



# South London Waste Partnership

## Lot 1 Services

*Preferred Bidder - January 2017*

## Technical Response

### Service Delivery Plan 11 – Business Continuity Plan

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## Lot 1: Technical Response

### 11 Business Continuity Plan

#### 1. Introduction

Veolia's accredited Business Continuity Management System will ensure that in the event of any disruption, the Contract is well placed to continue operating without delay to the residents. This Service Delivery Plan provides an overview of the contingencies arrangements that will be established in the event of any disruption, for example, to vehicles, depot, delivery points, staff and ICT provision at the Contract.

#### Business Continuity Commitments

- *To have a clear Business Continuity Plan to consider continuity and resilience for the services offered to the Partnership*
- *To test the BCP to ensure its ongoing effectiveness*
- *To review and update the BCP in line with any industry changes, updates to the Business Continuity Management Standard, legislation changes or significant operational changes*
- *To train Managers and Supervisors in Business Continuity Management awareness*
- *Maintain the health, safety and welfare of Staff, service users and other stakeholders as the highest priority in the occurrence of any event*

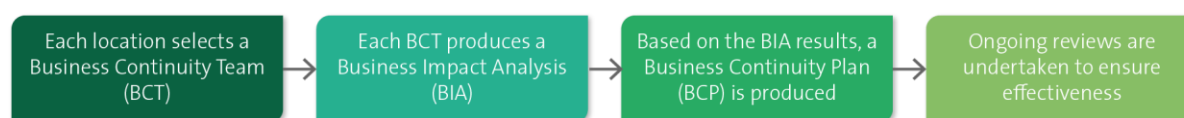
Veolia's Business Continuity Management System (BCMS) is accredited to ISO22301, the International Standard for Business Continuity. The BCMS aims to identify potential threats to Veolia's business operations and their consequences. It then assists in the prioritisation of functions and services so that Veolia is able to ensure an effective response should the need arise.

Veolia's BCMS is embedded within the organisation and will be applied to the Partnership. Veolia will establish an organisational structure and supporting procedures to facilitate an effective emergency response and to protect the safety of all employees, the local community and the environment. For this reason Veolia has developed a three part strategy that comprises of:

- The Emergency Management Plan (designed to deal with events such as fire, floods, power, communication failure, sabotage, loss of personnel and premises, terrorist activity and civil disorder immediately post event).
- The Crisis Policy (dealing with all communication issues arising) - see image below.
- The BCP which will provide the structure to enable effective recovery of the affected business unit.

In the event of an emergency, the Emergency Plan and Crisis Communication Procedure will be invoked first in order to protect both the people and the assets, and to communicate to all parties as required. If the disruption continues, taking into account the Maximum Tolerable Disruption Periods (MTDP) for each critical function, the BCP will be invoked by either the General Manager, or the Partnership.

Veolia has a four-step process to ensure disruption is minimised during an Emergency. This process can be seen in the following diagram:



### *Business Continuity Planning Process*

A bespoke BCP will be in place to ensure a comprehensive approach to managing the specific risks and potential disruptions to Services. Veolia's accredited BCMS will ensure that in the event of any disruption, the Contract is best placed to continue operating without delay to the residents within the Partnership and return services to "business as usual" as quickly as possible. An example Business Continuity Plan for Kingston Street Cleansing Depot is included in Appendix 11a.

The BCP will be updated as required should circumstances changes and reviewed every 12 months to ensure it remains up to date.

## **2. Contingency arrangements**

### **2.1 Vehicles, depots, Contractor Delivery Points, and sorting facilities**

#### Vehicles

The approach to phasing of Services ensures that the supply of new vehicles for the services is phased during the initial years of the contract. Our experienced fleet department will carefully plan the procurement process for vehicles to minimise the possibility of delay in new vehicles arriving. In the unlikely event that the vehicles are not delivered on time then support will be provided by our existing services within the Partnership, our neighbouring contracts and fleet hire as discussed below.

Within our proposals we have allowed for a number of spare vehicles to be provided to support the services to the Partnership. These will be service based and shared across the three depots to provide cover for planned/unplanned maintenance and other events. We have allowed for the following number of spare vehicles across the Contract:-

Waste Collection Service	Street Cleansing Service
3 x Standard RCV's	2x Large Mechanical Sweepers
2 x Duo's	1 x Small Mechanical Sweepers
3 x Split Body Vehicles	5 x 7.5 Caged Vehicles
1 x Box/Cage Vehicles	1 x Gully

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In addition to the contract specific spare vehicles, Veolia has a number of nearby operating locations including Lambeth, Southwark, Bromley, Westminster, Brent, Camden, Haringey and Tower Hamlets who, in the event of a disruptive event affecting vehicle provision, will be able to support the services with some of their existing spare vehicles.

