



South London Waste Partnership

Lot 1 Services

Preferred Bidder - January 2017

Technical Response

Service Delivery Plan 9 – Reporting and Performance Plan

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Lot 1: Technical Response

9 Reporting and Performance

1. Introduction

An effective approach to reporting is dependent on a robust information management system generating reliable and relevant contract performance data. Veolia will implement a range of contract management systems to facilitate an open and transparent relationship with the Partnership, generating performance reports to meet the requirements of the Contract and providing a framework for delivering continuous improvements in service performance.

Veolia Reporting and Performance Commitments

We will

- *Provide a dedicated Business Analyst at the Contract to oversee the reporting process, with wider support available from Veolia's well established Regional Business Performance Team*
- *Create a bespoke South London 'SharePoint' site to facilitate a straightforward and transparent approach to Contract reporting*
- *Implement our ICT System to provide data in real time and support the Partnership's reporting requirements outlined at Schedule 6*

2. Liaison with the Partnership

Proposals for meetings with the Partnership including a governance chart, showing proposed attendees at the various meetings.

Veolia understands the importance of an open and transparent relationship with our clients; facilitating regular contact and frequent exchange of communication. The close proximity of the Contractor and Client offices at the Stubbs Mead and Garth Road depots will assist with more informal regular contact. Routine contract management meetings will be held as outlined below. The meetings will be informed by the live contract performance data shared via the South London SharePoint portal, and the regular reports provided, daily, monthly and annually.



*Note that Veolia's Regional Communications Manager will also attend the Annual Review, and Quarterly Strategic Meeting as appropriate, to discuss the Communications and Engagement Strategy.

In addition to the governance structure outlined above, Veolia would look to establish frequent meetings with the HRRC contract representatives to identify areas for synergies and

efficiencies across both contracts to ensure we work together to drive up recycling across the Partnership Boroughs.

We would also look to set up regular meetings with the Lot 2 contractor and the highways department, to again identify efficiencies in our service delivery. We will also ensure we work closely with the Boroughs' Enforcement Teams, as outlined at section 3.8 of method statement 1.3, to supply evidence and support them in developing cases for prosecutions.

3. Reporting and Review

3.1 Reporting Overview

Including monthly reporting, Annual Report, Business Plan. Please provide recent examples (redacted as necessary) from a similar contract, demonstrating the standard to which such reports shall be produced. Please set out the proposed content and purpose of the business development plan (as per clause 41 of the Contract).

In accordance with Schedule 6 Reporting Requirements, Veolia will provide the specified information, as outlined in section 3.2 below, to the Partnership at the following intervals:

- Immediate Live Information (Available electronically)
- Daily
- Monthly
- Annually
- Upon Request

Veolia utilises six key systems to manage its operations and record all contract data, listed below, these are detailed in full in sections 5.1 of this method statement:

- ECHO System – All front-line and customer facing operational data
- WIMS – Weighbridge tonnage data
- RIVO – Health and Safety data
- Tranman – Fleet Asset Management data
- SAP – Financial/HR data
- Triscan – Fuel Management System

ECHO is Veolia's operational ICT system which will be fully integrated with the Boroughs CRM systems so all updates made to service requests received will be visible to the Contact Centre agents.

Within our financial model we have budgeted £4,680 for six ECHO licences for the Partnership and Borough Officer to have direct read only access to the live system to allow full transparency of the operational data. The ECHO system is web-based so a licence is all that is required to access this system.

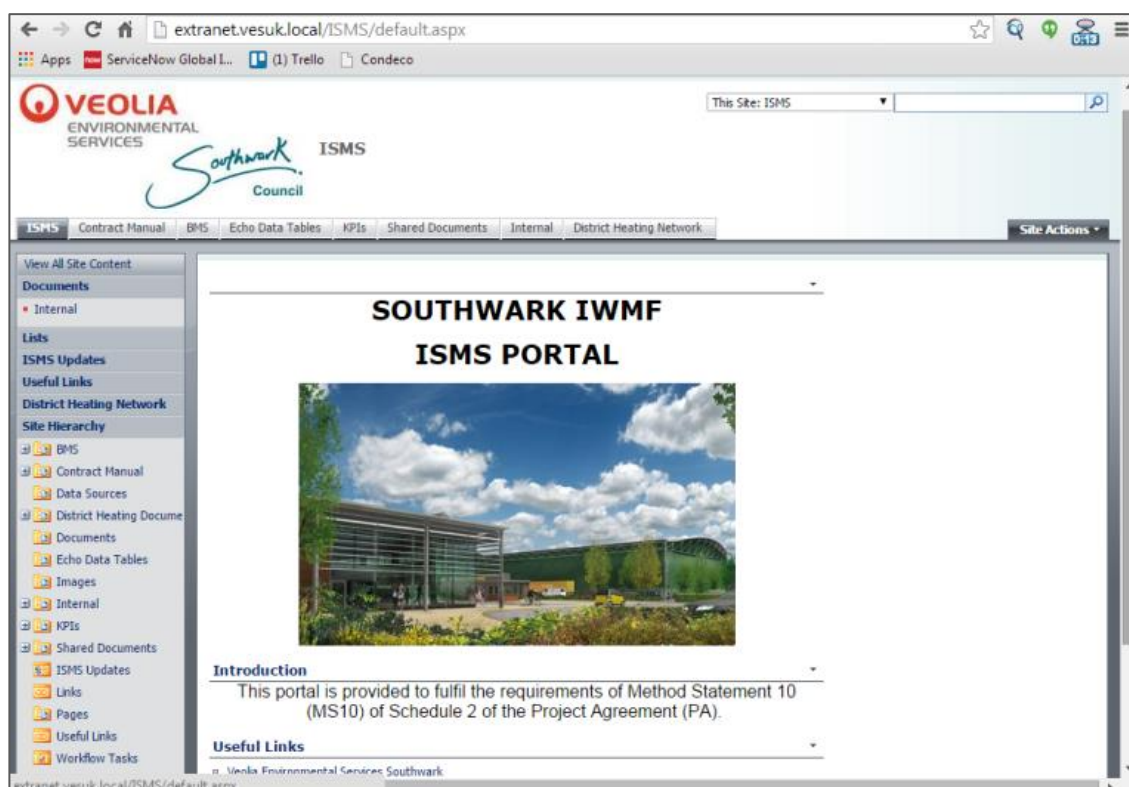
Reports will be written for the ECHO, RIVO and WIMS systems to push information through to Contract Performance Dashboards on a SLWP SharePoint portal to provide live contract data on the specified reporting information listed below.

