



South London Waste Partnership

Lot 1 Services

Preferred Bidder - January 2017

Technical Response

Service Delivery Plan 6 – Facilities Management Plan

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Lot 1: Technical Response

6 Facilities Management Plan

1. Introduction

Veolia will operate the Contract Services from three depots in Croydon, Merton and Kingston. Veolia currently operates from two of the three depots, with existing Operator's Licences in place and a Waste Management Licence for Stubbs Mead depot in Croydon. We have assessed the capacity of each depot to ensure there is sufficient office space, vehicle parking, workshop provision and storage on site to allow us to undertake the required Services under this Contract. Where necessary Veolia will undertake improvement works as detailed within this method statement and ensure that the sites are always maintained to a high standard.

Facilities Management Commitments

We will:

- *Ensure that the sites are maintained in good repair throughout the Contract Period*
- *Ensure that construction works are completed with minimal disruption to the operations*
- *Ensure that Asset registers are maintained and available throughout the Contract Period*
- *Ensure the sites are kept clean and tidy throughout the Contract Period*

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. Facility Information

2.1 Service Delivery Depots

List of the facility(s) to be used and for what element of the service with a description of why the chosen facility is fit for purpose.

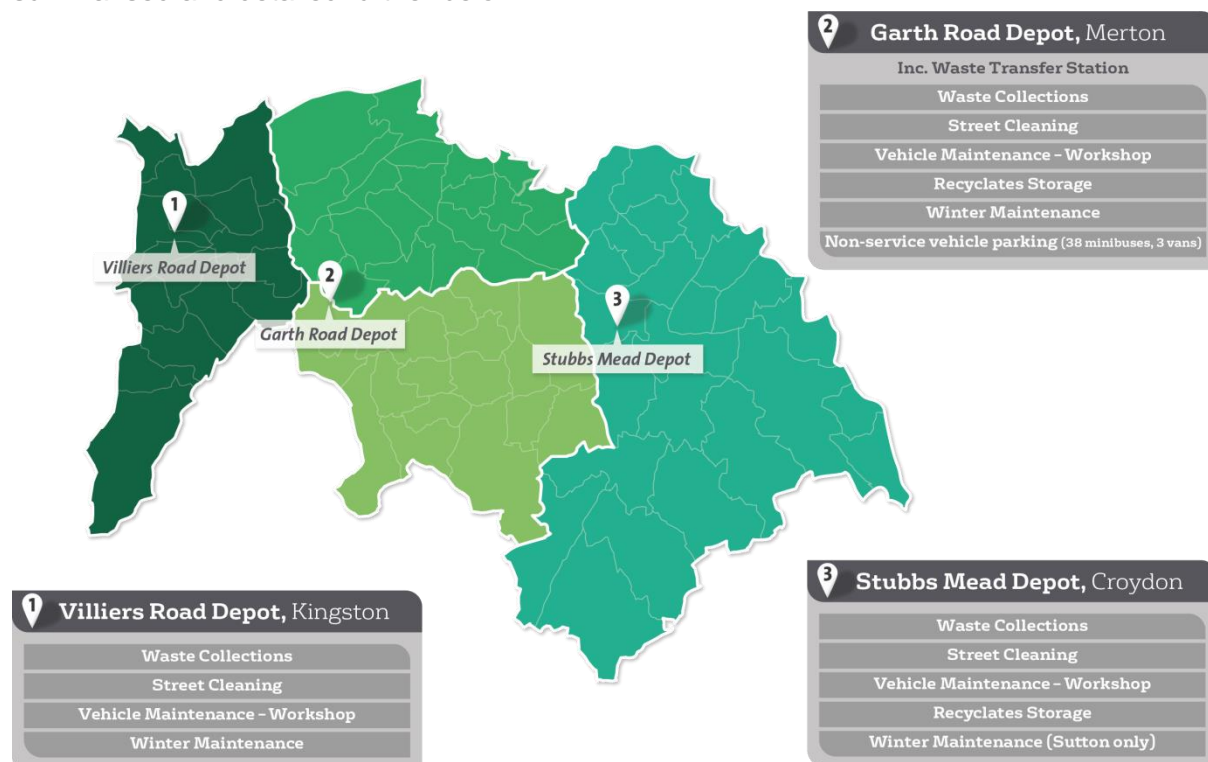
Veolia will utilise three of the existing four depots to deliver the Services:

- 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 1st 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 our existing operations at Croydon from 1st April 2017. The new optimised services will be introduced for Sutton at this time, providing a reduction in operational vehicles facilitating this transition. The site plan provided at the revised Appendix 6a, plus licence detailed at section 2.5 of this method statement, demonstrates that sufficient capacity is available at the Stubbs Mead depot to combine service delivery for both Boroughs.



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.
- Commercial Waste Management – vehicle parking and management support
- Recyclates Management - Waste Transfer Station for DMR and Paper and Card

The delivery of each of these services is described in full in the appropriate method statements.

The vehicle and staff numbers for the delivery of these services are detailed in the table below. The numbers provided reflect the optimised new service structure that will be in place by October 2018.

Stubbs Mead Depot	No. of Vehicles	No. of Staff
Supervision/Management	-	21
Waste Collection (including commercial)	51	196
Street Cleaning / Winter Maintenance	43	173
Workshop	-	16
Administration	-	8
Total	94	414

Veolia will ensure that additional welfare/ restroom facilities are put in place to accommodate the increased number of staff that will be working from the site.

Garth Road Depot, Merton

Veolia will take over the operation of the Garth Road Depot from 1st 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 and potentially Kingston)

- 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.



The vehicle and staff numbers for the delivery of these services are detailed in the table below. The numbers provided reflect the optimised new service structure that will be in place by October 2018. A CAD site layout is also provided at Appendix 6b, demonstrating the allocation of parking to include non-service vehicles also illustrated in the table below.

