between the Parties), to enable the completion of works carried out close to the end of the Contract Period, as well as for the production of final ad-hoc or routine reporting.

16.1.18 Upon expiry or termination of the Contract the Contractor will, in agreement with the relevant Borough, return the data to the Council securely and in such a format and such media as the Council may require in accordance with the Contract.

- 16.1.19 The Contractor shall conform to Boroughs' minimum standard requirements for ICT.
- 16.1.20 The Contractor shall ensure that the ICT systems used in the provision of the Services shall operate sufficient controls in order to ensure the security and integrity of the data being managed on the Boroughs' behalf. This should include but not be limited to:
- (i) the creation and deletion of users (i.e. the 'user lifecycle');
  - (ii) enforced password management and adequate password controls; and
  - (iii) regular data back-ups and tested restore processes.
- 16.1.21 If the Contractor, their staff or any third party requires access to the Boroughs' networks and data, they must agree to and comply with the Boroughs' third party access policies.
- 16.1.22 Where the Contractor takes payments from Service Users, the Contractor must be fully compliant with 'Payment Card Industry Data Security Standards' (as updated, developed or amended from time to time), and in addition, in the case of direct debit payments, must operate in accordance with most recent direct debit guarantee scheme regulations (as updated, developed or amended from time to time).
- 16.1.23 The Contractor shall provide a service that meets the data standards under the Models, Taxonomies, APIs and Data defined by the Department for Communities and Local Government Local Waste Service Standards Project, by the relevant Services Commencement Date, or a later date if agreed with the Authorised Officer. The Contractor shall set out a plan for how and when it could meet this requirement, and shall detail any extra costs that would be required to fully implement this standard, as part of its Services Delivery Plan.
- 16.1.24 The Contractor shall give all Boroughs a minimum of six (6) weeks' advanced notice in writing of any planned changes, or downtime that may affect any part of the services more fully described in paragraphs 16.1.4, 16.1.7 and 16.1.8 of this Specification. In the event that such advanced notice is not possible, then the planned changes and/or downtime may only take place with the prior written approval of the Authorised Officer.

16.1.25 In the event of any planned changes and/or downtime taking place (pursuant to paragraph 16.1.24), then the Contractor shall ensure that:

- (i) all system changes shall be evaluated prior to being applied to the live environment/system, and all patches shall be tested prior to installation in the test environment;
- (ii) a log shall be kept of any changes made to the system indicating what the change is, the data impact and the length of any downtime; and
- (iii) a best practice process for change management shall be followed, and any change advisory group shall have a minimum of one representative from each Borough as part of the approval group for all changes.

16.1.26 The Contractor shall supply a technical support function accessible by Borough ICT support teams to report system downtime relating to API connections or data transfers, or major functionality that is unavailable due to unavailability of the Contractor's or their third parties' systems. This support function will provide telephone access to appropriate technical and decision-making staff supporting the Contractor's or their third parties' systems. The Contractor shall provide an out-of-hours support function and shall outline the level of support available outside of core operating hours.

16.1.27 The Contractor shall adhere to the agreed ICT Implementation Plan (**Schedule 17**) setting out the agreed roll out of the full ICT solution as required by this Specification and the Services Delivery Plan and Design Completion Longstop Dates for each Borough.

16.1.28 The Contractor shall adhere to an agreed Business Continuity Plan and system disaster recovery plans.

## **17 WASTE DISPOSAL AND PROCESSING**

17.1 The Contractor shall transport and deliver all Contract Waste to the appropriate Delivery Point or Contingency Delivery Point (as specified in Table 17-1 (Existing Waste Contracts and Delivery Points) below) in accordance with **Schedule 4** (Services Delivery Plan). The Contract Waste shall be subject to the Boroughs' existing contracts in accordance with Table 17-1 (Existing Waste Contracts and

Delivery Points) below.

17.2 For the avoidance of doubt, from and including the Contract Commencement Date until and including 30 September 2017, for the purposes of the exclusivity agreement pursuant to the Disposal Contract, the definition of Residual Waste includes the material that Boroughs are required or requested to collect under section 45 of the EPA.

**Table 17-1: Existing Waste Contracts and Delivery Points**

Contract Waste	Contract Details	Delivery Point	
		Croydon/Merton/Sutton	Kingston
Residual Waste (including Residual Waste collected as Commercial Waste or Bulky Waste)	Disposal Contract and the Residual Waste Treatment Contract.  <i>Landfill/ treatment of the Residual Waste will be carried out by a third party contractor (with the exception of Residual Waste collected as Bulky Waste and Commercial Waste – see paragraph 8.11.4 and 11.1.7).  Haulage of Residual Waste from the Delivery Point to the treatment facility shall be the responsibility of a third party contractor unless notified otherwise.</i>	Beddington Lane Delivery Point or any other delivery point(s) (including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time.	Villiers Road Delivery Point or any other delivery point(s) (including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time
Garden Waste	Treatment Contract <i>Treatment and processing of Garden Waste is the</i>	Beddington Lane Delivery Point or any other delivery point(s)	Villiers Road Delivery Point or any other

	<i>responsibility of a third party contractor until 31 August 2022. The service will then be re-procured.</i>	(including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time	delivery point(s) (including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time
Food Waste	Treatment Contract <i>Treatment and processing of Food Waste is the responsibility of a third party contractor until 31 August 2022. The service will then be re-procured.</i>	Beddington Lane Delivery Point or any other delivery point(s) (including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time	Villiers Road Delivery Point or any other delivery point(s) (including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time
Recyclate (co-mingled, which for the avoidance of doubt, may mean dry mixed Recyclates and/or container mix) from the relevant Services Commencement Date until 31 August 2022	Treatment Contract <i>Treatment and processing of the first 20,000 tonnes of co-mingled Recyclate is the responsibility of a third party contractor until 31 August 2022. Treatment and processing of the excess co-mingled Recyclate tonnage will be the responsibility of the Contractor until 31 August 2022.</i>	Beddington Lane Delivery Point or any other delivery point(s) (including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time	N/A

(including co-mingled Recyclate collected as Commercial Waste or Bulky Waste)			
Recyclate (excess co-mingled Recyclate (which may mean dry mixed Recyclate and/or container mix) / paper and card) from the relevant Services Commencement Date until 31 August 2022 (including co-mingled Recyclate collected as Commercial Waste or Bulky Waste)	Treatment Contract	Contractor's Delivery Point, unless otherwise directed by the Authorised Officer	Villiers Road Delivery Point or any other delivery point(s) (including any Contingency Delivery Point(s)) as notified to the Contractor by the Authorised Officer from time to time
Recyclate (all) from 1 September 2022 until the end of the Contract Period	<i>From 1 September 2022, treatment and processing of all Recyclate tonnage will be the responsibility of the Contractor.</i>	Contractor's Delivery Point (as agreed with the Authorised Officer)	Contractor's Delivery Point (as agreed with the Authorised Officer)

### 17.3 Monitoring and Performance Management of Contract Waste

17.3.1 The Contractor shall be required to report weighbridge data for all Contract Waste

collected in accordance with the format and required timescales of the Department for Environment, Food and Rural Affairs (DEFRA) run system called Waste Data Flow and in accordance with **Schedule 6** (Reporting Requirements). For the avoidance of doubt, this shall include Contract Waste collected by way of Kerbside Collections and Assisted Collections, collection from Neighbourhood Recycling Centres, Communal Collections, Street Cleaning Services and Commercial Waste collections.

17.3.2 The Contractor shall ensure that all vehicles delivering Contract Waste are weighed in and out of the Delivery Points and the weighbridge tickets submitted are filed.

17.3.3 The agreed tonnage data as set out in paragraph 17.3.1 shall be provided by the Contractor through agreed electronic links to operating systems in accordance with paragraph 16 of this Specification and **Schedule 4** (Services Delivery Plan), allowing the Authorised Officer and his or her representatives to gather additional tonnage data as retained within the system.

#### 17.4 **Recyclates**

17.4.1 From the relevant Service Commencement Date until 31 August 2022 all Recyclate collected from the Royal Borough of Kingston upon Thames must be delivered by the Contractor to the Villiers Road Delivery Point as specified under the current Disposal Contract (unless otherwise directed by the Authorised Officer).

17.4.2 For the avoidance of doubt, the Contractor will be required to deliver co-mingled Recyclate, including dry mixed Recyclates and/or container mix, up to the 20,000 tonnage threshold to the Beddington Lane Delivery Point (or Contingency Delivery Point) as set out in Table 17-1 (Existing Waste Contracts and Delivery Points), from the relevant Services Commencement Date until 31 August 2022.

17.4.3 From the relevant Service Commencement Date until 31 August 2022, the Contractor shall be responsible for the receipt, bulking, marketing and sale of all co-mingled Recyclate, including dry mixed Recyclates and/or container mix, over and above the 20,000 tonnage threshold as set out in Table 17-1 (Existing Waste Contracts and Delivery Points), unless otherwise directed by the Authorised Officer.

17.4.4 From 1 September 2022 and for the remainder of the Contract Period, the Contractor shall be required to provide for the receipt, bulking, marketing and sale (in addition to the collection, handling and transport) of all Recyclate collected from the Boroughs.



**17.5 Garden Waste and Food Waste**

17.5.1 From the Service Commencement Date until 31 August 2022, all Garden Waste and Food Waste collected by the Contractor from within the administrative area of the Boroughs will be received and bulked at Delivery Points provided by the Council.

17.5.2 The Contractor shall deliver Garden Waste and Food Waste collected London Boroughs of Merton, Croydon and Sutton to the Beddington Lane Delivery Point until 31 August 2022 (unless otherwise directed by the Authorised Officer).

17.5.3 The Contractor shall deliver Garden Waste and Food Waste from the Royal Borough of Kingston to the Villiers Road Delivery Point until 31 August 2022 (unless otherwise directed by the Authorised Officer).

17.5.4 From 1 September 2022 and for the remainder of the Contract Period, the Contractor shall be required to provide for the collection, handling and delivery (to a designated Delivery Point within the Borough's administrative area, as notified to the Contractor by the Authorised Officer) of all Garden Waste and Food Waste collected from within the Boroughs' administrative area.

**17.6 Operating Hours**

17.7 The Contractor shall adhere to operating hours for Delivery Point or Contingency Delivery Point in accordance with **Schedule 4** (Services Delivery Plan) and as set out in Table 17-2 (Current Site Operating Hours).

<b>Site</b>	<b>Facility</b>	<b>Opening Hours</b>	<b>Restrictions</b>
Beddington	Landfill Site for residual waste deliveries	07:00 – 16:30 Mon to Fri, 07:00 – 12:00 Saturday	Closed on Sundays, Christmas Day, Boxing Day and New Years' Day
Beddington	Tipping Pad for residual waste deliveries	07:00 – 17:30 Mondays to Fridays and 07:00 – 16:30 on Saturdays and 08:00 – 16:30 on public holidays	Excluding Christmas Day, Boxing Day and New Year's Day.

		Saturday 12:00 to Monday 07:00 maximum capacity 10 tonnes	
Beddington	Garden Waste Composting	07:00 – 17:00 Mon to Fri 07:00 and 13:00 Saturday	Closed Sundays, Christmas Day, Boxing Day and New Years' Day.
Beddington	WTS (Recycling and food and residual after landfill/tipping pad closure)	07:00 – 17:30 Mon to Fri 07:00 – 13:00 Saturday	
Beddington	WTS (Out of hours for all waste detailed above)	17:30 to 07:00 Mon to Fri, and Between 17:30 Friday to 07:00 Saturday.	Number of vehicle movements shall not exceed 86 (43 in 43 out).  No loading / unloading during out of hours.  Material must be contained within building therefore maximum tonnages apply.
Villiers Road	WTS (All Contract Waste)	07:00 – 19:00 Mon to Fri 07:00 – 16:00 Saturday 09:00 – 14:00 Sunday	Street Cleaning personnel have key access to tip 24/7

**Table 17-2: Current Site Operating Hours**

## 17.8 Restrictions

17.8.1 The Contractor shall be required to adhere to site rules at all Delivery Points, in addition to any permitting restrictions for all Delivery Points, or as otherwise advised

by the Authorised Officer.

17.8.2 The Contractor shall comply with the waste acceptance supplied by the Authorised Officer from time to time in relation to Beddington Lane WTS and Villiers Road WTS.

## Appendix 1 - Service Performance Indicators

### **SERVICE PERFORMANCE FRAMEWORK**

For the purposes of this **Appendix A**, the following expressions shall be defined as follows:

**Container Location:** a container location refers to a single bin storage area/location within a site. Some addresses may have multiple bin storage areas and if more than one storage area was missed then more than one deduction would be applicable.

**Deduction:** financial deduction which shall apply in the event of failure of an SPI in line with the Definition

**Deduction Refresh Period (DRP):** in the event that a failure has not been rectified in accordance with the Definition, the prescribed deduction shall apply for each subsequent refresh period. For the avoidance of doubt the refresh deduction amount may differ from the initial Deduction applied.

**Exemption Period:** A 12 week Period (unless otherwise agreed) exempt from financial deductions will apply to the affected SPI's at the commencement of any new service roll out for the services and boroughs affected.

**Missed collection:** Failure to collect any correctly presented receptacle on its original scheduled collection day will be deemed a missed collection (as per Specification definition at 8.6.1, Contract definition to be revised accordingly).

**Rectification Plan:** means a plan set out in accordance with a prescribed format (to be drafted by the Councils) on which details of the failure are described and the actions to be taken by both VES and the Council to resolve the existing failure and prevent future failure are detailed and time lined. Rectification Plans must be agreed and signed off by an Authorised Officer and the VES Contract Manager. The time to provide a Rectification Plan is to be agreed with the Authorised Officer and in the absence of any agreed timescale it must not be longer than 5 working days from the service failure that gave rise to the Rectification Plan requirement. Failure to carry out a Rectification Plan will result in escalation to Council and Veolia Management teams for urgent resolution and consideration of Step In measures.

**Residential Areas:** Means all areas other than those defined by the term Town and District Centres

SPI No.	Service	Definition	Reporting Frequency	Deduction	Deduction Refresh Period (DRP)	Further clarification
1	Waste Collection Services - Rectification of missed collections	Failure to rectify Missed Collections reported up to two Working Days after the scheduled collection day within two Working Days of the notification.	Monthly	[REDACTED] per missed collection per waste type.	Every one Working Day.	Collections that are recorded on Echo in accordance with the agreed procedure for excess waste, contamination and non-presentation will not be deemed to be missed collections and consequently no deductions would be applied in respect of them.

2	Waste Collection Services – Missed Collections Per Waste Stream	<p>Failure to achieve the target of fewer than 30 Missed Collections (per 100,000 collections) for each waste stream per month, per borough for:</p> <ul style="list-style-type: none"> <li>● Residual Waste</li> <li>● Food Waste</li> <li>● Garden Waste</li> <li>● Paper and Card</li> <li>● Container Mix</li> </ul>	Monthly	<p>For missed collections between:</p> <p><b>a. 0-30 missed collections per 100,000</b> - no further action required.</p> <p><b>b. 31- 50 missed collection per 100,000</b> - monitor performance at monthly contract meeting.</p> <p><b>c. 51 - 70 missed collections per 100,000</b> - Deduction of [redacted] per waste stream per borough per month and required to produce a Rectification Plan</p> <p><b>d. In excess of 70 missed</b></p>	N/A	
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		<p><b>collections per 100,000</b> Deduction of [redacted] per waste stream per borough and required to produce a Rectification Plan.</p>				
3	<p>Waste Collection Services – Rectification of missed Communal Collections of Recyclate (including food waste) Per material Stream</p>	<p>Failure to rectify a missed collection at a communal recycling location within one Working Day of notification</p>	<p>Monthly</p>	<p>[redacted] per missed container location per stream.</p>	<p>Every one Working Day</p>	<p>If any bin at a defined container location is not emptied it will be eligible to be reported as a missed collection. Only one report from each container location will be accepted per location per occasion.</p>
4	<p>Waste Collection Services – Communal Collections for residual waste</p>	<p>Failure to rectify a missed collection at a communal residual waste location within one Working Day of notification</p>	<p>Monthly</p>	<p>[redacted] per missed container location.</p>	<p>Every one Working Day</p>	

5	Waste Collection Services - Assisted Collections (all waste streams)	Failure to rectify missed Assisted Collections within one Working Day of notification for: <ul style="list-style-type: none"> <li>• Residual Waste</li> <li>• Food Waste</li> <li>• Garden Waste</li> <li>• Paper and Card</li> <li>• Container Mix</li> </ul>	Monthly	<p>█ per missed collection.</p>	Every one Working Day	These are excluded from SPI 1 missed collections
6	Waste Collection Services – Repeated Missed Collections (irrespective of waste stream)	Repeated Missed Collections within the last 6 weeks as notified to the Contractor	Monthly	<p>█ for two Missed Collections</p> <p>█ for three Missed Collections</p> <p>█ for four Missed Collections</p> <p>█ for five Missed Collections and above</p>		
7	Waste Collection Services – Bulky Waste	Failure to rectify within two Working Days any bulky waste collection not collected on the agreed day.	Monthly	Initial Failure - charge refunded to the Service and Contractor to collect free of charge.	Every subsequent 2 Working Days.	



8	Waste Collection Services – delivery of Receptacles (all receptacles)	Failure to deliver requested receptacle(s) within ten Working Days of notification.	Monthly	Subsequent Failure - [REDACTED] [REDACTED] per Receptacle	Every one Working Day				
9a	Waste Collection Services – removal of Fly Tipped Material	Failure to remove Fly Tipped Material within one Working Day of notification	Monthly	95% of all reported cases of to be removed within one Working Day of notification. In instances where performance is below 95%, penalty is [REDACTED] per reported fly tip not cleared within one Working Day.	Every one Working Day				Excludes fly tips on private land.

9b	Waste Collection Services – removal of Fly Tipped Material (Large)	Failure to ensure Fly Tipped Material (LARGE) is made safe within two Working Hours and removed within one Working Day of notification (unless otherwise agreed).	Monthly	95% of all reported cases of to be made safe within two Working Hours of notification and removed within one Working Day of notification (unless otherwise agreed). In instances where performance is below 95%, penalty is [redacted] per reported fly tip not cleared within two Working Hours.	Every one Working Day	Excludes fly tips on private land. Large fly tips defined as anything which requires grab lorry for clearance
10	Waste Collection Services -- Bulky Waste	Failure to offer appointments for Bulky Waste collections within 10 Business Days of request.	Monthly	[redacted] per bulky waste collection appointment not made within agreed number of days.		

11	Waste Collection Services – collection of Recyclate, Food, Garden and Reuse items separately from Residual Waste	Failure to collect material which has been presented as Reusable, Recyclable or Compostable separately from other waste streams.	Monthly	█ per incident.	N/A	<p>(Burden of proof on Veolia to provide evidence that a report is false).</p> <p>Examples of SPI Failure include:</p> <ol style="list-style-type: none"> <li>1. Waste streams being either wilfully or negligently emptied into the wrong compartment of a collection vehicle;</li> <li>2. Crews not emptying vehicle before use, resulting in mixed loads</li> </ol> <p>Excludes heavily contaminated material which Veolia cannot identify or control and provided that crews have followed appropriate contamination notification and reporting procedures.</p>
12	Waste Collection Services – Recyclates - Appropriate Storage and Segregation	Failure to keep material collected as Recyclate appropriately stored and segregated prior to being received at a suitable re-processor (as detailed within <b>Schedule 4</b> (Service Delivery Plan)).	Monthly	█ per tonne of Contract Waste disposed of as residual waste as a consequence of failure to keep material collected as Recyclate appropriately stored and segregated.	N/A	

13	Waste Collection Services	Failure to send Contract Waste to the Nominated Delivery Point or Contingency Delivery Point (as detailed within <b>Schedule 4</b> (Service Delivery Plan)).	Monthly	█ per load	N/A	
14	Street Cleaning Services - emptying of street litter Receptacles.	Failure to empty a full or overflowing litter bin	Monthly	█ per failure	<p><b>a) Town and District Centres -</b> Every 2 Working hours.</p> <p><b>b) Residential Area</b> Every 6 working hours</p>	Reportable by Authorised Officers (or Nominated Representatives) or Residents SLWP commit to enforce against litter bins abuse (black sacks jammed into aperture). Where an overflowing bin arises principally as a result of the dumping of waste from domestic household or fly tipping then no deductions applied - subject to VES submitting evidence to this effect.

15a	Street Cleaning Services -- <b>'Town &amp; District Centres'</b>	Failure to bring an area to the contractual standards following a "Street Cleaning Service Request" within <b>Town &amp; District Centres</b> within two hours of notification. Only reported by <b>Authorised Officers</b> (or Nominated Representatives):	Monthly	█ per individual reported failure	Every two Working hours from notification
15b	Street Cleaning Services -- <b>'Town &amp; District Centres'</b>	Failure to bring an area to the contractual standards following a "Street Cleaning Service Request" within <b>Town &amp; District Centres</b> within two hours of notification. Reported by sources <b>other</b> than Authorised Officers or Nominated Representatives (eg. <b>residents</b> ):	Monthly	█ per Service Request Failure	Every two Working hours

16a	Street Cleaning Services - <b>Residential Areas</b>	Failure to bring an area to the contractual standards following a "Street Cleaning Service Request" within <b>Residential Areas</b> within one Working Day of notification. Only reported by <b>Authorised Officers</b> (or Nominated Representatives):	Monthly	█ per reported failure	Every one Working Day	
16b	Street Cleaning Services - <b>Residential Areas</b>	Failure to bring an area to the contractual standards following a "Street Cleaning Service Request" within <b>Residential Areas</b> within one Working Day of notification. Reported by sources <b>other</b> than Authorised Officers or Nominated Representatives (eg. <b>residents</b> ):	Monthly	█ per Service Request failure	Every one Working Day	
16c	Street Cleansing	Failure to rectify an Urgent Street Cleansing Event	Monthly	█ per reported failure	Every 4 Working Hours.	Reportable by all sources.

	Services – All Areas	within 4 Working Hours of notification e.g. <ul style="list-style-type: none"> <li>• Dangerous/Offensive Waste (e.g. broken glass)</li> <li>• Drug Litter</li> <li>• Dog fouling</li> </ul>						
17a	Street Cleaning Services	Failure to bring a street up to grade A standard at time of sweep	Monthly	█ per failure			Must be observed during monitoring by Veolia or Authorised Officer (or nominated representatives e.g. client officers) with photographic evidence.	
17b	Street Cleaning	Failure to remove Street Cleansing sacks within One Working Day of notification	Monthly	█ per location		Every one Working Day	One failure will be applied for each geographical location.	
18	Street Cleaning Services – cleaning of drainage systems	Failure to assess, respond and report on scheduled gullies for cleaning in accordance with programmed works.	Monthly	Failure to assess, respond and report on 80% of scheduled gullies within the Calendar Month █ per period.		N/A	For the avoidance of doubt, "respond" in this SPI 18 means cleansing where required.	

19	Street Cleaning Services – racist and/or offensive Graffiti	Failure to Remove racist and/or offensive Graffiti within one Working Day of notification	Monthly	99% of all reported cases of to be removed within one Working Day of notification. In instances where performance is below 99%, penalty is [redacted] per reported case not removed within one Working Day	Every one Working Day	
20	Street Cleaning Services – non-offensive Graffiti	Failure to Remove non-offensive Graffiti within two Working Days of notification.	Monthly	[redacted] per failure 95% of all reported cases of to be removed within two Working Days of notification. In instances where performance is below 95%, penalty is [redacted] per reported case not removed within two Working Days	Every two Working Days	



21	Winter Maintenance Services – Priority routes gritting	Failure to grit agreed priority routes in accordance with prescribed timescales as set out within each Borough's Winter Maintenance Plan	As instructed by the Authorised Officer	█ per incident	N/A	
22	Winter Maintenance – salt bins	Fill to 100% for the start of the Winter Maintenance season. Assess and replenish following each weather event or instructed by the Authorised Officers (AOs)	Monthly	█ per bin not replenished following instruction from AO	Every Working Day	Applied only during the relevant Authorities Winter Maintenance Plan Period.
23	Non-Service Vehicle Maintenance Services - fleet management	Failure to provide a suitable replacement Non-Service Vehicle in accordance with paragraph 14.3.3 of this Specification.	Monthly	█ per failure	Every Working Day	
24	Service and Non-Service Vehicle Maintenance Services - fleet management – O Licence vehicles	Failure to ensure Service and Non-Service Vehicle inspections, MOTs and other activities are undertaken for O Licence vehicles in accordance with agreed schedule as set out within Schedule 4 (Services Delivery Plan)	Monthly	█ per failure	N/A	

25	Service and Non-Service Vehicle Maintenance Services - fleet management - Non O Licence vehicles	Failure to ensure Service and Non-Service Vehicle inspections, MOTs and other activities are undertaken for Non-O Licence vehicles in accordance with agreed schedule as set out within Schedule 4 (Services Delivery Plan)	Monthly	█ per failure	N/A	
26	Service and Non-Service Vehicle Maintenance Services - fleet management - Regulatory compliance	Serving of PG9 Prohibition Notice (Delayed or Immediate) by DVSA.		█ per notice	N/A	Where a vehicle has been deemed not roadworthy and impounded
27	All Services - Reporting Requirements	Failure to comply with <b>Schedule 6</b> (Reporting Requirements) and provide accurate reporting within one Working Day of notification - unless otherwise agreed with the Authorised Officer, 24 hours prior to the deadline on the basis of both parties acting reasonably.	Monthly	█ per failure	Every one Working Day.	

28	All Services - Complaints	Failure to adhere to Response times as set out within Schedule 15 (Service User Procedure)	Monthly	<p>█ per failure to provide a response in accordance with Schedule 15.</p>	Refreshed every 1 working day.
29	Communications - Accurate delivery of communication materials	Failure to deliver accurate and appropriate communications in accordance with the specification or as set out in Schedule 4 (Services Delivery Plan), or as otherwise agreed with the Authorised Officer on the basis of both parties acting reasonably. Rectification period in accordance with the Stakeholder Engagement and Communications Protocol before penalty applies. Cost of delivering/redelivering correct communications materials shall be borne by the Contractor	Monthly	<p>█ per event (not per Service User affected)</p>	Deduction refresh period in accordance with Stakeholder Engagement and Communications Protocol.

END

## APPENDIX B

### SERVICE CHARTERS

#### **1.1 Service Charter for Waste Collection Services**

##### **Recycling and Refuse Collection**

Our service to residents:

- Recycling and refuse is collected from all homes on the scheduled collection day
- Receptacles are returned to the point of collection and left in such a manner as to cause minimum inconvenience to residents and customers
- Any missed collections are collected within 24 hours of being reported.
- Recycling and refuse containers are delivered within 5 days of request
- Assisted collections are available for all residents who need them.
- Bulky Waste is collected from the outside of all homes within 10 days of request.
- Spillages caused by the Contractor's Staff are cleared immediately or as soon as is practicable before the end of the day.
- All work is carried out safely and Staff are always polite and courteous, behave professionally and do not seek or accept tips, rewards or payment from the public or businesses.
- Collections are managed to cause the minimum possible level of disruption whilst maintaining an efficient service.
- All public and/or communal waste and recycling sites are kept clean and tidy.
- Public and/or communal waste and recycling sites are always available for use and are emptied frequently enough to prevent them being full or overflowing.

- Full communal waste sites are cleared within 24 hours of being reported as full.
- Staff leave information for residents if containers cannot be emptied because they have the wrong things in them
- Crews will report any faults and issues they observe whilst carrying out their work within the Boroughs, regardless of whether it is for them to fix (e.g. potholes, street lights, graffiti)

We ask Service Users to help us by:

- Placing recycling and refuse containers out for collection by 6am on collection day and in the designated location.
- Reducing waste wherever possible.
- Sorting as much material as possible for recycling.
- Placing the right materials in the right containers
- Letting us know if a collection has been missed, at the end of the same day if possible.
- Treating staff in a polite and courteous manner and not offering tips, reward or payment.
- Rinsing out bottles, jars and recyclable plastic containers if they contain food residues.
- Keeping food waste containers clean
- Wrapping up any sharp items like knives, broken glass or crockery in newspaper before they go into the refuse container.
- Not placing hazardous items like paint or oil in the refuse or recycling containers.

## **1.2 Service Charter for Street Cleaning Services**

Our service:

- Streets and paths are kept clean. We aim to keep all roads free from litter, rubbish, weeds and animal faeces and we use the standards set out in the Code of Practice on Litter and Refuse to measure cleanliness.
- Road drains on the public highway are kept free from detritus and free flowing to prevent flooding.
- We will support Community Clean-up Initiatives to help residents look after their local area.
- Streets are kept clear of accumulations of weeds.
- Litter bins are kept clean, well maintained and always available for use, never full or overflowing.
- Bagged waste collected from litter bins is cleared by the end of the same working day.
- Fly-tipping on public land is cleared pro-actively when identified by our staff (unless enforcement activity is being undertaken) and always within 24 hours of being reported. A chargeable service is available to private landowners for fly-tip clearance.
- Graffiti on public property is cleared pro-actively when identified by our staff and always within 48 hours of being reported. Offensive graffiti is removed within 24 hours of being reported. Fly posting on public property is cleared within 5 working days of being reported.
- Dead animals, drug litter, and debris and spillages from road traffic or other accidents, are all cleared within 2 hours of notification.
- All work is carried out safely and staff are always polite and courteous, behave professionally and do not accept tips, rewards or payment from the public.
- Spillage of waste by street litter bins is cleared at the time of emptying the street litter bins.

We ask Service Users to help us by:

- Not dropping litter or dumping rubbish.
- Cleaning up after their dog.
- Only using litter bins for litter and dog waste, and not for commercial or household waste.
- Reporting any fly-tipping and/or fly-tippers, noting time date and vehicle registration wherever possible.
- Quickly removing graffiti from their own property if they are able to do so and reporting to the police anyone that they see causing criminal damage by fly-posting or graffiti.
- Reporting street cleaning issues to us, including any spillages, dead animals and drug litter.
- Removing weeds along their property's boundary with the footpath.

## APPENDIX C

### EXISTING SERVICES INFORMATION

The existing services information is set out on the disc entitled 'Lot 1 Contract – Existing Services Information' initialled on behalf of the Council and the Contractor on or around the Contract Date.

Paragraph 1 Introduction		NOT USED
Paragraph 2 Core Objectives		NOT USED
Paragraph 3 Extent of Services	3.1	Draft Staffing Data provided for Dialogue
	3.2	Draft Form of Lease (superseded by agreed form of lease at <b>Schedule 12</b> )
	3.3	Depot Plans (superseded by plans contained within agreed form of lease at <b>Schedule 12</b> )
	3.4	Schedules of Condition
	3.5	Environmental Permits
	3.6	Property Assumptions provided for Dialogue (Rent, NNDR, Insurance, Utilities)
	3.7	NOT USED
	3.8	Asset Register
	3.9	Borough Plans
	3.10	LLPG Data
Paragraph 4 Service Charter	4.1	Appendix B
Paragraph 5 Services Delivery Plan		<b>Schedule 4</b> (Services Delivery Plan)
Paragraph 6 Liaison and Reporting		<b>Schedule 6</b> (Reporting Requirements)
Paragraph 7 Service Performance		Appendix A



Indicators		
Paragraph 8 Waste Collection Services	8.1	Schedule 2 Properties currently receiving services
	8.2	Narrow Access Properties
	8.3	Assisted Collection Properties
	8.4	Clinical Waste Collection Properties
	8.5	Garden Waste Collection Properties (current subscriptions)
	8.6	Communal Waste Sites (including communal food waste receptacles)
	8.7	Neighbourhood Recycling Centres
	8.8	Third Party Recycling/Textile/WEEE Banks
	8.9	Kingston Housing Ancillary Services Specification
	8.10	Bulky Waste Data (Historic Tonnages, Number of Collections)
Paragraph 9 Recyclate Material Sales Services	9.1	Waste Tonnage Data (up to 2015/16)
	9.2	Waste Composition Data
Paragraph 10 Street Cleaning Data	10.1	Highway Measurements
	10.2	Car Parks
	10.3	Housing Estates (including Croydon Housing Estates Requirements)
	10.4	Markets
	10.5	Town Centre Litter Bins
	10.6	Other Litter Bins
	10.7	Gully/Drainage Pots
	10.8	Special Events
	10.9	Jet Washing Locations
	10.10	Kingston Special Cleanse Requirements
Paragraph 11 Commercial Waste Services	11.1	Commercial Waste Customer List
Paragraph 12 Winter Maintenance Services	12.1	Borough Winter Maintenance Plans
	12.2	Designated Salt Store
Paragraph 13 Service Vehicle		NOT USED

Maintenance Services		
Paragraph 14 Non-Service Vehicle Maintenance Services	14.1	Non-Service Vehicle List
Paragraph 15 Overall Service Delivery	15.2	Social Value Toolkit
Paragraph 16 ICT	16.1	Existing ICT Arrangements and summary Customer Contact Data
Paragraph 17 Waste Disposal and Processing	17.1	Waste Acceptance Criteria

## APPENDIX D

### AD HOC WORKS ORDERS

#### **1 Notification and Specification**

- 1.1 In accordance with the Specification, the Contractor may be required to carry out certain ad hoc Services from time to time.
- 1.2 At any time during the Contract Period, the Authorised Officer may request the Contractor carry out ad hoc Services by completing section 1 of an Ad Hoc Works Order Form and serving such Ad Hoc Works Order Form on the Contractor. The Authorised Officer shall specify in the Ad Hoc Works Order Form whether additional authorisation by (or consultation with) a Borough representative/contract manager (as appropriate) is required.