Financial reports from SAP will be exported on a monthly basis to provide full transparency of the Contract's financial performance. This will include exports from the Commercial Waste P&L.

The Daily Report will be produced as a dashboard report in SharePoint providing the contract data specified in section 3.2 below.

South London SharePoint Portal

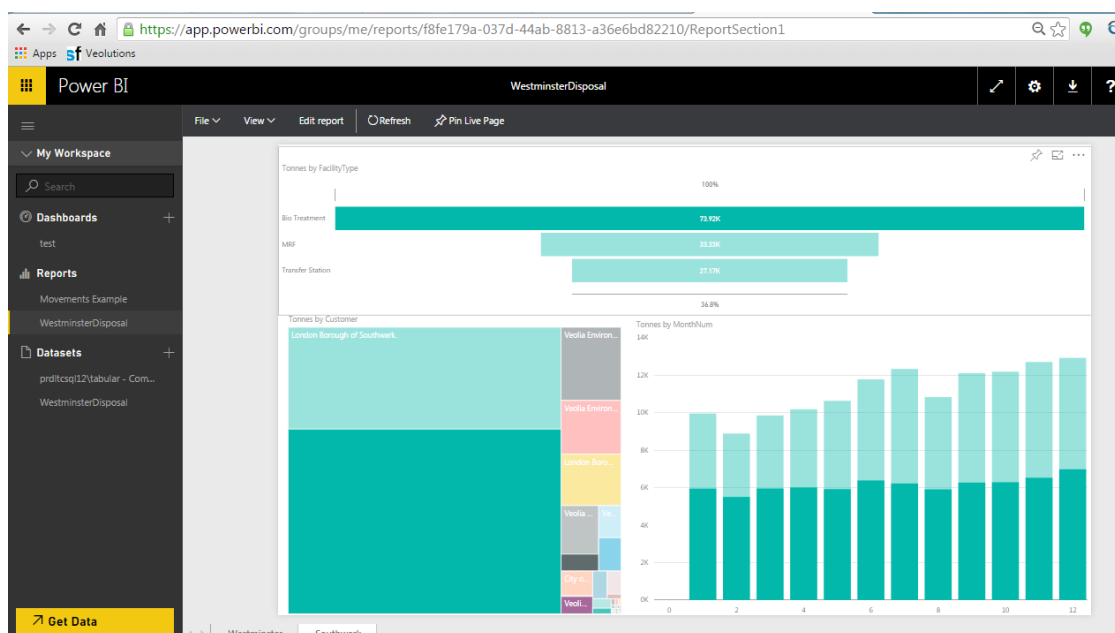
A dedicated South London SharePoint portal will be created for this Contract. Live contract information will be pushed through to the site from the contract management systems (where possible) and it will also provide a central storage and collaboration space for key documents and reports relating to the Contract. Similar sites have been used effectively at Veolia's Brent and Southwark Contracts to promote a transparent approach to reporting. A screenshot from Southwark is provided below.



The South London SharePoint, accessed via a Citrix connection, will allow authorised users from the Partnership to log in and access:

- Live Contract Performance Data – Provided in dashboard format, example below
- Contract Reports (SPI, Daily, Monthly, Annual etc.)
- Weighbridge tickets and tip times, as follows:
 - Where a weighbridge uses WIMS (see relevant section of 5.1 below) this data will be available on the SharePoint site the next day.

- Where the data is provided by a third party (currently this is only the case at one site), the data will not be available as frequently; it is currently provided on a monthly basis.
- Contract Documents – an up-to-date version of the contract documents, containing the latest version of Service Delivery Plans etc, where amendments are made over the life on the Contract
- BI Platform – A platform hosted on SharePoint, allowing the authorised users to generate their own reports from a base template with the live contract data, an example of a dashboard from our Westminster contract is shown below:



Monthly Report

A Monthly Report will be produced by the Contract Management Team with support from the Contract's Business Performance Analyst. The written report will be provided in an agreed format within ten Business Days after the last day of each Month during the Contract Period. It will include all the information necessary to allow the Partnership to verify the performance of the contract and the Monthly Payment for the last contract month, including all quantitative and qualitative data supplemented by a spreadsheet containing quantitative data in a format that can be interrogated by the Partnership's data systems.

As a minimum the report will include:

- A summary of all the performance data pushed through to the Contract Performance Dashboards
- The SPI performance report, outlining any performance failures
- Recyclates Report
- An update on progress since the last report
- An update on actions from the previous monthly meetings
- Customer complaints data

- All information specified in the Schedule 6 Reporting Requirements, outlined in section 3.2 below.

An example template of the SLWP Monthly Report has been provided at Appendix 9a, the final format of this report will be agreed with the Partnership prior to Service Commencement to include any amendments agreed during the mobilisation period.

The report will be circulated to the Partnership via email and uploaded to the SharePoint Portal ahead of the monthly Client/Contractor Meeting. To ensure the data collated in the Monthly report is accurate, the supervisors will constantly monitor standards of the Services on ground as detailed in Section 3.3 below and section 3.9 of Method Statement 5 Management.

An example from our Southwark contract monthly report is provided at Appendix 9b, this is produced in a format that has been agreed with the client in advance. Please note this contains commercially sensitive information and should not be circulated.

Annual Services Report

Veolia will provide a detailed Annual Report ahead of the Annual Review meeting which will include all the information specified in Schedule 6 Reporting Requirements and will give a complete overview of the contract performance over the last 12 months. The report will also include a list of items for discussion at the Annual Review with information and evidence to facilitate the discussion. An example template of the SLWP Annual Report has been provided at Appendix 9c, the final format of this report will be agreed with the Partnership prior to Service Commencement.