Garth Road Depot	No. of Vehicles	No. of Staff
Supervision/Management	-	8
Waste Collection (including commercial)	21	72
Street Cleaning / Winter Maintenance	21	64
Kingston Winter Maintenance (if based here)	6	-
Non-Service Vehicles	41	-
Workshop	-	12
Administration	-	2
Total	89	158

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) although this can be provided from Garth Road and has additionally been included in the Garth Road table for illustration as well as in the Villiers Road table below.
- 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.

Villiers Road Depot	No. of Vehicles	No. of Staff
Supervision/Management	-	5
Waste Collection (Including Commercial)	18	63
Street Cleaning / Winter Maintenance	18	46
Administration	-	1
Total	36	115

2.2 Depot Contacts and Licences

Address of facility(s) and the operator's name and any relevant certifications for operating the site.

The table below provides as overview of the permit and licence details for each depot.

Depot	Address	Operator's Licence	Environmental Permit/WML	Permitted Tonnage
Croydon	Stubbs Mead Factory Lane Croydon CR0 3RL	Existing Veolia Licence	CP3491SD/A001 Veolia Stubbs Mead	75,000
Merton	63-69 Amenity Way Garth Road Morden SM4 4AX	Required	To be transferred	75,000
Kingston	Chapel Mill Road, Off Villiers Road Kingston KT1 3GZ	Existing Veolia Licence	N/A	N/A

The existing Veolia Operator's Licence at Stubbs Mead is for 103 vehicles. The licence will be reviewed by the Fleet Management Team to ensure Veolia is compliant at Stubbs Mead for the SLWP fleet.

In addition to this, Veolia will be utilising its extensive range of facilities across the London and South-east region to support this project for the following waste streams:

Facility	Waste Stream	Address	Operator	Environmental Permit/WML
Rainham MRF	DMR Recycling	Coldharbour Lane, Rainham, Essex, RM13 9BJ	Veolia ES (UK) Ltd	JP3297NX/V003
Rainham Street Sweeping Processing	Mechanical Street Sweepings	Coldharbour Lane, Rainham, Essex, RM13 9BJ	Veolia ES (UK) Ltd	WML80704
Veolia Croydon Waste Transfer Station	Commercial & Bulky Residual Waste	Endeavour Way, off Beddington Farm Road, Croydon, CR0 4XB	Veolia ES (UK) Ltd	SP3390EA/V006
Greenwich Bulky Waste MRF	Residual Bulky Waste Processing	Nathan Way, Thamesmead, Greenwich, London, SE28 0AB	Veolia ES (UK) Ltd	83498
SELCHP Energy Recovery Facility	Commercial Residual Waste	Landmann Way, Surrey Canal Road, London SE14 5RS	Veolia ES SELCHP Ltd	101772

2.3 Assets and Equipment

List of assets and equipment to be used to deliver the Contract and at which site they will be located (to be updated throughout the Contract and used at Contract Expiry). This should include the operating philosophy of any sites handling wastes.

Contract Asset Register

During Preferred Bidder stage Veolia will undertake a final condition survey of all transferring assets, including depots, to finalise and agree Schedule 9 of the Contract, Council Assets. We will also finalise Schedule 11, Form of Asset Register, in the required format which will be based on the finalised Schedule 14, Capital Asset Schedule, and Schedule 9, Council Assets. We will ensure this is updated throughout the life of the Contract, at agreed times, and specifically at the phased introduction of the Boroughs into the Partnership to ensure it is correct and up-to-date upon Contract Expiry. The Asset Register will be provided to the Partnership in electronic format within 30 Business Days of the Contract Date.

Updating and Maintaining the Asset Register

The Asset Register will be updated regularly throughout the Contract Period, and an annual updated Asset Register will be provided within 30 Business Days of the anniversary of the Contract Date, to allow it to be reviewed at the Annual Review.

Arrangements upon Contract Expiry or Termination

An Exit Plan will be prepared and maintained to confirm how Veolia will comply with clause 52 of the Contract relating to Termination/Expiry of the Contract.

A final condition survey of all transferring assets will be completed by the Partnership in accordance with the timescales outlined in Clause 52 of the Contract. Veolia will leave the

Sites/Depots in the condition required under the Contract ensuring that all relevant maintenance has occurred throughout the Contract Period and any dilapidation work required as a result of the comparative site surveys is completed such that only acceptable fair wear and tear is evident at the depot sites. Dilapidation work will be completed during the Expiry period.

Plant and Equipment will be made available to transfer to the Partnership on the basis of the payment of the residual value of the Plant and Equipment as recorded in the Asset Register.

Overview of Assets

The table below provides an indicative overview of Contract assets to be utilised at each from each depot.

Assets	Stubbs Mead	Garth Road	Villiers Road
Collection Vehicles			
26t Single compartment Low Entry Cab RCV 6X2 MS OL21W	17	6	5
26t Split Compartment (65/35) Low Entry Cab RCV	21	8	8
26t Duo Low Entry Cab 6X2 MS OL13w TD3 Standard	5	2	2
Commercial Waste Vehicles	5	2	0
15t Split Body – Narrow	1	0	0
15t One Pass – Narrow	0	1	0
7.5t Boxed Vehicle with Tail Lift (Bulky)	1	1	1
7.5t Cage with Tail Lift (Bin Delivery)	1	1	2
Total Collection Vehicles	51	21	18
Street Cleaning Vehicles/Equipment			
Large Mechanical Sweeper	5	3	1
Small Mechanical Sweeper	11	5	3
12t Compaction Vehicle	2	1	0
7.5t Cage with Tail Lift	19	5	5
Graffiti Van	0	0	1
Flusher Vehicle	0	1	0
Gully Vehicle	2	1	1
Hi-ab Vehicle	1		
Total Street Cleaning	40	16	11
Winter Maintenance			
Gritter (QCB – body only)	2	3	
18t Gritter	1	2	4
7.5t Gritter			2
QCB on Small Mech Sweeper			1
Total Winter Maintenance	3	5	7
Non-Service Vehicles			
Minibuses / Vans		41	
Total Non-Service Vehicles		41	
Grand Total Vehicles and Equipment	94	83	36
Percentage of total vehicles at each depot	44%	39%	17%
Maximum Stock Holding for Containers			