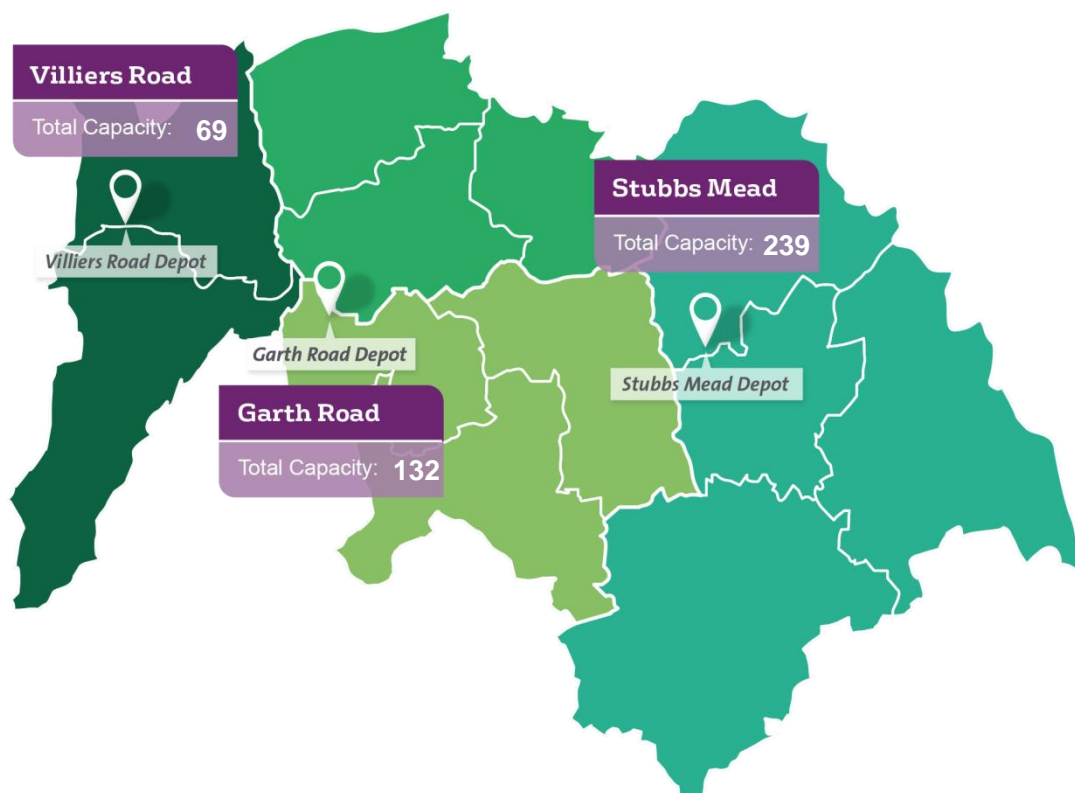
In addition Veolia has excellent relationships with a number of vehicle hire companies, for example Five Ways, Northgate (Transmore) & Hertz. The vehicles specified for collection and cleansing for the Partnership are standard collection / cleansing vehicles readily available from hire companies.

It is anticipated that attaining a supply of vehicles to maintain operations due to a disruptive event would not be an issue when supported by spare vehicles, support from nearby contracts and short term hire vehicles.

Fuel supply is critical to the continuation of service provision for the Partnership. We will hold fuel stores on site at the operational depots and we would expect to be held on the list of essential services held by the various Councils as we are currently in Kingston, which provides access to emergency supplies. In the event of disruption to fuel supply we will liaise with local fuel stations regarding deliveries and where deliveries are expected ensure that vehicles are despatched to such sites close to these delivery times.

### Depots

Veolia propose to operate from three of the four depots made available by the Partnership for this Contract. Veolia currently operate from two of the three proposed depots and have appropriate licences and permits in place. Veolia during the mobilisation phase will ensure the appropriate licences are in place for the Merton depot. The map below illustrates the total parking allocation at each of the depots.