In addition to this, Veolia will produce an Annual Review, such as the Watford example at Appendix 9d, which will primarily be aimed at members, giving an overview of contract for the last 12 months. It will include contract performance data, as well as social value achievements and community engagement successes.

Both reports will be circulated to the Partnership via email and uploaded to the SharePoint Portal ahead of the Annual Review Meeting.

Business Development Plan

Following the Annual Review Meeting, Veolia will produce a first draft or update of the Business Development Plan for the Partnership to review. Once jointly agreed this plan will be made final and will form the basis for service improvements or initiatives for the coming year.

The Business Development Plan will include details of:

- Plans for progress, change and savings that can be achieved over the remainder of the Contract Period, through efficiencies such as adjustments to labour deployment; vehicle life; increased cross-boundary working; procurement etc.
- Income generation proposals including development of the commercial waste portfolio, third party maintenance and other commercial opportunities, such as commercial hot washing of pavements

- Recyclate market conditions, impact on profit share and any implications for the Services
- Innovative technology that could deliver service efficiencies, savings and/or improved environmental performance
- Opportunities to further enhance the recycling service provided
- Innovation and best practice that has the potential to be applied to the Contract.

3.2 Schedule 6 Reporting Requirements

The requirements for each reporting frequency are detailed below.

Immediate Electronic Access

The following information will be made available through contract performance dashboards on SharePoint in real time.

Collections

- Daily record of all properties, premises or locations where it was not possible to carry out or complete collections of Contract Waste, or to perform any other of the specified Services and the reason why
- Daily record of all properties where it was impracticable to return the Receptacles to within the property boundary, together with an explanation of the circumstances
- Addresses/ locations where bins or containers have been damaged, or are found to be damaged, together with a brief description of the damage and an explanation of the circumstances
- Address for persistent occurrences where household waste being left for collection by a resident is in excess of the capacity of the Receptacles provided or deemed too heavy to lift
- Missed household waste collections – addresses, date of missed collection and date of rectification.
- Information (address, brief description of damage and explanation) on all lost or damaged Receptacles howsoever caused
- Bulky waste collections – inc. numbers, tonnages, tonnage sent for reuse
- Details of any missed Bulky waste collections due to not being presented for collection
- Details of clinical waste collections undertaken – inc. number, location, number/type of receptacles at each property, missed collections

Streets

- Details of any Hazardous Waste material found within waste or on the street within fly tipped material
- Fly tipping incidents, including any proactively cleared: Location, quantity and type of waste that is fly tipped and confirmation of evidence being retained
- Location of damaged, faulty or vandalised Litter Bins

- Location and category (offensive and/or racist or non-offensive and/or racist) of Graffiti , and confirmation of evidence being retained
- Location of flyposting and confirmation of evidence being retained

Commercial Waste

- Locations where Commercial Customers are producing more waste than can be contained within their receptable, as well as any breaches or concerns in relation to health and safety

Vehicles

- Details of any contract vehicle breakdown
- Details of replacement vehicle to be used where a breakdown means the original vehicle is not useable

Accident Reporting

- Details of any serious accident involving any vehicle being used in the performance of any service included in this Contract, whether involving any personal injury or not
- Details of all serious accidents and dangerous occurrences to its employees and/or the public incurred whilst carrying out any of the services included in this Contract
- All accident reports
- Any damage caused to any property, premises, highway, or street furniture together with a brief description of the damage and an explanation of the circumstances.
- Copies of Waste Transfer Notes provided to Commercial Waste Services customers.
- Details of any health, safety or welfare related issues including any RIDDOR reportable incidents, and emergency incidents.
- Details of any third party property damage.

Daily Report

The Daily Report will be an electronic report produced at the end of each working day in a dashboard format, made available through SharePoint. The report will include as a minimum the following information:

Collections

- Daily record of all properties, premises or locations where it was not possible to carry out or complete collections of Contract Waste, or to perform any other of the specified Services and the reason why.
- Daily record of all properties where it was impracticable to return the Receptacles to within the property boundary, together with an explanation of the circumstances

- Addresses/ locations where bins or containers have been damaged, or are found to be damaged, together with a brief description of the damage and an explanation of the circumstances.
- Missed household waste collections – addresses, date of missed collection and date of rectification.
- Information (address, brief description of damage and explanation) on all lost or damaged Receptacles howsoever caused
- Details of clinical waste collections undertaken – inc. number, location, number/type of receptacles at each property, missed collections

Commercial Waste

- Locations where Commercial Customers are producing more waste than can be contained within their receptable, as well as any breaches or concerns in relation to health and safety.

Accidents

- All accident reports.
- Any damage caused to any property, premises, highway, or street furniture together with a brief description of the damage and an explanation of the circumstances.
- Details of any health, safety or welfare related issues including any RIDDOR reportable incidents, and emergency incidents.
- Details of any third party property damage.

Monthly Report

The Monthly Report will be provided within ten Business Days after the last day of each Month during the Contract Period. It will include as a minimum the following:

General

- Update of actions from previous report
- Details of any outstanding information required by the Partnership and/or Contractor in connection with the Partnership.
- Data and information required for the purpose of determining the Unitary Charge in accordance with the Payment Mechanism, including:
 - Statement of performance against the Performance Management Framework including all details of failures whether they have resulted in Non - Performance Financial Deductions or not.
 - Statement of Non-Performance points accrued against the Performance Management Framework resulting in Financial Deductions
- Changes to the contract Asset Register.
- Details of any breaches of Legislation or Consents by the Contractor in relation to the provision of the Services.

- Details of any accreditation of facility management and operations (i.e. EMS, QMS, ABPR, PAS 110 or PAS 100 as applicable).
- Details of the results of Quality and Environmental Management Systems audits.
- A summary statement of any changes requested by the Partnership or by the Contractor.
- Proposed amendments to the Service Delivery Plan OR confirmation that no changes have taken place.
- Any other matter reasonably required by the Partnership in relation to the Project.