Assets	Stubbs Mead	Garth Road	Villiers Road
and other Equipment**			
Street Cleaning Barrows	60	28	25
Residual Bins	7,200	2,290	2,193
1100L Flat Bins	86	30	32
360L Flat Bins	170	58	65
DMR Bins	7,200	2,290	2,193
Paper & Card Bags	13,000	7,000	-
Garden Waste Bins	96	27	24
Clinical Waste Sacks	5,000 (all)*		
Sharps Boxes	500*		
Litter Bins	50		

*Clinical Waste items if required,

** Storage arrangements will be refined during mobilisation.

Asset Schedules, including workshop assets, are provided at Schedules 9 and 11.

2.4 Operating Hours

Please tabulate the operational hours of the main Services against the facility operating hours, and comment on any out-of-hours arrangements.

The table below provides an overview of the operating hours of the services operated from the depots and the deposit facility operating hours.

Service	Hours of Operation	Day of Operation	Material Receipt Point	Material Receipt Point Operational Hours
Household Waste Collection				
April 2017, New Services Sutton (no change to services Croydon/Merton)	06:00 – 16:00 07:00 – 17:00	Monday – Friday Saturday	Beddington Farm Lane Landfill Villiers Road Transfer Station	07:00 – 16:30 07:00 – 12:00 07:00 – 19:00 07:00 – 16:00
October 2018 – New Services Croydon, Merton	06:00 – 16:00 07:00 – 17:00	Monday – Friday Saturday	Beddington Farm EfW	24 hours 7 days per week
2022 – New Services Kingston	07:00 – 17:00 07:00 – 17:00	Monday – Friday Saturday	Villiers Road Transfer Station	07:00 – 19:00 07:00 – 16:00
Commercial Waste collections				
All Services	06:00 – 16:00 07:00 – 17:00	Monday – Friday Saturday	Croydon C&I Depot	06:30 – 18:30 06:30 -18:30
Food Waste collections				
April 2017, New Services Sutton (no change to services Croydon/Merton)	06:00 – 16:00 07:00 – 17:00	Monday – Friday Saturday	Beddington Farm Lane Landfill	07:00 – 16:30 07:00 – 12:00

Service	Hours of Operation	Day of Operation	Material Receipt Point	Material Receipt Point Operational Hours
October 2018 – New Services Croydon, Merton	06:00 – 16:00 07:00 – 17:00	Monday – Friday Saturday	Beddington Farm EfW *and Transfer Station	24 hours 7 days per week
2022 – New Services Kingston	07:00 – 17:00 07:00 – 17:00	Monday – Friday Saturday	Villiers Road Transfer Station	07:00 – 19:00 07:00 – 16:00
Recycling Collections (DMR and Paper and Card)				
April 2017, New Services Sutton	06:00 – 16:00 07:00 – 17:00	Monday – Friday Saturday	Stubbs Mead	05:30 – 22:00 05:30 – 22:00
October 2018 – New Services Croydon, Merton	06:00 – 16:00 07:00 – 17:00	Monday – Friday Saturday	Stubbs Mead/Garth Road	05:30 – 22:00 05:30 – 22:00
2022 – New Services Kingston	07:00 – 17:00 07:00 – 17:00	Monday – Friday Saturday	Garth Road	06:00 – 22:00 06:00 – 22:00
Other Services				
Bulky Waste collection (all depots)	08:00 – 16:00	Monday - Friday	SLWP HWRC's	09:00 – 17:00
Street Cleaning (Sutton/Merton/Croydon)	06:00 – 22:00 06:00 – 16:00	Monday – Saturday Sunday	Beddington Farm Lane Tipping Pad	07:00 – 17:30 07:00 – 16:30 Sat 12:00 – Mon 07:00
Street Cleaning (Kingston)	06:00 – 22:00 06:00 – 16:00	Monday – Saturday Sunday	Villiers Road Transfer Station	07:00 – 19:00 07:00 – 16:00 (Sat) 09:00 – 14:00 (Sun)
Other Ancillary Services	08:00 – 16:00	Monday - Friday	N/A	N/A
Vehicle Maintenance (Stubbs Mead / Garth Road)	06:00 – 22:00	Monday - Saturday	N/A	N/A

*If the EfW is not available from 2018, Veolia will be directed by the Authority to another disposal site and we will review what impact such direction has on our collection operations and inform the Partnership accordingly.

Villiers Road Transfer Station - Cleansing staff currently have key access to facilitate 24 hour tipping requirements ensuring facilities available for unloading street cleansing arisings Monday – Sunday as required (section 17.6 Specification).

Beddington Farm Lane - As discussed at dialogue the opportunity to extend the waste transfer station opening hours at Beddington Farm Lane to facilitate collection times, not currently covered by the stated opening hours is to be confirmed by the Partnership. Alternatively Veolia will review the potential to use Villiers Road transfer station for all Sutton vehicles second load on a Saturday or existing Veolia infrastructure to facilitate tipping