#### **2 Contractor Response**

- 2.1 Within ten (10) Business Days of receipt of the Ad Hoc Works Order Form, the Contractor shall confirm to the Authorised Officer in writing:
  - 2.1.1 the cost of providing the Services specified in the Ad Hoc Works Order (and such cost shall not exceed the applicable rates set out in the Schedule of Rates), and the time period for carrying out such Services; or
  - 2.1.2 where there are no applicable rates in the Schedule of Rates, the estimated cost of providing the Services specified in the Ad Hoc Works Order, such estimated cost shall be fair and reasonable and shall be calculated on the basis that:
    - (i) wherever practicable the Contractor shall procure that such Services are carried out by an existing and suitably qualified member of Staff and no labour element shall be charged to the Boroughs in respect of such works (and where such Services cannot be carried out by an existing member of Staff, the cost of the labour element shall be calculated in accordance with the Schedule of Rates); and

- (ii) the materials element of the estimated cost shall be the cost of materials to the Contractor and there shall be no management fee, margin, overhead, contingency or other cost applied to such costs.
- 2.2 The Authorised Officer may, following receipt of the Contractor's response given pursuant to paragraph 2.1:
  - 2.2.1 accept the Contractor's estimate by completing section 3 of the Ad Hoc Works Order Form and serving the completed form on the Contractor; or
  - 2.2.2 object in writing to the estimated cost, and in such circumstances the Parties shall act reasonably to agree, as soon as practicable, how the Services specified in the Ad Hoc Works Order are to be priced and/or implemented. If the Parties cannot agree how the Services specified in the Ad Hoc Works Order are to be priced and/or implemented, then the Authorised Officer may withdraw the Ad Hoc Works Order and the Council (or relevant Borough) may carry out such works/services itself and paragraph 4.3 shall apply.
- 2.3 The Contractor shall make no additional charge to the Boroughs for processing, implementing or managing Ad Hoc Works Order or the Services estimated for and/or provided pursuant to such Ad Hoc Works Order.

### **3 Implementation**

- 3.1 If the Authorised Officer has accepted the Contractor's estimate in accordance with paragraph 2.2.1, the Contractor provide the Services required pursuant to the Ad Hoc Works Order within the timescales specified in the Authorised Officer's acceptance of the Contractor's estimate pursuant to paragraph 2.2.1. The Contractor shall provide such Services so as to minimise any inconvenience to the Borough and shall notify the Authorised Officer in writing when it believes that such Services have been completed.
- 3.2 In the event of a dispute, either Party may refer such dispute to the Dispute Resolution Procedure. Where such dispute concerns the cost of the Services to be provided pursuant to an Ad Hoc Works Order, the Contractor shall, notwithstanding such dispute, be required to carry out or implement such Services within the prescribed timescales set out in the relevant Ad Hoc Works Order.

- 3.3 Where the Contractor has either:
- 3.3.1 failed to provide a response to an Ad Hoc Works Order pursuant to paragraph 2 (Contractor Response) within fifteen (15) Business Days of the date on which such Ad Hoc Works Order was issued by the Authorised Officer in accordance with paragraph 1; or
  - 3.3.2 failed to perform the Services required pursuant to the authorised Ad Hoc Works Order,

then the Authorised Officer may notify the Contractor that the Ad Hoc Works Order is withdrawn and following such notification, the Borough may procure the implementation of the services specified in the Ad Hoc Works Order without further recourse to the Contractor.

- 3.4 No changes shall be made to the Contract as a result of an Ad Hoc Works Order, unless otherwise agreed between the Parties.

#### **4 Payment**

- 4.1 Payment for Services provided pursuant to an Ad Hoc Works Order shall be claimed by the Contractor as part of its invoice submitted to the Council in accordance with **clause 28** (Monthly Report and Invoice, Annual Report and Business Development Plan) of the Conditions of Contract. The Monthly Report accompanying such invoice shall detail the Services provided pursuant to the Ad Hoc Works Order and the cost of such Services, in accordance with the requirements of **Schedule 6** (Reporting Requirements).
- 4.2 Payment for Services provided pursuant to an Ad Hoc Works Order shall be made subject to paragraph 4.1 and in accordance with **clause 32** (Certification and Payment) of the Conditions of Contract.
- 4.3 No adjustment of any core or fixed payments as set out in **Schedule 5** (Payment Mechanism) shall be made as a result of any Ad Hoc Works Order (or any Services carried out pursuant to it) unless agreed between the Parties in accordance with the provisions of **clause 24** (Variations) of the Conditions of Contract and/or **Schedule 10** (Base Case and Revision of Base Case).

- 4.4 The Parties acknowledge and agree that the performance of any ad hoc Services provided pursuant to an Ad Hoc Works Order shall only be authorised once section 3 of the relevant Ad Hoc Works Order Form has been signed and completed by the Authorised Officer.

## 5 Ad Hoc Works Order Form

<b>Lot 1 Ad Hoc Works Order</b>			
<b>1. REQUEST FOR SERVICES</b> (to be completed by the Authorised Officer)			
<b>Ad Hoc Works Order Form Reference Number</b>	<i>i.e. each borough has a letter reference (M001, S001, C001, K001)</i>		
<b>Borough</b>	<i>i.e. Merton</i>		
<b>Contact details</b>	<i>i.e. name, post, email address and telephone number of officer making request</i>		
<b>Service Category</b>	<i>i.e. Ad Hoc Cleaning Services</i>		
<b>Service Description</b>	<i>i.e. Jet Washing pavement</i>		
<b>Schedule of Rates reference</b>	<i>i.e. 77, 13</i>		
<b>Cost Centre</b>			
<b>Description of ad hoc Services required</b>	<i>i.e. carry out jet washing of pavement opposite Wimbledon Station cf. site visit/map attached.</i>		
<b>Location where Ad Hoc Services are to be carried out</b>			
<b>Contact name on Site</b>	<i>i.e. Building Manager's name and telephone number</i>		
<b>Access Arrangements (delete as appropriate)</b>	<i>none required / contact Building Manager or key holder / book in at office reception / book specific time to attend</i>		
<b>Implementation Date (optional)</b>	...../...../20.....	<b>Completion Date (optional)</b>	...../...../20.....
<b>Request delivered to</b>	<i>(individuals name) acting on behalf of the Contractor</i>		
<b>Due diligence by Borough representative/contract manager required?</b>	<b>YES/NO</b> (if yes, provide summary of input required)		

<b>2. CONTRACTOR'S RESPONSE TO REQUEST FOR SERVICES</b> (to be completed by the Contract Manager)			
<b>Cost for these ad hoc Services</b>		£	
<b>Time for these ad hoc Services</b>		<b>Hours/Days</b> (delete as appropriate)	
Frequency of ad hoc Services in Month			
Aggregate Cost of Monthly ad hoc Services		£	
<b>Issued on behalf of Contractor by the Contract Manager</b>		Signature:	
Date:	...../...../20....	Print Name:	
<b>3. REQUEST FOR SERVICES</b> (to be completed by the Authorised Officer)			
Signature by the Authorised Officer below authorises this Ad Hoc Works Order and instructs the provision of the ad hoc Services above in accordance with the Contractor's response set out above, and such Services shall be completed (Authorised Officer to select option (i), (ii) or (iii) above by inserting an <b>X</b> in the relevant box):			
(i) in accordance with the timescales set out in section 1 of this Ad Hoc Works Order Form;			<input type="checkbox"/>
(ii) by no later than fifteen (15) Business Days of the date below; <b>or</b>			<input type="checkbox"/>
(iii) within such other period to be agreed in writing between the Parties (date to be specified below): .....			<input type="checkbox"/>
<b>Issued on behalf of Council by the Authorised Officer</b>		Signature:	
Date:	...../...../20....	Print Name:	

## SCHEDULE 2

### Mobilisation and Phasing Plan

#### Part 1: Summary

## 1 INTRODUCTION

- 1.1 The Contractor shall take over the Pre-Existing Services and shall begin delivering the Services at the relevant Services Commencement Date in accordance with **Schedule 4** (Services Delivery Plan).
- 1.2 Prior to the relevant Services Commencement Date, the Contractor shall mobilise and prepare for delivering the Services in accordance with **Schedule 4** (Services Delivery Plan) on the relevant Services Commencement Date in accordance with the Mobilisation Plan. Failure to adequately mobilise and prepare for delivery of the Services in accordance with **Schedule 4** (Services Delivery Plan) on the relevant Services Commencement Date will not in any way lessen the Contractor's obligations under this Contract and/or the Contractor's responsibility for ensuring that the Services are delivered in accordance with **Schedule 4** (Services Delivery Plan) on the relevant Services Commencement Date.
- 1.3 For the avoidance of doubt, from and including the relevant Services Commencement Date, the Contractor shall ensure that:
- (a) no element of the Pre-Existing Services shall be withdrawn without the consent of the Authorised Officer and any changes in the delivery of the Services as a result of phasing in operational changes shall be in accordance with the Phasing Plan; and
  - (b) the Contractor shall maintain the existing methods of service delivery and working hours at the relevant Services Commencement Date unless otherwise agreed with the Authorised Officer and any changes in the methods of delivery of the Services as a result of phasing in operational changes shall be in accordance with the Phasing Plan.

## 2 MOBILISATION

- 2.1 Prior to the relevant Services Commencement Date, the Contractor shall obtain and maintain all rights, agreements, approvals, consents, permits, Licences, facilities, permissions and certificates lawfully or necessarily required in connection with the Services



required to deliver the Services in accordance with the requirements of **Schedule 1** (Specification) on the relevant Services Commencement Date.

- 2.2 The Contractor shall notify all householders in writing of any change to the Services a minimum of ten (10) Business Days prior to such change becoming effective.

### **3 MOBILISATION PLAN: SUMMARY**

- 3.1 The Contractor shall appoint a 'Mobilisation Director' to take full responsibility for mobilisation of the Contract.
- 3.2 The Mobilisation Plan will assist the Parties in identifying critical phases of the project and will require the Parties to provide information in a timely manner to update on progress and to assist in delivering the plan.
- 3.3 Throughout any of the phases of mobilisation, any slippage against the Mobilisation Plan appended below shall be reported by the Contractor to the Authorised Officer, identifying any consequences of delay and advising the Boroughs of revised target dates. The Parties shall work together to minimise delays where possible.
- 3.4 The gantt chart below summarises the timing of key stages and activities in the Mobilisation Plan.

ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			3rd Quarter			1st Quarter			3rd Quarter			1st Quarter		
							May	Jan	May	Jan	May	Jan	May	Jan	May	Jan	May	Jan	May	Jan	May			
1		<b>Key Contract Milestones</b>		<b>1566 days</b>	<b>Thu 01/09/16</b>	<b>Thu 01/09/22</b>																		
2		Sutton Start Date (all services)	Sutton	1 day	Sat 01/04/17	Sat 01/04/17																		
3		Merton Start Date (excl. Collections)	Merton	1 day	Sat 01/04/17	Sat 01/04/17																		
4		Croydon Start Date - Commercial Transfer	Croydon	1 day	Sat 01/04/17	Sat 01/04/17																		
5		Kingston Start Date - Commercial Transfer	Kingston	1 day	Sat 01/04/17	Sat 01/04/17																		
6		Croydon Contract Start Date - Streets	Croydon	1 day	Sat 03/03/18	Sat 03/03/18																		
7		Croydon Start Date - Collections	Croydon	1 day	Mon 01/10/18	Mon 01/10/18																		
8		Merton Start Date - Collections	Merton	1 day	Mon 01/10/18	Mon 01/10/18																		
9		Sutton Day Change Rollout - Collections	Sutton	1 day	Mon 01/10/18	Mon 01/10/18																		
10		Kingston Start Date - Streets	Kingston	1 day	Mon 01/04/19	Mon 01/04/19																		
11		Kingston Start Date - Collections	Kingston	1 day	Thu 01/09/22	Thu 01/09/22																		
12		Fine Tuning Process	All	107 days	Thu 01/09/16	Fri 27/01/17																		
13		Contract Signing	All	1 day	Wed 14/12/16	Wed 14/12/16																		
14		<b>Governance</b>		<b>591 days</b>	<b>Fri 01/04/16</b>	<b>Fri 06/07/18</b>																		
15		Appoint Veolia Mobilisation Team	All	1 day	Mon 15/08/16	Mon 15/08/16																		
16		Draft 1 - Mobilisation Plan Phase 1	All	1 day	Mon 12/09/16	Mon 12/09/16																		
17		Finalise Mobilisation Plan	All	12 days	Mon 12/09/16	Tue 27/09/16																		
18		Share Draft mobilisation Plan with SLWP	All	1 day	Mon 12/09/16	Mon 12/09/16																		
19		Share Final Mobilisation Plan with SLWP	All	1 day	Fri 23/09/16	Fri 23/09/16																		
20		Fine Tuning Meeting 1	All	1 day	Thu 01/09/16	Thu 01/09/16																		
21		Fine Tuning Meeting 2	All	1 day	Fri 02/09/16	Fri 02/09/16																		
22		Fine Tuning Meeting 3	All	1 day	Mon 05/09/16	Mon 05/09/16																		
23		Fine Tuning Meeting 4	All	1 day	Tue 06/09/16	Tue 06/09/16																		
24		Fine Tuning Meeting 5	All	1 day	Wed 07/09/16	Wed 07/09/16																		
25		Fine Tuning Meeting 6	All	1 day	Thu 08/09/16	Thu 08/09/16																		
26		Veolia Mobilisation Team Catch up Meetings (Every Tuesday AM)	All	284 days	Tue 20/09/16	Fri 20/10/17																		
27		Veolia and Partnership Mobilisation Meetings	All	232 days	Fri 11/11/16	Mon 02/10/17																		
28		Completion of Risk Assessments	Merton and Sutton	83 days	Fri 30/12/16	Tue 25/04/17																		
29		Completion of Business Continuity Documentation	Merton and Sutton	83 days	Fri 30/12/16	Tue 25/04/17																		
30		Weekly Operational Meetings	Merton and Sutton	366 days	Fri 01/04/16	Fri 25/08/17																		
31		Monthly Liaison Meetings	Merton and Sutton	366 days	Fri 01/04/16	Fri 25/08/17																		
32		Monthly Partnership Meetings	Merton and Sutton	366 days	Fri 01/04/16	Fri 25/08/17																		
33		Quarterly Strategic Meeting	All	366 days	Fri 01/04/16	Fri 25/08/17																		
34		Annual Review	All	1 day	Thu 01/03/18	Thu 01/03/18																		
35		Draft Mobilisation Plan - Phase 2a		61 days	Tue 01/08/17	Tue 24/10/17																		
36		Draft Mobilisation Plan - Phase 2b		61 days	Wed 25/10/17	Wed 17/01/18																		

Project: 20161205 Mobilisation  
Date: Thu 08/12/16

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			2nd Quarter			3rd Quarter			1st Quarter		
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep
37		Draft Mobilisation Plan - Phase 3		61 days	Thu 18/01/18	Thu 12/04/18															
38		Draft Mobilisation Plan - Phase 4		61 days	Fri 13/04/18	Fri 06/07/18															
39		<b>Finance and Legal</b>		148 days	Thu 01/09/16	Tue 21/03/17															
40		Review and Agree contractual Framework	All	42 days	Thu 01/09/16	Fri 28/10/16															
41		Review and agree PayMech - Fine Tuning Meetings	All	42 days	Thu 01/09/16	Fri 28/10/16															
42		Month end reporting finalised	All	42 days	Thu 01/09/16	Fri 28/10/16															
43		<b>Contract Signing</b>	All	1 day	Wed 14/12/16	Wed 14/12/16															
44		<b>Garden Waste</b>		97 days	Thu 15/09/16	Fri 27/01/17															
45		Financial Processes confirmed	Sutton	48 days	Thu 15/09/16	Mon 21/11/16															
46		Bank Account/SUN Systems setup etc...dependent on discussion	Sutton	64 days	Tue 01/11/16	Fri 27/01/17															
47		Reconciliation Processes	Sutton	64 days	Tue 01/11/16	Fri 27/01/17															
48		<b>Commercial Waste</b>		134 days	Thu 15/09/16	Tue 21/03/17															
49		Financial processes - confirmation	All	48 days	Thu 15/09/16	Mon 21/11/16															
50		Invoicing Systems set up	All	31 days	Fri 30/12/16	Fri 10/02/17															
51		Customer Communication where required Push 1	All	31 days	Fri 30/12/16	Fri 10/02/17															
52		Customer Communication where required Push 2	All	15 days	Wed 01/03/17	Tue 21/03/17															
53		Pre-printed stationery with Vat Numbers	All	28 days	Wed 01/02/17	Fri 10/03/17															
54		<b>QHSE</b>		164 days	Mon 10/10/16	Thu 21/05/17															
55		Review Procedures and Contract Tailoring in line with Veolia BMS	Merton and Sutton	33 days	Mon 10/10/16	Wed 23/11/16															
56		EIA	Merton and Sutton	6 days	Fri 14/10/16	Fri 21/10/16															
57		Site and Operational Risk Assessments	Merton and Sutton	63 days	Fri 16/12/16	Tue 14/03/17															
58		Safety Bus	Merton and Sutton	23 days	Wed 01/03/17	Fri 31/03/17															
59		On site Training Sessions	Merton and Sutton	62 days	Wed 01/03/17	Thu 25/05/17															
60		Vehicle Training Session	Merton and Sutton	31 days	Wed 01/03/17	Wed 17/04/17															
61		<b>HR</b>		132 days?	Mon 05/09/16	Tue 30/03/17															
62		<b>TUPE</b>		155 days?	Mon 05/09/16	Fri 07/04/17															
63		Staff Briefings 1 (pre-contract)	Sutton and Merton	5 days?	Mon 05/09/16	Fri 09/09/16															
64		FAQs Newsletter 1	Sutton and Merton	6 days?	Fri 09/09/16	Fri 16/09/16															
65		Pre-Meeting on Staff Briefings 2	Sutton and Merton	1 day?	Mon 03/10/16	Mon 03/10/16															
66		Staff Briefings 2 (pre-contract)	Merton and Sutton and Merton Sutton	5 days	Mon 10/10/16	Fri 14/10/16															
67		FAQs Newsletter 2	Sutton and Merton	6 days?	Mon 17/10/16	Mon 24/10/16															
68		Meeting of HR Working Group to discuss progress	Sutton and Merton	1 day?	Tue 25/10/16	Tue 25/10/16															
69		Staff Briefing 3 Run Through	Sutton and Merton	1 day?	Mon 31/10/16	Mon 31/10/16															

Project: 20161205 Mobilisation  
Date: Thu 08/12/16

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter		1st Quarter		3rd Quarter		1st Quarter		3rd Quarter		1st Quarter	
							May	Jan	May	Jan	May	Jan	May	Jan	May	Jan		
70		Staff Briefings 3 (pre-contract) Sutton and Merton	Merton and Sutton	2 days?	Thu 03/11/16	Fri 04/11/16												
71		FAQs Newsletter 3	Sutton and Merton	15 days	Mon 07/11/16	Fri 25/11/16												
72		Measures request letters issued	Sutton and Merton	9 days	Tue 01/11/16	Fri 11/11/16												
73		Veolia to issue T&C matrices, EU templates and short TUPE list template to Councils.	Sutton and Merton			Wed 30/11/16												
74		Councils to return T&C matrices and updated short TUPE list.	Sutton and Merton			Fri 09/12/16												
75		Veolia to issue v. 1 measures letters to Councils alongside s. 188 letter for redundancies to Merton Council.	Sutton and Merton	35 days	Mon 14/11/16	Fri 30/12/16												
76		Drop In Sessions at Depots	Sutton and Merton	22 days	Thu 01/12/16	Fri 30/12/16												
77		Councils to provide short TUPE Lists with names and DOBs for 121's (post contract signature).	Sutton and Merton			Fri 13/01/17												
78		Prepare 121 documents/spreadsheet and scheduling for 121s. Prepare medical history questionnaire, personal information form, right to work checks info to be handed out at group presentations and returned at 1-2-1s.	Sutton and Merton	17 days?	Sun 01/01/17	Mon 23/01/17												
79		1st TUPE collective consultation meeting with Sutton unions.	Sutton and Merton	1 day?	Wed 11/01/17	Wed 11/01/17												
80		1st TUPE collective consultation meeting with Merton unions.	Sutton and Merton	1 day?	Thu 12/01/17	Thu 12/01/17												
81		Councils to send measures letter to employ	Sutton and Merton	5 days?	Mon 16/01/17	Fri 20/01/17												
82		2nd TUPE collective consultation meeting with Sutton unions.	Sutton and Merton	1 day?	Mon 16/01/17	Mon 16/01/17												
83		1st collective REDUNDANCY consultation meeting with Merton unions.	Sutton and Merton		w/c 16th Jan													
84		Complete HR1 form for Merton employees if number of proposed redundancies is 20-99.	Sutton and Merton															
85		Group meetings with staff at Sutton and Merton	Sutton and Merton	5 days?	Mon 23/01/17	Fri 27/01/17												
86		Meeting 3 with Unions - Sutton	Sutton and Merton	1 day?	Mon 30/01/17	Mon 30/01/17												
87		Computers, Phones, Email, MSS set up for Managers/Supervisors	Sutton and Merton	17 days?	Mon 06/02/17	Tue 28/02/17												

Project: 20161205 Mobilisation  
Date: Thu 08/12/16

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			3rd Quarter			1st Quarter			3rd Quarter			1st Quarter		
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep
88	+	Collect Uniform Sizes and order Uniforms	Sutton and Merton	15 days?	Mon 16/01/17	Fri 03/02/17																		
89	+	1-2-1 meetings for TUPE (min 5 days, 3 sessions per day)	Sutton and Merton	15 days?	Mon 06/02/17	Fri 24/02/17																		
90	+	Deal with data discrepancies from employee 1-2-1s and ELI information.	Sutton and Merton			Fri 10/02/17																		
91	+	Organisation Structure with Job Titles to HRSSC to build SAP structure	Sutton and Merton	17 days?	Mon 09/01/17	Tue 31/01/17																		
92	+	Final TUPE Lists	Sutton and Merton	1 day?	Wed 01/03/17	Wed 01/03/17																		
93	+	Extrapolate TUPE ELI data into payroll spread sheet	Sutton and Merton																					
94	+	TUPE Data to be uploaded to payroll	Sutton and Merton	23 days?	Wed 01/03/17	Fri 31/03/17																		
95	+	Submit Admitted Body Status	Sutton and Merton	23 days?	Mon 02/01/17	Wed 01/02/17																		
96	+	Pension contribution rates confirmed by LGPS	Sutton and Merton	20 days?	Wed 01/02/17	Tue 28/02/17																		
97	+	Pension Codes set up by Payroll	Sutton and Merton	20 days?	Wed 01/02/17	Tue 28/02/17																		
98	+	P45s to Veolia	Sutton and Merton	5 days?	Mon 03/04/17	Fri 07/04/17																		
99	+	Personal Records to Veolia	Sutton and Merton	5 days?	Mon 27/03/17	Fri 31/03/17																		
100	+	TUPE transfer in to Veolia	Sutton and Merton			Sat 01/04/17																		
101	+	<b>Redundancy</b>		10 days	<b>Mon 03/04/17</b>	<b>Fri 14/04/17</b>																		
102	+	Individual redundancy consultation	Merton Streets	10 days	Mon 03/04/17	Fri 14/04/17																		
103	+	Issue notice letters	Merton Streets	1 day	Mon 10/04/17	Mon 10/04/17																		
104	+	<b>Inductions and Training</b>		107 days	<b>Sun 01/01/17</b>	<b>Tue 30/05/17</b>																		
105	+	HR Procedures and Protocols - disseminated to Staff	Merton and Sutton	5 days	Mon 27/03/17	Fri 31/03/17																		
106	+	Skills Matrix Completed	Merton and Sutton	43 days	Sun 01/01/17	Tue 28/02/17																		
107	+	Management Induction and Training	Merton and Sutton	13 days	Wed 15/03/17	Fri 31/03/17																		
108	+	Workforce induction and Training	Merton and Sutton	13 days	Wed 15/03/17	Fri 31/03/17																		
109	+	QHSE training sessions	Merton and Sutton	13 days	Wed 15/03/17	Fri 31/03/17																		
110	+	ECHO on-board training	Merton and Sutton	13 days	Wed 15/03/17	Fri 31/03/17																		
111	+	Issue of PPE (where applicable)	Merton and Sutton	10 days	Mon 20/03/17	Fri 31/03/17																		
112	+	ID Badges and new uniforms issued	Merton and Sutton	10 days	Mon 20/03/17	Fri 31/03/17																		
113	+	Staff PDP's completed	Merton and Sutton	43 days	Sat 01/04/17	Tue 30/05/17																		
114	+	Succession Management Plan	Merton and Sutton	23 days	Wed 01/03/17	Fri 31/03/17																		
115	+	<b>Social Value</b>		29 days	<b>Wed 01/02/17</b>	<b>Mon 13/03/17</b>																		
116	+	Social Value Delivery Plan	Merton and Sutton	29 days	Wed 01/02/17	Mon 13/03/17																		
117	+	<b>Depots and Infrastructure</b>		320 days	<b>Thu 25/08/16</b>	<b>Wed 15/11/17</b>																		

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Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			3rd Quarter			1st Quarter			3rd Quarter			1st Quarter		
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep
118	✈	Initial Draft Surveys	Garth Road and Stubb	1 day	Thu 25/08/16	Thu 25/08/16																		
119	✈	Survey Reviews	Garth Road and Stubb	5 days	Mon 19/09/16	Fri 23/09/16																		
120	✈	Risk Assessments	Garth Road and Stubb	63 days	Fri 16/12/16	Tue 14/03/17																		
121	✈	Confirm Site Permit and Licence Requirements	Garth Road and Stubbs Mead	5 days	Mon 19/09/16	Fri 23/09/16																		
122	✈	Transfer of O- Licence at Garth Road	Garth Road and Stubbs Mead	62 days	Fri 30/09/16	Mon 26/12/16																		
123	✈	Transfer of Environmental Permit	Garth Road and Stubbs Mead	62 days	Fri 30/09/16	Mon 26/12/16																		
124	✈	Stubbs Mead Improvement Works Agreed	Garth Road and Stubbs Mead	9 days	Fri 23/09/16	Wed 05/10/16																		
125	✈	Garth Road Improvement Works Agreed	Garth Road and Stubbs Mead	9 days	Fri 23/09/16	Wed 05/10/16																		
126	✈	<b>Stubbs Mead Improvement Works</b>		243 days	Fri 30/09/16	Tue 05/09/17																		
127	✈	Civil Procurement prep	Stubbs Mead	13 days	Fri 30/09/16	Tue 18/10/16																		
128	✈	ITT Process	Stubbs Mead	41 days	Fri 14/10/16	Fri 09/12/16																		
129	✈	Tender Assessment	Stubbs Mead	14 days	Thu 24/11/16	Tue 13/12/16																		
130	✈	Award	Stubbs Mead	7 days	Thu 09/02/17	Fri 17/02/17																		
131	✈	Planning Prep	Stubbs Mead	26 days	Fri 30/09/16	Fri 04/11/16																		
132	✈	Planning Determination	Stubbs Mead	84 days	Thu 27/10/16	Tue 21/02/17																		
133	✈	Construction Design	Stubbs Mead	28 days	Thu 16/02/17	Mon 27/03/17																		
134	✈	Mobilisation	Stubbs Mead	28 days	Thu 16/02/17	Mon 27/03/17																		
135	✈	Demolition	Stubbs Mead	14 days	Fri 17/03/17	Wed 05/04/17																		
136	✈	New Slab and Drainage	Stubbs Mead	27 days	Fri 31/03/17	Mon 08/05/17																		
137	✈	Lego block installation	Stubbs Mead	35 days	Thu 27/04/17	Wed 14/06/17																		
138	✈	Office relocation	Stubbs Mead	55 days	Fri 17/03/17	Thu 01/06/17																		
139	✈	Site Specific Traffic Management Plans	Stubbs Mead	28 days	Fri 21/10/16	Tue 29/11/16																		
140	✈	Install ICT	Stubbs Mead	11 days	Tue 21/03/17	Tue 04/04/17																		
141	✈	<b>Garth Road Improvement Works</b>		294 days	Fri 30/09/16	Wed 15/11/17																		
142	✈	Civil Procurement prep	Garth Road	13 days	Fri 30/09/16	Tue 18/10/16																		
143	✈	ITT Process	Garth Road	41 days	Fri 14/10/16	Fri 09/12/16																		
144	✈	Tender Assessment	Garth Road	14 days	Thu 24/11/16	Tue 13/12/16																		
145	✈	Award	Garth Road	7 days	Thu 09/02/17	Fri 17/02/17																		
146	✈	Planning Prep	Garth Road	26 days	Fri 30/09/16	Fri 04/11/16																		
147	✈	Planning Determination	Garth Road	84 days	Thu 27/10/16	Tue 21/02/17																		
148	✈	Construction Design	Garth Road	28 days	Thu 16/02/17	Mon 27/03/17																		
149	✈	Mattress Bay Repairs	Garth Road	12 days	Mon 01/05/17	Tue 16/05/17																		
150	✈	WTS renew	Garth Road	40 days	Mon 01/05/17	Fri 23/06/17																		
151	✈	Reclad WTS	Garth Road	26 days	Mon 12/06/17	Mon 17/07/17																		
152	✈	M&E	Garth Road	12 days	Mon 10/07/17	Tue 25/07/17																		
153	✈	Refurbish Weighbridge	Garth Road	12 days	Mon 01/05/17	Tue 16/05/17																		
154	✈	Relocate Diesel Tanks	Garth Road	12 days	Mon 01/05/17	Tue 16/05/17																		
155	✈	White lining	Garth Road	54 days	Mon 01/05/17	Thu 13/07/17																		

Project: 20161205 Mobilisation Date: Thu 08/12/16	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			3rd Quarter			1st Quarter		
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep
156		Site Specific Traffic Management Plans	Garth Road	28 days	Fri 21/10/16	Tue 29/11/16												
157		Install ICT	Garth Road	11 days	Tue 21/03/17	Tue 04/04/17												
158		<b>IT</b>		<b>234 days?</b>	<b>Mon 01/08/16</b>	<b>Thu 25/05/17</b>												
159		Appoint ICT implementation manager	Merton and Sutton	15 days	Mon 01/08/16	Fri 19/08/16												
160		Finalised Scope Meeting	ALL	0 days?	Fri 30/09/16	Fri 30/09/16												
161		Scope document reviewed and Agreed	ALL	8 days	Fri 30/09/16	Tue 11/10/16												
162		Requirement Gathering Workshops	ALL	29 days	Fri 07/10/16	Wed 16/11/16												
163		Requirement Sign-off	ALL	8 days	Mon 07/11/16	Wed 16/11/16												
164		Design and Build ECHO	ALL	55 days	Mon 14/11/16	Fri 27/01/17												
165		Each SLWP borough to build integration	ALL	53 days	Fri 06/01/17	Tue 21/03/17												
166		Platform Testing	ALL	34 days	Wed 10/08/16	Mon 26/09/16												
167		ECHO Go LIVE	Merton and Sutton	1 day	Mon 06/03/17	Mon 06/03/17												
168		ECHO and SAP Agora Integration (Commercial)	Merton and Sutton		TBC	TBC												
169		On-Site Training and Tech Support incl ECHO Mobile	Merton and Sutton	33 days	Mon 06/03/17	Wed 19/04/17												
170		Place orders for Telephony	Merton and Sutton	5 days	Mon 13/02/17	Fri 17/02/17												
171		WAN/Telephone/LAN installation for depots	Merton and Sutton	11 days	Tue 21/03/17	Tue 04/04/17												
172		Installation of ECHO in new vehicles	Merton and Sutton	62 days	Wed 01/03/17	Thu 25/05/17												
173		<b>Data Integration</b>		<b>176 days?</b>	<b>Thu 01/09/16</b>	<b>Thu 04/05/17</b>												
174		Datasets required supplied to SLWP	ALL			Fri 09/09/16												
175		Provision of datasets requested	Merton and Sutton	22 days	Fri 09/09/16	Mon 10/10/16												
176		Development of Data for ECHO	Merton and Sutton	153 days	Thu 01/09/16	Mon 03/04/17												
177		Agree logic and reporting requirements for ALL SLWP		55 days	Mon 14/11/16	Fri 27/01/17												
178		Commercial Waste - Website Portal integration with ECHO	Merton and Sutton	45 days	Tue 01/11/16	Sat 31/12/16												
179		Reporting Protocols Agreed for each service/client	Merton and Sutton	72 days	Thu 01/09/16	Fri 09/12/16												
180		Build SharePoint Site and Client reports	ALL	85 days	Fri 06/01/17	Thu 04/05/17												
181		SharePoint Portal Guidance Published	ALL	17 days	Wed 01/03/17	Thu 23/03/17												
182		Update WIMS with new contract codes	Merton and Sutton	40 days	Mon 20/02/17	Fri 14/04/17												
183		<b>Collections</b>		<b>341 days</b>	<b>Wed 28/08/16</b>	<b>Wed 13/12/17</b>												
184		Finalise Schedules and agree with client	Sutton	19 days	Mon 09/01/17	Thu 02/02/17												
185		RRA's	Sutton	43 days	Fri 27/01/17	Tue 28/03/17												
186		Pass through of new build information	Sutton	90 days	Fri 30/12/16	Thu 04/05/17												
187		Fob/Keys and codes pass through	Sutton	5 days	Mon 27/03/17	Fri 31/03/17												
188		Preparation of Driver Packs i.e. vehicle check documentation	Sutton	5 days	Mon 27/03/17	Fri 31/03/17												