In the event of a disruptive event which prevents occupation of one of the depots then in the first instance we will move operations to one or both of the other depots within the Partnership as shown in the table below:

-Depots	Croydon	Kingston	Merton
Address	Stubbs Mead Factory Lane Croydon CR0 3RL	Chapel Mill Road Off Villiers Road Kingston KT1 3GZ	63-69 Amenity Way Garth Road Morden SM4 4AX
Services at Depot	<ul style="list-style-type: none"> <li>- Waste Collections</li> <li>- Street Cleaning</li> <li>- Vehicle Maintenance</li> <li>- Bulking Recycling</li> <li>- Winter Maintenance (Sutton)</li> </ul>	<ul style="list-style-type: none"> <li>- Waste Collections</li> <li>- Street Cleaning</li> <li>- Vehicle Maintenance</li> <li>- Winter Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>- Waste Collections</li> <li>- Street Cleaning</li> <li>- Vehicle Maintenance</li> <li>- Bulking Recycling</li> <li>- Winter Maintenance</li> <li>- Non Service Vehicle Parking</li> </ul>
Available Parking Spaces	239	69	132
Required Parking Spaces	110	40	90
Contingency Spaces	129	29	42
Contingent Site	Kingston – 29 vehicles Merton – 42 vehicles Veolia Croydon C & I – 10 vehicles Veolia Bromley – 29 vehicles	Croydon or Merton	Croydon



The management team will operate from the contingent site offices. The plans attached at Appendix 6 a, b and c show the depot planned parking arrangements.

In addition to the above facilities, Veolia operates a Commercial and Industrial waste business from Beddington Farm Road in Croydon that would be able to accommodate staff/vehicles to support the depot provision in the event of a disruptive event affecting the Partnership services.

As discussed above Veolia also operates contracts within London at Lambeth, Southwark, Bromley, Westminster, Brent, Camden, Haringey and Tower Hamlets. The most local depots which would be able to provide support to the Partnership are illustrated below.

Secondary Contingency Depots	Croydon C&I	Lambeth	Southwark	Bromley
<b>Address</b>	Beddington Farm Road, Croydon, CR0 4XB	185-205 Shakespeare Road London SE24 0PZ	43 Devon Street London SE15 1AL	Baths Road Bromley Kent BR2 9RB

The SLWP will also be included in neighbouring Veolia contracts contingency plans, as this is part of the synergies and benefits of Veolia's London regional operations. The core resources required to deliver the Contract will not be diverted and service levels will be maintained, although where spare capacity/staff are available they may be asked to provide assistance in the case of an event triggering the implementation of a BCP.

### Contractor Delivery Points

The Table below shows the Contract delivery point for the Recyclates material and the contingency sites for both material streams. At Garth Road three bays will be present; the assumption is that the third bay will be used for DMR. In these calculations however this can be varied should the need arise. The Croydon C&I depot has three bays within the transfer station and is currently used for the transfer of DMR and commingled material collected on the Croydon contract and the Kingston DMR contract, as well as accommodating paper and card from the HWRC's and commercial collections providing an adequate contingency site should the need arise for Recyclates material. : -

Material	Deposit Points	Capacity (T)	Expected Daily Deposit (T)	Contingency Site
Paper & Card	Stubbs Mead Depot (WTS)	117	30	Croydon C&I Depot / Garth Road Depot (WTS)
	Garth Road Depot (WTS)	88	26	Croydon C&I Depot / Stubbs Mead Depot (WTS)
Dry Mixed Recycling	Stubbs Mead Depot (WTS)	80	32	Croydon C&I Depot/ Garth Road Depot (WTS)
	Garth Road Depot (WTS)	108	24	Croydon C&I Depot/ Stubbs Mead Depot (WTS)

### Residual Waste

In the event that there is delay with the construction of the Partnership's Residual Waste disposal point, Veolia will work with the Partnership to assist in delivering contingency disposal point options that are financially acceptable to both parties six months prior to roll out of the new Waste Collection Services in October 2018.

### Sorting / Treatment Facilities for recycling

The table below shows the planned sorting and treatment facility for the Recyclates. Our material sales team have arrangements with a number of off-takers for paper and card ensuring both the best price and that contingency facilities are available should an issue arise with the nominated facility.