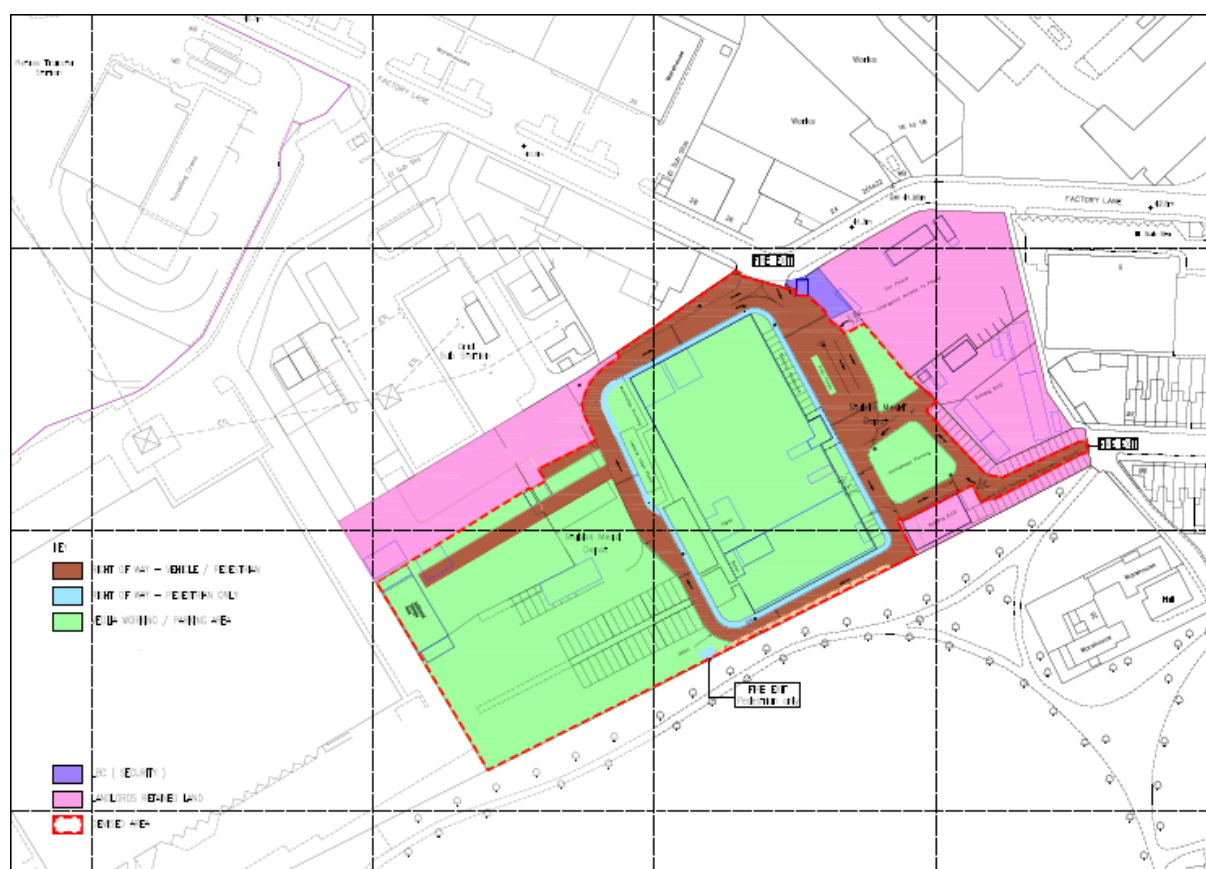
arrangements to be confirmed at Preferred Bidder stage, until the Viridor SLWP Energy Recovery Facility is operational.

2.5 Site Plans

A site plan for each facility, indicating as a minimum the number of parking spaces, m2 of any waste reception bays, and any areas to be used for contingency purposes

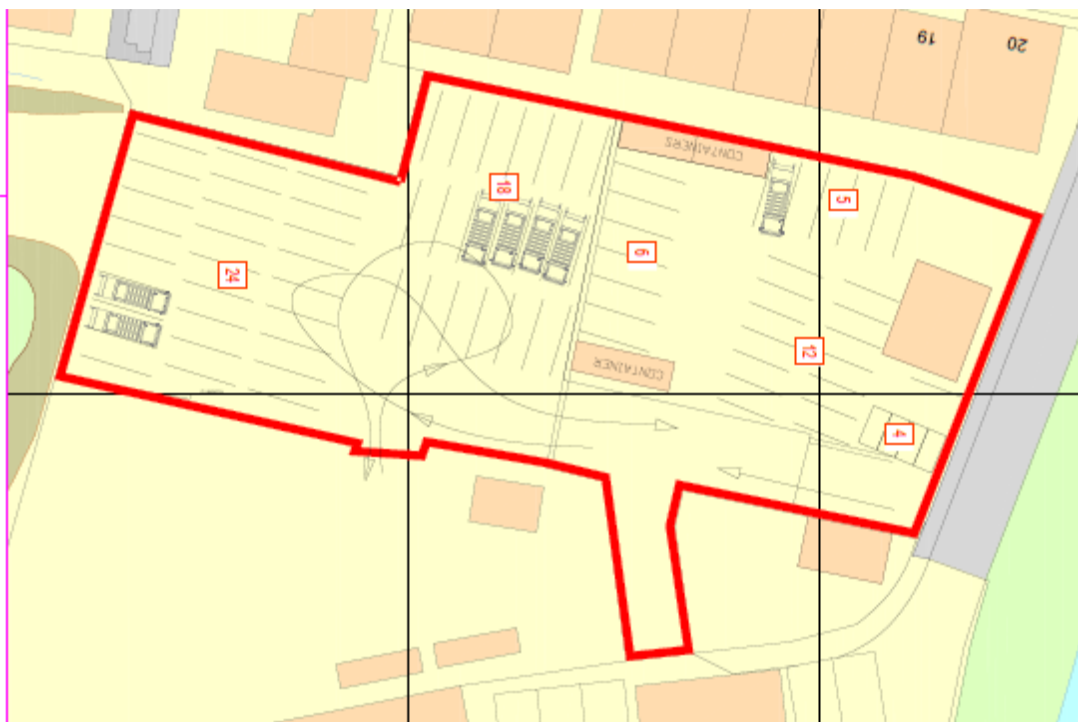
The table overleaf summarises the required and available parking spaces within each depot (NB the Kingston winter maintenance vehicles are included in both Garth Road and Villiers Road numbers) and the available spaces illustrated within the site plans which are included in Appendix 6 a, b and c and reproduced below.