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Task		Project Summary		Manual Task		Start-only		Deadline	
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ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			3rd Quarter			1st Quarter			3rd Quarter			1st Quarter		
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep			
189	✈	ECHO on-board training	Sutton and Merton	19 days	Mon 13/03/17	Thu 06/04/17																		
190	✈	Residential Schedules	Sutton	133 days	Tue 30/08/16	Thu 02/03/17																		
191	✈	Estate Schedules	Sutton	31 days	Wed 01/11/17	Wed 13/12/17																		
192	✈	Communal Waste Sites Audit	Sutton	19 days	Thu 01/12/16	Tue 27/12/16																		
193	✈	Market Waste Audit	Sutton	36 days	Mon 14/11/16	Mon 02/01/17																		
194	✈	<b>Assisted Collections</b>		160 days	<b>Wed 24/08/16</b>	<b>Tue 04/04/17</b>																		
195	✈	Mechanism and Application to be confirmed	Sutton	24 days	Tue 01/11/16	Fri 02/12/16																		
196	✈	<b>Containers</b>		160 days	<b>Wed 24/08/16</b>	<b>Tue 04/04/17</b>																		
197	✈	Confirm Container Specifications	Sutton	19 days	Thu 01/12/16	Tue 27/12/16																		
198	✈	Order Containers	Sutton	5 days	Wed 28/12/16	Tue 03/01/17																		
199	✈	Raise PO for suppliers and Recharge to SLWP	Sutton	4 days	Wed 04/01/17	Mon 09/01/17																		
200	✈	Receive Containers for Delivery	Sutton	18 days	Tue 10/01/17	Thu 02/02/17																		
201	✈	Sack Delivery to flats above shops	Sutton	12 days	Mon 13/03/17	Tue 28/03/17																		
202	✈	Flats above shops - audit and door knock	Sutton	19 days	Mon 06/03/17	Thu 30/03/17																		
203	✈	Shopping area risk assessments	Sutton	19 days	Thu 01/12/16	Tue 27/12/16																		
204	✈	<b>Container Roll Out</b>		1 day	<b>Mon 31/10/16</b>	<b>Mon 31/10/16</b>																		
205	✈	Drafted Roll out Operations Requirement	Sutton	12 days	Mon 31/10/16	Tue 15/11/16																		
206	✈	Delivery Quotations collated	Sutton	5 days	Mon 14/11/16	Fri 18/11/16																		
207	✈	Subcontractor Engaged	Sutton	5 days	Mon 05/12/16	Fri 09/12/16																		
208	✈	Subcontractor SLA's agreed	Sutton	8 days	Fri 09/12/16	Tue 20/12/16																		
209	✈	Delivery Schedule Confirmed	Sutton	29 days	Fri 16/12/16	Wed 25/01/17																		
210	✈	Delivery Period	Sutton	8 days	Fri 24/03/17	Tue 04/04/17																		
211	✈	Inform Residents of Change and bin delivery date.	Sutton	10 days	Wed 15/03/17	Tue 28/03/17																		
212	✈	<b>Garden Waste</b>		1 day	<b>Wed 24/08/16</b>	<b>Wed 24/08/16</b>																		
213	✈	Scheduling current customers	Sutton	133 days	Tue 30/08/16	Thu 02/03/17																		
214	✈	See finance																						
215	✈	See comms																						
216	✈	<b>Bulky Waste</b>		58 days	<b>Mon 16/01/17</b>	<b>Wed 05/04/17</b>																		
217	✈	Service Level Agreement with Kingston Community Furniture		40 days	Mon 16/01/17	Fri 10/03/17																		
218	✈	Call Centre workbook for Bulky Waste		29 days	Fri 24/02/17	Wed 05/04/17																		
219	✈	<b>Cleansing</b>		305 days	<b>Tue 30/08/16</b>	<b>Mon 30/10/17</b>																		
220	✈	<b>Team/Resource Village allocation</b>		1 day	<b>Tue 30/08/16</b>	<b>Tue 30/08/16</b>																		
221	✈	Manual Village schedules	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17																		
222	✈	Mechanical Sweeper Schedules (cross borough)	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17																		
223	✈	Mobile Response Team Schedules	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17																		

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ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter		1st Quarter		3rd Quarter		1st Quarter		3rd Quarter		1st Quarter	
							May	Jan	May	Jan	May	Jan	May	Jan	May	Jan		
224		Estate Cleansing Schedules/Service	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17												
225		Night Large Mechanical Sweeper Schedules	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17												
226		Street washing service schedules	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17												
227		Designated Bag collection points - detail required	Sutton and Merton	12 days	Mon 13/03/17	Tue 28/03/17												
228		Graffiti & Fly Posting Removal - Detail Required	Sutton and Merton	#VALUE!	TBC	TBC												
229		Fly Tip Removal Service	Sutton and Merton	#VALUE!	TBC	TBC												
230		Leafing Plan/Service	Sutton and Merton	1 day	Tue 01/08/17	Tue 01/08/17												
231		Weed Spraying Subcontractor SLA	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17												
232		Market Cleansing Schedules	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17												
233		Soakaway Data and Clarification from SLWP	Sutton and Merton	72 days	Thu 01/09/16	Fri 09/12/16												
234		Events Scheduling	Sutton and Merton	#VALUE!	TBC	TBC												
235		Develop Emergency Response Protocol	Sutton and Merton	12 days	Mon 06/02/17	Tue 21/02/17												
236		Road Closure Cleansing	Sutton and Merton	#VALUE!	TBC	TBC												
237		Gully/Jet washing schedule	Sutton and Merton	133 days	Tue 30/08/16	Thu 02/03/17												
238		<b>Winter Maintenance Service</b>	Sutton and Merton	303 days	<b>Thu 01/09/16</b>	<b>Mon 30/10/17</b>												
239		Winter Maintenance Operational Period	Sutton and Merton	30 days	Thu 01/09/16	Wed 12/10/16												
240		Completion of Winter Services Plan	Sutton and Merton	60 days	Thu 01/09/16	Wed 23/11/16												
241		Winter Log - to start in prep for services in April	Sutton and Merton	60 days	Thu 01/09/16	Wed 23/11/16												
242		Pre-Season Training	Sutton and Merton	1 day	Mon 30/10/17	Mon 30/10/17												
243		<b>Service Delivery</b>	Sutton and Merton	184 days	<b>Thu 01/09/16</b>	<b>Tue 16/05/17</b>												
244		Out of Hours Rota	Sutton and Merton	48 days	Mon 06/02/17	Wed 12/04/17												
245		Emergency Management Plan	Sutton and Merton	48 days	Mon 06/02/17	Wed 12/04/17												
246		Crisis Escalation Procedures	Sutton and Merton	48 days	Mon 06/02/17	Wed 12/04/17												
247		Business Continuity Planning	Sutton and Merton	48 days	Mon 06/02/17	Wed 12/04/17												
248		Staff Training - Customer First	Sutton and Merton	25 days	Wed 01/03/17	Tue 04/04/17												
249		Service Charter Training	Sutton and Merton	25 days	Wed 01/03/17	Tue 04/04/17												
250		SPI reporting templates and protocols	Sutton and Merton	184 days	Thu 01/09/16	Tue 16/05/17												
251		<b>Business Waste</b>		322 days	<b>Sun 28/08/16</b>	<b>Tue 21/11/17</b>												
252		Establish Commercial Waste Team (See TUPE All Timelines)	All	1 day	Tue 31/01/17	Tue 31/01/17												
253		eContracts and Risk Assessments to be designed for bins and bags	All	#VALUE!		TBC												
254		Process for data integration with Echo finalised	All	#VALUE!		TBC												
255		Agree customer list being transferred from Veolia Commercial to SLWP	All	13 days	Sun 28/08/16	Tue 13/09/16												

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Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
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ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			3rd Quarter			1st Quarter			3rd Quarter			1st Quarter		
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep
256		Data from WIMS to be prepared with UPRN added to all addresses for Work being moved to SLWP	All	31 days	Fri 09/09/16	Fri 21/10/16																		
257		Data from SLWP Borough Commercial to be prepared with UPRN added to all addresses	All	31 days	Fri 09/09/16	Fri 21/10/16																		
258		Sage Accounts to be bulk created for SLWP Customers.	All	28 days	Wed 01/02/17	Fri 10/03/17																		
259		Process for credit control and accounts department	All	31 days	Thu 01/12/16	Thu 12/01/17																		
260		ECHO Dual Collection Functionality for Users SI to provide dates for walk through.	All	#VALUE!		TBC																		
261		sf.com licences for new sales team	All	1 day	Tue 01/11/16	Tue 01/11/16																		
262		Confirmation of Financial Processes	All	72 days	Thu 01/09/16	Fri 09/12/16																		
263		Order iPads-(Now Trailing the Samsung Tablet)	All		Awaiting Trial	Awaiting Trial																		
264		Order mobile phones	All	31 days	Wed 01/03/17	Wed 12/04/17																		
265		Web site landing pages for Business Waste	All	20 days	Thu 01/12/16	Wed 28/12/16																		
266		Marketing collateral	All	20 days	Thu 01/12/16	Wed 28/12/16																		
267		Training Matrix completed (econtracts, customer service standards, risk assessments)	All	31 days	Wed 01/03/17	Wed 12/04/17																		
268		Communication to TUPE team	All	31 days	Wed 01/03/17	Wed 12/04/17																		
269		Customer Services Team location/desks/phones/computers	All	31 days	Wed 01/03/17	Wed 12/04/17																		
270		User profiles and log in details for TUPE team	All	31 days	Wed 01/03/17	Wed 12/04/17																		
271		Design and order new pre paid bags	All	30 days	Mon 21/11/16	Fri 30/12/16																		
272		Design and deliver new customer literature for pre paid bag scheme	All	30 days	Mon 21/11/16	Fri 30/12/16																		
273		Create draft Handover plan for current customer base	All	1 day	Wed 14/09/16	Wed 14/09/16																		
274		Reporting requirements designed	All	19 days	Mon 13/02/17	Thu 09/03/17																		
275		Growth Strategy	All	31 days	Thu 01/06/17	Thu 13/07/17																		
276		Annual Pricing Review	All	15 days	Wed 01/11/17	Tue 21/11/17																		
277		<b>Communications</b>		297 days?	Thu 01/09/16	Fri 20/10/17																		
278		Communications Working Group	Merton and Sutton	284 days	Tue 20/09/16	Fri 20/10/17																		
279		Post Contract Award Press Releases	Merton and Sutton	77 days	Fri 30/09/16	Mon 16/01/17																		
280		Contract Signing Press Releases	Merton and Sutton	15 days	Fri 16/12/16	Thu 05/01/17																		
281		Partnership Identity - Agree Branding and Branding Guidelines	Merton and Sutton	30 days	Thu 01/09/16	Wed 12/10/16																		
282		Partnership Identity - Style of ongoing contract literature	Merton and Sutton	30 days	Thu 01/09/16	Wed 12/10/16																		
283		Recruit E&T Communications Manager	Merton and Sutton	24 days	Fri 30/09/16	Wed 02/11/16																		
284		E&T Training Matrix - TUPE'd Staff	Merton and Sutton	90 days	Fri 30/12/16	Thu 04/05/17																		
285		E&T Training needs delivered	Merton and Sutton	122 days	Wed 01/03/17	Thu 17/08/17																		

Project: 20161205 Mobilisation Date: Thu 08/12/16	Task		Project Summary		Manual Task		Start-only		Deadline	
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ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter		1st Quarter		3rd Quarter		1st Quarter		3rd Quarter		1st Quarter	
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep
286		Customer focussed training programme	Merton and Sutton	62 days	Fri 31/03/17	Mon 26/06/17												
287		Baseline Agreement for outcome measurement	Merton and Sutton	208 days	Mon 05/09/16	Wed 21/06/17												
288		Sutton and Merton Stakeholder Mapping	Merton and Sutton	87 days	Mon 05/09/16	Tue 03/01/17												
289		Comms Channel modelling	Merton and Sutton	103 days	Mon 05/09/16	Wed 25/01/17												
290		Develop Communication Protocols	Merton and Sutton	34 days	Mon 12/09/16	Thu 27/10/16												
291		Approve Communication Protocols with Client	Merton and Sutton	18 days	Fri 14/10/16	Tue 08/11/16												
292		How-to communications tools for SLWP Staff drafted	Merton and Sutton	48 days	Wed 28/12/16	Fri 03/03/17												
293		How-to communications tools for SLWP Staff approved	Merton and Sutton	12 days	Mon 13/02/17	Tue 28/02/17												
294		How-to communications tools for SLWP Staff printed/uploaded	Merton and Sutton	39 days	Fri 24/02/17	Wed 19/04/17												
295		Draft Customer Centric Communications Plan - Service Changes	Merton and Sutton	103 days	Mon 12/09/16	Wed 01/02/17												
296		Approve Final Customer centric communications plan	Merton and Sutton	29 days	Fri 23/12/16	Wed 01/02/17												
297		Service Change - resident materials drafted	Merton and Sutton	48 days	Wed 28/12/16	Fri 03/03/17												
298		Service Change - resident materials Approved	Merton and Sutton	16 days	Mon 13/02/17	Mon 06/03/17												
299		Service Change - resident Materials Printed/uploaded to website (Merton and Sutton)	Merton and Sutton	15 days	Wed 01/03/17	Tue 21/03/17												
300		Service Change - Resident Letter drop (Merton and Sutton)	Merton and Sutton	10 days	Wed 15/03/17	Tue 28/03/17												
301		Service Change - Call Centre materials drafted	Merton and Sutton	48 days	Wed 28/12/16	Fri 03/03/17												
302		Service Change - Call Centre materials Approved	Merton and Sutton	16 days	Mon 13/02/17	Mon 06/03/17												
303		Service Change - Call centre materials released	Merton and Sutton	1 day	Wed 01/03/17	Wed 01/03/17												
304		Call Centre Briefing	Merton and Sutton	5 days	Mon 06/03/17	Fri 10/03/17												
305		Service Change - E&ET rapid response unit (Merton and Sutton)	Merton and Sutton	30 days	Fri 31/03/17	Thu 11/05/17												
306		Container Delivery - E&ET on-hand alongside crew to help any residents with concerns	Merton and Sutton	#VALUE!	TBC	TBC												
307		Service Change - Complaint Handling and response/challenge prep	Merton and Sutton	44 days	Fri 30/12/16	Wed 01/03/17												
308		Commercial Service Change Communication and Engagement Strategy	Merton and Sutton	30 days	Fri 30/09/16	Thu 10/11/16												
309		Commercial Pre Sales Materials Drafted	Merton and Sutton	45 days	Fri 30/09/16	Thu 01/12/16												
310		Commercial Pre Sales Materials Agreed	Merton and Sutton	45 days	Fri 30/09/16	Thu 01/12/16												
311		Commercial Sales Release	Merton and Sutton	1 day	Tue 15/11/16	Tue 15/11/16												

Project: 20161205 Mobilisation  
Date: Thu 08/12/16

Task		Project Summary		Manual Task		Start-only		Deadline
Split		Inactive Task		Duration-only		Finish-only		Progress
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress
Summary		Inactive Summary		Manual Summary		External Milestone		

ID	Task Mode	Task Name	Borough	Duration	Start	Finish	3rd Quarter			1st Quarter			2nd Quarter			1st Quarter			3rd Quarter			1st Quarter		
							May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep	May	Jan	Sep			
312		Garden Waste sales materials drafted - Sutton	Sutton	45 days	Fri 30/09/16	Thu 01/12/16																		
313		Garden Waste sales materials agreed	Sutton	45 days	Fri 30/09/16	Thu 01/12/16																		
314		Garden Waste Sales Release	Sutton	1 day	Tue 15/11/16	Tue 15/11/16																		
315		Community Group Engagement Days - Village Focussed	Merton and Sutton	60 days	Wed 01/02/17	Tue 25/04/17																		
316		Engagement with Landlords and Estate Managers	Merton and Sutton	60 days	Wed 01/02/17	Tue 25/04/17																		
317		Draft Year 1 Campaign Diary and Plan 2017/18	Merton and Sutton	32 days	Wed 01/03/17	Thu 13/04/17																		
318		Approve Year 1 Campaign Diary and Plan 2017/18	Merton and Sutton	16 days	Fri 14/04/17	Fri 05/05/17																		
319		Resident Satisfaction levels and service change roll out analysis	Merton and Sutton	31 days	Tue 01/08/17	Tue 12/09/17																		
320		<b>Fleet</b>		<b>518 days</b>	<b>Thu 01/09/16</b>	<b>Thu 23/08/18</b>																		
321		Condition Survey of transferring assets and equipment	Merton and Sutton	28 days	Mon 19/09/16	Wed 26/10/16																		
322		Condition Survey of as is	Merton and Sutton	28 days	Mon 19/09/16	Wed 26/10/16																		
323		Letter of Intent regarding purchasing agreement	Merton and Sutton	24 days	Thu 01/09/16	Tue 04/10/16																		
324		Written Specification	Merton and Sutton	12 days	Fri 23/09/16	Mon 10/10/16																		
325		Get finalised quotes	Merton and Sutton	6 days	Wed 05/10/16	Wed 12/10/16																		
326		Order Vehicles	Merton and Sutton	5 days	Thu 13/10/16	Wed 19/10/16																		
327		Vehicle Manufacturing	Merton and Sutton	154 days	Mon 17/10/16	Thu 18/05/17																		
328		Raise PO to suppliers and invoice SLWP on receipt of vehicles	Merton and Sutton	198 days	Thu 15/09/16	Mon 19/06/17																		
329		Vehicle delivery checks	Merton and Sutton	90 days	Fri 30/12/16	Thu 04/05/17																		
330		QHSE Driver Operator Training	Merton and Sutton	31 days	Wed 01/03/17	Wed 12/04/17																		
331		Installation of ECHO On-board	Merton and Sutton	90 days	Fri 30/12/16	Thu 04/05/17																		
332		<b>Vehicle maintenance</b>		<b>444 days</b>	<b>Mon 12/12/16</b>	<b>Thu 23/08/18</b>																		
333		Training Matrix and Assessments	Merton and Sutton	62 days	Wed 01/03/17	Thu 25/05/17																		
334		IRTEC Licence Completion	Merton and Sutton	365 days	Fri 31/03/17	Thu 23/08/18																		
335		Maintenance and MOT Schedules for each vehicle	Merton and Sutton	40 days	Mon 13/02/17	Fri 07/04/17																		
336		Third Party Income Strategy	Merton and Sutton	89 days	Wed 01/02/17	Mon 05/06/17																		
337		TRANMAN II System Set Up	Merton and Sutton	79 days	Mon 12/12/16	Thu 30/03/17																		
338		Triscan System Set Up	Merton and Sutton	79 days	Mon 12/12/16	Thu 30/03/17																		
339		RIVO Training	Merton and Sutton	62 days	Wed 01/03/17	Thu 25/05/17																		
340		<b>Recyclates Management</b>		<b>366 days</b>	<b>Fri 30/09/16</b>	<b>Fri 23/02/18</b>																		
341		Sample Scheduling	Merton and Sutton	366 days	Fri 30/09/16	Fri 23/02/18																		
342		Draft Sustainable Materials Management Plan Completed	Merton and Sutton	96 days	Mon 21/11/16	Mon 03/04/17																		
343		SMMP Reviewed	Merton and Sutton	5 days	Mon 27/02/17	Fri 03/03/17																		
344		Final SMMP issued and agreed	Merton and Sutton	5 days	Mon 06/03/17	Fri 10/03/17																		
345		<b>Other</b>																						

Project: 20161205 Mobilisation  
Date: Thu 08/12/16

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

#### **4 PHASING PLAN**

- 4.1 The Contractor shall mobilise and prepare for the transition from the Pre-Existing Services to the Services for each applicable Service, in each Borough, in accordance with the Phasing Plan.

## **Part 2: Mobilisation Plan**



## South London Waste Partnership

Lot 1 Services

*Final Tender – April 2016*

Technical Response

Service Delivery Plan 3 – Mobilisation

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## Lot 1: Technical Response

### 3 Mobilisation

#### 1. Introduction

Thorough service planning prior to Contract Commencement and a committed mobilisation team are key to ensuring a smooth transition to a new contract. Veolia's extensive experience of mobilising similar contracts in the London region has enabled us to refine a tried and tested approach to mobilisation that offers minimal disruption to our clients, the workforce and service users.

#### Mobilisation and Service Change Commitments

*We will:*

- *Develop a full Mobilisation Plan in the required timescales, and provide this to the Partnership*
- *Assemble a comprehensive team, experienced in successful mobilisation*
- *Work in partnership with the Boroughs to ensure a seamless and efficient handover and launch of new services*
- *Ensure seamless installation of Veolia's ICT systems at Merton and Sutton and integration with the Boroughs' CRM systems (to be followed by updates to the Croydon and Kingston systems)*
- *Ensure all transferring staff are fully engaged and consulted throughout the mobilisation period.*
- *Agree and implement Communication and Engagement Plan to ensure residents are well informed of Service changes*

Please note that all references to Kingston service start dates should be read in conjunction with Annex 1 to method statement 1.1, which sets out that the waste collection service start date will be April 2019 as agreed during the Fine Tuning process.

#### 2. Mobilisation Gantt Chart

*Append a programme in a Gantt chart for each Borough, including the following elements, and distinguishing each service area where applicable.*

Veolia has developed a mobilisation programme, which is provided at Appendix 3a. The programme contains all the key activities for the mobilisation and early stage of the new Contract. The programme will continue to be refined and monitored during the mobilisation stage, however all critical path activities will be fixed.

### 3. Mobilisation Overview

*Summary programme at Partnership level, containing key milestones.*

The table below provides an overview of the key milestones during the mobilisation period, extended beyond Service Commencement to include the phased introduction of the services across the Boroughs.

Task Name	Duration	Start	Finish
<b>South London Waste Partnership Contract Mobilisation</b>		<b>Sat 01/10/16</b>	<b>01/09/22</b>
<b>Procurement</b>		<b>Fri 01/04/16</b>	<b>01/04/17</b>
Invitation to Submit Final Solutions (ISFS)	0 days	Fri 01/04/16	Fri 01/04/16
Evaluation of Final Solution	132 days	Fri 01/04/16	Sat 01/10/16
Appointment of Service Provider	0 days	Sat 01/10/16	Sat 01/10/16
Contract Award	0 days	Sat 15/10/16	Sat 15/10/16
Sign Contract	0 days	Mon 08/12/16	Mon 08/12/16
Contract mobilisation	132 days	Sat 01/10/16	Sat 01/04/17
Service Commencement	0 days	Sat 01/04/17	Sat 01/04/17
<b>New Service Roll Out Milestones</b>	<b>1415 days</b>	<b>Sat 01/04/17</b>	<b>Thu 01/09/22</b>
Sutton - All Services	0 days	Sat 01/04/17	Sat 01/04/17
Merton - Streets Service and As Is Collection Service	0 days	Sat 01/04/17	Sat 01/04/17
Croydon - Streets Service and As Is Collection Service	0 days	Sat 03/03/18	Sat 03/03/18
Croydon & Merton - New Collection Service	0 days	Mon 01/10/18	Mon 01/10/18
Kingston – Streets Service	0 days	Mon 01/04/19	Mon 01/04/19
Kingston – New Collection Service	0 days	Thu 01/09/22	Thu 01/09/22
<b>Contract Mobilisation</b>	<b>134 days</b>	<b>Mon 15/10/16</b>	<b>Wed 05/04/17</b>
Appoint Mobilisation Team	1 day	Sat 15/10/16	Sat 15/10/16
Assess and finalise Mobilisation Plan	4 days	Mon 17/10/16	Thu 20/10/16
Internal Mobilisation Meetings	673 days	Wed 19/10/16	Wed 15/05/19
Veolia/Partnership Mobilisation Meeting	663 days	Thu 27/10/16	Thu 09/05/19
<b>Contract Communications</b>	<b>40 days</b>	<b>Tue 18/10/16</b>	<b>Mon 20/03/17</b>
Agree post contract award press releases	11 days	Tue 18/10/16	Tue 01/11/16
Agree Communications Plan	1 day	Fri 25/11/16	Fri 25/11/16
Agree service change press releases	1 wk	Fri 27/01/17	Thu 02/02/17
Agree joint contract branding	20 days	Fri 11/11/16	Thu 08/12/16
<b>Workforce Transition (Phase 1)</b>	<b>174 days</b>	<b>Mon 01/08/16</b>	<b>Tue 28/03/17</b>
Trade Union/TUPE Consultation	75 days	Wed 07/12/16	Tue 21/03/17
Finalise and agree Contract staff list	3 days	Thu 01/12/16	Mon 05/12/16

Workforce presentation/open evening and issue of welcome pack to transferring Staff	5 days	Wed 07/12/16	Tue 13/12/16
Order new uniforms	30 days	Wed 01/02/17	Tue 14/03/17
Management induction/training sessions	4 days	Thu 12/01/17	Tue 17/01/17
Staff induction/training sessions	11 days	Fri 03/03/17	Mon 20/03/17
Issue ID badges and new uniforms	1 days	Mon 20/03/17	Mon 20/03/17
<b>Vehicles &amp; Containers (Phase 1)</b>	<b>111 days</b>	<b>Sat 15/10/16</b>	<b>Mon 20/03/17</b>
Condition survey of transferring assets and equipment	3 days	Sat 15/10/16	Tue 18/10/16
Confirm vehicle/equipment specifications	4 days	Wed 19/10/16	Mon 24/10/16
Confirm vehicle/equipment orders	2 days	Tue 25/10/16	Wed 26/10/16
Vehicle manufacturing	4 mons	Fri 28/10/16	Thu 16/02/17
Delivery and checks of new vehicles & equipment	20 days	Fri 17/02/17	Thu 16/03/17
Confirm container specifications	4 days	Fri 28/10/16	Wed 02/11/16
Order containers	2 mons	Thu 03/11/16	Wed 28/12/16
Receive containers for delivery	3 wks	Thu 29/12/16	Wed 18/01/17
<b>Operations</b>			
Communal Waste Sites Audit	6 days	Mon 09/01/17	Tues 17/01/17
NRC Rationalisation Audit (Merton)	6 days	Mon 09/01/17	Tues 17/01/17
NRC Rationalisation Audit (Croydon)	6 days	Mon 08/01/18	Tues 16/01/18
<b>QHSE (Phase 1)</b>	<b>130 days</b>	<b>Mon 10/10/16</b>	<b>Fri 07/04/17</b>
Review procedures and tailor to contract	25 days	Mon 10/10/16	Fri 11/11/16
Undertake Environmental Impact Assessments	1 wk	Sat 15/10/16	Thu 20/10/16
Site and Operational Risk Assessments	35 days	Fri 30/12/16	Thu 16/02/17
<b>Depots</b>	<b>213 days</b>	<b>Sat 01/10/16</b>	<b>Fri 21/07/17</b>
Carry out site surveys	1 wk	Sa 15/10/16	Thu 20/10/16
Confirm site permit/licence requirements	3 days	Fri 21/10/16	Tue 25/10/16
Transfer of O-Licence at Garth Road	48 days	Mon 14/11/16	Wed 18/01/17
Transfer of Environmental Permit Garth Road	60 days	Mon 14/11/16	Fri 03/02/17
Stubbs Mead Improvement Works (inc. planning period)	176 days	Sat 01/10/16	Wed 31/05/17
Garth Road Improvement Works (inc. planning period)	213 days	Sat 01/10/16	Fri 21/07/17
<b>ICT (Phase 1)</b>	<b>102 days</b>	<b>Sat 15/10/16</b>	<b>Mon 06/03/17</b>
Appoint ICT Implementation Project Manager	1 day	Sat 15/10/16	Sat 15/10/15
Scope Review & Documentation	5 days	Tue 18/10/16	Mon 24/10/16
Design and Build Integrated Solution	90 days	Tue 25/10/16	Mon 27/02/17

Deployment	100 days	Tue 18/10/16	Mon 06/03/17
Go live	0 days	Mon 06/03/17	Mon 06/03/17

## 4. Mobilisation Activities

*Supporting description of the following activities to ensure timely commencement of Services;*

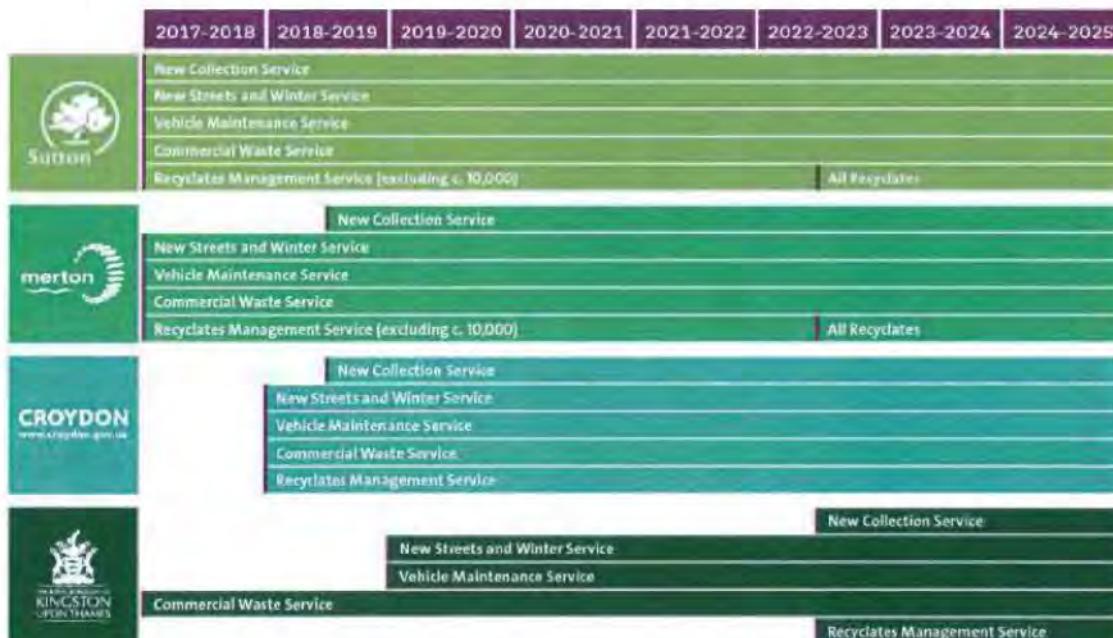
### 4.1 Service Phasing

*Summary phasing dates for each service area (including month and year), with commentary on rationale for roll-out dates.*

The diagram below illustrates the key stages of Service phasing across the Partnership Boroughs. Veolia has extensive experience of mobilising similar service contracts, especially within our London team, so we are confident we can deliver a seamless transition of the Sutton workforce and new services upon Service Commencement. We will introduce our Neighbourhood Approach to street cleaning management to Merton and Sutton at this point as well, but continue with the As Is Collections Service for Merton.

When the Croydon services come under this Contract is March 2018, we will introduce the revised street cleaning arrangement in the April, with the Year 2 Management Structure outlined below. We will continue with our As Is Collections Service until October 2018, when we will introduce the new Collections Service to both Merton and Croydon alongside changing collection days across Merton, Sutton and Croydon to harmonise the collection services and maximise the efficiency of working across the Boroughs.

The Kingston services will be managed under this Contract upon expiry of the existing contract arrangements and the new services will be introduced from those dates.



\*NB: Kingston Collection Services will commence in April 2019; please see method statement 1 Annex 1.

### Rationale for roll-out dates

Recognising that the introduction of a new contractor could be a time of great uncertainty within the Borough's and following dialogue with the Partnership, we believe that the planned approach, summarised above, provides the best route to a success introduction of the revised services.

### ***Contract Commencement (April 2017)***

Collection Service changes at Service Commencement are limited to the collection methodology change in Sutton, with the current collection methodology being maintained for Merton at this time. Having been able to model no day changes in Sutton for this service change has minimised the potential confusion that could occur at this time for residents, reducing the likelihood of material being presented on the wrong collection day. Veolia is experienced in the implementation of service change at service commencement. The minimisation of the impact of the service change to collection methodology only should help to reassure the Partnership that this change is achievable with little risk.

The Neighbourhood Approach for Street Cleansing will be introduced for both Merton and Sutton; this will involve no employment changes beyond the relocation of the Sutton staff to operate either from the new Neighbourhoods or the Garth Road/Stubbs Mead depots.

### ***April 2018***

In April 2018 Croydon joins the Partnership. Rather than implement service change at this point for collections, this is delayed until October timed after local elections and well before the Christmas period. Street cleansing activities, already operated on a Neighbourhood Approach, this will be rationalised to the new Neighbourhood structure at this time with minimal impact on staff/residents.

### ***October 2018***

The point of major service change for collection services occurs in October 2018 for Merton, Croydon and Sutton. The most significant changes will occur in Merton where day changes and service methodology changes, including the reduction in residual waste frequency, will be implemented. In Croydon the presentation mechanism for Paper and Card will be changed alongside day changes which will also affect Sutton. With changes occurring 18 months into the Contract Period there is sufficient time to plan and implement the required communications plan and complete the required Contract changes for the Merton and Croydon collection staff in a controlled manner. Veolia has allowed within the management structure for a dedicated management resource to focus on the service changes.

### ***Kingston***

Kingston enters the Partnership with street cleaning in April 2019 and collection services in September 2022. Whilst the Neighbourhood Approach will be new for the cleaning staff there will be no 'transfer' and no changes to terms and conditions and work will be completed with the staff during the run-up to the change to ensure a smooth transition to the new way of working. The collection changes with the introduction of Saturday collections will involve day changes but the collection methodology will not change and an appropriate approach as

utilised for the other Boroughs will be used to communicate the day changes and manage the Contract changes for staff.

**4.2 Mobilisation team and management**

Veolia will assemble a Mobilisation Team, consisting of experienced regional personnel and subject matter experts. The team will draw on the experience of mobilising similar contracts in similar timescales across our London region, and recently in Brent and Watford. A case study detailing how Veolia successfully mobilised our Watford contract is provided at Appendix 3b.

We will also utilise the recent experience of our London team who mobilised the SLWP HRRC Contract, drawing on their knowledge and established relationships with the Partnership, and member Boroughs.



*Mobilisation Team*

The contract management teams at Croydon and Kingston and the regional support of Franco Murphy and Sean Trotter (the current Area Manager) will be on hand to support the transfer of staff and service operations from Merton and Sutton.