Collections

- Summary of daily record of all properties, premises or locations where it was not possible to carry out or complete collections of Contract Waste, or to perform any other of the specified Services and the reason why.
- Summary of addresses/ locations where bins or containers have been damaged, or are found to be damaged, together with a brief description of the damage and an explanation of the circumstances.
- Address for persistent occurrences where household waste being left for collection by a resident is in excess of the capacity of the Receptacles provided or deemed too heavy to lift.
- Bulky waste collections – inc. numbers, tonnages, tonnage sent for reuse
- Recyclates Report, including:
 - Details of contract duration, including expiry dates and periods of extension, for all Recyclates.
 - Details of the fee(s) receivable in respect of each such contracts relating to Recyclates;
 - A detailed analysis on its progress in relation to the sale of Recyclates
 - A detailed statement of the total tonnage of Recyclates that have not been sold and the time period for which such Recyclates have remained unsold.
- The Contractor shall provide details to the Partnership of the Reprocessors designated to take the products derived from the Services.
- Details of clinical waste collections undertaken – inc. number, location, number/type of receptacles at each property, missed collections

Streets

- Summary of any Hazardous Waste material found within waste or on the street within Fly Tipped Material.
- Fly tipping incidents
- Indication of street trading waste and methodology for its calculation.

Commercial Waste

- Summary of locations where Commercial Customers are producing more waste than can be contained within their receptable, as well as any breaches or concerns in relation to health and safety.
- Tonnage and types of Commercial Waste collected

Vehicles

- Summary of any contract vehicle breakdowns
- Summary of replacement vehicle to be used where a breakdown means the original vehicle is not useable

Accidents

- Summary of any serious accident involving any vehicle being used in the performance of any service included in this Contract, whether involving any personal injury or not.
- Summary of any serious accident involving any vehicle being used in the performance of any service included in this Contract, whether involving any personal injury or not.
- Summary of all serious accidents and dangerous occurrences to its employees and/or the public incurred whilst carrying out any of the services included in this Contract.
- All accident reports.
- Summary of any damage caused to any property, premises, highway, or street furniture together with a brief description of the damage and an explanation of the circumstances.
- Details of any health, safety or welfare related issues including any RIDDOR reportable incidents, and emergency incidents.
- Details of any third party property damage.

Annual Services Report

The Annual Services Report shall report the performance and delivery of the Services for the previous Contract Year. The report will include, but is not limited to the following:

General

- Update of actions from previous report
- An up-to-date statement setting out the operational structure and systems of working
- Summary of data and information required for the purpose of determining the Unitary Charge in accordance with the Payment Mechanism, including:
 - Statement of performance against the Performance Management Framework including all details of failures whether they have resulted in Non - Performance Financial Deductions or not.
 - Statement of Non-Performance points accrued against the Performance Management Framework resulting in Financial Deductions

- Details of any breaches of Legislation or Consents by the Contractor in relation to the provision of the Services.
- Summary of any accreditation of facility management and operations (i.e. EMS, QMS, ABPR, PAS 110 or PAS 100 as applicable).
- Summary of the results of Quality and Environmental Management Systems audits.
- A summary statement of any changes requested by the Partnership or by the Contractor.
- Proposed amendments to the Service Delivery Plan OR confirmation that no changes have taken place.
- Any other matter reasonably required by the Partnership in relation to the Project.

Collections

- The Contractor shall provide details to the Partnership of the Reprocessors designated to take the products derived from the Services.

Vehicles

- Vehicle fuel and mileage records:
 - Fuel usage and mileage;
 - Total CO₂, NO_x and particulates released;
 - Calculation of the tonnage of Waste collected per tonne of CO₂, NO_x and particulates.

Accidents

- Summary of any health, safety or welfare related issues including any RIDDOR reportable incidents, and emergency incidents.

Evidence upon request or as required

The following information will be made available as required, upon request from the Authorised Officer, or following the completion of billable services:

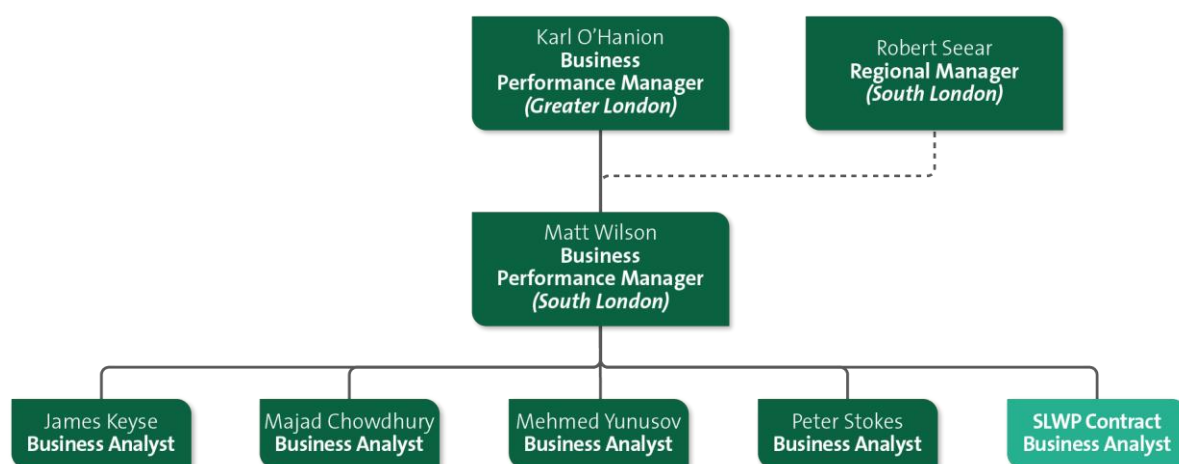
- Further information to help verify and audit the Monthly Services Report or the Annual Services Report
- Invoices for sales of Recyclate Material derived from Contract Waste
- Special Event Operational Report
 - Numbers and status of operatives engaged in the Special Event cleaning service, and the number of hours worked by such operatives
 - Numbers and types of vehicles and equipment engaged in the Special Event cleaning service
 - The materials used in the Special Event cleaning service
 - The cost incurred by the Contractor in providing the Special Event cleaning service.
- Market Cleaning Services Bill of Quantities