Stubbs Mead*



* Stubbs Mead provided a revised plan during the fine tuning phase which is provided in Appendix 6a (Revised PB) - Stubbs Mead Depot. In addition, Croydon will provide a licence for parking at the space currently occupied by Veolia i.e. area through to Theobald Road, on a six month basis. If the licence cannot be provided, the Council will provide alternative land to keep Veolia whole.

Villiers Road



Garth Road

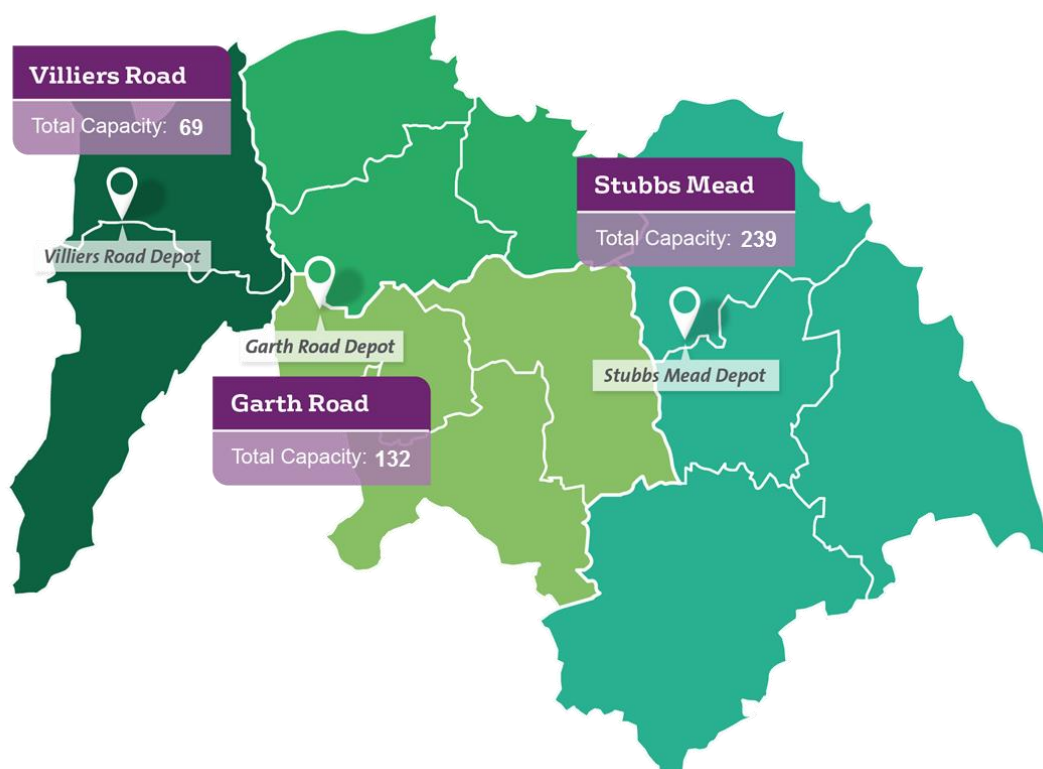


Veolia has ensured in the design of the parking area that there will be access available to the Pylon at all times by the Authorities, as shown in the drawing above.

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"> - Waste Collections - Street Cleaning - Vehicle Maintenance - Bulking Recycling - Winter Maintenance (Sutton) 	<ul style="list-style-type: none"> - Waste Collections - Street Cleaning - Vehicle Maintenance - Winter Maintenance 	<ul style="list-style-type: none"> - Waste Collections - Street Cleaning - Vehicle Maintenance - Bulking Recycling - Winter Maintenance - Non Service Vehicle Parking
Available Parking Spaces	239	69	132
Required Parking Spaces	110*	40*	90*
Contingency Spaces	129	29	42
Contingency Site	Kingston – 29 vehicles Merton – 42 vehicles Veolia Croydon C&I – 10 vehicles Veolia Bromley – 29 vehicles	Croydon or Merton	Croydon

* Including allowance for Workshop and Managers vehicles

Summary of Total Capacity



The table below illustrates the calculated storage space required and available for materials at the two transfer stations. This is illustrated on the site plans included in Appendix 6 a and 6 b. The capacity has been calculated based on the assumed material density, volume of bays at the sites, and the height and slope of assumed material storage. The assumed density for the container mix is 0.1t/m³ and for paper and card is 0.15t/m³.

	Stubbs Mead	Garth Road
DMR		
Storage Capacity (M ²)	267	360
Storage Capacity (T)	80	108
Paper and Card		
Storage Capacity (M ²)	260	196
Storage Capacity (T)	117	88

2.6 Waste Throughputs

A statement of intended annual and daily throughput of each waste type at each facility, and evidence that the waste handling areas have been assessed as having adequate space

For materials the following phased tonnages are assumed within the waste flow model (this includes tonnage that will be deposited under contract with Viridor):

DMR (tonnes)	Croydon	Kingston	Merton	Sutton	Total
2017/18	941		7,077	8,566	16,584
2018/19	12,108		7,502	8,566	28,176
2019/20	12,197		7,573	8,607	28,377
2020/2021	12,286		7,643	8,649	28,578
2021/2022	12,375		7,714	8,691	28,780
2022/2023	12,463	3,409	7,785	8,733	32,390
2023/2024	12,552	6,008	7,785	8,775	35,120
2024/25	12,730	6,148	7,785	8,775	35,438

Paper and Card (tonnes)	Croydon	Kingston	Merton	Sutton	Total
2017/18	833		7,429	8,013	16,275
2018/19	10,559		7,581	8,013	26,153
2019/20	10,582		7,607	8,026	26,215
2020/2021	10,605		7,632	8,039	26,276
2021/2022	10,628		7,657	8,051	26,336
2022/2023	10,651	4,358	7,683	8,064	30,756
2023/2024	10,674	7,552	7,683	8,077	33,986
2024/25	10,720	7,601	7,683	8,077	34,081

In line with clarification received on 22nd March 2016, Veolia has not included treatment, handling or haulage costs for Street Sweepings however, should the Partnership decide at

Preferred Bidder to include this element of the service Veolia propose to manage the materials at Stubbs Mead and Garth Road. The following tonnages could be recycled from the Partnership.