Material	Planned Sorting / Treatment Facility	Contingent Sorting / Treatment Facility
Paper & Card	DS Smith UK	UPM Deeside Export Market
Dry Mixed Recycling	Rainham Container MRF	Veolia MRFs (Southwark, Padworth, Alton and Hollingdean)

### Bulky Waste

Veolia will work in conjunction with the SLWP HRRRC Contract to deliver the Bulky Waste Service. If storage issues exist at any of the HRRRC's then material will be taken to the next nearest HRRRC site with capacity. Alternately a container will be sited at the operational depots should the need arise for temporary storage whilst the HRRRC's deal with any back log or issues resulting in non-availability of an off loading point..

### Commercial Residual Waste

Veolia will take the residual commercial waste to Croydon C&I depot for bulking and onward transport to SELCHP ERF.

Material	Disposal Point	Contingency Site
Commercial Residual Waste	SELCHP ERF	Cory ERF via Battersea WTS / Southwark IWMF
Dry Mixed Recycling	Stubbs Mead Depot (WTS) Garth Road Depot (WTS)	Croydon C&I Depot

As commercial waste materials will be co-collected with household waste, Veolia recognises the need for a robust and auditable methodology for apportioning tonnages, using agreed and tested Average weight assumptions, as outlined in MS1.2 section 7.

### Mechanical Street Sweeping and Gully Emptyings

Veolia will recycle the mechanical street sweeping and gully emptying arisings from this Contract through one of our facilities. These materials will be bulked via a container placed at



Garth Road and Stubbs Mead depots. The contingency site for these materials will be Hydrocleansing in Croydon.

Material	Disposal Point	Contingency Site
Mechanical Street Sweepings and Gully Emptyings	Rainham Recycling Facility	Ling Hall Recycling Facility

## 2.2 Workforce contingency arrangements

*To ensure service continuity in response to: shortages of staff due to holidays, sickness and industrial action and instances where an increase in staff is required (i.e. extreme weather, seasonal variations in waste arisings and catch up after bank holidays). (required at CFT stage only).*

Contingency arrangements for staff may be required to cover sickness, industrial action, extreme weather and pandemic etc. Within our resources we have provided for a number of pool staff to cover anticipated levels of holiday and sickness:

Waste Collection Pool Staff	Street Cleansing Pool Staff
38 Drivers/Loaders	31 Operatives

The pool staff will be trained to support across all of the Partnership services and will be multi-skilled for this purpose. Holidays will be managed through appropriate management processes and procedures to ensure that in general anticipated absences including an anticipated level of sickness absence can be managed within the planned pool resources. Wherever feasible, staff holidays and leave requests will be managed so as to ensure service continuity and that local knowledge is retained on the collection rounds.

In the event of unanticipated levels of absence, Veolia has a robust arrangement with temporary labour suppliers from both national and local agencies to help cover for any labour shortages. We work with DePoel, a third party provider who liaise with the 117 agencies which we currently use across 352 different sites. DePoel agree the rates, terms and conditions, arrangement of invoice payments and collation of all management information we require with regards to agencies. Since the enactment of the legislation of the Agency Worker Regulations on 1st October 2011, it is important for Veolia to have our agency providers on a preferred supplier list knowing they are able to provide all Management Information data required to account for anti-avoidance legislation. If our existing agencies (currently Cue Personnel in South London) cannot provide the candidates required, DePoel can assist us by adding more local agencies if required to resource the Partnership contract.



Blue-Sky placement operatives may also provide a contingency opportunity should the need arise, the provision of temporary work placement for these individuals is also managed through our arrangements with De Poel as discussed in Method Statement 4.



Veolia also has a national partnership with Job Centre Plus and



other welfare to work providers who support our local unemployment initiatives and can offer temporary or permanent staff if required.

In the event of an issue affecting staff provision we have the opportunity to bring in operational support staff and management staff from the surrounding London contracts to support the return to normal operations.

### 2.3 Service Prioritisation and Inclement Weather

In the event that there is unavoidable disruption to the Services, for example due to inclement weather, Veolia will, in agreement with Authorised Officers, prioritise the collection of Food Waste and Residual Waste collections (which if left uncollected could pose a public health risk).

During inclement weather conditions, Veolia will adopt a 'can-do' approach and make all reasonable efforts to comply with the Specification and service schedules. However, it is recognised that there may be occasions when the Services may have to be suspended due to impracticable or dangerous conditions caused by flooding, snow and ice. Ultimately, the health and safety of our operatives and members of the public is paramount and will inform Veolia's decision on whether or not Services can take place in a given location.