The Mobilisation Team will regularly meet with the Partnership throughout the mobilisation period to ensure constant communication is maintained and provide updates on the key workstreams.

### 4.3 Establishment of Key Contract Roles

This section outlines the phasing of the Contract Management Team, which has been aligned to the phasing of the services to ensure the required management resource is in place when required.

#### Management Structure - Phasing

##### April 2017 (Year 1)

As Veolia's existing contracts will still be in place at Service Commencement, the new Management Structure will be introduced to cover the Services across Sutton and Merton, as outlined below.



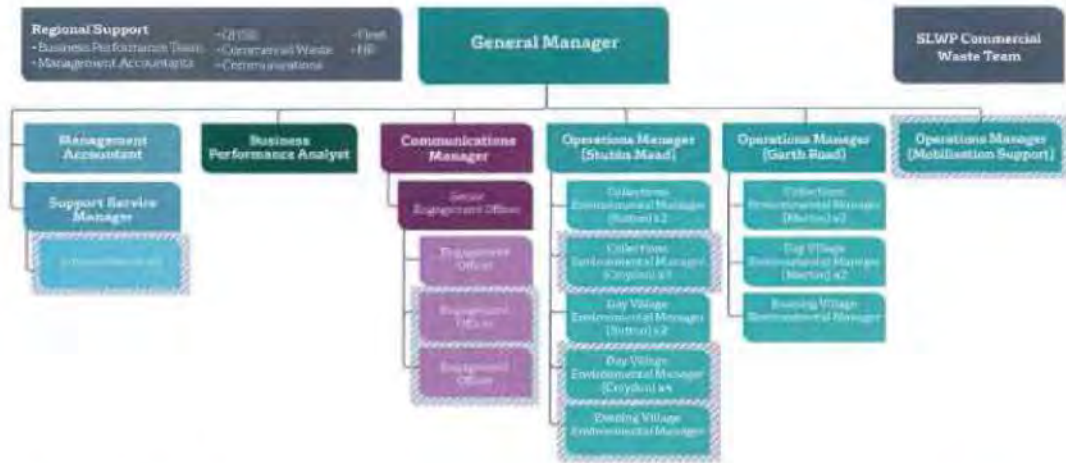
The Contract Management Team will be appointed upon award of Preferred Bidder status to allow them to be in place to support the mobilisation. This will be vital to supporting the transfer of employees from Merton and Sutton and to ensure that there is a smooth transition of service delivery in April 2017. For Sutton this will be the introduction of the new collection service, so the support of the Education and Engagement Team will be vital over the mobilisation period and Year 1 of the Contract.

##### March 2018 (Year 2)

In March 2018 when Croydon will join this Contract for the delivery of all services the following roles will be introduced.

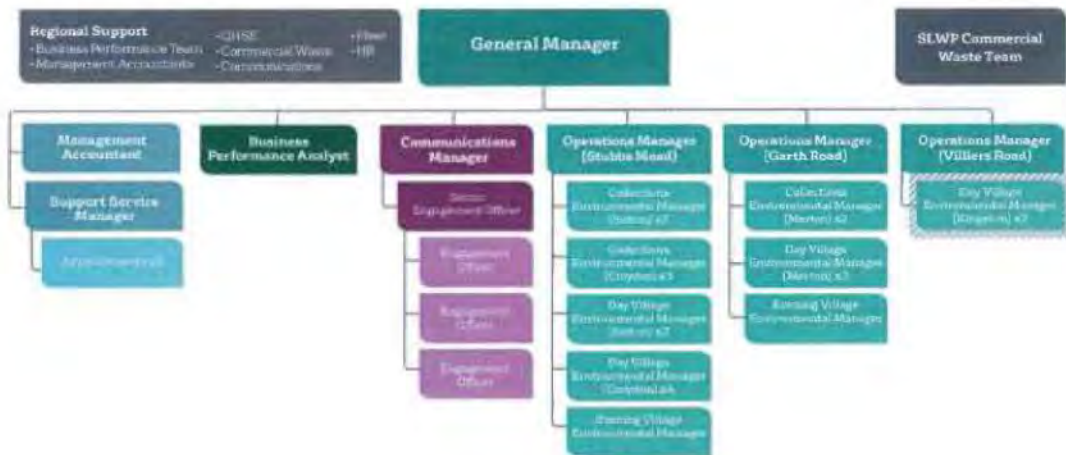


- 1 x Operations Manager (Mobilisation Support)
- 3 x Collections Environmental Managers (Croydon)
- 5 x Neighbourhood Environmental Managers
- 2 x Service Administration Support
- 2 x Engagement Officers



*April 2019 (Year 3)*

In April 2019 the Kingston Street Cleaning Service will be managed under this Contract and this will see the introduction of two Neighbourhood Environmental Managers for Kingston to oversee this.

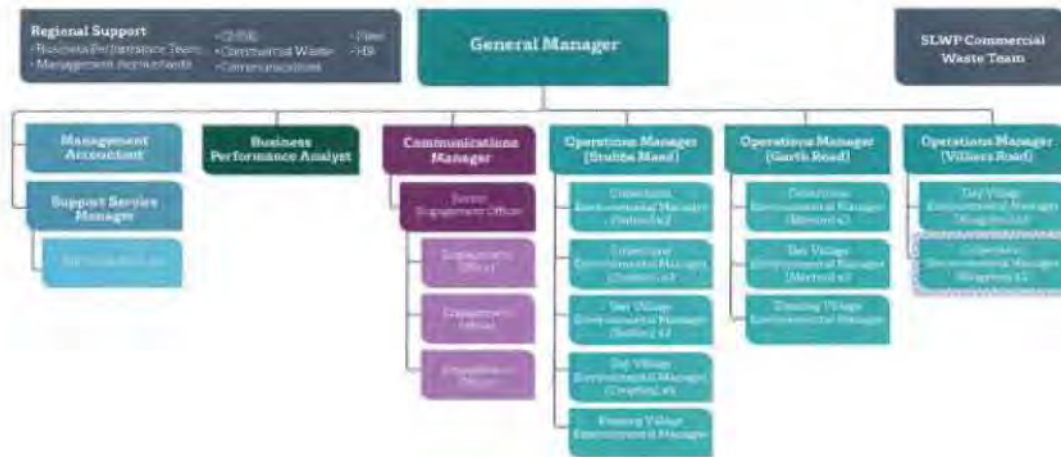


*September 2022 (Year 6)*

In September 2022 the final stage of the service phasing will be complete, introducing the Kingston Collection Service, and this will see the addition of 2 Collections Environmental Managers to oversee this service.







#### 4.4 Mobilisation Governance

Regular, open communication between both Veolia and the Partnership will be required throughout the Mobilisation Period to ensure that a smooth transition takes place. For Veolia, a successful mobilisation marks the start of a positive and transparent relationship with the Partnership moving forward over the duration of the Contract.

Veolia recommends that key members of the Partnership and Veolia's Mobilisation Team meet on a weekly basis, particularly during the early and latter stages of the mobilisation, however this can be revised accordingly to suit both parties and depending on level of activity that week.

Veolia's Mobilisation Manager will be the primary point of contact with the Partnership throughout the Mobilisation Period. However, corporate support staff will also be available to liaise directly with the necessary parties as required to ensure matters are dealt with promptly and efficiently, for example, finalising legal Contracts, arranging vehicle and asset conditions surveys etc. The Project Manager and Mobilisation Manager will keep track of these activities at all times.

The Project Manager will compile a Weekly Progress Report for distribution to the internal Veolia Mobilisation Team and as an update for the Partnership to ensure everyone is engaged in the process.

#### 4.5 Interim Arrangements and Introduction of the New Services

Veolia will implement its street cleaning Neighbourhood Approach from day one of the introduction of each Borough to this Contract; this approach is detailed in full in MS 1.3 Street Cleaning. We will work with the Partnership to ensure that all vehicles have been ordered for the new service roll outs in 2017, 2018 and 2019. We will work with the Partnership Boroughs and other service providers to source satellite depots where possible to facilitate the localised delivery and management of the Neighbourhood operations.

The new collection service will be introduced to each Borough as outlined above, we will work with the Partnership to ensure that all vehicles and containers have been ordered for the new service roll outs in the April 2017 and October 2018. The new containers will be delivered along with explanatory literature ahead of the commencement of the new service.

The collection and cleaning crews will have studied and been supported in understanding the new arrangements and their new schedules.

The details of the service changes will be well communicated to residents through the activities of the Education and Engagement Team. We will ensure that service change literature is circulated on at least two separate occasions; the first at least eight weeks before implementation, and the second between one and three weeks before implementation.

#### 4.6 Communications and Engagement

The Education and Engagement Team will work with the Partnership to develop and finalise the Communications Plan and begin the engagement activity ahead of the implementation of the transfer and the service changes. In addition to this the final branding for the uniforms, vehicle and container livery and all communication material will be agreed. The functions of the team and the proposals for supporting service change are outlined in MS 8 Customer Interface and Engagement. An example of the service change literature jointly developed with the Partnership to promote the changes to the Kimpton Park Way HRRC site is shown below.



#### 4.7 Staff Transfer

##### TUPE Process

Veolia's approach to TUPE transfers is to ensure early and effective staff engagement whilst keeping disruption, change and stress to a minimum for the existing and transferring employees. This process has been designed to meet legal obligations under TUPE. Veolia has extensive experience of handling TUPE transfers from both DSO and contractors, recent examples are summarised in the table below:

Authority	Year	Services	Employees transferring	Transfer from	Mobilisation Period
Southend on Sea Borough	2015	Waste & Recycling Collections, Street Cleaning, HWRC and WTS	163	Contractor	7 months

Council					
South London Waste Partnership	2015	Household Reuse and Recycling Centres	65	DSO	4 months
London Borough of Brent	2014	Waste & Recycling Collection, Street Cleaning and Grounds Maintenance	109	DSO for Grounds and some cleansing functions (Veolia incumbent for Waste and Streets Services)	5 months
Telford and Wrekin Council	2014	Waste & Recycling Collection, HWRCs, Waste Treatment and Disposal	42 (a further 95 to transfer in April 2019)	Contractor	3 months
Watford Borough Council	2013	Waste & Recycling Collection, Street Cleaning and Grounds Maintenance	126	DSO	4 months
Wyre Council	2012	Waste & Recycling Collection	55	DSO	7 months
London Borough of Haringey	2011	Waste & Recycling Collection and Street Cleaning	369	DSO for recycling services and Contractor for other services	6 months

Key steps in the process of transferring employees to Veolia will include:

- **Initial Contact:** Veolia will meet with Trade Union and Staff representatives to start building relations and to start the consultation process. Regular subsequent meetings will be timetabled to continue the consultation.
- **Personal Contact:** letters will be sent to all employees affected by TUPE, formally setting out details of the transfer, which will include information on Veolia's pension scheme. Veolia will also offer individual one-to-one meetings with all employees affected by TUPE and weekly drop-in sessions will be set up so that those affected have an opportunity to ask question and raise any concerns.
- **Information Dissemination:** "Welcome to Veolia" presentations and the dissemination of an information booklet containing everything the transferring employees will need to know about the process and working for Veolia.
- **Lead up to Transfer:** Veolia will conduct a comprehensive tailored induction and identify all training needs for transferring employees to ensure they know what is required of them and one-to-one meetings to integrate them into the team.
- **Other Interactions (as required):** these will include buddy-up with other Veolia employees initiatives where appropriate and opportunities to meet other Veolia employees and visits to other sites where appropriate.
- **Post TUPE:** follow up monthly or quarterly meeting (depending on what is required) will be scheduled in. Training needs and personal development plans will be produced within the first 3 to 6 months after transfer.



*TUPE process*

Veolia will ensure that our HR Business Partner and Regional Manager establish early communication with the local Trade Union(s) to consult fully on proposed changes to staff Terms and Conditions. Veolia has an Industrial Relations Manager who will be able to facilitate this process as required.

Veolia will issue all transferring employees with a measures letter detailing and proposed changes to Terms and Conditions and will undertake a thorough consultation process to ensure that all staff understand the proposals and feel engaged in the process. Further details of the TUPE process are provided in section 3.2 of our Legal Response.

#### Induction Training

Veolia will hold induction sessions for all employees affected by the new Contract and Services over a weekend or several evenings leading up to Contract Commencement. There will be an initial introduction to Veolia, which will be a more informal relaxed event, with food and drink available, to introduce the company and the management and support team.

The induction sessions will be more thorough providing staff with training on; the general principles of the new Contract; policies, procedures and the Partnership's Service Charters, our Customer First Principles as well as safe working methods and operation of equipment. Induction training will encompass health and safety requirements, environmental awareness and, importantly, service specific customer service training. Veolia utilises a health and safety bus, photographed below, to provide health and safety induction training on site where possible to make it easier for operatives to attend. The second photograph overleaf was taken at the recent health and safety induction training session for the operatives at the Garth Road HRRRC site.

These sessions will provide an opportunity to develop a training record for each employee and establish any training gaps that need to be addressed. Training guides will be primarily pictorial to ensure they can be easily understood by an often diverse workforce. The transferring employees will also be issued with their new PPE.



*Veolia's Mobile Training Unit: 'The Safety Bus'*



*Staff at the Garth Road HRRC undergoing H&S training as part of the Mobilisation of the Contract earlier this year*

#### 4.8 Recruitment

Having the right people, in the right roles, is crucial for any high performing service operation. Veolia also recognises the importance of having an efficient recruitment process in place to ensure sufficient resource is available for day one of the Contract should any staff choose not to transfer into the company.

Veolia has a national Resourcing Team within our HR Department who provide support to the operational business in recruiting new staff. A stringent recruitment protocol is in place

which outlines recommendations for the recruitment process. The table below outlines the suggested interview process for staff:

Employee Band	Stage 1	Stage 2	Stage 3	Stage 4
Operatives	1-1 Interview	Half "Day in the life" - where they shadow a current operative		
Supervisors	Telephone Interview	1-1 Interview	1-1 Interview with HR (If unable to make decision)	
High level Supervisors	Telephone Interview	First Stage 1-1 Interview	Second Stage 1-1 interview with HR	Half "Day in the Life" (optional)
General Manager	First Stage 1-1 Interview – with HR/Resourcing	Half/Full "Day in the life" where they shadow a current Manger	1-1 with Line Manager & RHHR/ Resourcing Manager	

The Resourcing Team will ensure that the required job specifications and advertisements are published during the Mobilisation Period, in line with all relevant legislation and Veolia's procedures. Veolia's Regional Manager, supported by the Mobilisation Manager and Regional HR Advisor will review job applications and conduct interviews for new recruits, ensuring that appropriately trained and experienced personnel are hired.

Right to Work and DBS checks will be undertaken accordingly in line with Veolia's HR Recruitment and Safeguarding Procedures.

#### Local Recruitment and Delivering Social Value

Veolia will actively recruit in the local area for any vacancies that arise in order to provide local people the opportunity to gain employment on the Contract. Veolia has established relationships with Job Centre Plus and local recruitment agencies in South London to source candidates for all roles.

All new roles will be advertised internally on Veolia's TALEO system as well as externally on Veolia.co.uk and Job Centre Plus. Roles advertised externally go to the job centre as standard. External recruitment options that will be used may include:

- Advertising on the careers pages of the Veolia website
- Job Centres
- Direct sources, e.g. Linked In; CV Library; other job boards; on-line recruitment agencies; ex-forces websites; universities
- Preferred supplier recruitment agencies
- Press advertising

In support of Veolia's commitment to Social Value and recruiting local people for local jobs, Veolia will actively engage with a Social Enterprise Partner,



Blue Sky. For further information, please refer to MS 4 Social Value.

#### Equal Opportunity in Recruitment

Veolia aims to reflect the diversity of the communities it serves and to select on the basis of ability and competence not on race, gender, age, sexuality, religion or belief or other grounds. Veolia will adhere to all relevant employment legislation with regards to equal opportunities and will circulate roles as widely as possible to reach as many diverse candidates as possible.

Veolia's Equal Opportunities Policy applies in all Veolia's recruitment and selection activities, together with the relevant employment legislation, to ensure that discrimination, bias and nepotism are positively discouraged.

Where arrangements for interviews put applicants with a disability at a disadvantage, reasonable adjustments to the arrangements will be made to eliminate or reduce the disadvantage.

Veolia's HR team will oversee the employee recruitment, consultation process, provide one-to-one support and information, answer queries and help new staff to integrate within Veolia. New starters will be able to move quickly towards providing a quality service, describe how their role fits within Veolia and access relevant departments to meet their own individual needs.

#### **4.9 Depots and Workshops**

Veolia will utilise three of the existing four depots to deliver the Services:

- Stubbs Mead Depot, Croydon
- Garth Road Depot, Merton
- Villiers Road Depot, Kingston

Veolia will incorporate the Sutton services into the Croydon depot primarily with some vehicles and staff also located at the Garth Road depot for operational efficiency in delivering services to the west part of the borough. Veolia will implement the three depot solution from the Service Commencement Date on the 1<sup>st</sup> April 2017, providing significant savings to the Partnership from day one of the Contract.

The map below illustrates the strategic location of each of the service depots allowing us to operate across all four boroughs efficiently. The services provided at each depot are also summarised and detailed further below.



### Stubbs Mead Depot, Croydon

Veolia will incorporate the majority of the Sutton service into its existing operations at Croydon from 1<sup>st</sup> April 2017. The new optimised services will be introduced for Sutton at this time, providing a reduction in operational vehicles facilitating this transition.

The Management Team will be co-located with the existing Croydon Management Team, who will be on hand to support the transferring team. The SLWP Management Team will be phased in accordance with the service phasing under this Contract as described in detail in MS 5 Staff Management.

In April 2018 the new Street Cleaning Service will be implemented for Croydon and the second phase of the Contract Management Team will be introduced. In October 2018 the optimised Collection Service will be introduced for Croydon, reducing the 'as is' collection fleet.

The following services will be delivered from the Stubbs Mead depot:

- Household Waste Collections and Commercial Waste Service (Sutton and Croydon)
- Street Cleansing Service (Sutton and Croydon)
- Winter Maintenance Service (Sutton and Croydon footway gritting)
- Vehicle Maintenance - Workshop for service vehicles, non-service vehicles and third party maintenance – including installation of a Tachograph Centre.
- Recyclates Management - Waste Transfer Station for DMR and Paper and Card



### Garth Road Depot, Merton

Veolia will take over the operation of the Garth Road Depot from 1<sup>st</sup> April 2017. We will ensure that all licences are in place prior to this. The following services will be delivered from this depot:

- Household Waste Collections and Commercial Waste Service (Merton and Sutton)
- Street Cleansing Service (Merton and Sutton)
- Winter Maintenance Service, including salt barn (Merton)
- Vehicle Maintenance - Workshop for service vehicles, non-service vehicles and third party maintenance – including a Tachograph Centre and parking provision for the non-service vehicles (38 minibuses and 3 vans)
- Recyclates Management - Waste Transfer Station for DMR and Paper and Card

The workshop will support the maintenance of Kingston service vehicles, and the Waste Transfer Station will store Kingston Recyclates from 2022 onwards when ownership is transferred to Veolia. As mentioned above, the services are described in greater detail in the appropriate method statements.

### Villiers Road Depot, Kingston

Veolia will deliver the following services from the Villiers Road Depot:

- Household Waste Collections and Commercial Waste Service (Kingston)
- Street Cleaning Service (Kingston)
- Winter Maintenance Service (Kingston)
- Vehicle Maintenance – A small workshop for day-to-day maintenance to service fleet

The Street Cleaning, Winter Maintenance and Vehicles Maintenance of this fleet under this Contract will be delivered from April 2019. The Household Waste Collection Service for the Contract will be undertaken from September 2022. Until these dates, Veolia will continue to operate our existing contracts.

### Satellite Depots

As mentioned earlier, Veolia will also look to source small satellite depots, to facilitate the more local delivery of our street cleaning operations. This currently works well at our Westminster, Brent and Camden contracts, and we would like to explore opportunities with the Partnership to provide a similar arrangement.

### Works

Veolia conducted site visits of the Service depots and from our visits we have identified the requirement for the following works to the Stubbs Mead and Garth Road depots:

#### *Stubbs Mead Depot*

- Dismantling of existing recyclates bulking bays
- Construction of new covered bulking bays
- Minor surfacing repairs

### *Garth Road Depot*

- Waste Transfer Station refurbishment, to include roof repair, renewal of dust suppression system, and repair of lighting

Veolia has included £320,000 within the Financial Model to undertake this work.

### Planning and Permitting

#### *Stubbs Mead*

Veolia currently has an O-Licence for this site and an Environmental Permit which allows for the storage of Recyclates in bulking bays on the site.

Veolia will dismantle the existing waste transfer bulking bays and replace with slightly larger bays that will be sufficiently covered to maintain the integrity of the Recyclate that will be stored there. These works will take place during the mobilisation period, prior to Service Commencement. Veolia will utilise our C&I Depot in Croydon while the bays are replaced. The Gantt chart provided at Appendix 3a provides indicative timescales for works required at the Stubbs Mead site. This programme has allowed for pre-planning discussions and a determination period.

Veolia will also undertake minor surface improvement works during the mobilisation period prior to Service Commencement.

Both Stubbs Mead and Garth Road currently have waste permits with sufficient capacity to provide for the additional recycling tonnage that will need to be bulked during the Contract period. We will discuss with the Environment Agency any minor amendments that are required to the licences to accommodate the planned amendments to the sites.

#### *Garth Road*

Veolia will apply for an O-Licence for the Garth Road depot, and submit an application to transfer the existing Environmental Permit for the waste transfer station. Veolia has allowed sufficient time within the Mobilisation programme, Appendix 3a, for this to be completed.

Veolia does not anticipate requiring planning for the refurbishment works to the Garth Road waste transfer station but time has been allowed for this within the construction programme.

Veolia will undertake the refurbishment works after Service Commencement and prior to the introduction of the new Collection Service to Merton in October 2018. During this first 18 months of operation the co-mingled Recyclates collected under the 'As Is' service in Merton will be taken directly to the Viridor Delivery Point at Beddington Farm Lane, therefore this will allow us to undertake the works without impacting on the delivery of the services.

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### *Villiers Road*

Veolia currently holds an O-Licence for this depot. We will not require an Environmental Permit for the operations on this site and are not currently proposing any works to the Kingston depot under this Contract.

All of the proposed works have been budgeted for within the model and have been included within the Mobilisation programme.

## **4.10 Receptacles Audit, Condition and Rationalisation Surveys**

### Audit of Communal Receptacles and NRC Sites

Veolia will conduct a waste capacity audit for all communal properties during the first weeks of the mobilisation period. This will ensure sufficient capacity is provided and a collection schedule will be established to meet their requirements.

In Year 1 of the Contract, Veolia will undertake an audit of the Merton NRC sites, monitoring the use of the sites. We will provide an update on our findings at the Quarterly Strategy Meetings. At the Annual Review we will present a case for rationalising the sites based on the information we have gathered over the year. We will undertake the same process in Croydon in Year 2 of the Contract.

### Condition Surveys

#### *Vehicles*

Veolia's London Regional Fleet Team currently oversees the use of 2,500 vehicles. At the first mobilisation meeting Veolia and the Partnership will agree a mutually convenient date for a joint inspection of the transferring vehicles and equipment.

Veolia's Area Fleet Engineer will undertake a Baseline Asset and Conditions Survey during the Mobilisation Period, to accurately record the standard of repair of all assets listed in the Asset Register.

#### *Depots*

During the Mobilisation period, Veolia will conduct a joint condition survey inspection of each of the depots.

## **4.11 Approach to ordering, receipt and delivery of new assets**

### Vehicles and Equipment

Veolia's Fleet Team will facilitate the Partnership's procurement of new vehicles/equipment through our approved suppliers. Procurement is performed through Veolia's Supplier Relationship Management (SRM).

The Area Fleet Engineer will organise the necessary licenses, tax and insurance for all new assets as required.

To facilitate the procurement of new vehicles and equipment, Veolia will follow its internal, Chartered Institute of Purchasing and Supply (CIPS) accredited, procurement process to

ensure that vehicles are delivered in optimum condition and promptly in line with the start of the new Services. The experience and buying power of Veolia will be used to ensure that the best quality vehicles and equipment to meet the Contract's requirements are purchased at the most cost effective price by the Partnership.

Veolia's Mobilisation Manager will also ensure that all PPE and uniforms; stationery; cleaning products; and stock for minor repairs are procured to ensure suitable volumes are available for the start of the Contract.

### Containers

Veolia will introduce new containers as outlined in MS 1.1 Household Waste Collections. To facilitate the procurement of new containers, Veolia will follow its internal, Chartered Institute of Purchasing and Supply (CIPS) accredited, procurement process to ensure that containers are delivered in optimum condition and promptly in line with the start of the new Services. The experience and buying power of Veolia will be used to ensure that the best quality containers are purchased at the most cost effective price by the Partnership. We will employ a third party to deliver new containers to households, with contingency built into the delivery schedule to allow for rectification of any missed deliveries. During the mobilisation stage, Veolia will enter discussions with its container suppliers, currently MGB and Plastic Omnium, and send them the container specifications. Prices will be requested from the suppliers for both the provision of bins and delivery of bins. These prices will be benchmarked against other delivery options to choose the most cost-effective and efficient method of delivery.

New containers will be received into stock and the assets managed via an asset register which will record incoming and outgoing stock movements and be used to ensure sufficient stock is in place throughout the Contract period. Our approach to monitoring stock and repairing and replacing containers is included in Method Statement 1.1.

### **4.12 QHSE Management Systems**

Veolia's Regional QHSE Manager will ensure that Risk Assessments are reviewed and updated accordingly for the start of the Contract and suitable operating procedures are in place.

Veolia will implement a Quality, Health Safety and Environmental Management Systems that will adhere to the requirements of ISO 9001, ISO 14001 and OHSAS 18001 and ensure that formal certification to these accreditations is achieved within 12 months of Contract commencement. Further information on this process is detailed in MS 10 Management Systems.

### **4.13 ICT Provision**

Veolia's ECHO system was deployed for the Croydon Contract in 2013 and is currently in the process of being introduced to the Kingston Waste Collections Contract. Veolia will deploy experienced system integration experts to work alongside the Merton and Sutton ICT teams to ensure a seamless installation of the ECHO system at the two Boroughs and integration with their CRM systems.

In-cab devices with ECHO On-board software will be installed on all collection vehicles and on the mobile response street cleaning vehicles. GPS tracking will be installed on all vehicles. Side and rear cameras and Driving Efficiently and Safely (DES) software will also be installed on the waste collection vehicles. Bin weighing devices will be provided on four of the waste collection vehicles to enable sense checking of tonnage data.

Mobile devices will be purchased for the Street Cleaning operations with ECHO mobile installed. Further information on Veolia's ICT solution can be found in MS 9 Reporting and Performance. Full training on the use of the systems will be provided to the transferring employees.

#### Weighbridges

Veolia will implement its Waste Information Management System (WIMS) at the weighbridges at Garth Road and Kimpton Park Way.

#### System Mobilisation and Delivery

Veolia will provide a Business Analyst to work in partnership with Merton and Sutton during the "analysis" phase of Mobilisation Period to ensure that the Council's requirements and specification are accurately reflected in the build and configuration of ECHO. It is therefore important to understand that Veolia will configure ECHO to provide a tailored solution for the Council and not provide an off the shelf solution.

Mobilisation of the ECHO system will be conducted by our Programme Manager, Project Managers and Project Specialists. These personnel are ITIL and PRINCE2 qualified practitioners. Their experience, competencies and skills will serve to deliver to systems, processes and services that are fit for purpose, stable and reliable so that the Partnership can be confident in their business effectiveness and efficiency.

The following diagram describes the sequential and logical steps from Project Initiation through to Project Closure. Underpinning and controlling the phases are the Tracking and Steering governance processes. These functions will apply all the checks and balances to ensure the Project Plan phases are completed to specification.

## ECHO – Implementation, Governance and Management Control



### Stage 1 – Start Up, Initiation and Scope

**Start Up** – Appointment of the MIS Project Team, role descriptions and key stakeholders from Veolia and the Partnership. Set the project framework rules, governance and create the detailed documentation deliverables, e.g. Organisation Chart, Project Approach Document, and Lessons Learnt Log. Work with the contract team to build their knowledge of the implementation process and understand more about the contract; who the key process owners are and the status and quality of the data. Establish the MIS Steering Group Committee.

**Scope** – understand and agree what the scope is. Each contract is unique, so this step will set out the methods of governance that will be applied to the project and formalise agreement of what capabilities are in scope for delivery.

**Initiation** – Create Risks and Issues Register, define project strategy for Communication, Quality Management, Configuration, Change Management, Release Management, Impact. Complete the Project Kick-Off Meeting.

### Stage 2 – Analyse Phase

**Analyse** – Document AS-IS requirements, led by the project Business Analyst working closely with the Project Specialists and Process Owners. Capture Gaps in Business Processes. After this phase the project timeline and go live can be validated.

### Stage 3 – Design Phase

**Design** – Capture Contract 'TO-BE' processes to enable the configuration of ECHO Web, ECHO OnBoard and ECHO Mobile. Capture Client Integration Services interface requirements with the Councils' CRM. Prepare work packages and develop acceptance criteria.

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#### *Stage 4 – Build and Test*

**Data** - key focus on the data, ensuring there is one base version to work from to build the data from the LLPG and ITN. Contract prepares Round Schedules.

**Configuration** - of ECHO is based on the documented requirements and processes.

**Proto-type** – Build and demonstrate Proto-type. Business Analyst and Project Specialists will handover key processes for review with the process owners for sign-off.

**Assemble** - After proto-type start the full configuration assemble phase.

#### *Stage 5 – Deploy/Training/Go-Live Phase*

**Deploy** – Prepare Testing Strategy, Training Strategy, prepare Release Package, Deployment Strategy. Testing Regime including Regression Testing, Internal Testing, CRM Integration Testing, Business Acceptance criteria confirmed, and complete Training with users. Release Management to “Pre-production” environment.

**Go-Live** – Release to Live environment with on-site support for two weeks. Project Specialists will have the opportunity to fine tune and handover to users Training material in the light of post go-live contract experience.

#### *Stage 6 –Project Closure*

Early Life Support, monitor benefits realisation, review Change Management of new processes, and prepare to close project.

### **4.14 Sub-contractor Arrangements**

Veolia will implement sub-contractor arrangements for the following services:

- Weed spraying
- Civils Works

Veolia will ensure that all arrangements with suppliers and agreements are formalised during the Mobilisation Period.

All sub-contract arrangements will be reviewed on an ongoing basis, and at least annually, to ensure value for money and excellent performance is received.

Veolia's Procurement Team will ensure that all selected suppliers receive the required to forms to complete in order to be added to Veolia's procurement database as a preferred supplier. This will be completed as soon as possible during the Mobilisation Period to ensure that suppliers are set up for day one of the Contract and able to receive payment through Veolia's SAP system without delay.

Veolia will undertake a review of all the safety standards and request a copy of their Health and Safety, Codes of Practice and Safe Systems of Work. We will ensure that all sub-contractors and suppliers work to the BS OHSAS 18001 Health and Safety standards as its own employees.

Veolia will also review quality assurance, insurance certificates, financial viability and history and competence of carrying out the work references. These documents will be held on the SharePoint Portal.

The Contract Manager will ensure that any sub-contractors working with Veolia provide specific Risk Assessments and Method Statements which will also be made available via the SharePoint Portal.

Veolia will conduct an annual audit of all sub-contractors in relation to their compliance with Veolia's Quality Management System and Veolia's Environment Management System. All findings will be reported to the Partnership.

#### **4.15 Existing Contractor Handover**

*Liaising with outgoing Contractors to ensure a smooth transition of services. [Note that TUPE arrangements should be addressed in the Legal & Commercial response]*

As the incumbent provider for the Croydon and Kingston services this will not be applicable. We will work closely with Merton and Sutton to ensure a smooth transition from existing to new service provision throughout the mobilisation and operational phases of the contract

### **5. Management of Risk**

*Provide a Risk Register for contract commencement, including key mitigation measures.*

Veolia's Mobilisation Manager will further develop and maintain the risk register which is provided in Appendix 3c, which is designed to cover both mobilisation, introduction of new services and the general operations of the Contract the risk register considers the main risk factors and measures in place to ensure that a smooth and timely transition to the commencement of the New Services is achieved.