Mechanical Sweeping (tonnes)	Croydon	Kingston	Merton	Sutton	Total
2017/18	185		830	516	1,530
2018/19	2329		830	516	3,675
2019/20	2329	325	830	516	4,000
2020/2021	2329	325	830	516	4,000
2021/2022	2329	325	830	516	4,000
2022/2023	2329	325	830	516	4,000
2023/2024	2329	325	830	516	4,000
2024/25	2329	325	830	516	4,000

Assuming Croydon and Sutton tonnages are deposited at Stubbs Mead and Merton and Kingston tonnages are deposited at Garth Road, the following table compares available capacity with anticipated annual tonnages in 2024/25 when all material is in Veolia control.

	Stubbs Mead	Garth Road
DMR		
Storage Capacity (M ²)	267	360
Storage Capacity (tonnes)	80	108
Annual Tonnage Assumption (2024/25)	21,505	13,933
Tonnes per day (312 days)	68.9	44.65
Storage Capacity in Days	1.16	2.41
Paper and Card		
Storage Capacity (M ²)	260	196
Storage Capacity (tonnes)	117	88
Annual Tonnage Assumption (2024/25)	18,797	15,284
Tonnes per day (312 days)	60.24	48.98
Storage Capacity in Days	1.94	1.8
Mechanical Sweeping Arisals		
Storage Capacity (tonnes)	6	6
Annual Tonnage Assumptions	2,845	1,155
Tonnes per day (364 days)	7.8	3.17
Storage Capacity (Days)	0.8	1.9
Total Material to Transfer Station (T/year)	43,147	30,372
Licence Capacity (T/year)	75,000	75,000

It is important to ensure that capacities for material receipt is maintained at each of the transfer stations and that the quality of recycling loads are at their best when material arrives at the reprocessors. To ensure that both of these priorities are realised loads out of the transfer stations will be programmed throughout each operational day, based on the expected input levels, maintaining minimal levels within the bays and ensuring early dispatch of collected materials to the reprocessors.

3. Works and Consents

3.1 Depot Layouts

Changes to the layout that are required to deliver the Services (use of site plans is encouraged).

Depot layouts have been provided for the Stubbs Mead and Garth Road sites, at Appendix 6a, 6b and 6c respectively, demonstrating the parking allocation and capacity availability.

Veolia conducted site visits of the Service depots and from these 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

Works on the bulking bays will be carried out in agreement with the Authority and in line with any required planning approvals.

Garth Road Depot

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

During the mobilisation stage, Veolia will liaise with the relevant persons to discuss and agree the use of the archive facility at Garth Road to support our delivery of the Services. The passenger transport section of the site will remain as is.

A Gantt chart outlining the programme for the works is included as part of the mobilisation Gantt chart appended to Method Statement 3.

3.2 Planning, Permitting, Licencing, Construction Requirements

Changes to any planning, permitting, licensing or construction that are required to deliver the Services. Where such a change is required, provide detail on this and how it will affect the delivery of the Services, including Health and Safety considerations if the facility is to remain in use during works, and contingency arrangements during any closures.

Stubbs Mead

Veolia currently has an Operator's 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 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 as part of our mobilisation Gantt chart appended to Method Statement 3 gives 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.

We will develop a Traffic Management Plan for the depot to ensure the site operates safely for all staff and visitors.

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 a transfer of the existing Operator's 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 our Mobilisation programme for this to be completed. The Mobilisation programme is appended to MS 3 Mobilisation.

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 provided as part of our mobilisation Gantt chart appended to Method Statement 3 should this be the case.

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.

We will develop a Traffic Management Plan for the depot to ensure the site operates safely for all staff and visitors.

Villiers Road

Veolia currently hold an Operator's 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.



A Traffic Management Plan for this depot will be developed to ensure that the site operates safely for all staff and visitors.

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

3.3 Contingency Arrangements

The contingency arrangements in the event that any changes to planning or permitting are not granted

As discussed above, Veolia only anticipate requiring planning permission for the improvements to Stubbs Mead depot with the amendments at Garth Road depot constituting only repairs and maintenance. The extent of the changes at Stubbs Mead which are to form covered recycling bays in the position of the existing recycling bays will be a site improvement to the existing arrangements and it is unlikely that these changes will be refused permission. In the event that issues occur in attaining planning permission. In the unlikely event that planning permission is not granted for Stubbs Mead, Veolia will continue with the existing arrangements bulking paper and card at Stubbs Mead and DMR at our C&I facility in Croydon.

3.4 Planning, Permitting, Licencing, Construction Programme

Where a planning, permitting, licensing or construction change is required provide a detailed project programme as a Gantt chart containing critical path analyses and showing as a minimum where appropriate: Pre-application discussions; Application timescales; Works commencement date for each Facility; Key dates during the works for each Facility; Service Commencement Dates for each Facility.

A Gantt chart is included within the Mobilisation Programme which is appended to MS 3 Mobilisation detailing the programme of works required for Stubbs Mead and Garth Road depots.

Key Dates	Stubbs Mead		Garth Road	
	Commence	Completion	Commence	Completion
Civil Procurement	1/10/16	15/2/17	1/10/16	15/2/17
Planning/Permitting	1/10/16	18/1/17	1/10/16	18/1/17
Construction	16/2/17	31/5/17	16/2/17	21/7/17

During dialogue the proposed solution including parking and bulking has been discussed in detail.

4. Facility Maintenance

4.1 Security Management

Security plans for each depot, this shall include the provision and maintenance of fencing, lighting, CCTV, intruder and fire alarms and any other security measures.

The security plans for each depot will be developed through the PB stage, should Veolia be successful. Veolia received the leases for the depots from the Partnership to on the 24

March 2016 Veolia will agree with the Partnership allocation of costs at each of the sites for the provision of security guards at the Garth Road and Stubbs Mead depots.