Veolia will ensure that the teams are well prepared to continue work during any adverse weather conditions that they may face. This will be achieved through providing sufficient:

- Fuel stocks
- De-icer stocks
- Waterproof clothing
- Winter clothing for loaders
- Anti-slip Biomex safety boots
- Salt stocks for the depot.

In the event of Inclement Weather, ensuring the health and safety of our staff and residents is crucial. Therefore all work tasks will be assessed based on the site conditions by the Contract Management Team and QHSE support. Appropriate action will be taken to prepare operational areas e.g. clearance of ice/ snow or surface water and specific areas will be treated with salt or grit if required. Safe systems of working will ensure the safety of staff and others. These include safe systems of working during gritting/snow clearance, advice for driving in snow and ice, working in cold weather and for collection crews during extreme weather. Thorough Risk Assessments will be carried out for all activities.

Conditions will be monitored throughout site operating hours and the Contract Management Team will be updated of worsening conditions and increased safety risks in order to make the appropriate decision.

If necessary for safety reasons or where roads become inaccessible, a reduced household collection service may have to be implemented. Veolia will prioritise Services based upon where there may be the biggest impact upon public health. With the agreement of the Council, non-essential services, i.e. Dry Recycling, will be suspended, with crews and

vehicle resources redirected to assist with Food Waste Collections and Residual Waste Collections accordingly. Any spare vehicles and pool staff will be used in the process as required. Overtime and weekend working will be scheduled as required to ensure all material streams are collected and any disruption to residents minimised.

Street Cleaning staff may be stood down and given alternative schedules to assist with snow clearance or gritting operations as required, following agreement from the Borough's Authorised Officer.

Veolia will ensure the Council are kept up-to-date with our operations at all times. The General Manager and Operations Managers will remain in close communication with the Partnership and Authorised Officers via telephone, email or face-to-face contact as appropriate. Veolia's ECHO system will also provide real-time data on what services have been completed. This will ensure that the Boroughs are best placed to inform residents of any changes they can expect to their local services.

## 2.4 Contingency Arrangements for ICT

The ICT solution provides an essential part in delivering the services to the Partnership as such ensuring that it remains available throughout the service delivery is essential to contract activities.

All key functions are held on digital files that are supported by a disaster recovery/back-up service managed at the SunGard data centre at Heathrow. This data centre has all the necessary British Standards and ISO accreditations to ensure secure data storage. During the day and overnight data is replicated via a private fibre circuit to our back-up data centre at Docklands. This second SunGard facility is equally secure. The data is backed up on to tape media at the SunGard Docklands facility and is collected daily by Iron Mountain for secure storage offsite. This process is tested every year. There is a plan for the emergency restoration of critical IT services and applications in the event of a primary data centre loss.

In addition to the above basic data protection all key staff will have full IT and communications mobility through use of mobile phones, laptops etc. and will be able to work from home or alternative offices as illustrated above within or outside of the Partnership area in the event of unavailability of IT facilities at the relevant depots. Access to information will be continuously available through Veolia's centralised internal systems.

In the event of failure of the Council's CRM and or Veolia's ECHO system for a period of time, then digital exchange of information via email or by fax will be continued and the systems updated with the relevant information which occurred in the intervening period after the outage. In the event of failure of an in-cab unit then the crew will have a backup hard copy round sheet and will be able to utilise radio communication with the depot base to ensure jobs are passed correctly to the crews and completion is recorded accordingly until the unit can be repaired/replaced.

## 2.5 Contingency measures for supplier or sub-contractor service delivery

***This should include what contingency planning is expected from suppliers and sub-contractors.***

Veolia's procurement system (Proactis) contains a specific business continuity section within the vendor questionnaire. This recognises within its evaluation scoring any suppliers with a Business Continuity Procedure in place and particularly those accredited to BS 25999 or ISO 22301. It also determines whether or not suppliers regularly exercise plans and if they require their suppliers to have a business continuity procedure in place.

The vendor database system has multiple sources for the majority of suppliers and where necessary in exceptional circumstances there is provision for sites to obtain supplies locally.

Stock levels of essential consumable supplies will always be maintained to a high level and if required additional supplies will be available in the first instance from supplies held at the other Partnership depots and at secondary level from other neighbouring Contracts. An example of a Supplier Contingency Table is shown below which is included with the Kingston BCP attached in Appendix 11a.