- Details of ad hoc work completed on request of the Partnership, including:
 - Location and size of area where work was carried out
 - Breakdown of resources used, duration and applicable charges
- Notification of any Emergency Cleansing work undertaken by the start of the following Business Day
- Details of any Emergency Cleansing work undertaken including labour, plant, materials used
- Personnel Information
 - The terms and conditions of employment
 - The training records
 - The records of any Convictions
 - The skills and competencies of Personnel
 - The number of Personnel employed.
- Contract Meeting Preparation (detailed agenda)
- Contract Meeting Minutes
- Business Development Plan
- Requests for Performance Related Reporting information
- Accident Reporting
- Audit of Service Vehicle record keeping

3.3 Service Performance Indicator (SPI) Reporting

Method for reporting against the Performance Indicators (including how rectification of failures will be monitored)

SPI reports will be produced on a monthly basis by the Business Performance Analyst for the Contract Management Team and the Partnership. KPI reports are run on a monthly basis for all of our London contracts by our London Business Performance Team, which the Business Analyst will form a part of, the team for the South London region is illustrated below.



The regional KPI reports will provide an opportunity for us to benchmark the Contract's performance against others across London and identify areas for improvement or share working practices where we are achieving good results.

The table below provides a summary of the SPIs and the systems the information will be generated from.

SPIs	Description	Source
1.	Missed collections (kerbside residual)	ECHO
2.	Missed collections (kerbside recycling)	ECHO
3.	Missed collections (kerbside food)	ECHO
4.	Missed collections (kerbside garden waste)	ECHO
5.	Overflowing communal containers (communal recycle)	ECHO
6.	Overflowing communal containers (communal residual)	ECHO
7.	Missed collections (assisted collections)	ECHO
8.	Repeated missed collections	ECHO
9.	Failure to collect bulky waste collection	ECHO
10.	Failure to deliver receptacles	ECHO
11.	Failure to clear fly-tips	ECHO
12.	Failure to schedule bulky waste collections within SLA	ECHO
13.	Failure to collect reuse material or recyclates separately from residual waste	WIMS
14.	Failure to keep material collected as Recyclate appropriately stored and segregated prior to being received at a suitable re-processor	WIMS
15.	Failure to send Contract Waste to the Nominated Delivery Point or Contingency Delivery Point	WIMS
16.	Failure to empty street litter receptacles to required service standard	ECHO
17.	Failure to clean town/district centres to required service standard	ECHO
18.	Failure to clean residential roads to required service standard	ECHO
19.	Failure to achieve grade A standard at the time of cleaning	ECHO
20.	Failure to carry out ad-hoc cleaning of drainage systems within 72 hours of instruction by the Authorised Officer.	ECHO
21.	Failure to remove offensive graffiti within SLA	ECHO
22.	Failure to remove non-offensive graffiti within SLA	ECHO
23.	Failure to grit agreed priority routes	GPS
24.	Failure to maintain all salt bins at 50% full during winter maintenance season	ECHO
25.	Failure to provide a suitable replacement Non-Service Vehicle	Tranman
26.	Failure to meet O-Licence vehicle inspections	Tranman
27.	Failure to meet non-O-Licence vehicle inspections	Tranman
28.	Serving of PG9 Prohibition Notice (Delayed or Immediate) by DVSA	Tranman
29.	Failure to meet reporting requirements	ECHO/ Sharepoint
30.	Failure to adhere to complaints handling process as set out within Schedule 15	ECHO/ Sharepoint
31.	Failure to deliver accurate and appropriate communications in accordance with the specification or as set out in Schedule 4	ECHO/ Sharepoint

The reports will be circulated to the client team via email and uploaded to the SharePoint portal. As per the example above, the report will include not only the data from the latest month in question but the performance of the year to date and the figures from the previous year to allow comparison.

As nominated members of the client team will have access to the ECHO system and live and daily data will have been provided on SharePoint, the Partnership will have full transparency to allow them to verify the results of the SPI reports if they wish.

At our Westminster contract during our monthly client meetings a 'Hot Topic' is identified; where the Council would like to know more about the performance of an area of the contract, based on the monthly data. This may be where an element of the service is performing highly, or where low performance has been identified and they would like to understand why. The Veolia Contract Management Team will investigate the chosen topic over the course of the next month and report back the findings at the next monthly meeting. This is something we would like to explore providing with the Partnership.

The SPI performance data as outlined in the example above will also be accompanied by a narrative highlighting areas of significantly good or poor performance and the reasons for this. Where poor performance has been identified we will also outline the measures being taken to address the issue. Scrutiny of the SPI performance and all data logged in ECHO will highlight to the Management Team any issues, for example, high number of missed bins relating to a particular crew etc.

Each month the Environmental Managers will run through the results of the SPI reports with their teams, praising the teams where they have performed well, and identifying if this is the result of any initiatives that could be applied elsewhere, or flagging areas of concern and asking for feedback from their staff as to why poor performance is occurring. Poor performance will also be identified by the Management team as part of their performance monitoring checks and audits. Environmental Managers will conduct daily monitoring checks of crews and operatives out in the field to ensure they are acting safely and adhering to required working practices as per the Service Delivery Plans and Specification. Environmental Managers will also complete a random cleansing standards audit for five streets per week; this will be undertaken following the scheduled cleanse to check that the street has been cleansed to the required grades.

Any instances of repeated poor performance will be discussed during the Client/Contractor Monthly Meetings and an Action Plan will be put in place to rectify the situation. This may involve further staff training, re-balancing of the routes (collections or cleaning), increased monitoring or disciplinary action if required.

3.4 Reporting Compliance

Assurance that all plans, systems and method statements shall be reviewed and updated in accordance with the Contract.

Veolia will ensure that all Contract reporting will be provided in compliance with Schedule 6 Reporting Requirements. We will ensure the reports are provided to the required timescales

and information will be made available to the Authorised Officer outside of the scheduled requirements upon request.

During the Annual Review process (or as required over the Contract life) any changes to the Services that are agreed will be updated throughout the suite of Contract documents and submitted for approval by the Authorised Officer. Once agreed, the latest versions of the Contract documents will be uploaded to SharePoint and those that have been superseded will be archived.