Security arrangements at the depot will be identified via risk assessments to ensure that all suitable measures are put into place. The assessment will be carried out by the General Manager who will liaise with Veolia's Risk and Insurance Manager to ensure that all Company and legislative requirements are adhered to.

Site security features

CCTV

CCTV will be maintained at the each depot by the Veolia and will provide 24 hour surveillance of the site.

Lighting

The external lighting schemes will be designed to enable the CCTV to work effectively and will ensure high levels of illumination to the main site entrance, pedestrian walkway and all main access points to the buildings on site.

The depot will also have lighting that will assist in the winter months so that the drivers can undertake their vehicle checks unhindered. The lighting will be initiated using a light sensor, so that electricity is not used unnecessarily.

Fencing

Suitable security fencing will be used to fully enclose the site to discourage potential intruders. The fence will be well maintained throughout the life of the Contract.

Fire detection and testing

A Fire Risk Assessment will be carried out at the each of the depots during the mobilisation phase by the Regional QHSE Manager. A site specific fire testing and emergency procedure will then be developed and implemented to ensure that all employees respond in a safe manner to a fire on site.

Site staff will be trained in the operation of all firefighting equipment and the maintenance of such equipment will be undertaken by authorised agencies.

The fire alarm will be tested at least once a week by a member of the Contract Management Team, trained as a fire warden. In the event of a real fire for drill, all staff must correctly follow the fire evacuation procedure and leave the depot using the nearest emergency exit to the labelled assembly point outside the depot gates. Once there, all staff will wait for further instructions from the fire wardens.

The Contract Manager and the Fire Warden will have ultimate responsibility regarding fire safety, the table overleaf outlines the key requirements of these two roles:

Contract Manager	Fire Warden
<ul style="list-style-type: none"> • Arranging for the maintenance of fire protection and preventive measures including: fire extinguishers, fire alarms, fire doors, emergency escape routes, final exits, signage, emergency escape lighting and any fire suppression systems where applicable. • Arranging for the regular testing of any electrical fire alarm and detection systems where applicable. • Ensuring that the Fire Log Book for the depot is maintained where applicable. Responsibility for upkeep of the fire logbook may be given to an appropriate competent person for that site e.g. Fire Warden. • Arranging for the appointment, training and regular refresher training as needed of an adequate number of fire wardens. • Ensuring that an emergency and evacuation drill is carried out at regular intervals (every 6 months) where applicable. • Ensuring that a fire risk assessment is in place for any premises under their control. 	<ul style="list-style-type: none"> • Arranging and recording regular fire drills, which will be recorded electronically and in the fire log book. • Taking overall charge during a drill or an evacuation and to confirm that their areas of personnel in their designated areas. • Capable of using appropriate fire-fighting equipment emergency lighting, or fire doors etc. • Providing basic information on procedures to others. • If necessary, holding debriefing sessions following drills to discuss any problems.

The Regional QHSE Manager will support the Contract by undertaking the following responsibilities:

- To advise personnel on fire safety requirements
- Ensure this procedure is followed and undertake fire risk assessments
- Assist and agree personal emergency evacuation plans for disabled employees and visitors

4.2 Infrastructure Maintenance

Infrastructure maintenance arrangements to include, but limited to:

Programme of planned/scheduled maintenance on a daily, weekly, monthly and/or annual basis and whether any of these would necessitate a shut down;

List of spares and consumables held on site;

Procedure for checking, updating or replacement of signs, markings and H&S information (including workplace transport plan)

Veolia operates around 40 municipal depots in the UK and strives to ensure that operations comply with the highest quality, environmental and health and safety standards. In relation to facility maintenance there are a number of tiers of potential maintenance activities some of which occur on a planned basis, others which occur reactively but as a matter of urgency and others which may be major maintenance items that require more advanced planning and programming. Such activities range from planned testing of electrical equipment, and systems, annual checks of fire extinguishers, replace light bulbs or major maintenance such as repairing worn concrete, or renewing road markings.

Planned Facility Maintenance

Planned facility maintenance may include:-

- Annual PAT Testing
- 5 Yearly Fixed Electrical System Testing
- Fire Extinguisher Checking
- Interceptor emptying and maintenance
- Fire System Testing
- Emergency Plan and Business Continuity Plan Testing

These planned activities will be incorporated into a facilities management maintenance plan to ensure activities are programmed and monitored to completion.

Identifying and programming for other maintenance requirements including checking, updating or replacement of signs and road markings

Veolia operates a system of daily and monthly checks on the infrastructure of the facilities to ensure appropriate required maintenance activities are identified and completed in a structured way.

A daily check list will be completed which records both licence related information such as weather conditions, litter dust etc, and is used to highlight any issues with the depot which may require immediate or planned maintenance activities in day to day



operational areas such as a requirement to clean or renew site signage, spillages requiring immediate clearance, damage to concrete or other surfaces or drainage issues evidence through pooling of water on site etc.

On a monthly basis the location manager will ensure that the required monthly inspection is completed and the results recorded. This provides a mechanism of ensuring that each facility complies with minimum standards of health, safety and environment in respect of the scope of activities at each location. It assists in the identification and prioritisation of corrective actions and is used to identify the personnel responsible for completing the required actions identified within the inspection. An example of a daily and monthly check list is included in Appendix 6d and 6e respectively.

Issues highlighted through the daily/monthly inspection regime will be uploaded on RIVO, responsibility and a time frame for completion will be allocated. The progress of such works will be monitored through our RIVO system until completion.

Spares and Consumables

A detailed list of spares and consumables will be maintained by the administration team. This list will include items such as, light bulbs, cleaning products, spare fire extinguishers and fuses.

Workplace Transport Plans

Every workplace must be safe for the people and vehicles using it and traffic routes must be suitable for the people and vehicles using them. Where vehicles and pedestrians share a traffic route there must be enough separation between them.