Supplies	Current Supplier (s) (inc.address and tel number)	Alternative Suppliers (inc address and tel number)
PPE	SIG Safety and Workwear Unit 1, Britannia Park, Trident Drive, Wednesbury, West Midlands, WS10 7XB Tel: 08709030361	Bell Workwear Knights Park Industrial Estate, Knight Rd, Rochester ME2 2LS Tel: 08455191710
Fuel	Elmbridge Depot, Mill Road Esher. Tel: 01372476769	Kingston Refuse, Chapel Mill. KT1 3GZ Tel: 0208 5413 912
Stationary	Lyreco Deer Park Court, Donnington Wood. Telford. TF2 7NB Tel: 08457581208	Liaise with Gemma Clarke [Procurement] Tel:01902 794 600
Agency Personnel	Cue Personnel 67 Borough High St, London. SE1 1NF Tel: 02073579366	Liaise with Charlie Cunningham [De Poel] Tel: 077684 36893

### 3. Implementation of Contingency Arrangements

*How the contingency arrangements will integrate with the Service without loss of performance to the Contract as a whole.*

A number of functions/activities will be identified and prioritised as most critical at each of the depots. In reviewing these critical functions/activities as a whole consideration will be given to the equipment and staff required to complete the key functions/activities alongside an assessment of the time taken for impacts of a disruption to be noticeable and the maximum tolerable disruption period. These assessments will be made and documented within the BCP. The resources required to be sourced to recover operations will be identified and a set of recovery time objectives to sequentially recover operations will be detailed.

The information within the BCP will provide relevant contact details for the Business Continuity Team for each depot and in each critical area. The BCP will contain all the

information required to source vehicles, staff, key organisational contacts including those within the Partnership, support services and other suppliers etc. to return operations to business as usual at the earliest opportunity.

Following an incident, the sites Business Continuity Team will be assembled by the Contract Manager or their deputy who will coordinate the response to the incident that has the potential to lose a critical function/activity. Internally senior management will be alerted to the disruption and the Crisis Management Procedure will be followed. The Contract Manager will be responsible for assigning the roles and responsibilities to the team based on the incident and the available personnel. Once the initial situation has been assessed the team will make appropriate decisions to ensure the contractual obligations are delivered. A record will be kept of actions, decisions and expenses incurred in the recovery process and minutes of all meetings recorded for subsequent review post the return to business as usual.

## 4. Operational Risks

*For each Service area identify other key operational risks not addressed through contingency arrangements described above, and list the appropriate mitigation measures that will be taken.*

A risk register will be completed for the contract as part of the mobilisation plan an example of a risk register for the Partnership is included in Appendix 3c. The register identifies key operational risks and relevant mitigation measures that will be taken to reduce the risks becoming a reality.

## 5. Management & Control on Contingency

*Command and Control arrangements, including who provides leadership during a contingency planning incident, who supports them, and who can deputise if they are not available.*

The Business Continuity Team will be identified during the mobilisation phase. The team will complete the Business Impact Assessment and develop the Business Continuity Plan. The BCP will include the contact details of the individual listed in the BCP. A copy of the BCP will be provided to the Partnership for each operational location.

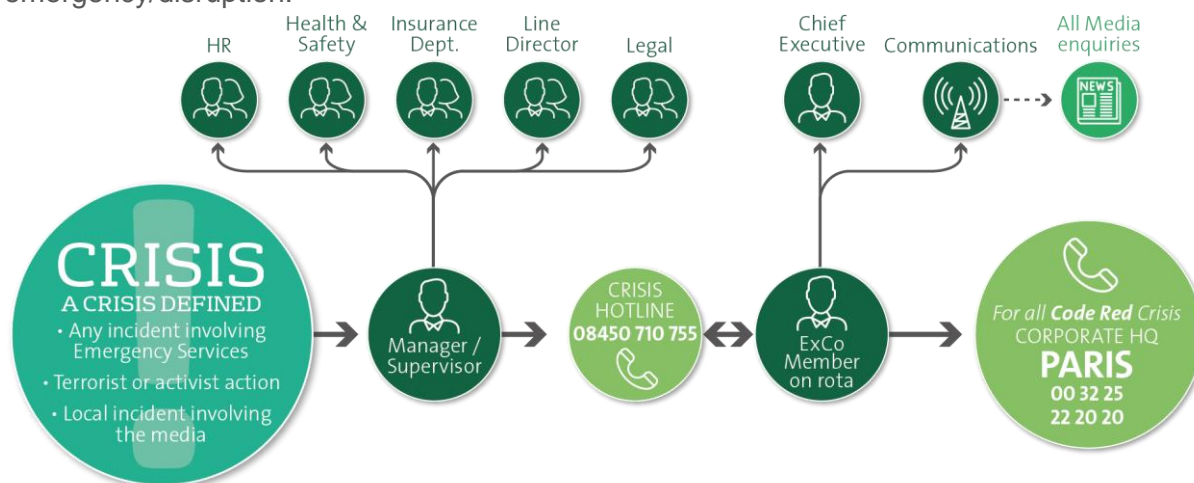
The details of the Business Continuity Team will make it clear who is in charge of the response to an event and who deputises for each member of the team. The Emergency Responders co-ordinators will take control of the response to an event and will be responsible for completing records of actions, decisions and expenses incurred in completing the recovery process. The team will also review the events post recovery to ensure any amendments to the plan required to improve future responses are highlighted and enacted.