3.5 Point of Contact [Required Post Contract Award]

Name, role and contact details of the Contract Manager who shall be available to the Partnership for general liaison.

This would be provided post Contract Award as requested.

4. Service Efficiencies

How the efficiency and effectiveness of the service will be reviewed at regular periods and improved during the Contract life.

Veolia will ensure that the performance of the Contract is closely monitored throughout its life and areas for efficiencies or improved working practices identified. We will do this through the following measures as a minimum:

- Analysing Contract performance data collected in ECHO and our other management systems. This will include number of events raised, and how many of these have been resolved within the SLA
- Monitoring SPI performance and managing performance where we are not meeting the required SLA
- Listening to and encouraging feedback from our staff across all services
- Implementing action plans and service improvements in response to customer satisfaction surveys and feedback from stakeholders
- Identifying new technologies available and how they could benefit our operations
- Learning from best practice industry wide as well as our experience on other contracts, particularly those in London,
- Continuing to identify synergies and potential efficiencies in operational delivery across the services.
- Working closely with the HRRC contract team to explore ways we can work together to align our operations and potentially delivering savings to the Partnership.
- Encourage and draw on innovation from the Contract team and across Veolia
- At periodic intervals as required and as the new collection service is introduced across the Partnership, our collection routes will be re-modelled in Transvision, our collection routing software, to ensure we have the optimised collection schedules. The re-modelling will be done with a parameter set to not allow the collection days to change, to avoid disruption to residents, where practical. Transvision will provide UPRN numbers and routes and this is uploaded into ECHO to provide crews with the latest round information.

As areas for efficiencies and service improvements are identified they will be fed into the Weekly and/or Monthly Client/Contractor Meeting. If this is a straightforward change, with no impact to residents, or change to the Contract required, the attendees of these meetings will discuss and agree.

If the proposal requires more consideration and approval at a higher level, the proposal will be presented at the Quarterly Strategy Meeting. If the Partnership like the proposal a full Business Case will be produced for the Annual Review Meeting.

5. IT Systems

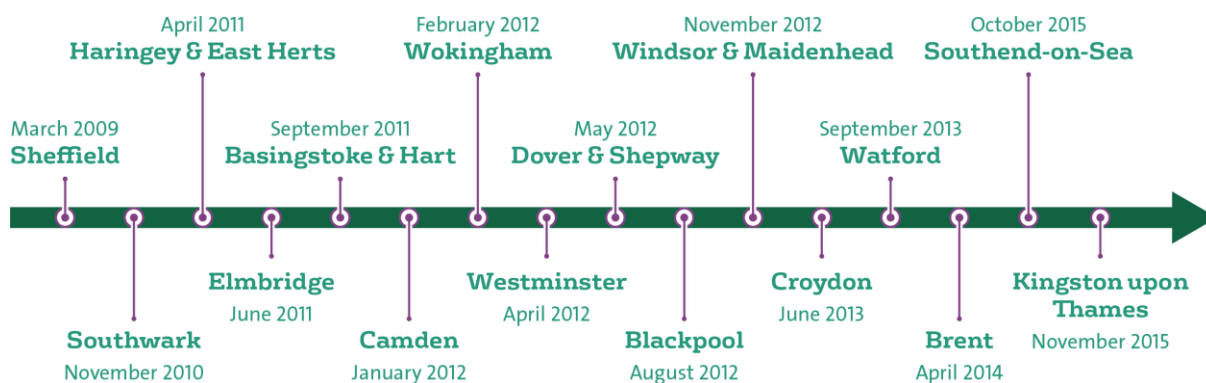
5.1 Veolia's ICT System

Describe the Information Technology system(s), including supplier, and the process and costs for issuing licences for third party users. Clearly state the number of licenses which will be available to the Partnership, differentiating CRM interfaces and management staff.

Veolia will implement the following systems for this contract, each detailed in full below. These systems will allow us to deliver a safe, reliable and transparent service meeting the requirements of section 16 of the Specification – ICT.

ECHO

The ECHO system is a web-based system provided by Twisted Fish. Veolia implemented the system on the first of our contracts in 2009 now live on over 16 municipal contracts across the country.



The system is made up of the following key components:

- ECHO Web – main service administration and operational control
- ECHO OnBoard – real time in-cab data solution
- ECHO Mobile – in the field smartphone and data recording device
- ECHO View – Live performance monitoring platform
- Client Integration Services – data interface exchange between Borough website, CRM and ECHO
- GPS & Telematics – real time vehicle tracking and vehicle efficiency system
- Business Intelligence – management, monitoring and performance reporting toolset

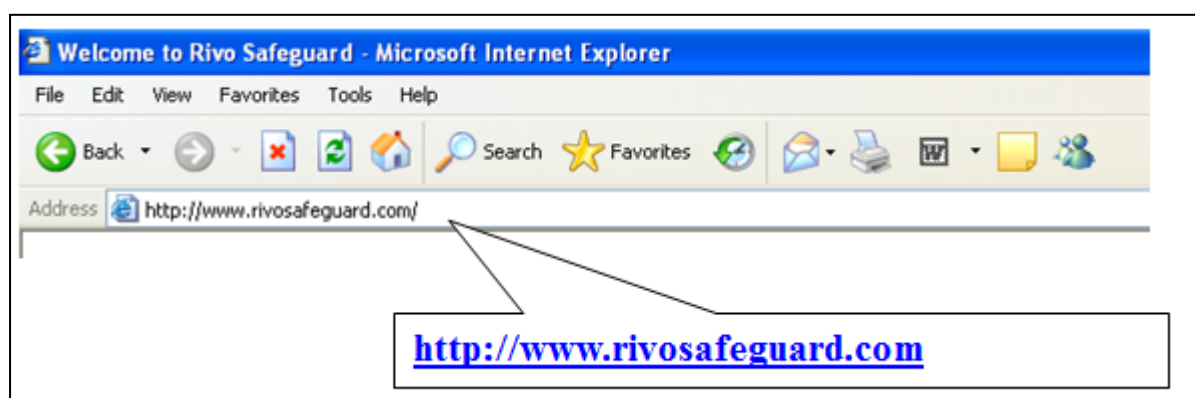
The system will be fully integrated with each of the Boroughs' CRM systems, avoiding the need for the Contact Centre agents to require direct access to the system, which would require a software licence. We appreciate that access to the system for the Client Contract Management team would be beneficial and therefore within the financial model we have allocated a sum of £4,680 for Partnership/Borough Officer licences which equates to six licences. The integration process and costs are outlined in detail in section 5.3 below.