Risk management will form a key part of the mobilisation process. Risk identification and mitigation will be necessary to ensure risks are managed properly as mobilisation proceeds. Veolia's Mobilisation Manager will further develop and maintain the risk register,

The Mobilisation Team will meet on a weekly basis (or more frequently, as required) to discuss progress on the mobilisation and review and update the Risk Register. Veolia will share the risk register with the Partnership and encourage their contributions. Veolia and the Partnership can then jointly operate a process for identifying emerging risks and issues, developing and implementing mitigating actions and subsequently retiring them as appropriate. As a minimum we propose that a joint review of all high and medium level risks is routinely undertaken at the regular mobilisation review meetings,

### **6. Added Value**

- Recent experience of successfully mobilising HRRC contract
- Well established regional support team with experience of mobilising similar contracts successfully in tight timescales
- Dedicated Education and Engagement Team to support the service changes



### SCHEDULE 3

#### Contractor Warranted Data

##### THE CONTRACTOR

**Registered Name:** Veolia ES (UK) Limited

**Registered Company Number:** 02481991

**Date and Place of Incorporation:** 16 March 1990, England and Wales

**Registered Office:** 210 Pentonville Road, London, N1 9JY

**Directors:** Estelle Brachlianoff, David Gerrard, Pat Gilroy, Celia Gough, Gavin Graveson, Robert Hunt, Tom Spaul, and Marguerite Ulrich

**Company Secretary:** Celia Gough

**Issued Share Capital:** 75,000,000 ordinary shares of £1 each

##### THE GUARANTOR

**Registered Name:** Veolia Environmental Services (UK) plc

**Registered Company Number:** 02215767

**Date and Place of Incorporation:** 1 February 1988, England and Wales

**Registered Office:** 210 Pentonville Road, London, N1 9JY

**Directors:** Francois Bertreau, Estelle Brachlianoff, David Gerrard, Pat Gilroy, Celia Gough, Gavin Graveson, and Robert Hunt

**Company Secretary:** Celia Gough

**Issued Share Capital:** 400,000,000 ordinary shares £1 each

## **SCHEDULE 4**

### **Services Delivery Plan**

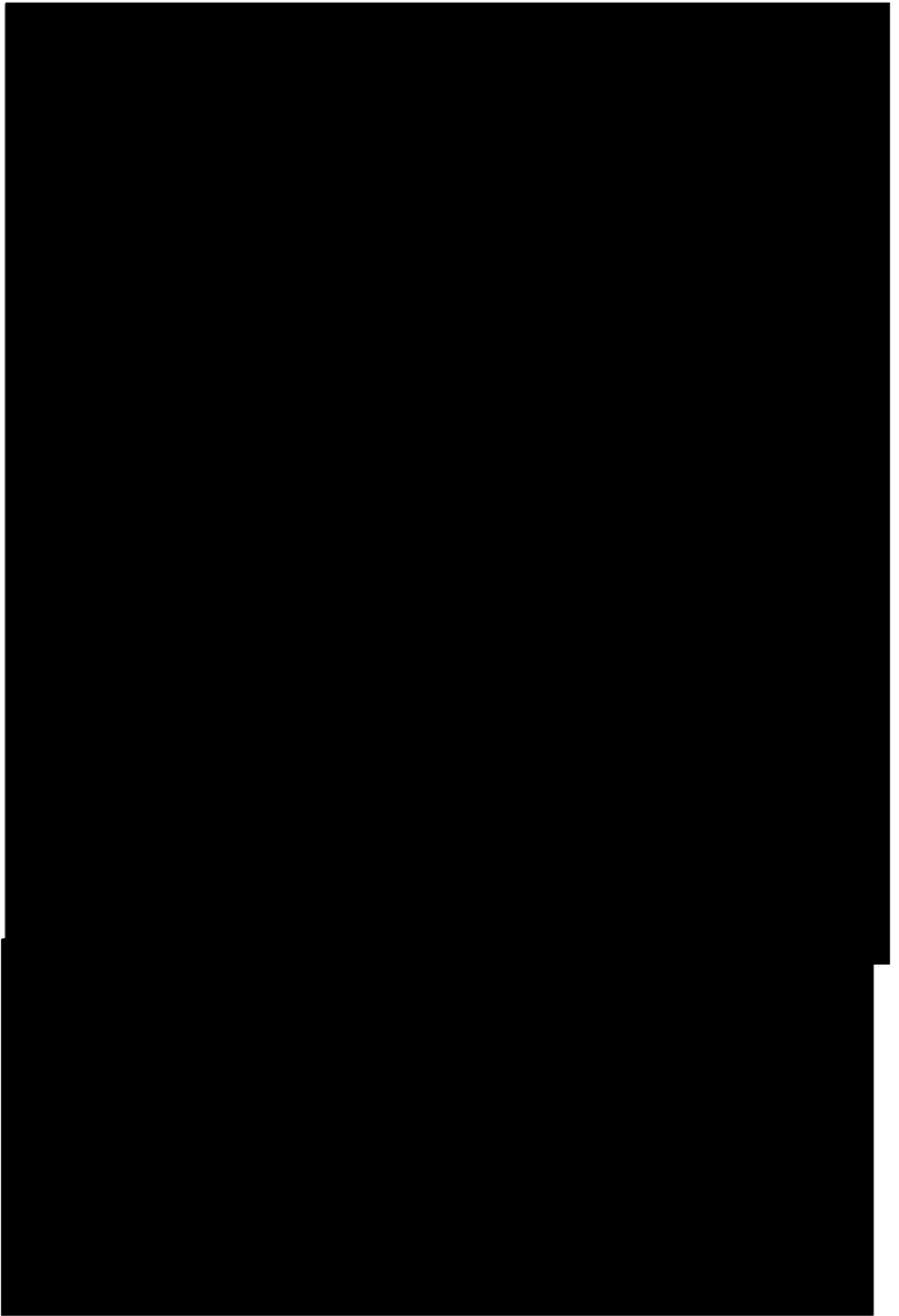
The Services Delivery Plan is set out on the disc entitled 'Lot 1 Contract – Services Delivery Plan – version 1 (Contract Date)' initialled on behalf of the Council and the Contractor on or around the Contract Date.

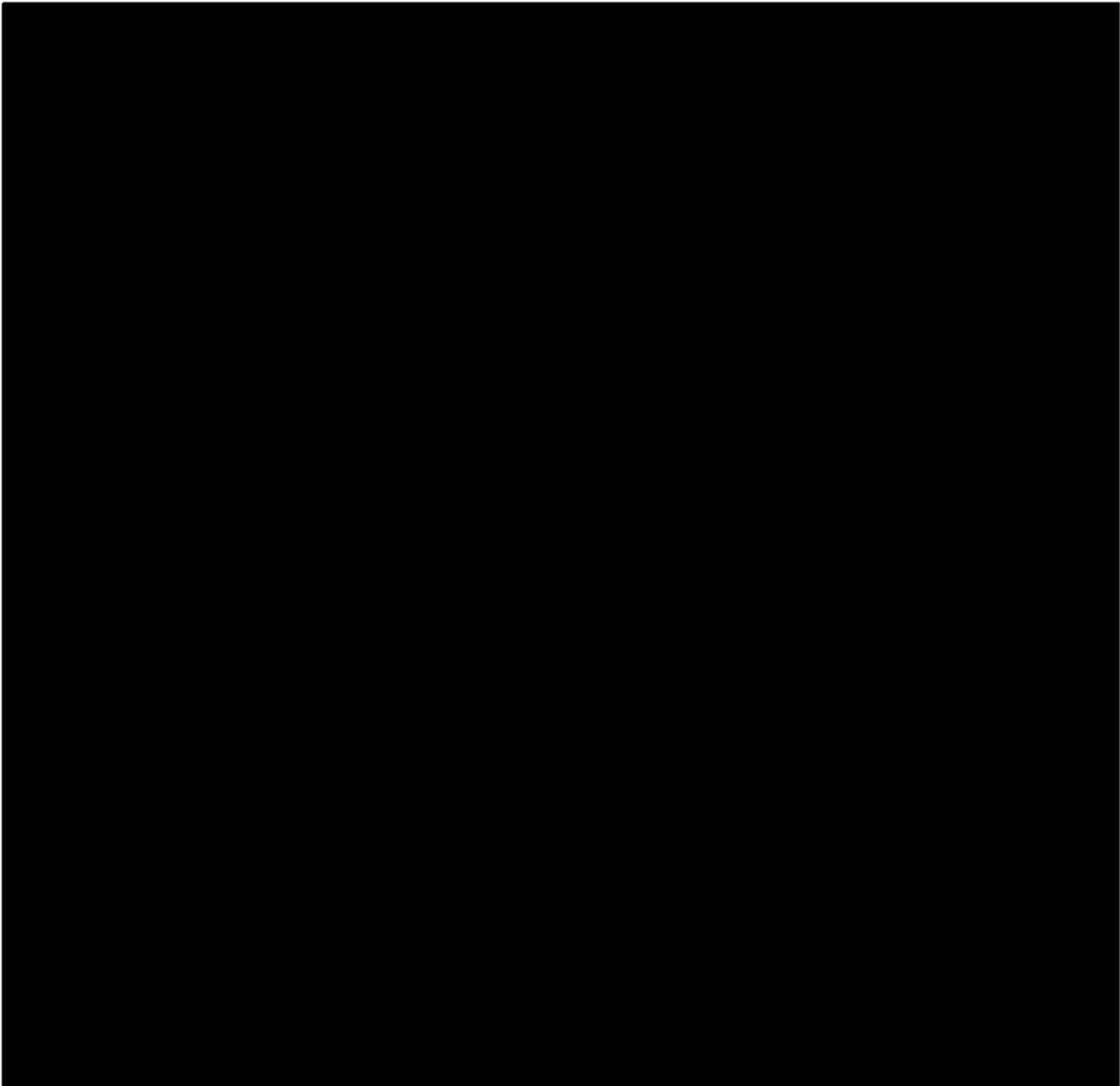
**SCHEDULE 5**

**Payment Mechanism**

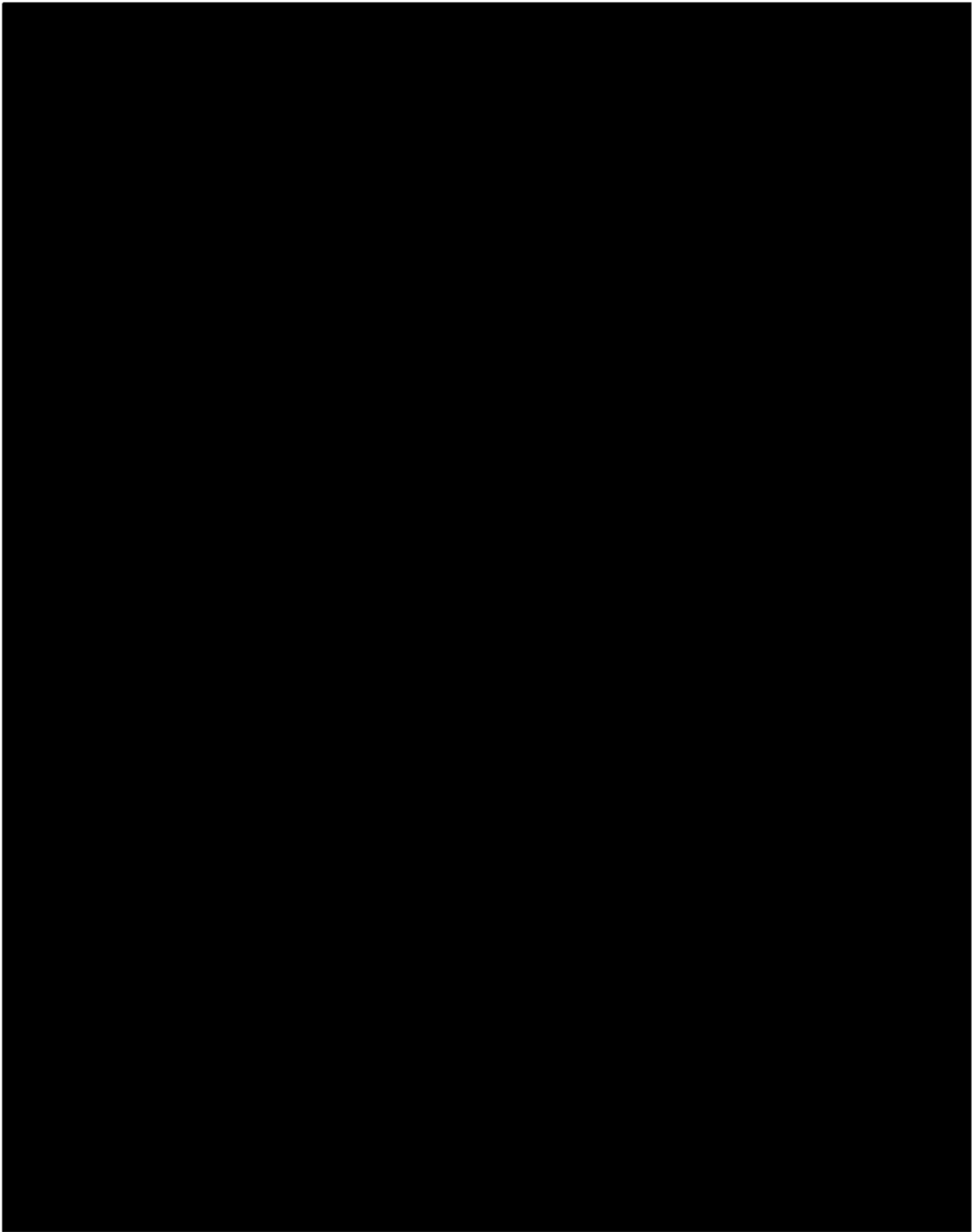
# **Schedule 5**

## **Payment Mechanism**

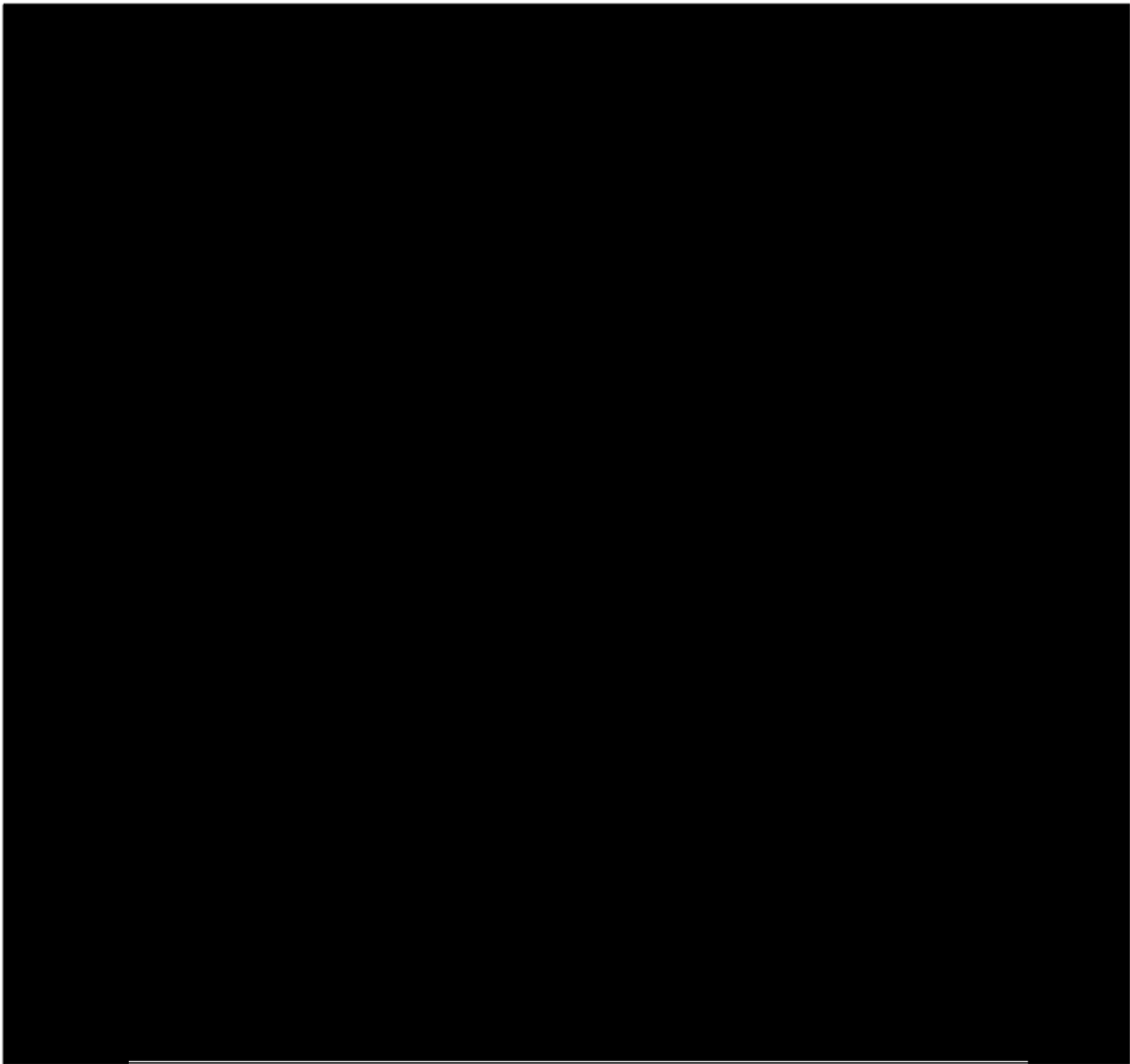
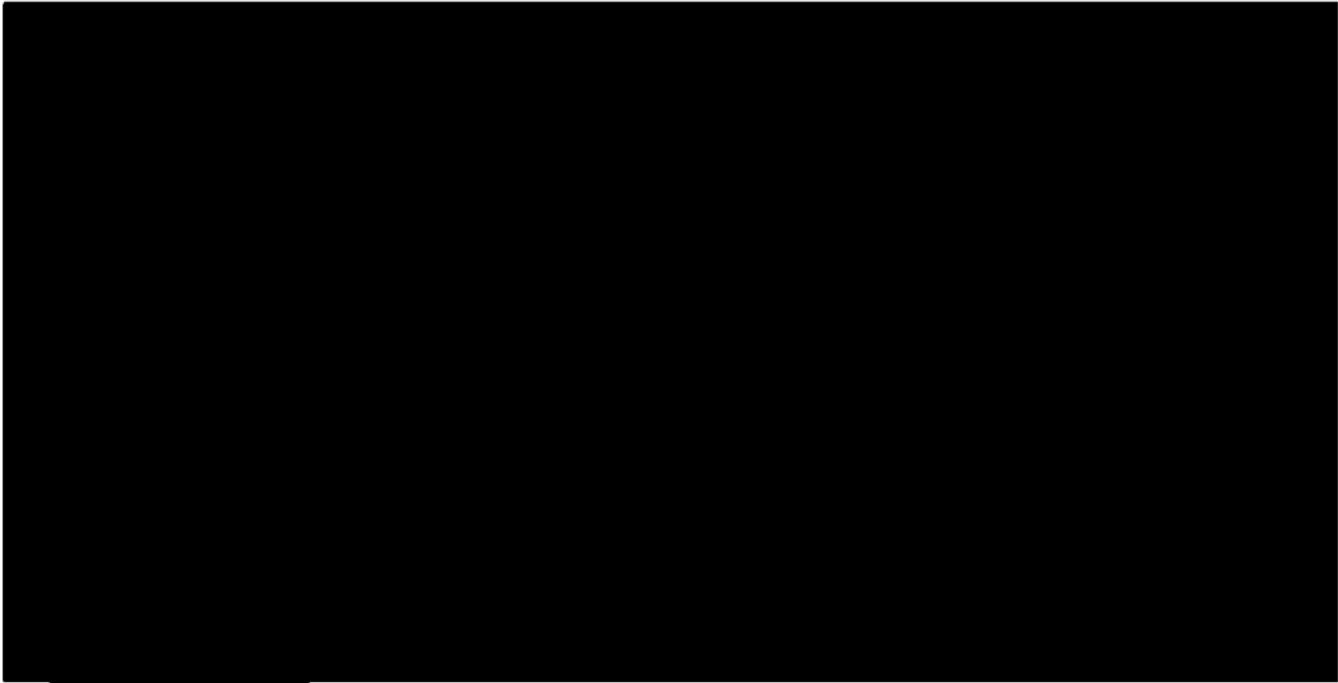




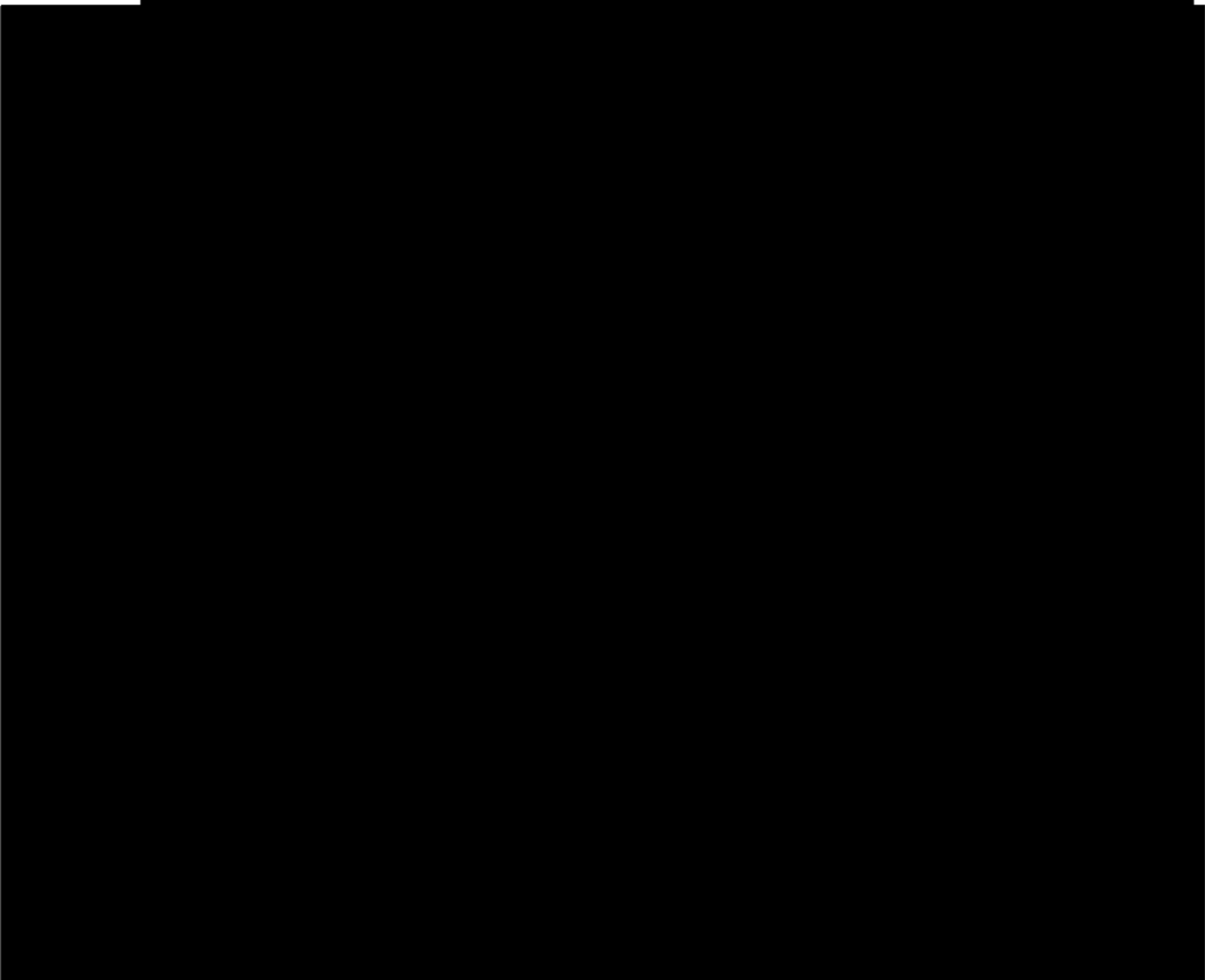
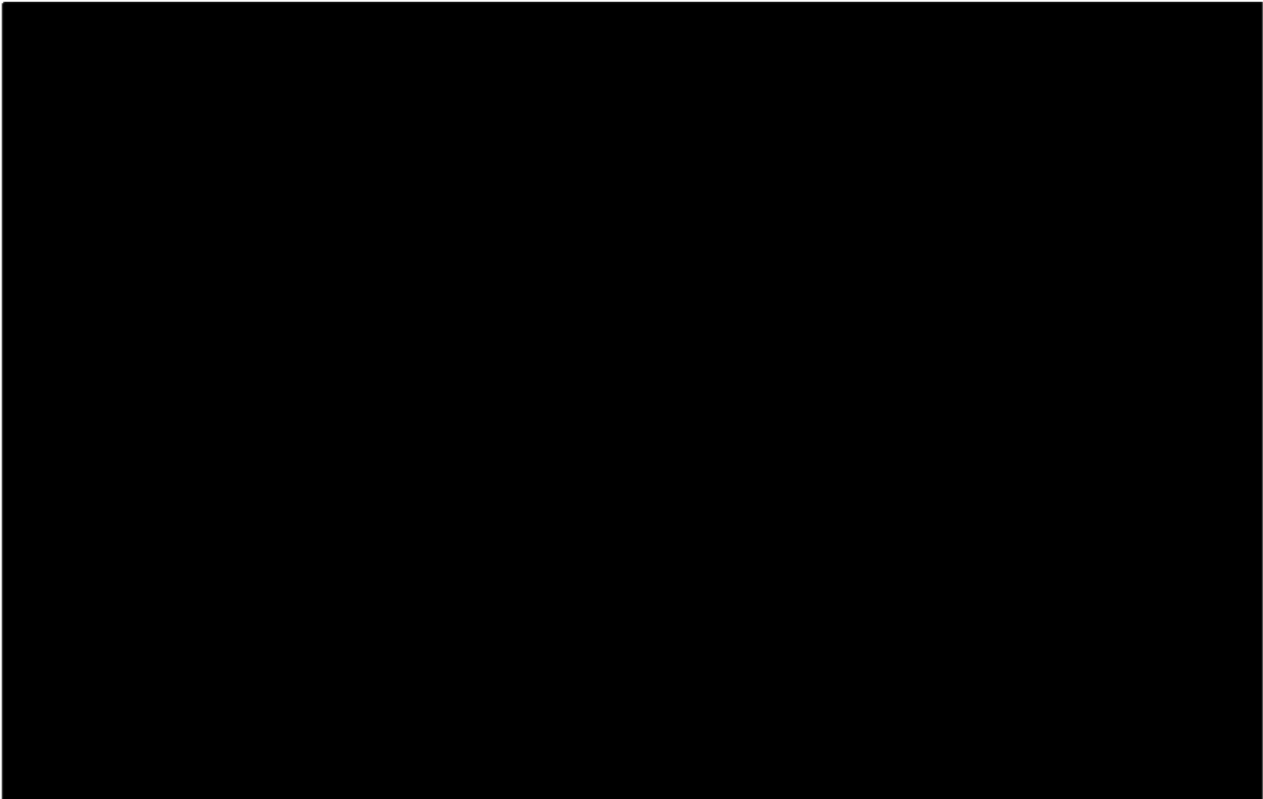


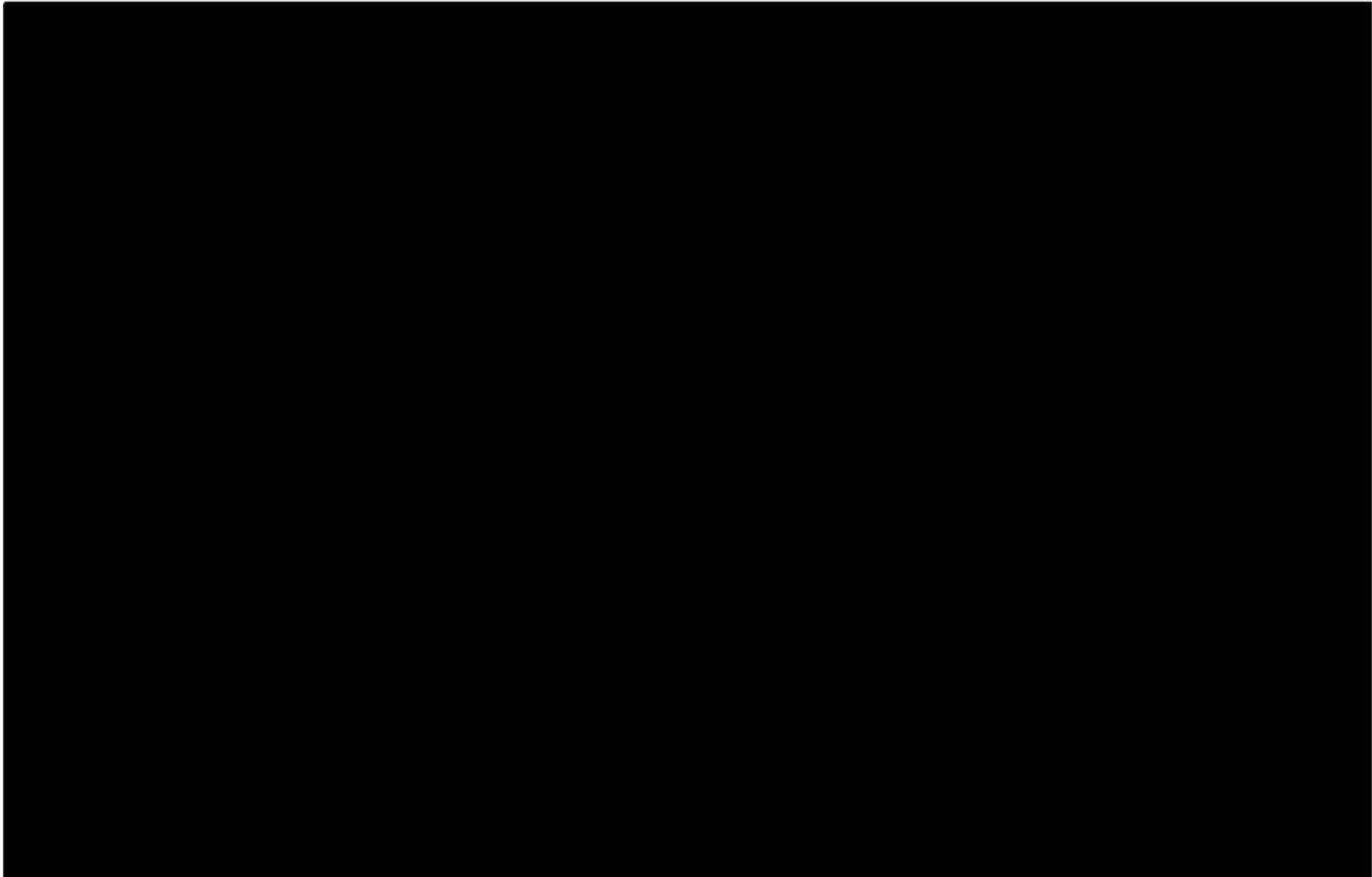


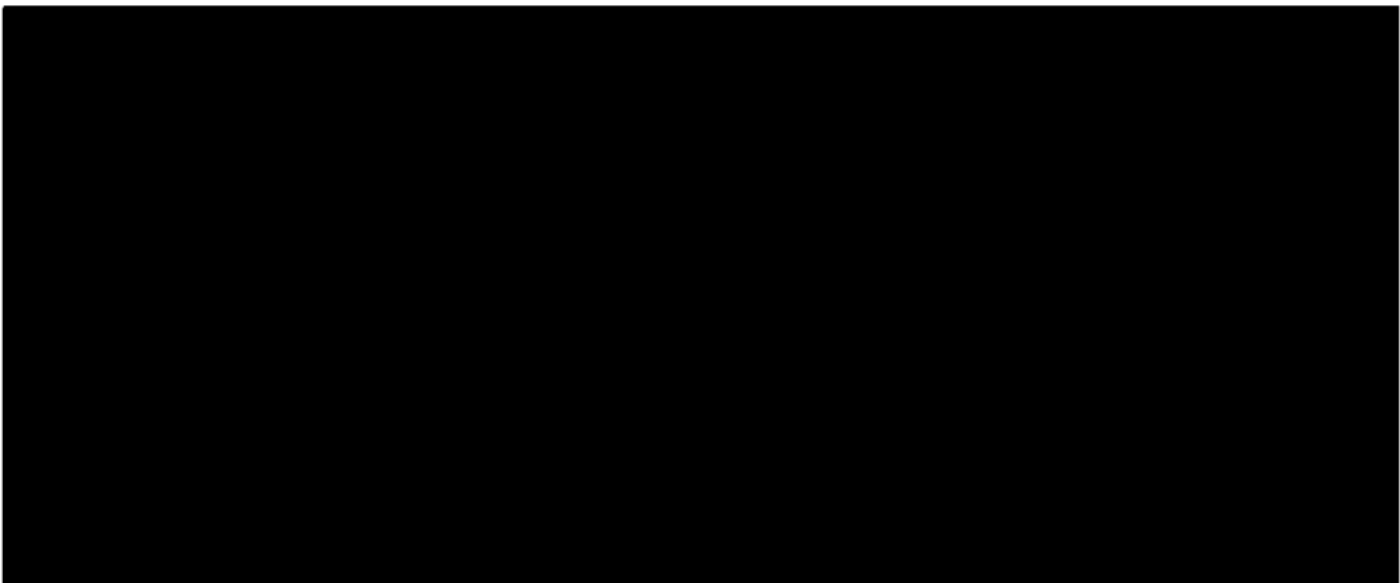


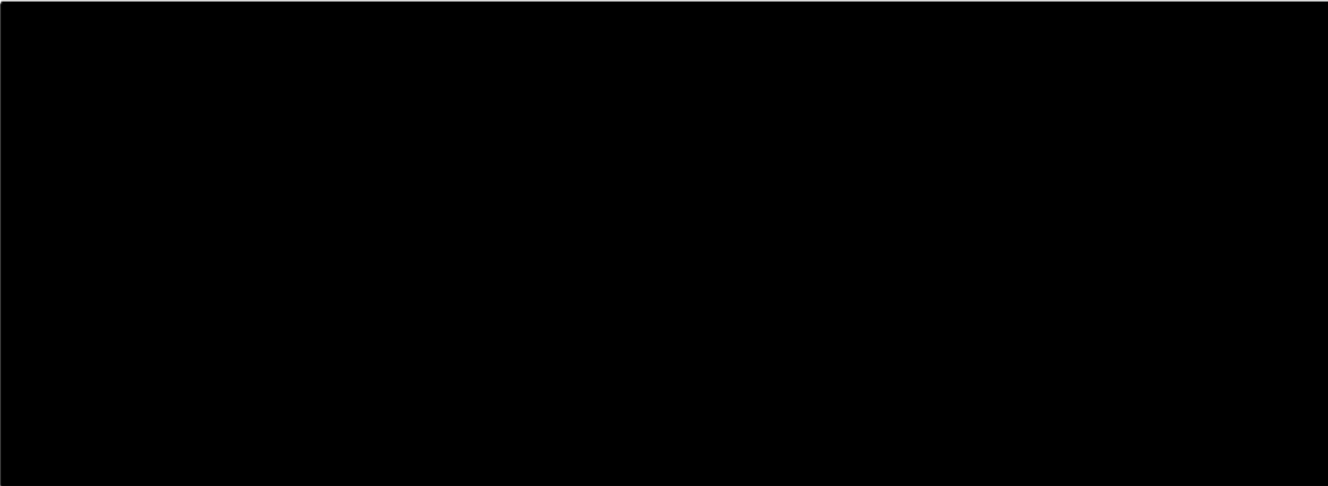
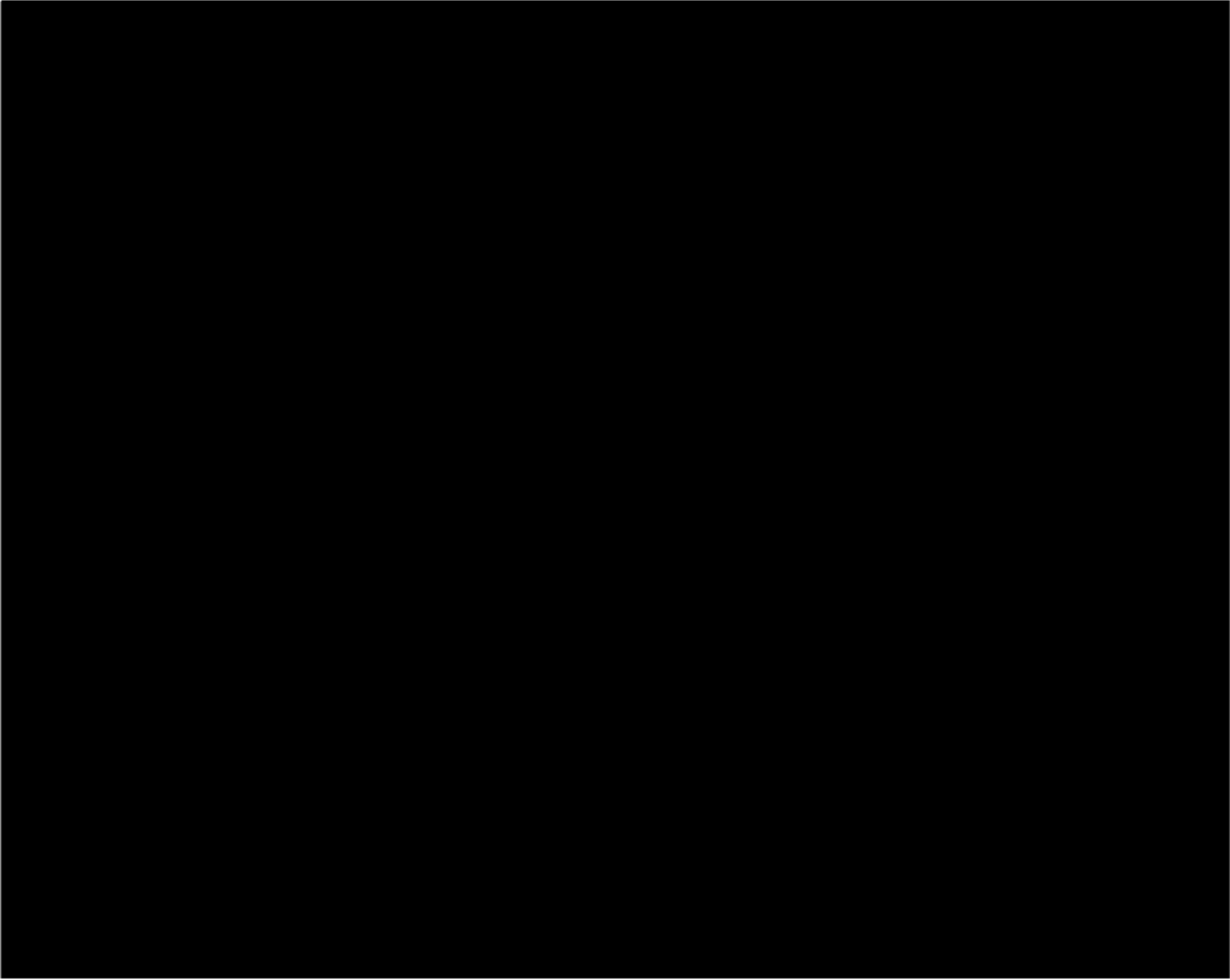