A competent person will complete a suitable and sufficient Workplace Transport Risk Assessment for each of the operational sites. This will consider the identification of transport hazards and the identification of people at risk.

There are four main kinds of accidents involving workplace transport which will be considered:

- People being struck by or run over by a vehicle
- People being struck by something falling from a vehicle
- People falling from vehicles
- Vehicles overturning

In evaluating the potential hazards at each location we will consider the features of the site, how routes are laid out, and if they are in good condition, speed limits and their enforcement, number of vehicles attending site, the frequency of attendance, the vehicles in use and the general behaviour of the drivers and people who are near to vehicles.

We will develop a Traffic Management Plan, taking into account any findings from the Workplace Transport Risk Assessment for each of the depots to ensure that the sites are planned in such a way that they are able to operate safely for all staff and visitors to them and allowing for the required control measures identified within the Risk Assessment. The Traffic Management Plan will document:

- Traffic Routes
- Pedestrian Routes
- Speed Limits
- Manoeuvring and parking areas

All employees, contractors and visitors to site will receive information and training to make them fully aware of the risks at the facilities and the actions they need to take to reduce the overall risk, these will be summarised in site rules for each location.

5. Emergency Plan

Outline an emergency plan for the potential site emergency situations.

Veolia has an organisational structure and supporting procedures to facilitate an effective response to any emergency and to protect the safety of all employees, the local community, the environment and also wherever possible to preserve assets. Veolia's approach is a three part strategy composed of an

- Emergency Management Plan – designed to deal with events immediately post event,
- Crisis Escalation Procedure – designed to produce a crisis management framework during and after an event. The procedure provides a harmonised approach to informing internal stakeholders of any emergency incidents, allowing the right resource to be allocated to offer support to the affected business unit and ensuring any communications with the press and media are professionally managed.
- Business Continuity Plan – designed to enable effective recovery of the affected site.

The Emergency Management Plan provides the guidance required to assess the event, conduct safe evacuation, deal with the emergency services, form an emergency management team and communicate effectively with all key parties. The plans are

accessible on site and empower employees to take the immediate action required in a measured and coordinated manner.

The Emergency Management Plan will be implemented should an emergency incident occur, the principal aim is to ensure the immediate safety and wellbeing of all personnel, secure the premises, call the appropriate emergency services and limit impact upon the environment.

An emergency is defined as an unforeseen or sudden occurrence which has the capability of posing an immediate threat of pollution, harm to human health, a significant disruption to the service and/or a loss or damage to property.



Each depot will permanently display an up to date site Emergency Management Plan, this will be easily retrievable in the event of an emergency and in the same location as the identification of site First Aiders and Fire Wardens as applicable.

The Emergency Plan will contain the site name and location, including address, grid reference, facility type, operating hours and number of staff and facility manager's name and contact number. The plan will include information on the Environmental Permit if a permit applies to the site. An Emergency Coordinator and deputy will be appointed as well as the Management Team that will be

responsible for overseeing major events. The level of response will be dictated by the severity of the event.

The plan will include an Emergency Contact List identifying the members of the management team who must be notified as soon as possible along with contact numbers, roles and responsibilities. The list will include senior management, directors and the relevant QHSE manager as well as contact numbers for the emergency services and regulators such as the Environment Agency, Health and Safety Executive etc.

If the Emergency Coordinator is unsure whether an emergency evacuation of the site is required the Crisis Hotline or a member of the management team can be consulted. Under all circumstances the priority is to protect human life and prevent injury and secondly to preserve property and equipment and to minimise environmental impact. If there is any likelihood that an incident will compromise the health and safety of personnel and visitors the site will be evacuated and the emergency services called.

In the case of a serious personal injury, fatality or fire/explosion occurring, the following will be completed immediately:

- The emergency services will be contacted and informed of the nature of the accident/injuries and location
- The area will be secured and if necessary the facility will be closed
- The crisis hotline will be contacted as well as the relevant manager director or WHS manager.

- Instructions issued by senior personnel will be followed.

In other instances the Emergency Coordinator will assess what action is required and raise the alarm as necessary.

The plan will identify what action should be taken when hearing the alarm this will include details of the evacuation procedure, roll call, a mechanism to account for site visitors and members of public and for accounting for members of staff who work remotely from the depot.

A site plan will be completed for each location that identifies materials and information likely to be relevant to the emergency situation and emergency services as well as information critical to the potential environmental impact of an incident. It may include all or some of the following:-

- Access and Exit Points
- Hazardous Materials – type, quantity, and location
- Quantity and type of waste
- Explosive items/substances e.g. fuel, oils, gas bottles
- First Aid Kits
- Power/Gas/Water Isolation Points
- Must point and evacuation routes
- Site drainage system
- Sensitive boundaries
- Environmental receptors
- Location and type of firefighting and spill control equipment
- Location of fire panels
- Areas covered by fixed firefighting equipment
- Fire brigade connection points
- Fire break walls

The Emergency Coordinator will make a record of any events including actions and communications and will be recorded on RIVO once the initial emergency situation has passed.

All sites will conduct emergency response drills at least every six months for fire evacuation and at least annually to simulate an environmental incident such as an oil spill. The results of the testing of the Emergency Plan will be recorded on RIVO and any identified improvements will be made to the Emergency Plan.

An example of the current Kingston Street Cleansing Emergency Plan and Site Plan are included in Appendix 6f.

6. Added Value

- Veolia will be able to offer a three depot service solution from Service Commencement, providing a saving to the Partnership from day one of the Contract.
- Veolia will be able to undertake the improvement works required at the Stubbs Mead depot prior to Service Commencement as we are the incumbent service provider in Croydon.
- Veolia has offered the potential to operate the Kingston Winter Maintenance fleet from Garth Road.
- Veolia can provide bulking of street sweepings via the Garth Road and Stubbs Mead depot for onward treatment at Veolia's new treatment facility at Rainham.