A detailed overview of the ECHO system is provided in section 5.2.

RIVO Safeguard

Veolia will implement the RIVO Safeguard health and safety system to manage compliance with legislation and obligations in relation to the provisions of the Contract. RIVO will allow all performance information to be visible, and will enable trends to be identified and the appropriate action to be taken to mitigate and minimise health and safety related issues.

RIVO Safeguard is an internet based reporting system hosted by RIVO Software Ltd. There are currently over 2,000 users of RIVO within the Veolia. Login requires authentication with a username and password. As employee information is visible in the system, direct access to RIVO cannot be provided to Partnership officers due data protection requirements, however Veolia users will be able to extract reports from the system and share with the Partnership via the SharePoint portal.



The system enables users to maintain accurate health and safety records. There are three main categories of reportable data that we will routinely record:

1. Event Reporting:

- Accidents – an event that results in physical injury, including acts of non-consensual violence
- Incidents – an event that results in damage to property, equipment or the environment but does not incur injury or ill health. An unintentional and/or uncontrolled escape of materials of a nature and in a manner capable of causing significant injury or harm.
- Near Misses – an event which does not result in an injury or harm to any person, property, equipment or the environment.

- Hazards & Safety Concerns – an issue that has been identified or observed that has the potential to cause an accident, incident, near miss or which is an environmental concern
- Enforcement Authority Communications – any communication from an enforcing authority
- RIDDOR – Reporting of injuries, diseases and dangerous occurrences

Authorised users of RIVO that have responsibility for the Contract will be sent automatic notifications when an “event” is logged on the system. This proactive and real-time measure will ensure all health and safety issues are dealt with in a prompt and effective manner.

2. Audit Reporting:

Audit reports and associated tasks will be logged onto RIVO Safeguard and notified to the relevant managers with a timescale for closure. Evidence will be required from the Operations Managers for these tasks to be closed out by the auditor in a timely manner.

3. WorkSafe Observations:

WorkSafe Observations (Behavioural Safety) will be recorded on RIVO Safeguard - both positive and negative behaviours observed during routine activities.

RIDDOR

All incidents under RIDDOR will be reported to the Health & Safety Executive within the required timescales. Veolia will use RIVO to send a report to the Authority of any occurrence of an incident or accident that is reportable by RIDDOR and which involves personnel employed within the Works and Services.

If an accident or incident occurs that involves a member of the public and is reportable under RIDDOR then Veolia will telephone the Authorised Officer to report the incident and in addition prepare and send a detailed briefing report.


The figure below shows the RIVO RIDDOR reporting template that will be used.

RIDDOR reporting - You MUST contact your Health & Safety Manager or Advisor prior to completing RIDDOR

☒ Check this box if this event is RIDDOR reportable? [Link to RIDDOR website](#)

How was it reported? (web site, phone call etc)

Who reported it? (name/position etc)

On what date was the RIDDOR report submitted? 

What was the RIDDOR reference?

Was the injury:

☐ A fatality?

☐ A major injury or condition?

☐ An injury to an employee or self-employed person which prevented them doing their normal work for more than 7 days?

☐ An injury to a member of the public which meant they had to be taken from the scene of the accident to a hospital for treatment?

☐ Remain in hospital for more than 24 hours?

☐ A Dangerous Occurrence?

☐ A Reportable Disease?

RIVO RIDDOR reporting template

Reporting

Veolia will use the extensive reporting capabilities of RIVO to analyse the causes of Events described above in relation to the Contract.

The screenshot below demonstrates the wide range of parameters that can be used to extract the data required. Export options will allow the report to be downloaded into Excel, PNG, PDF or Word formats.

Events by cause

Report parameters

Start Date: 1 January 2014

End Date: 31 December 2014

Location(s): A single location group

'NEW TREATMENT & COLLECTION'

Category: A single category

Accident

Type of injured person: A single value

Agency staff

Severity: Agency staff

Chart Type: Contractor

Graph colour: Customer

Graph size: Employee

Output types: Landowner

Run Report

Export options

[Download as Excel document](#)

[Save chart as an image file \(PNG file\)](#)

[Download report in PDF format](#)