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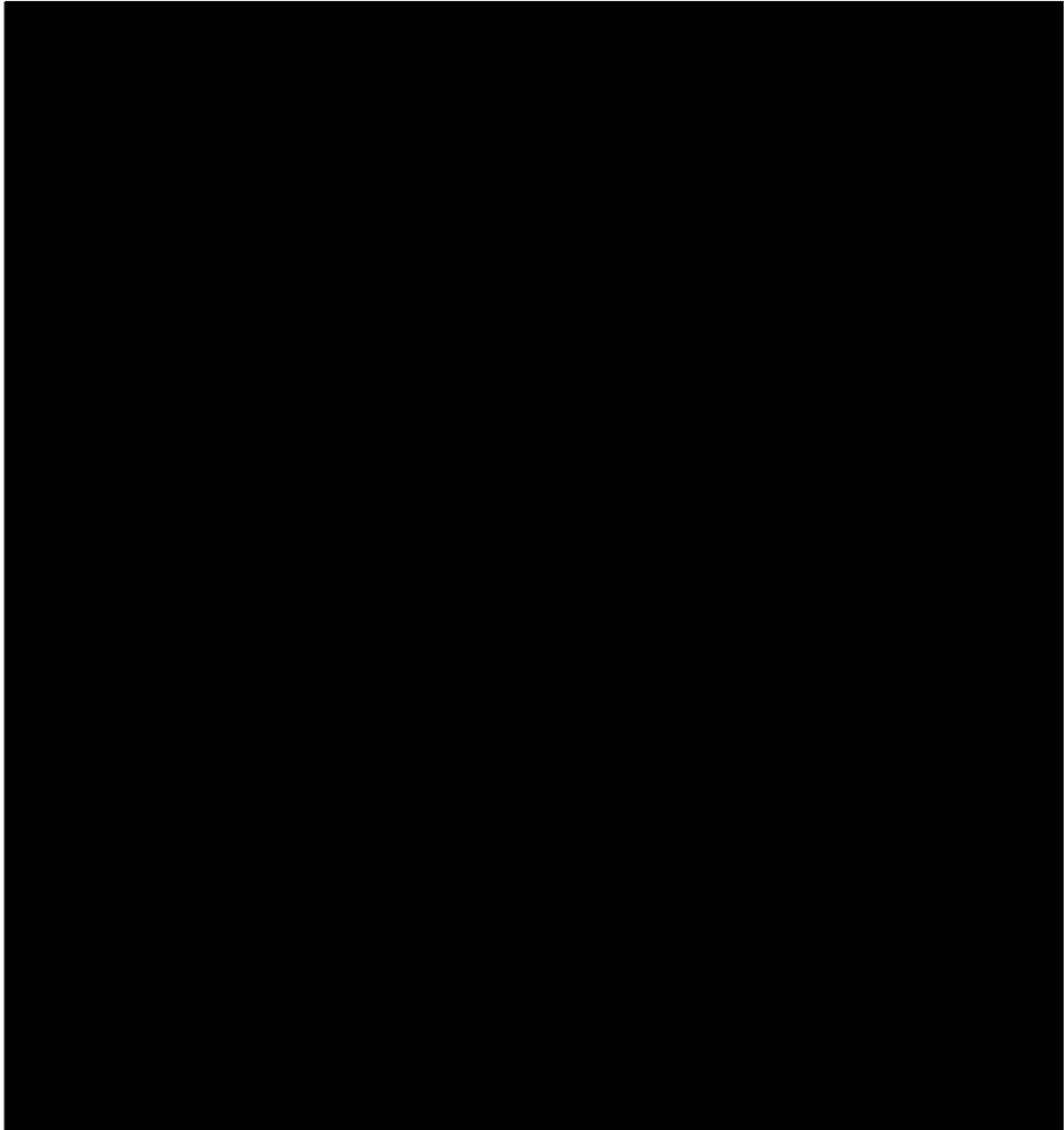


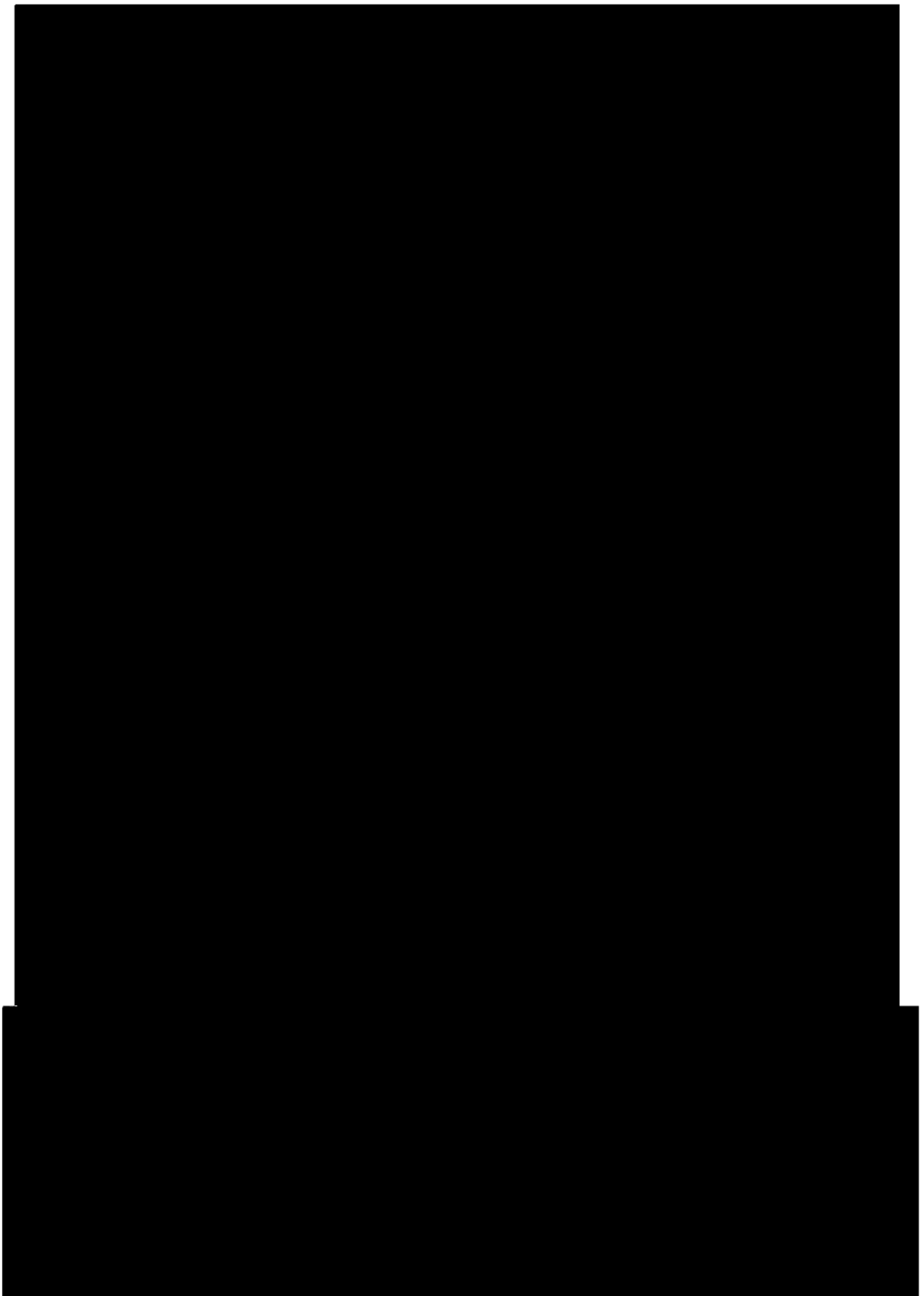






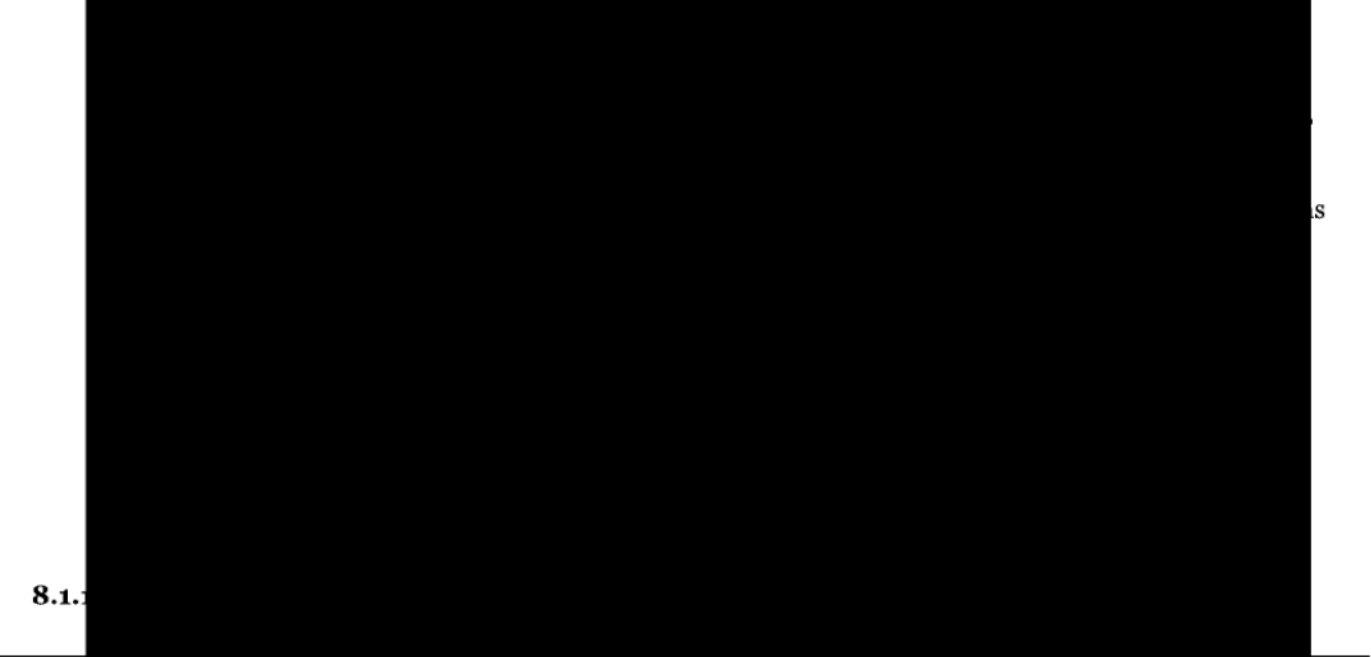
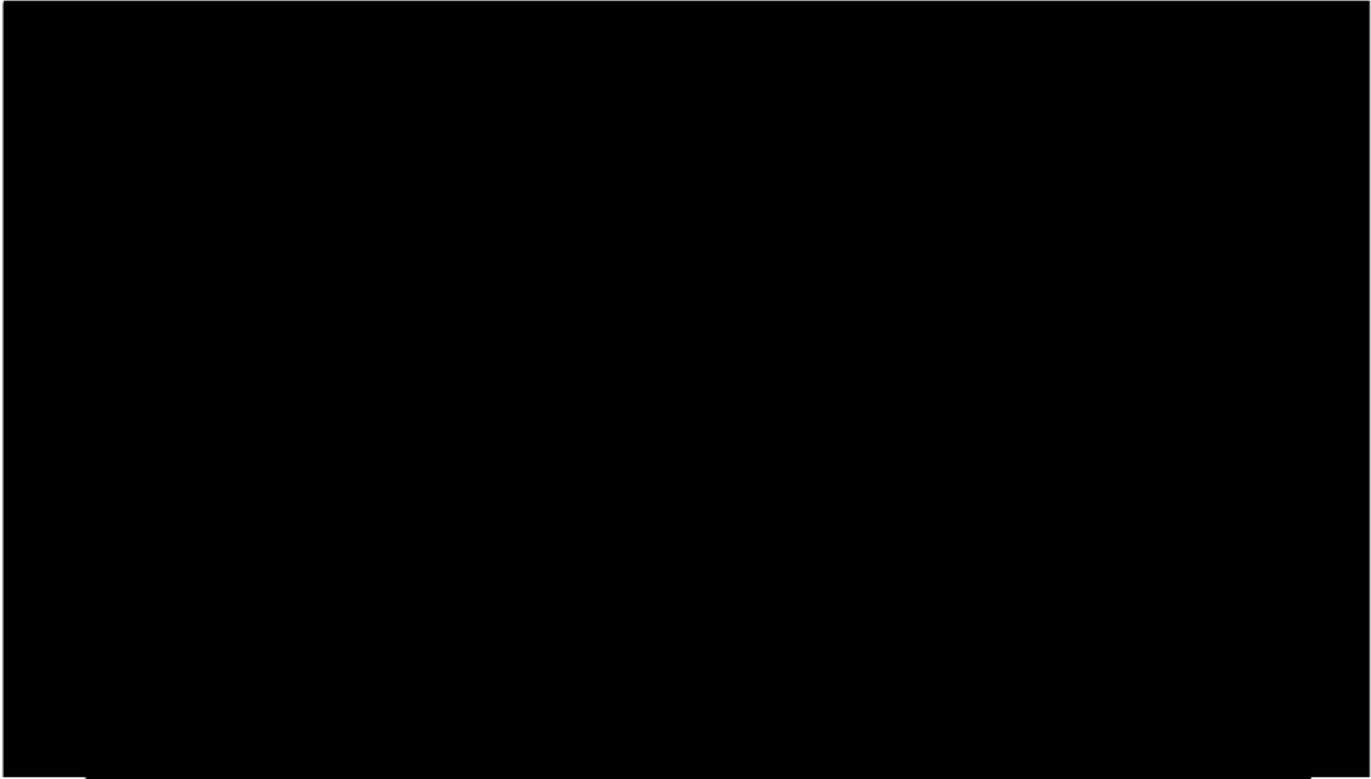






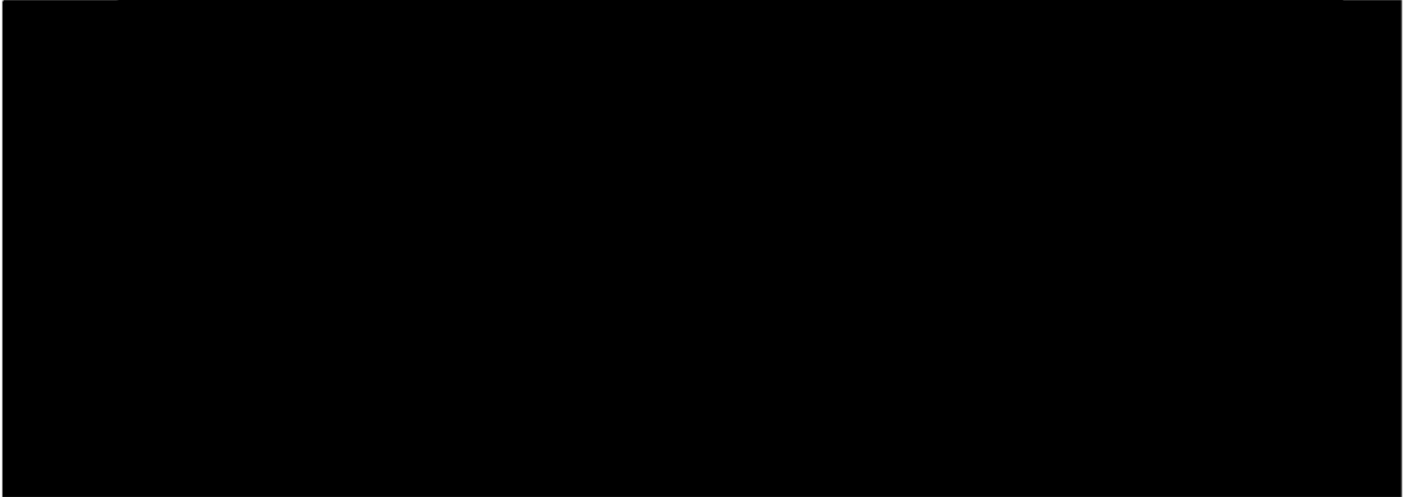


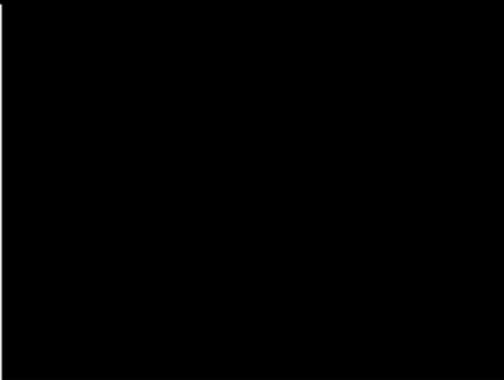
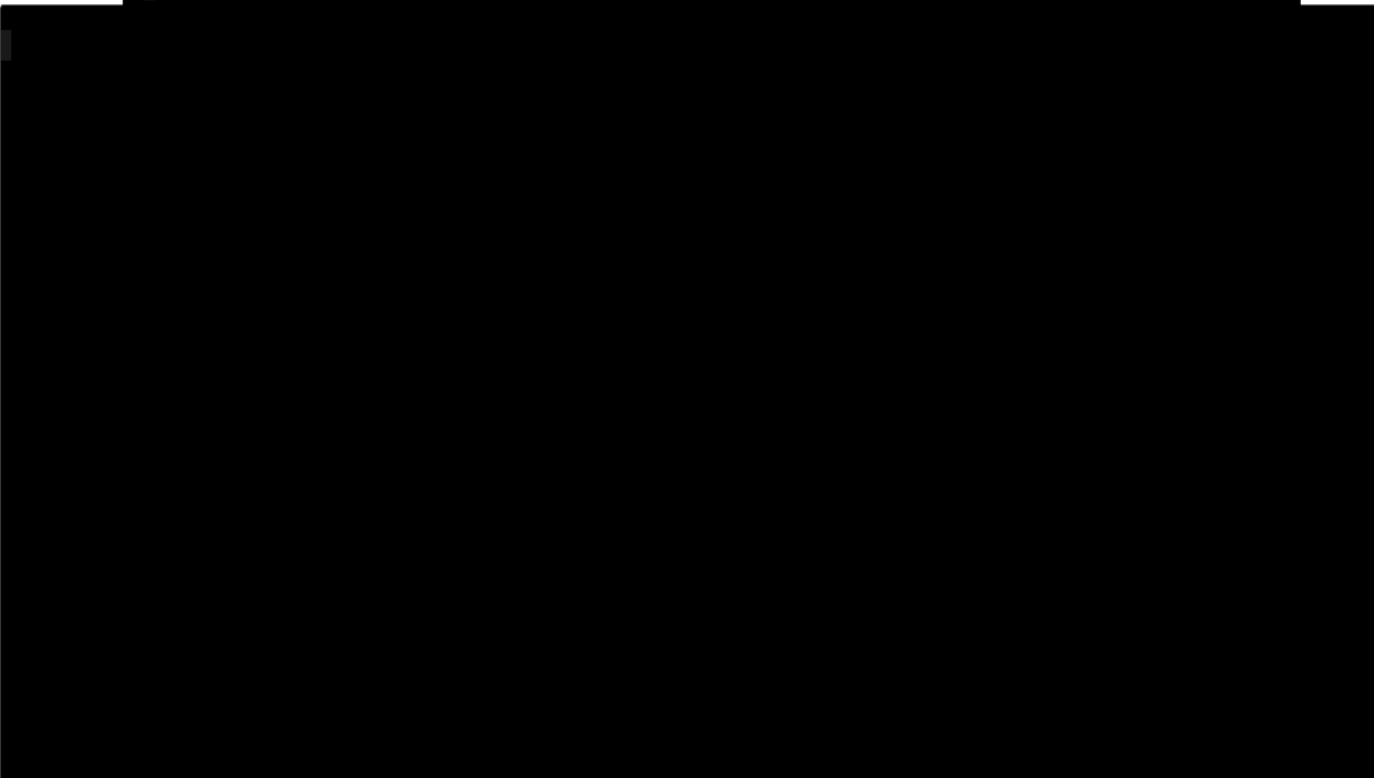
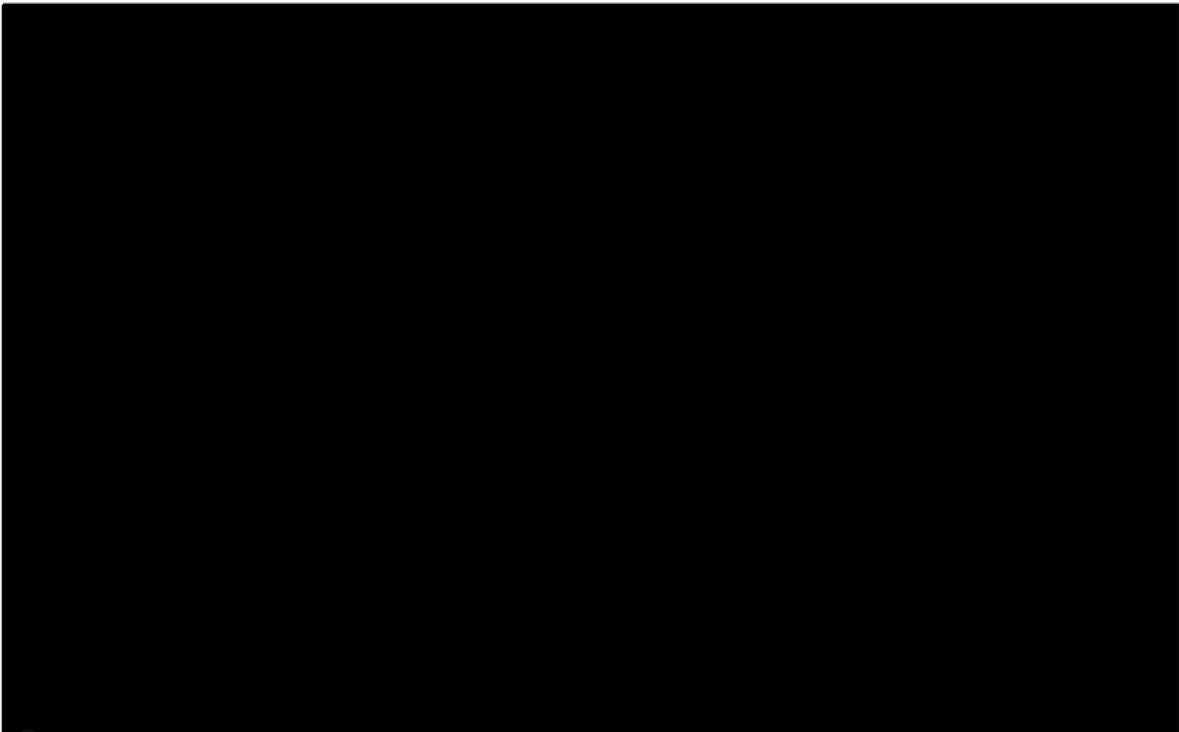