## 6. Emergency Contact Details

*Provide the names, addresses and out of office hours telephone numbers for three members of staff involved in day to day management of services. [required Post Contract Award]*

The final BCP will include a list of all key sub-contractor(s), supplier(s) and staff contact details to used in case of a disruption. A list of key Veolia contacts will be provided to the Partnership.

Also detailed within the BCP will be a list of designated locations and a conference call number which may be used by the Business Continuity Team to meet in order to resolve any emergency/disruption.



### *Crisis policy procedure*

The BCP will contain a list of key contacts that may be required for the following:

- Contingency depots site
- Employment Agency
- Key Council staff
- Key Veolia staff
- Utility Companies
- Vehicle hire companies
- Equipment supply companies
- Veolia support services.

## **7. IT Disaster Recovery Plan**

Veolia recognises the importance of having secure and robust IT systems with the ability to quickly recover from disasters of any kind. Our IT department works in accordance with an Information Security Management System that is externally accredited to ISO 27001:2013. To support the security and delivery of Veolia's IT services, which includes 300 servers; we have implemented dual, resilient, and state-of-the-art data centres with a specialist third party hosting company, SunGard

All key functions are held on digital files that are supported by a disaster recovery/back-up service managed at the SunGard data centre at Heathrow. This data centre has all the necessary British Standards and ISO accreditations to ensure secure data storage. The data is backed up on to tape media at the SunGard Docklands facility and is collected daily by Iron Mountain for secure storage offsite. This process is tested every year. There is a plan for the emergency restoration of critical IT services and applications in the event of a primary data centre loss.





The data centres have a minimum N+1 redundancy on power supply and mains supply is powered by two 132kV incomers distributed via 11kV ring main units. Power cooling systems are supported by up to 33 no-break rotary diesel UPS sets with on-site diesel storage to support over 50 hours of operation. A contingency 8 hour 24/7 diesel back up supply system is in place to ensure on-going fuel replacement in the unlikely event of requiring the backup power supply. An analogue addressable fire detection system is in place covering all areas supported by manual break-glass units. A VESDA (very early smoke detection and alarm) system is in place in the return airflow of the CCU's. A gas suppression system using centrally stored is provided to key areas along with sprinklers in corridors and plant rooms, there are dry risers and smoke and gas extraction from all areas.

The SunGard managed data centres are monitored 24/7 from the SunGard UK network operating centre which itself has a fall-over to a second network operating centre on a separate continent. During the day and overnight data is replicated via a private fibre circuit to our back-up data centre at Docklands. This second SunGard facility is equally secure. A copy is attached in Appendix 11b.



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## 8. Added Value

Veolia is confident that it will be able to support the Partnership in the event of any disruption with the network of local Veolia municipal contracts and infrastructure in the London region.

Veolia currently operates 11 municipal contracts in the London region, including the following neighbouring Boroughs to the Partnership Area:

- Lambeth - Collections, streets and grounds maintenance contract
- Richmond Upon Thames– Collections contract
- Bromley – Collections contract

In addition, Veolia will be utilising its extensive range of facilities across the London region to support this Contract including:

- Rainham Container MRF and Street Sweeping Processing Facility
- Greenwich Bulky Waste MRF
- Croydon C&I depot
- SELCHP ERF

Our IT department is accredited to ISO 27001:2013 which ensure we have procedures in place which help us identify, assess and protect vital business information and data should a system failure occur.