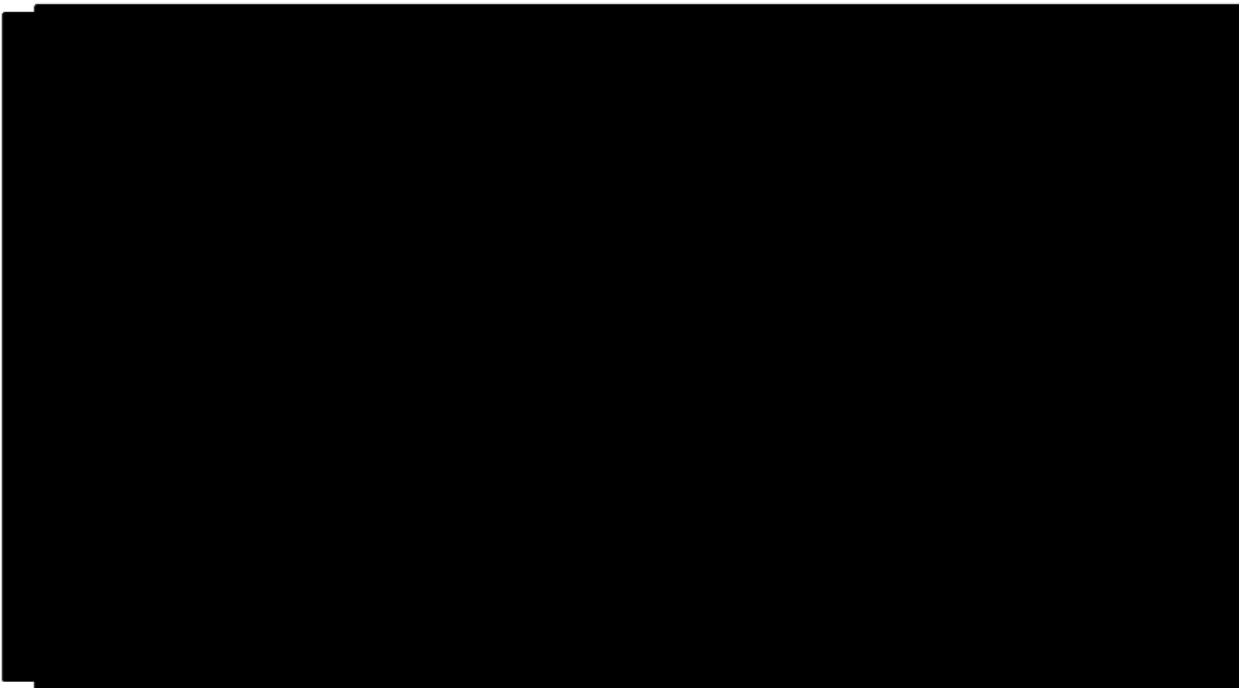


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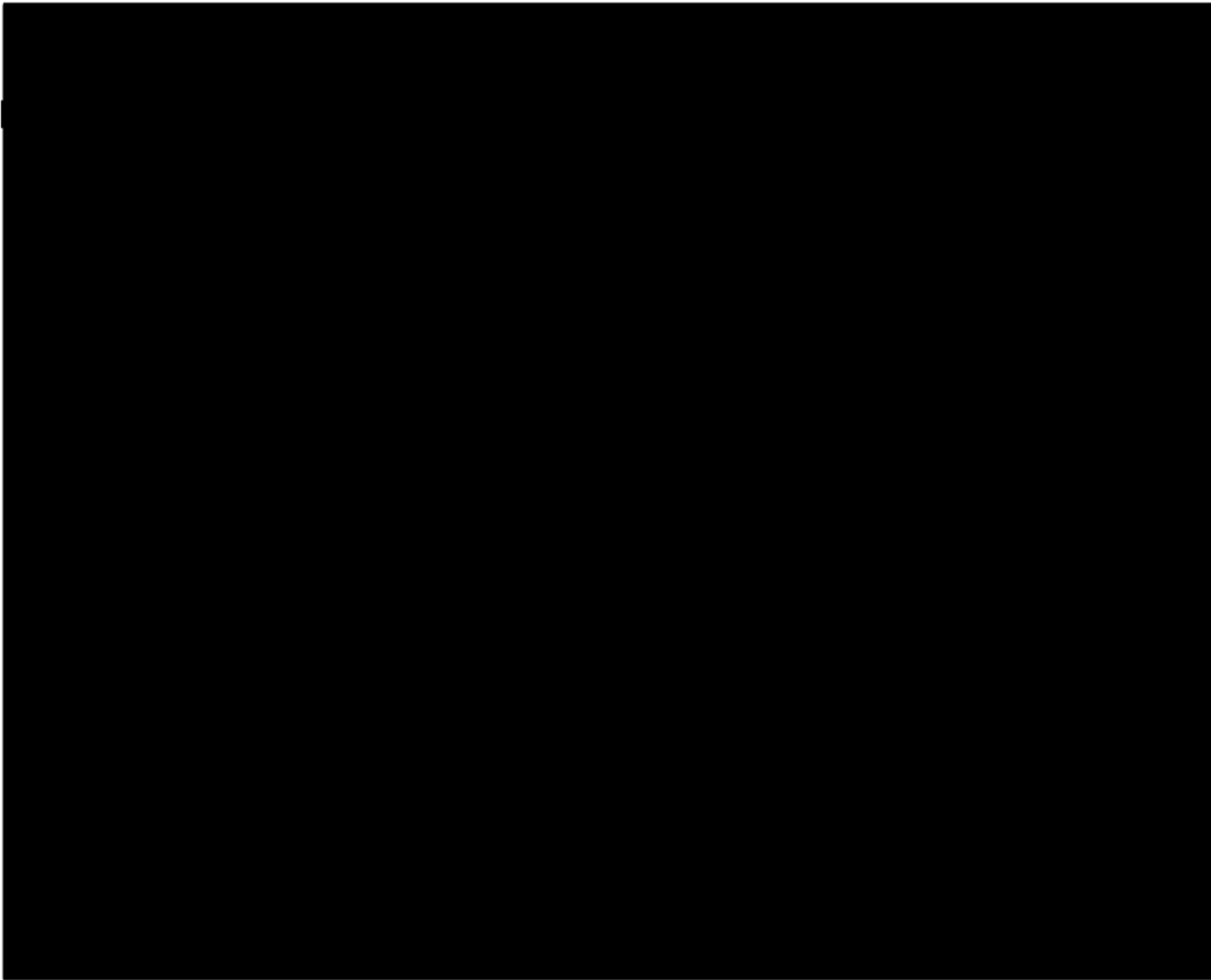
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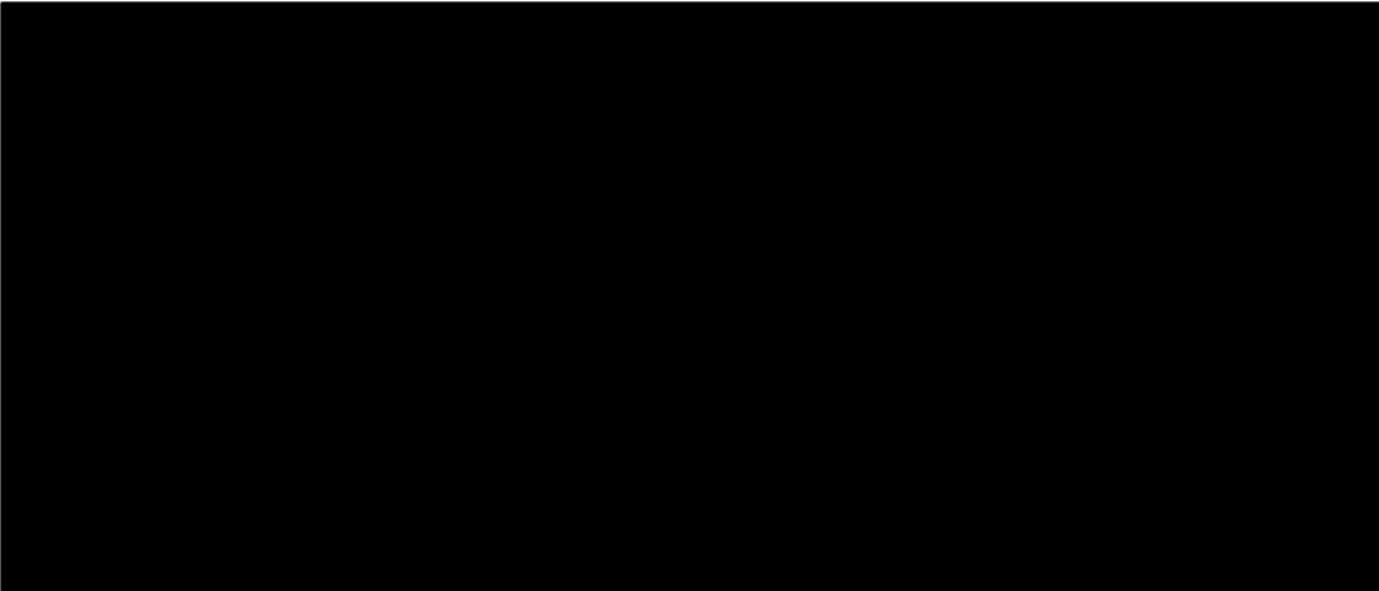
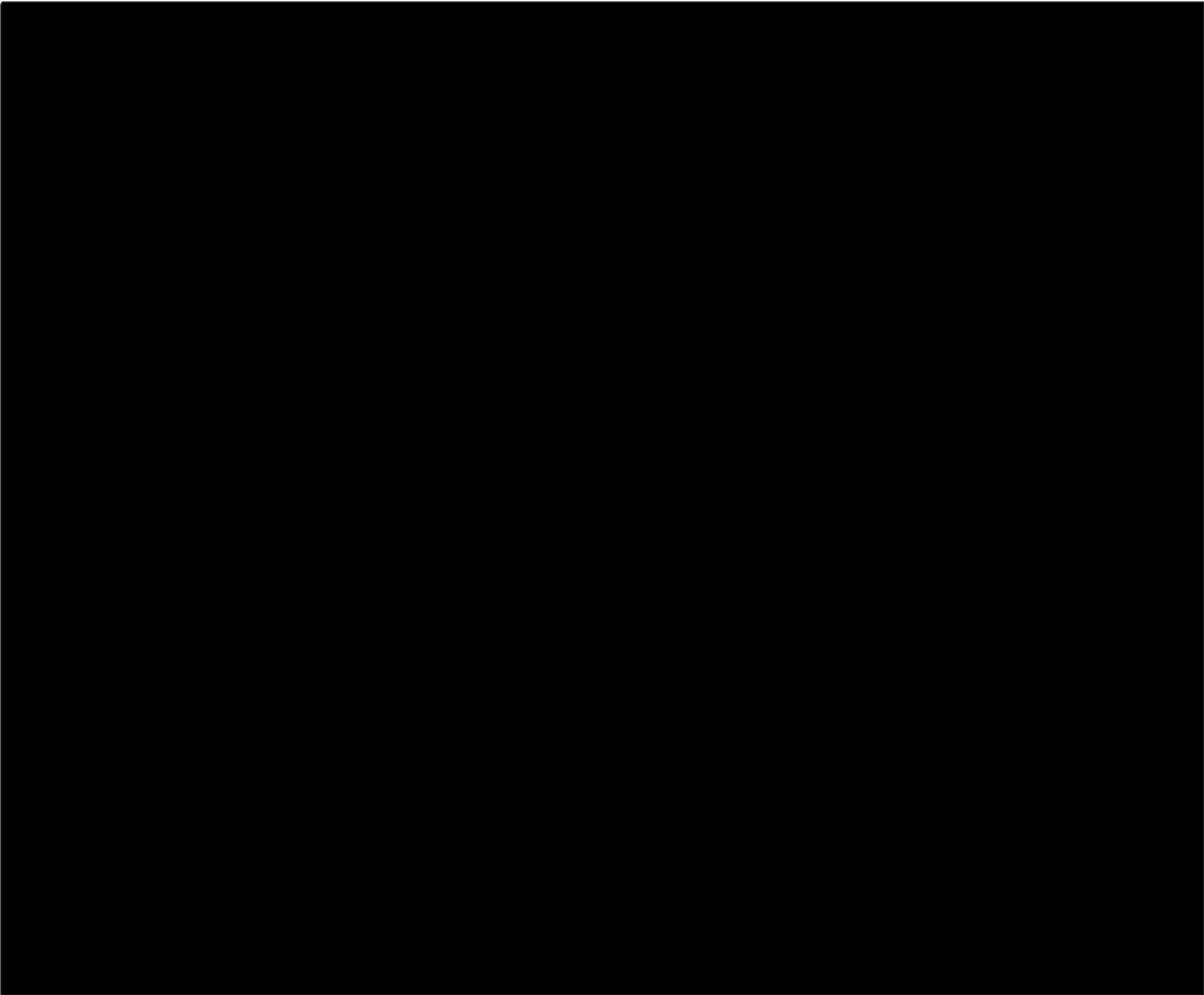


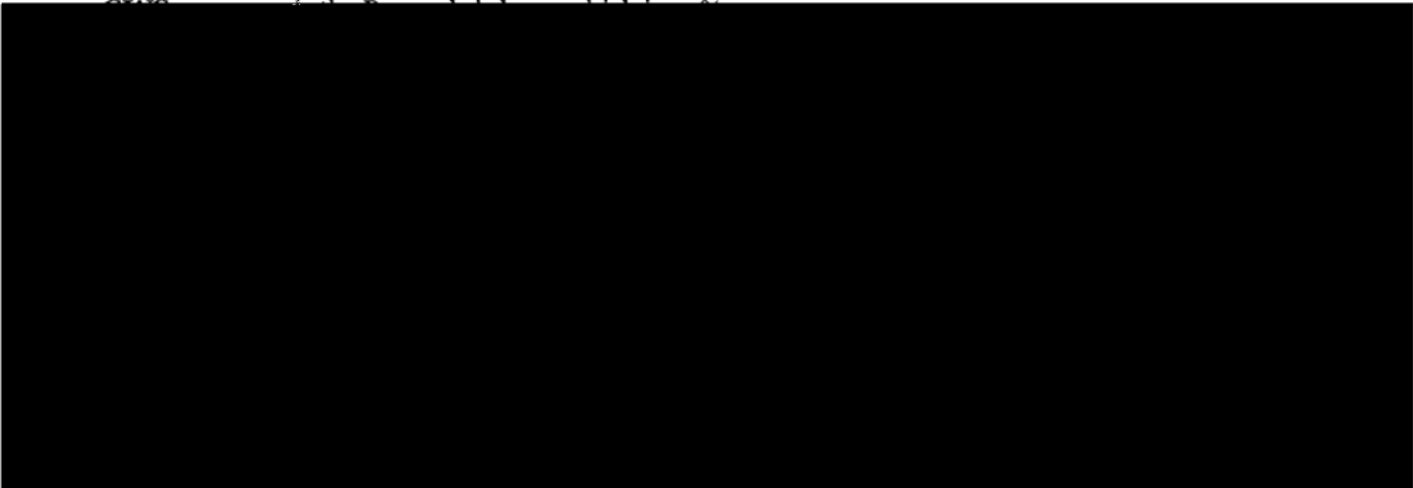
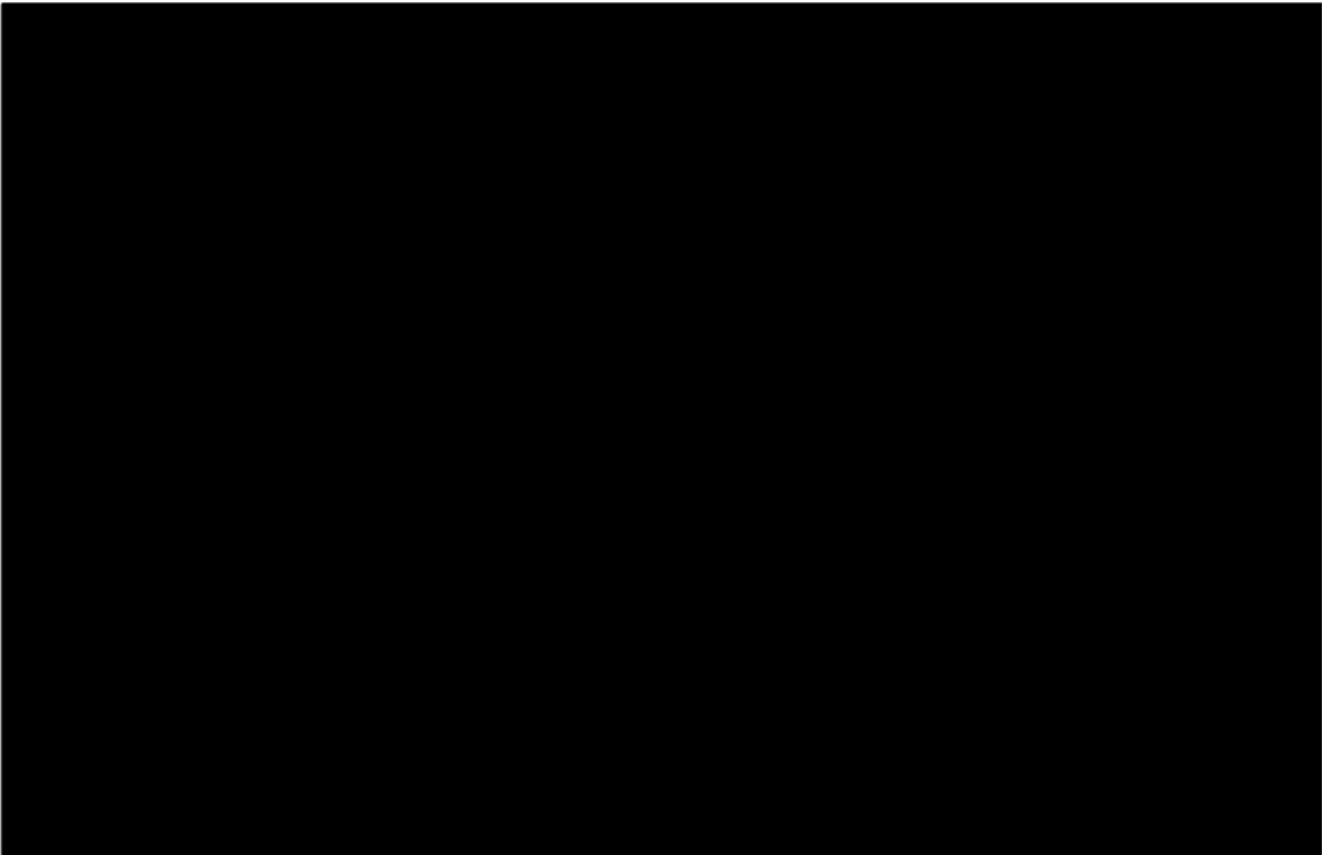
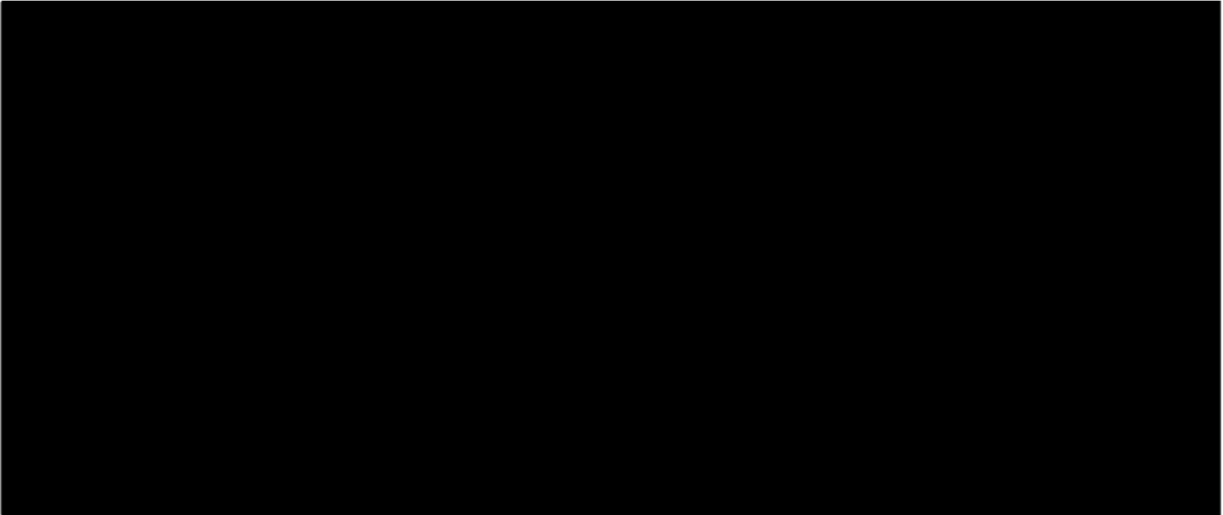




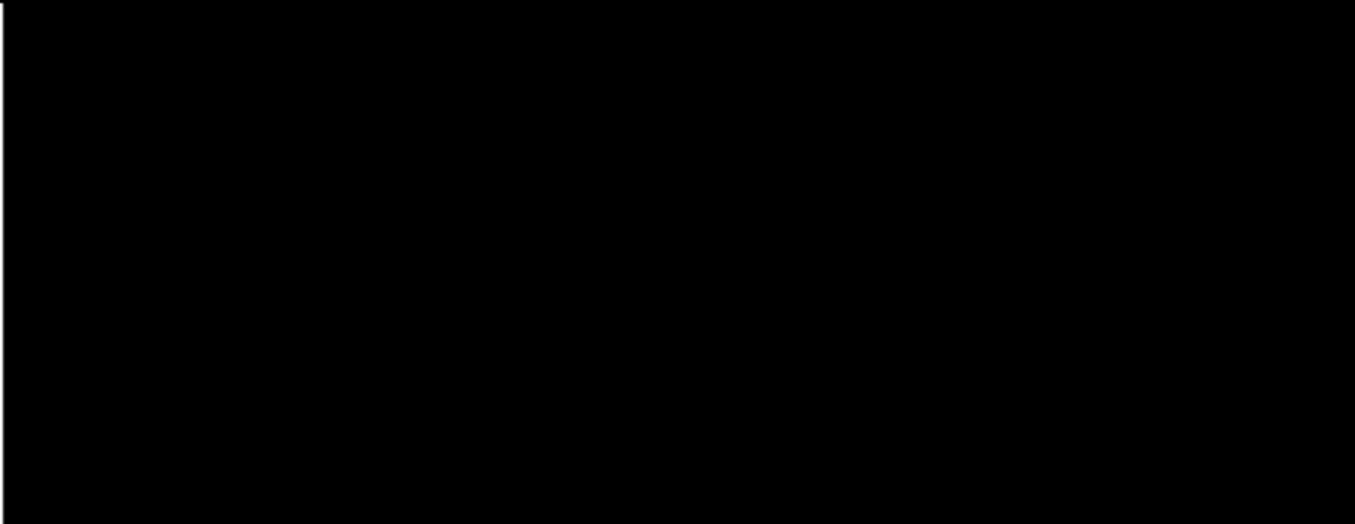
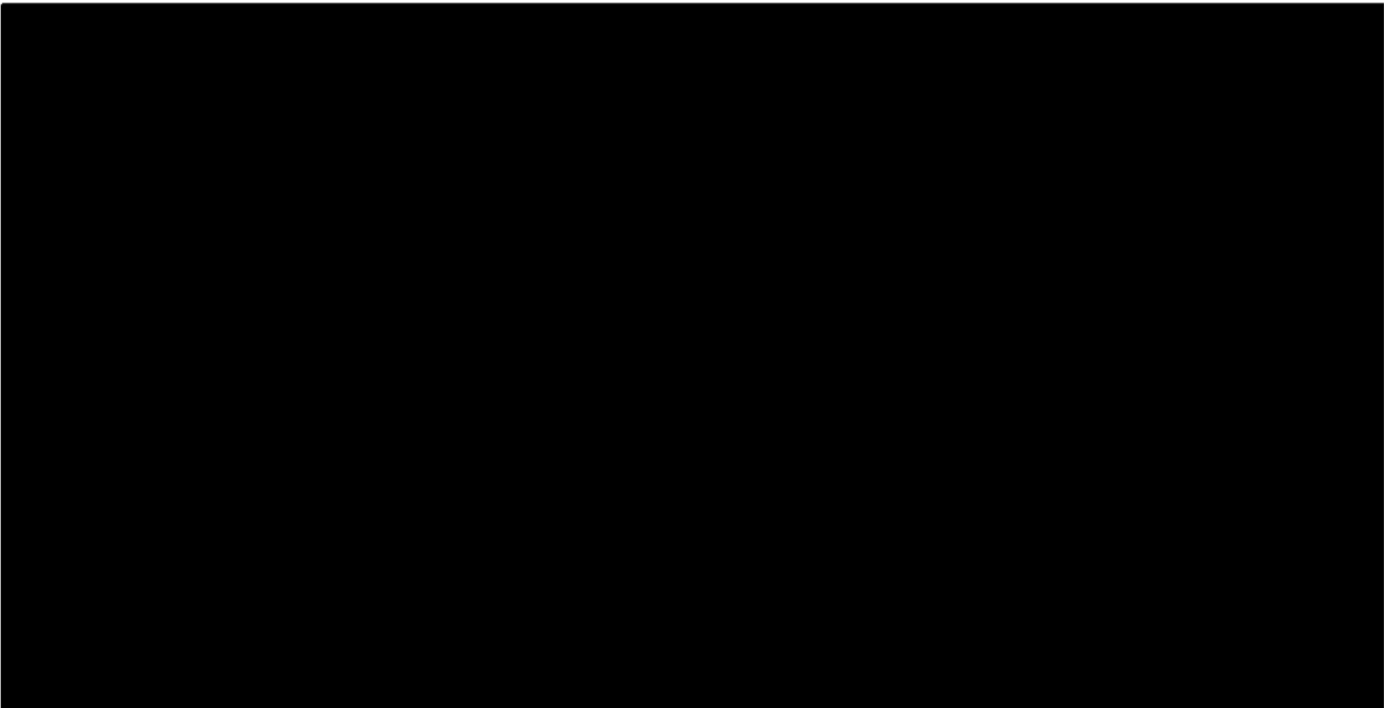
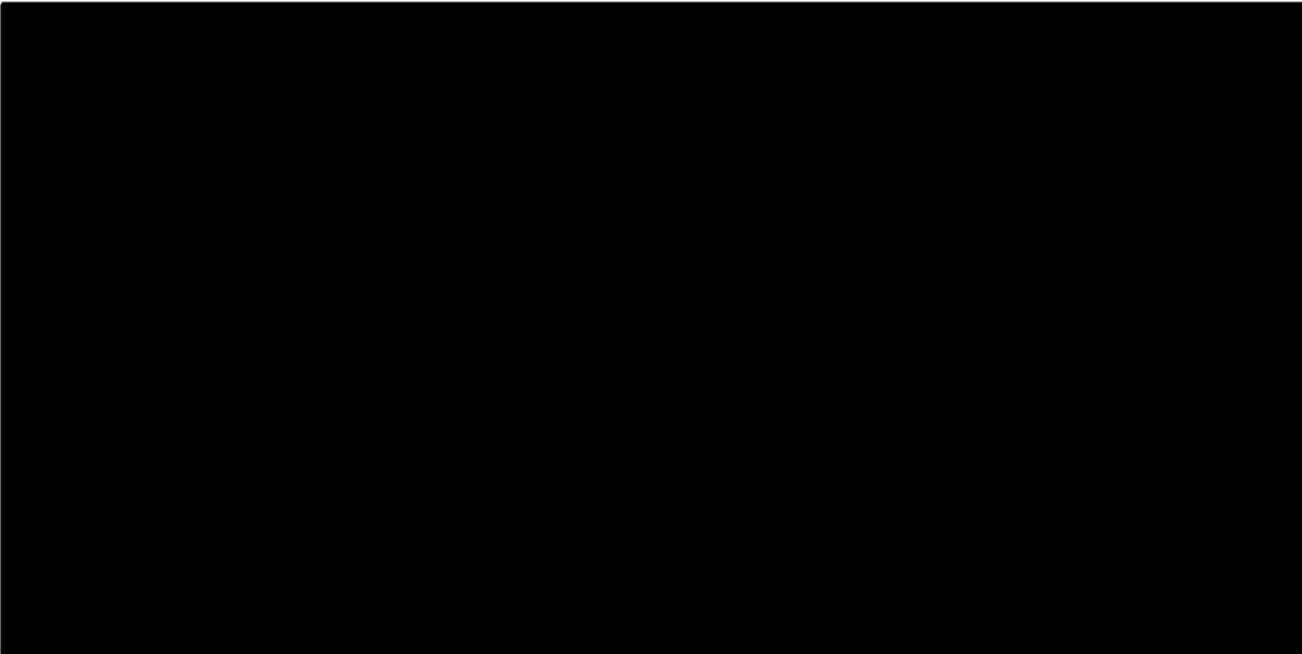












[REDACTED]

[REDACTED]

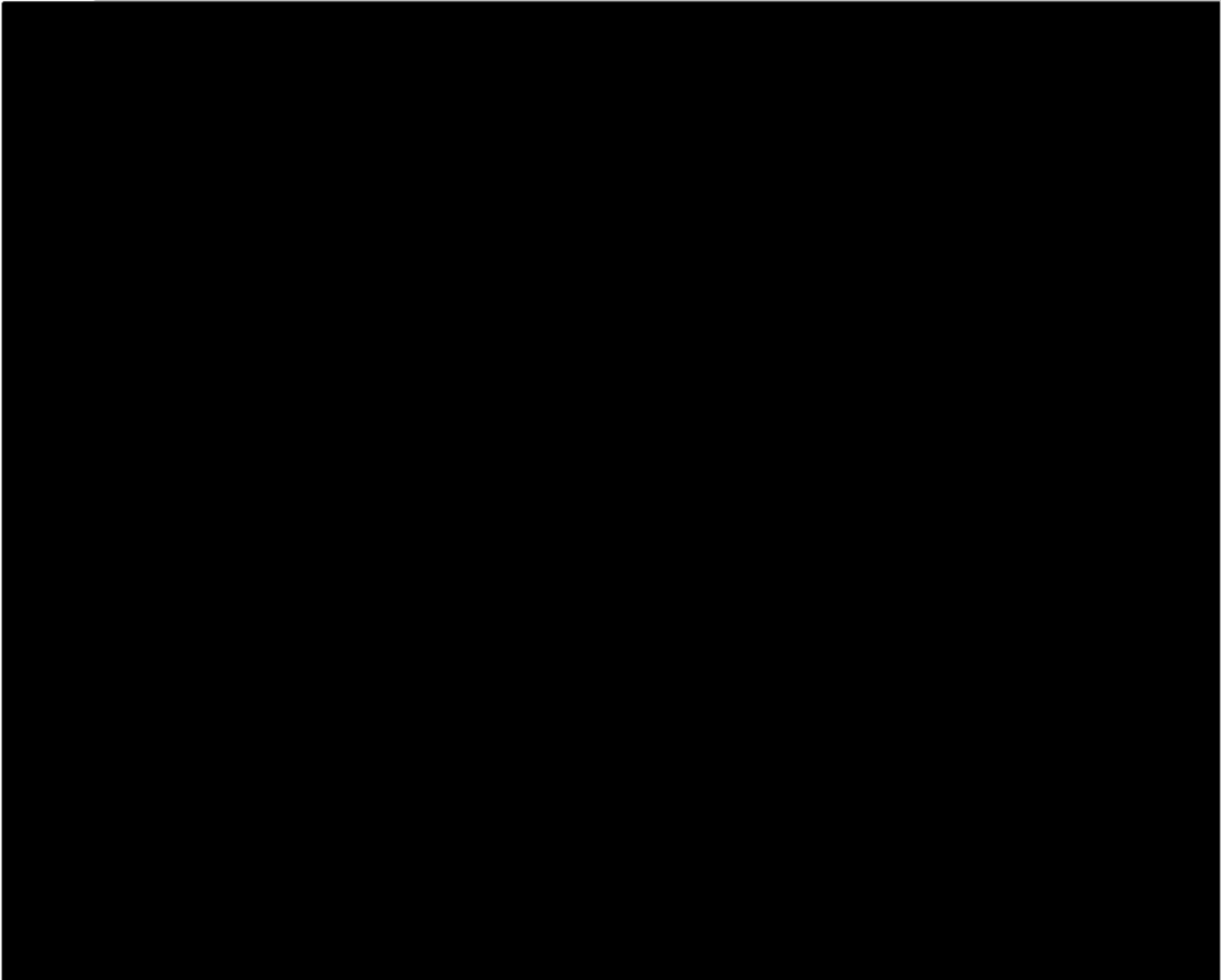
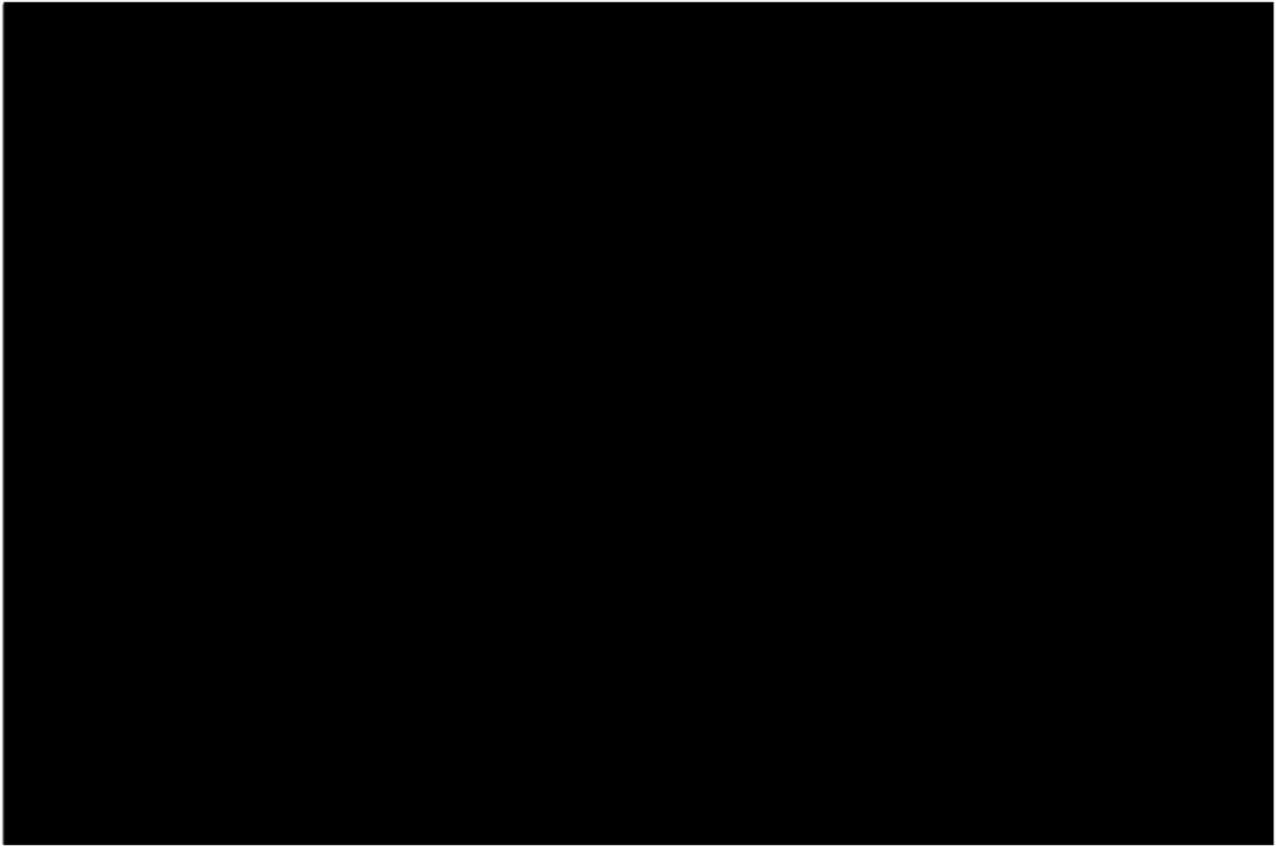
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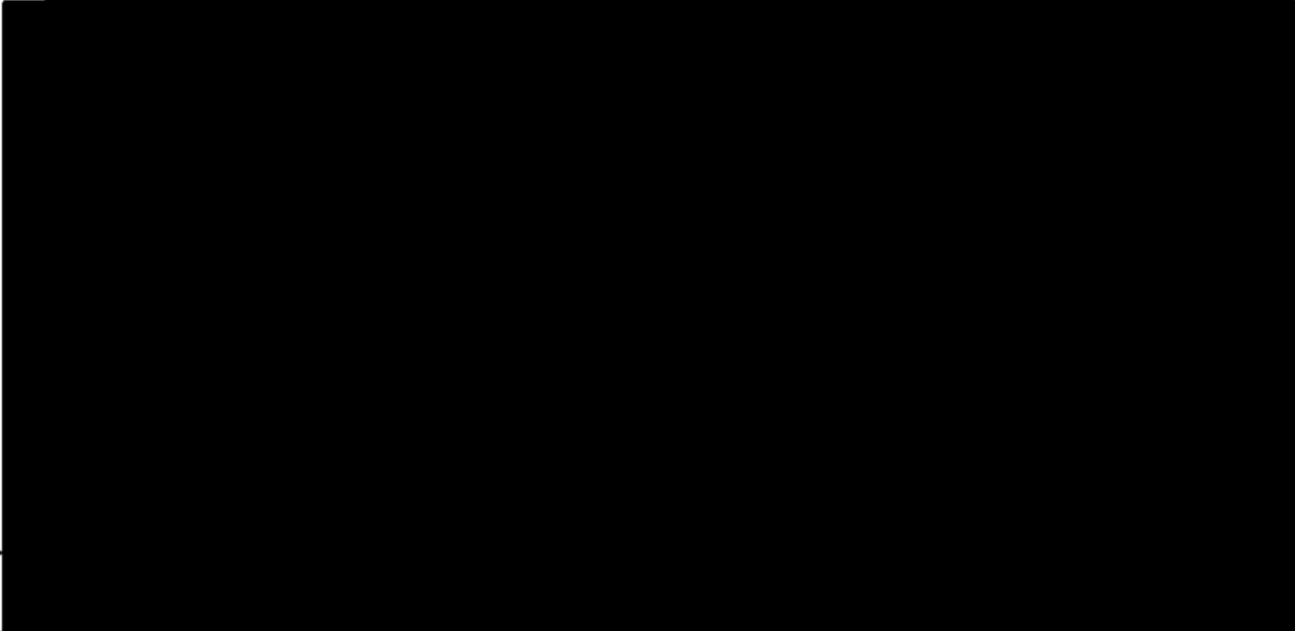
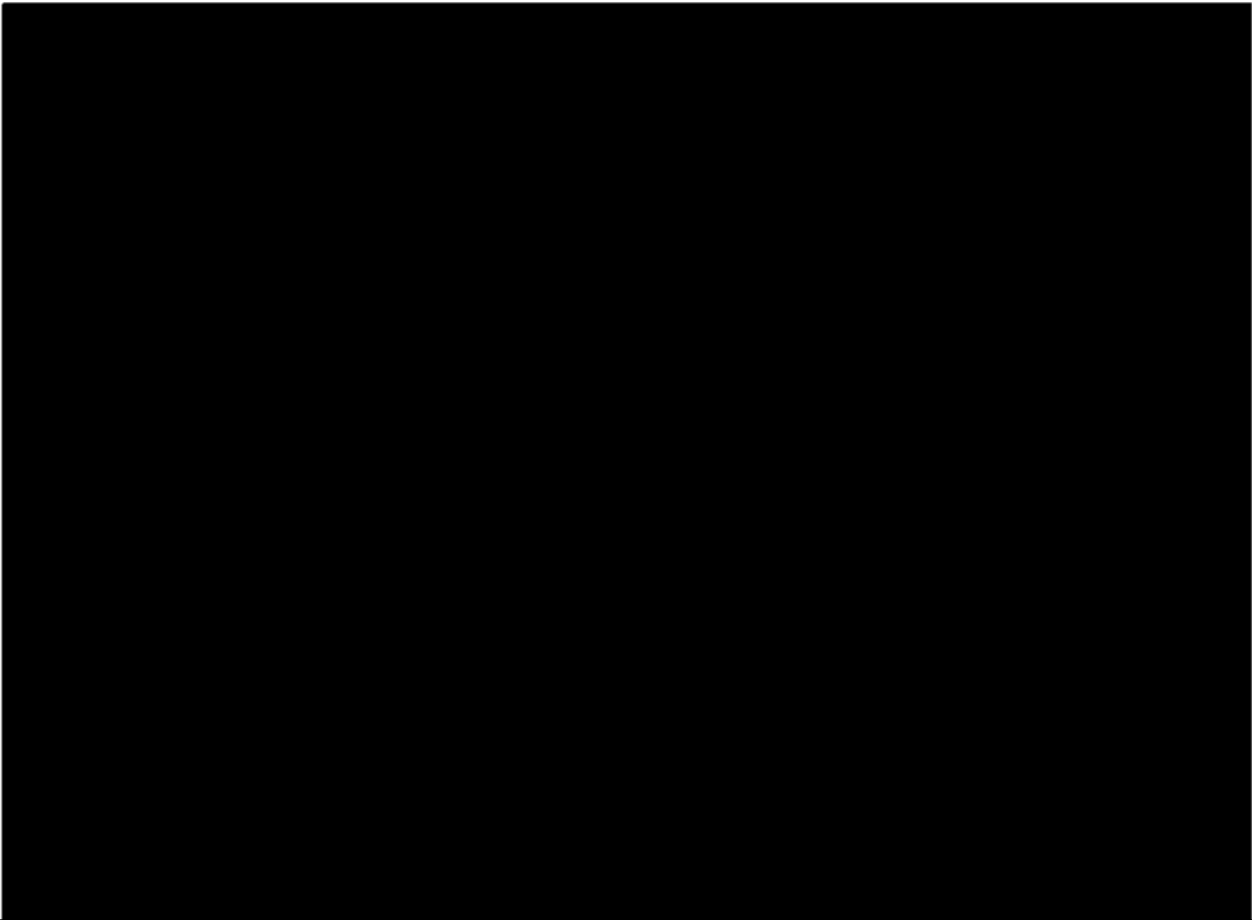
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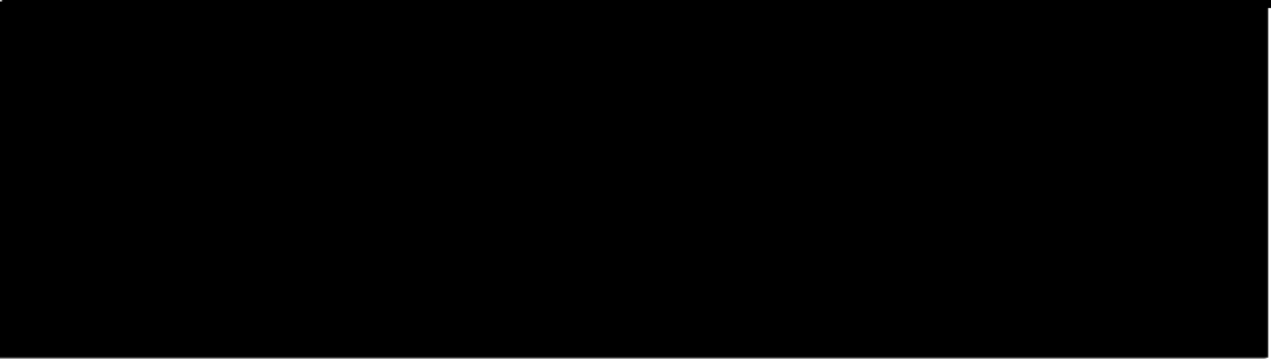
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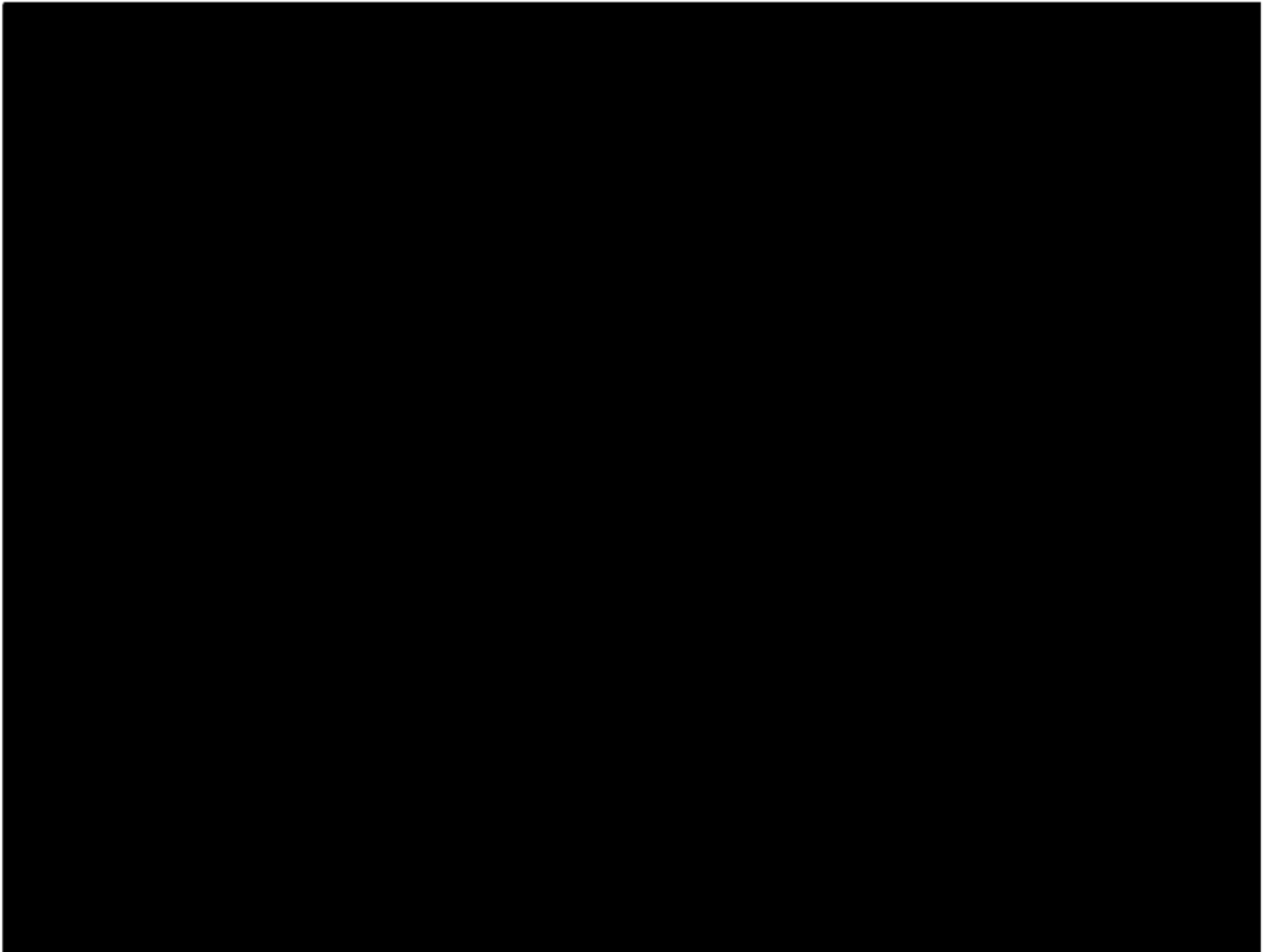
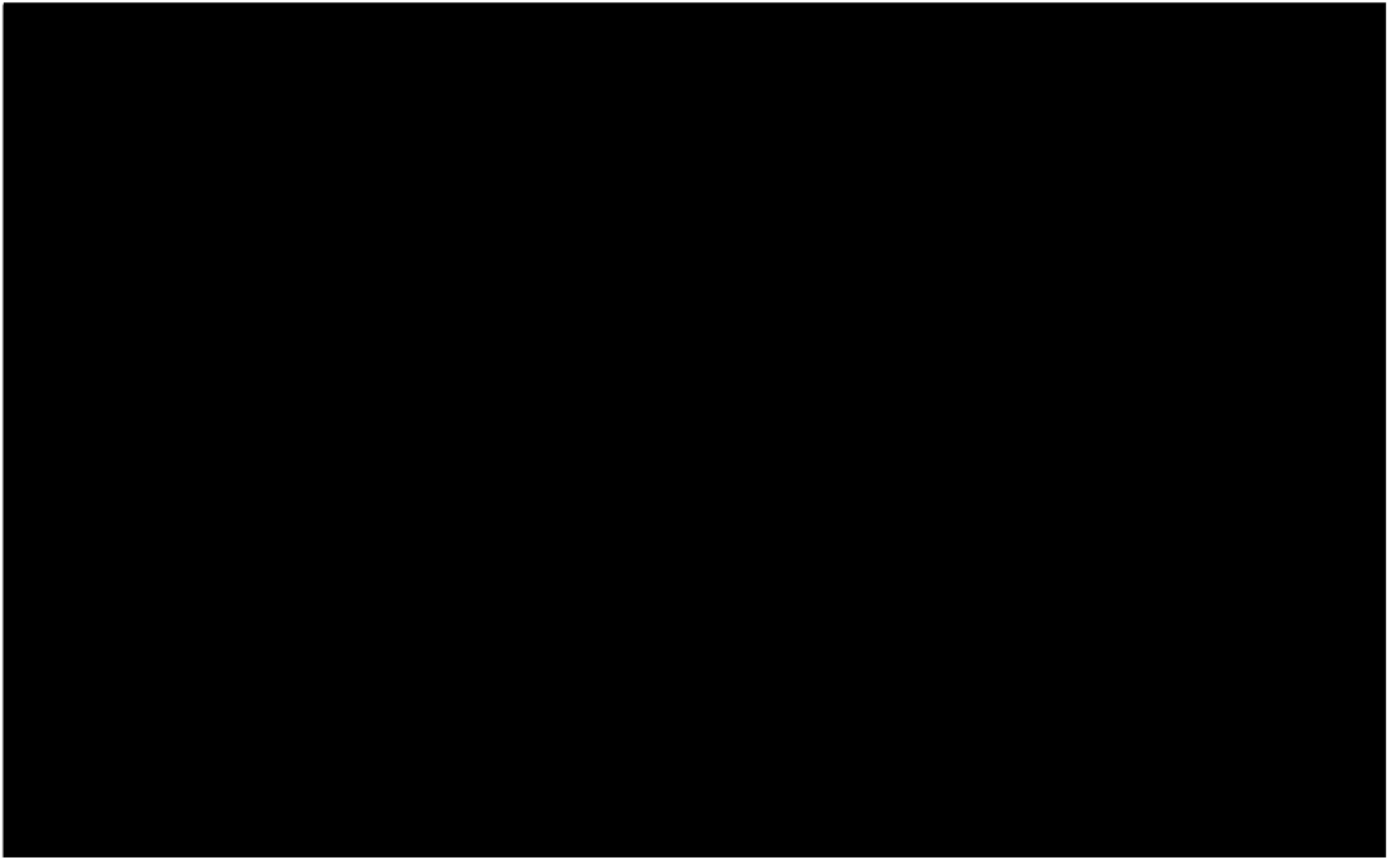


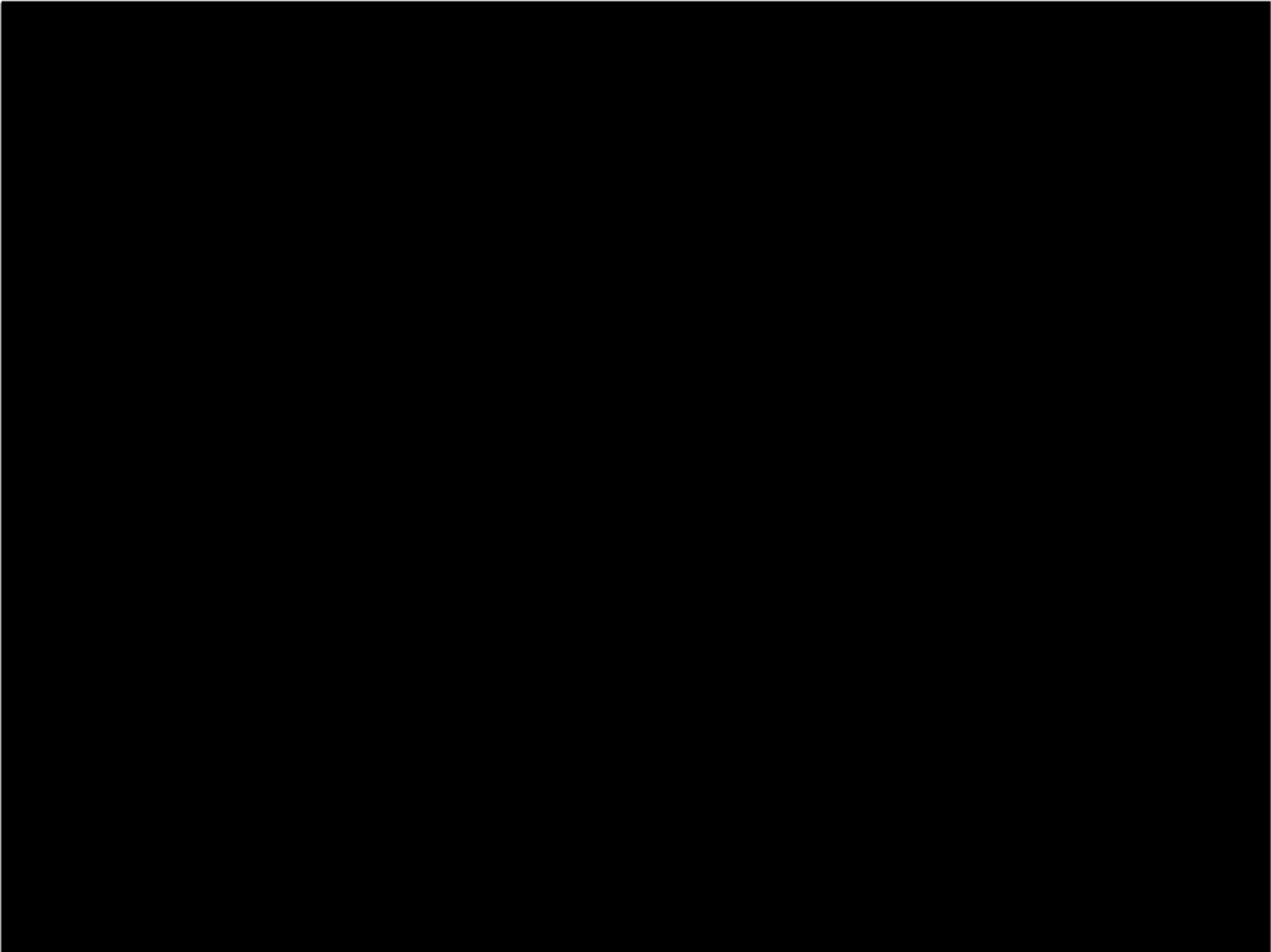
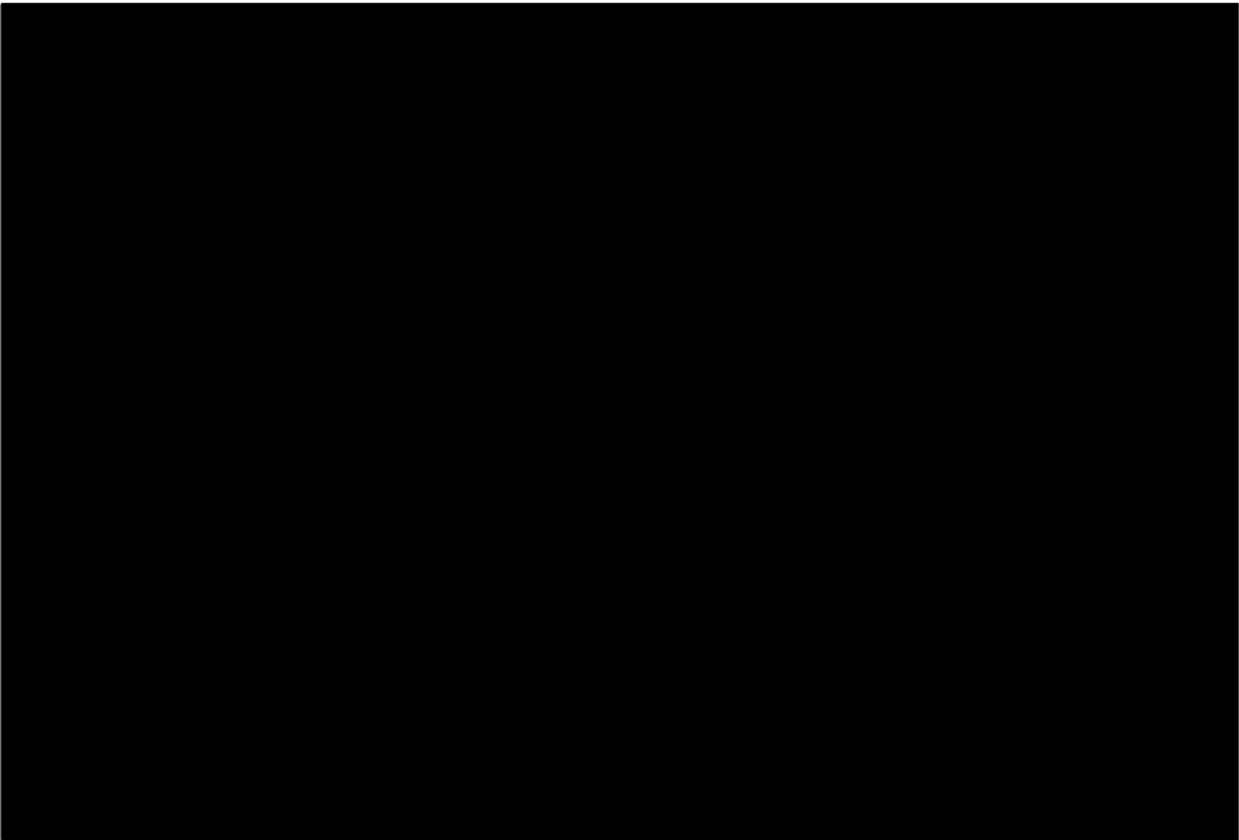


11.4

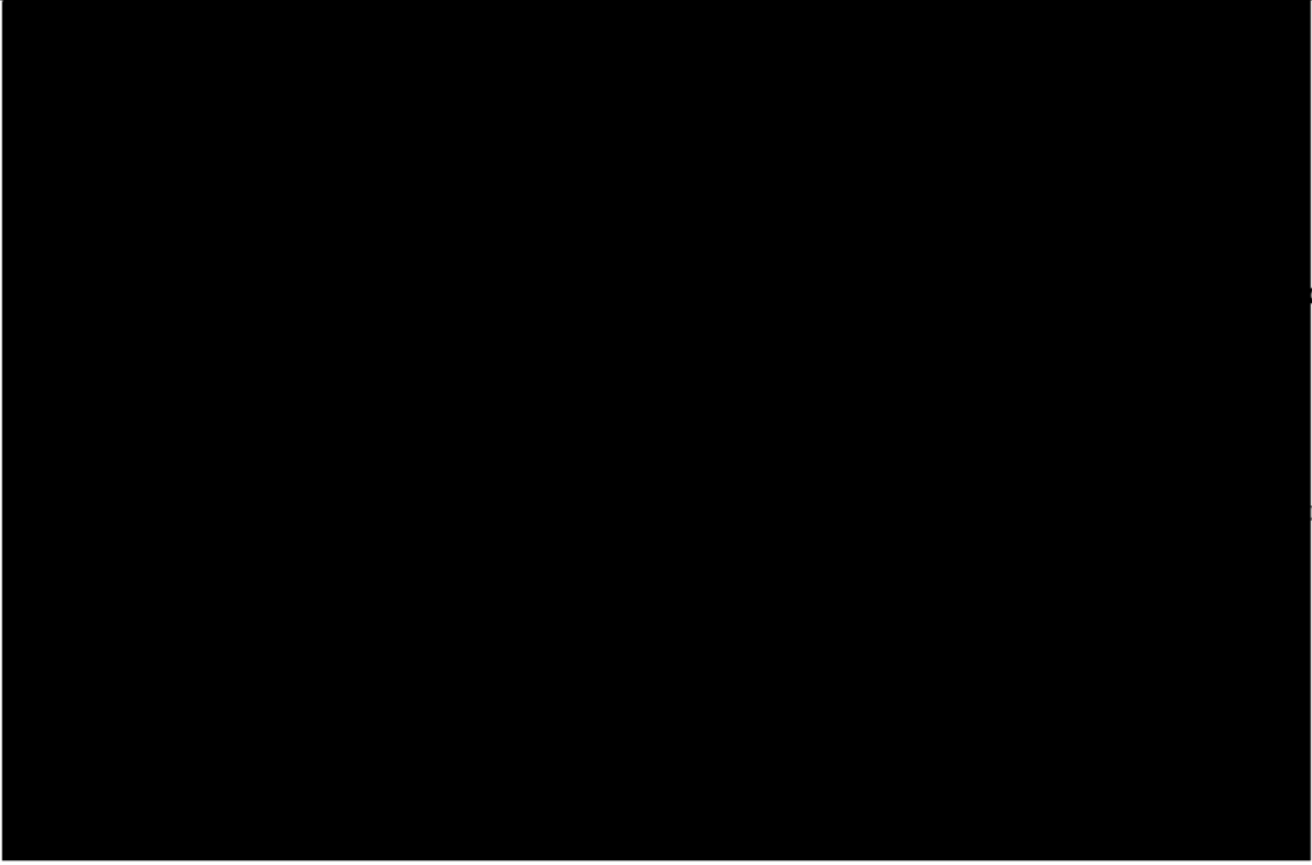
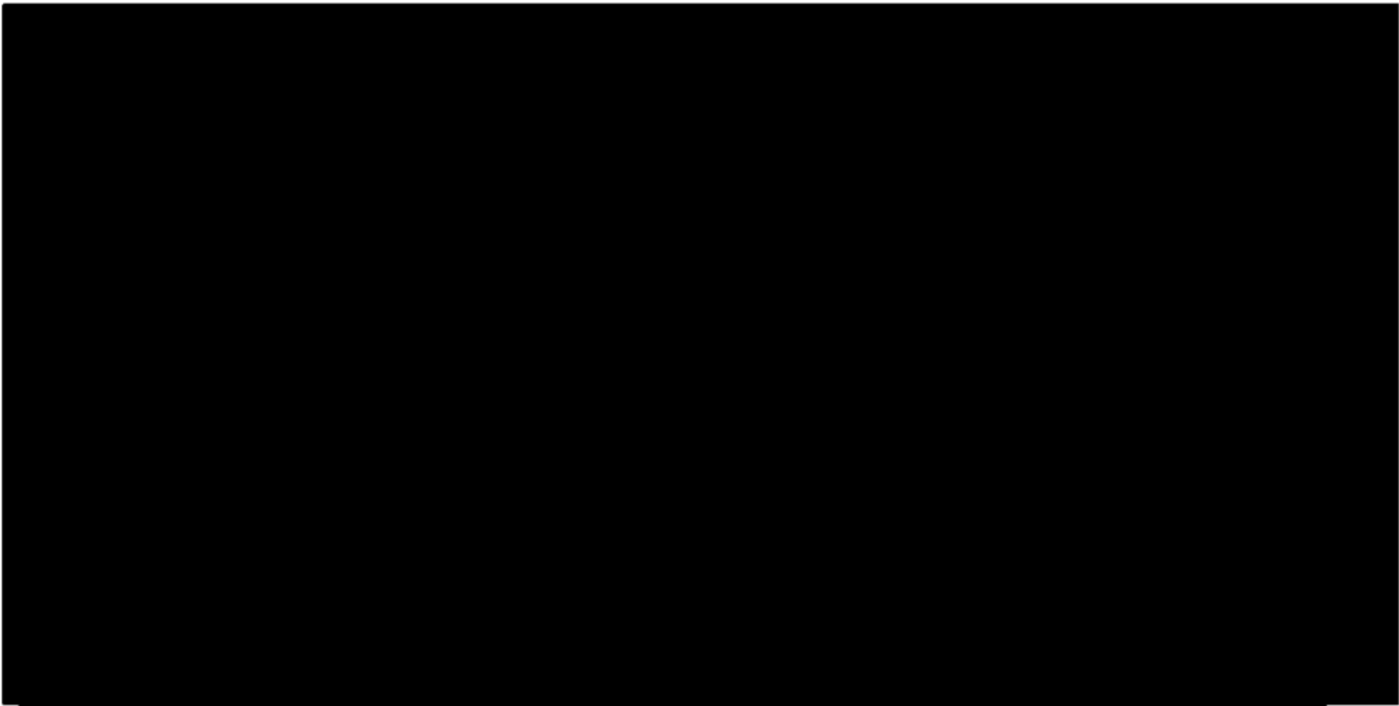






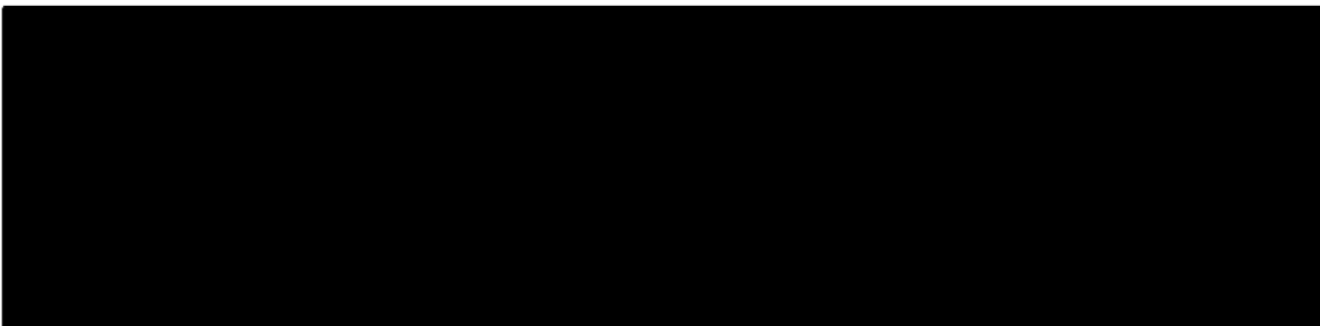




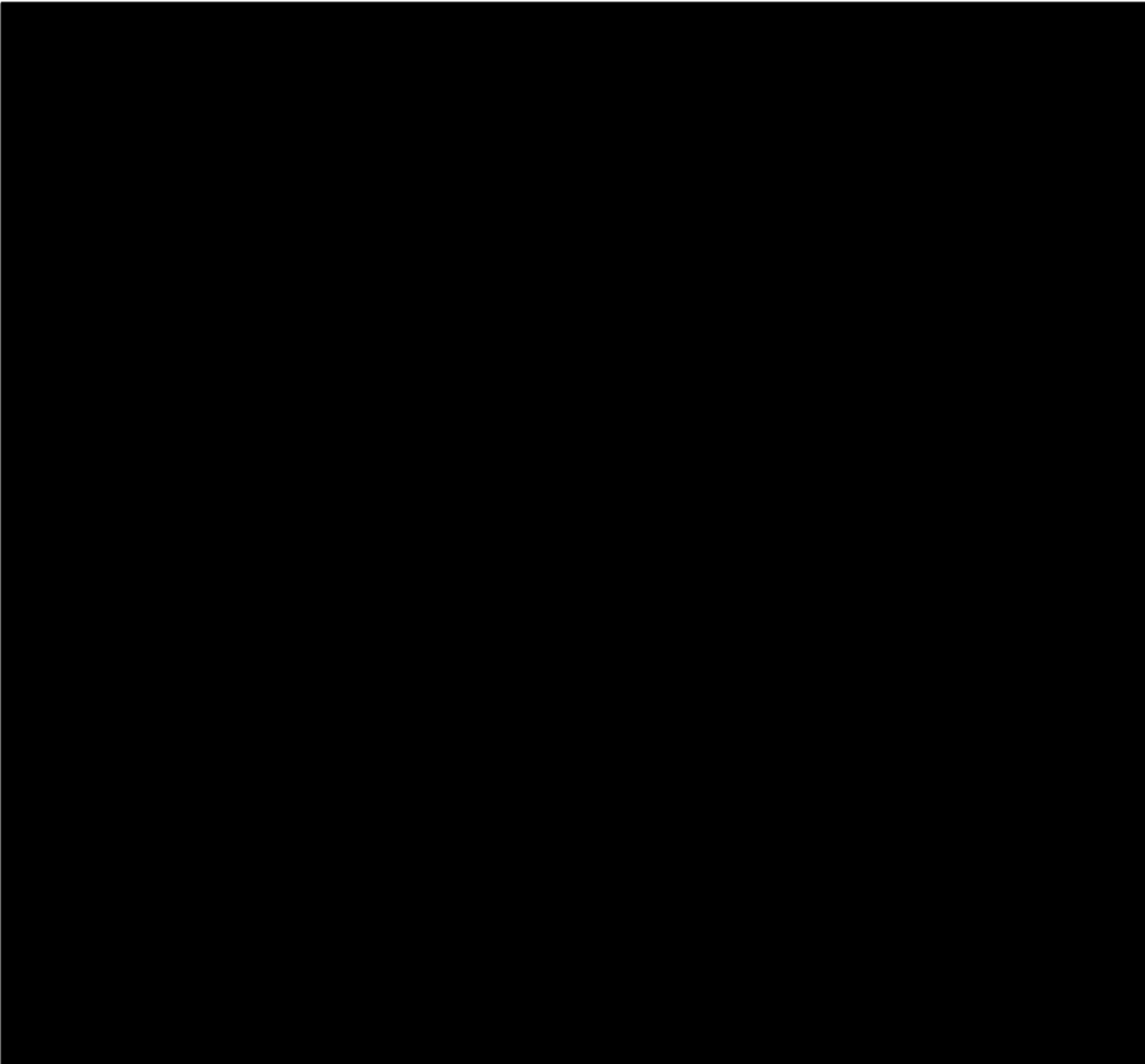


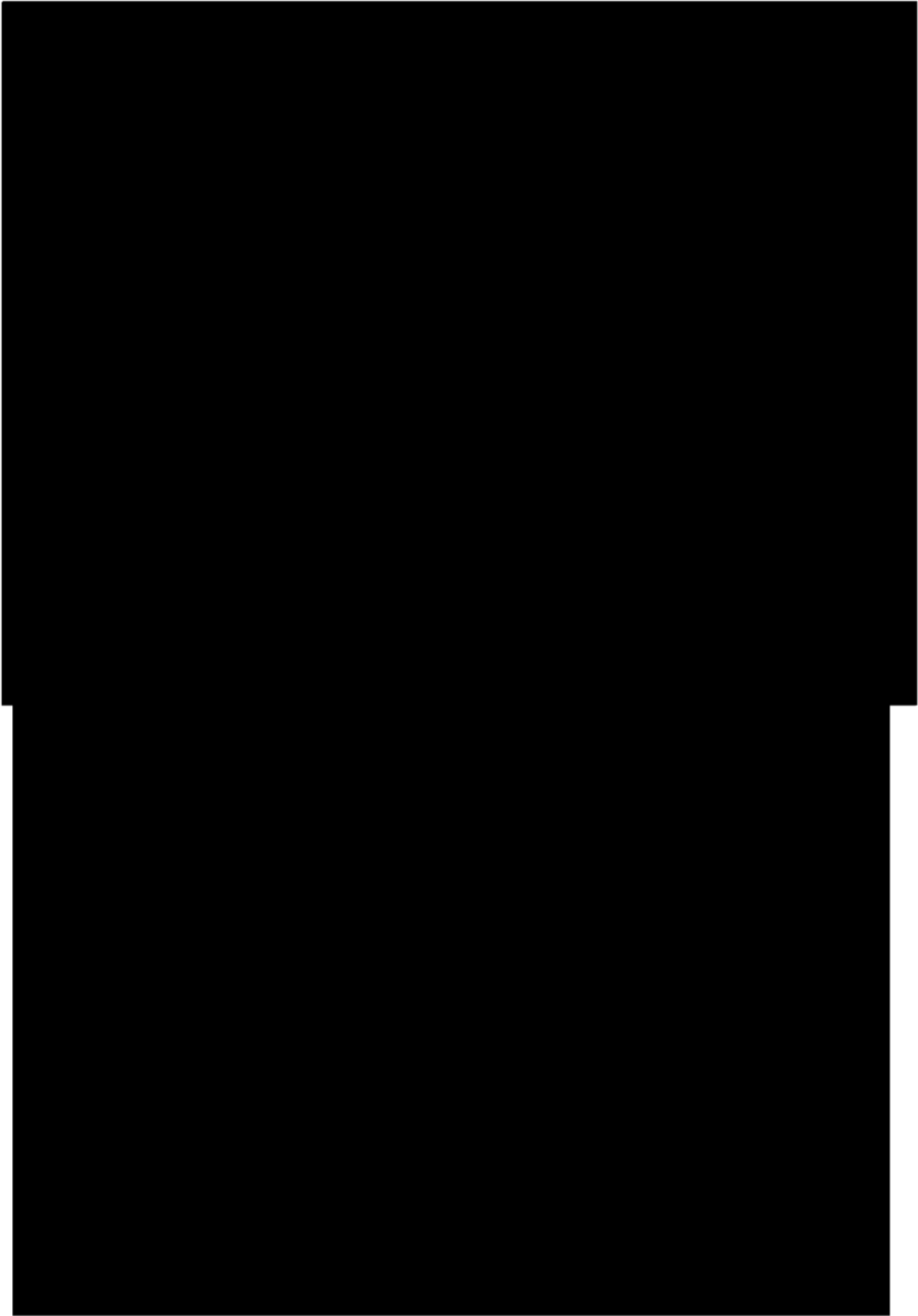
ce

r









[REDACTED]

[REDACTED]