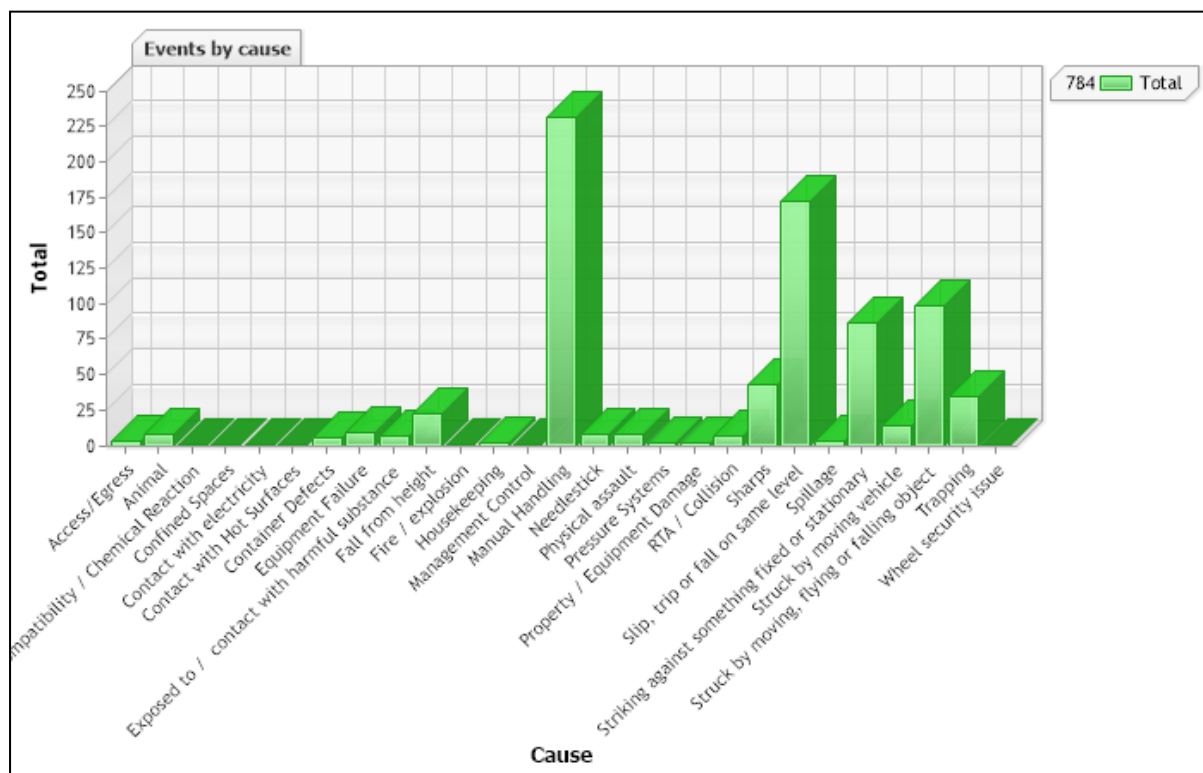
[Download report in Word format](#)

Favourites

[Save to favourites](#)

Email options

[Email this report to me now as: XLS](#)



Tasks

To ensure that effective control measures will be implemented on the back of all reportable events, audits and work-safe observations, Veolia will use "TASK Management" to create, describe and allocate "Tasks" to named users. The "My Task List" function will alert users through a traffic light system those tasks that are overdue or nearing due date.

Task details

Task details

Task title

Ensure correct PPE signs are posted in the Loading Yard

Scheduled Date

10 May 2006

Description

Employee observed helping to load pallets on to a fork lift without suitable head protection.

Make sure PPE signs (including hard hat) are placed at all entrances/exits to the loading yard

Task allocated to

Graham Edwards

☐ Task completed

Task History

Add Note

Save

Cancel

"My Tasks" List

☐ Show completed tasks

	Description	Allocated to/from	Source		Scheduled Date ▲	Options
<input type="checkbox"/>	Ensure correct PPE signs are posted in the Loading Yard	To: Graham Edwards	Hazard report	●	10 May 2006	Options ▼
<input type="checkbox"/>	Check Manual Handling Risk Assessment	To: Lynn Burford	Accident	●	16 June 2006	Options ▼
<input type="checkbox"/>	Check Manual Handling Risk Assessment is up-to-date	To: Alice King	Accident	●	16 June 2006	Options ▼
<input type="checkbox"/>	SOP's to be written on handling pyrophorics	To: Helen Jones	Risk assessment	●	20 June 2006	Options ▼
<input type="checkbox"/>	Industrial Gas Safety Awareness Workshop	To: Alan Jones	Risk assessment	●	28 June 2006	Options ▼
<input type="checkbox"/>	Manual Handling Training	To: Graham Edwards	Accident	●	28 June 2006	Options ▼
<input type="checkbox"/>	Glass in kitchen door	To: Helen Jones		●	29 June 2006	Options ▼
<input type="checkbox"/>	Maintain Stock Levels of Spill control equipment	To: Helen Jones	Risk assessment	●	29 June 2006	Options ▼
<input type="checkbox"/>	Use of Fire Extinguishers equipment for all Chemists	To: Graham Edwards	Risk assessment	●	30 June 2006	Options ▼

Export

Add task

The RIVO data will be exported to SharePoint in the form of Contract Performance Dashboards reporting the specified information under the Reporting Requirements of the Contract.

Waste Information Management System (WIMS)

Our Waste Information Management System (WIMS) was first deployed by Veolia in 2005 and is now used in over 120 locations across the UK to provide accurate tonnage reporting for all our clients.

WIMS records all the waste and tonnage information for our contracts captured by the weighbridges at delivery points and/or reprocessing/disposal outlets. Where these outlets are Veolia operated, the weighbridge data will be automatically electronically captured in WIMS and allocated to this Contract. Where, in the majority of cases, a weighbridge uses WIMS this data will be available on the SharePoint site the next day. Where the site is run by a third party, which is currently only the case at one site, the weighbridge ticket will be collected by the crew and delivered to the administration team at the end of each shift for filing. The outlets will provide a data export of the weighbridge data on a monthly basis that will be uploaded into WIMS and the tonnage will be allocated to the correct element of the contract, i.e. household waste, commercial waste or street cleaning waste.

This tonnage data once input will be exported to our Business Intelligence Reporting platform in real time where it will then be pushed through to our SharePoint Portal for the Authorised Officer and Client Management Team to view, monitor and run reports on.

To aid the Partnership Boroughs in their Waste Data Flow reporting obligations, Veolia will provide Waste Data Flow reports in the agreed format and to the timescales set by the Authorised Officer. We currently provide this for our client at our Richmond contract. As the Client team will have access to the live tonnage data on SharePoint they will be able to verify the information produced in the report if they wish.

In addition the information captured in WIMS will also be used to monitor and analyse trends in tonnage data for the Contract.

Tranman

Tranman 8 is our fleet management system. It collates vehicle repair costs, allocated time, spare parts and job narrative. The system stores key information such as last LOLER Inspection, MOT test date, Reduced Pollution Certificate date, maintenance budget, and performance against budget. The system also shows repair and maintenance hours that has been carried out including costs, scheduled maintenance, damage, unscheduled and also Road Fund License. More details on this system are provided in MS 1.7 Fleet Information.

SAP

SAP is our corporate finance and HR system. The BI reporting platform is also utilised to provide the contract teams with staff management information.

Triscan

Triscan is our fuel management system. The system will manage and record fuel supply and usage for each of the depots.

SharePoint

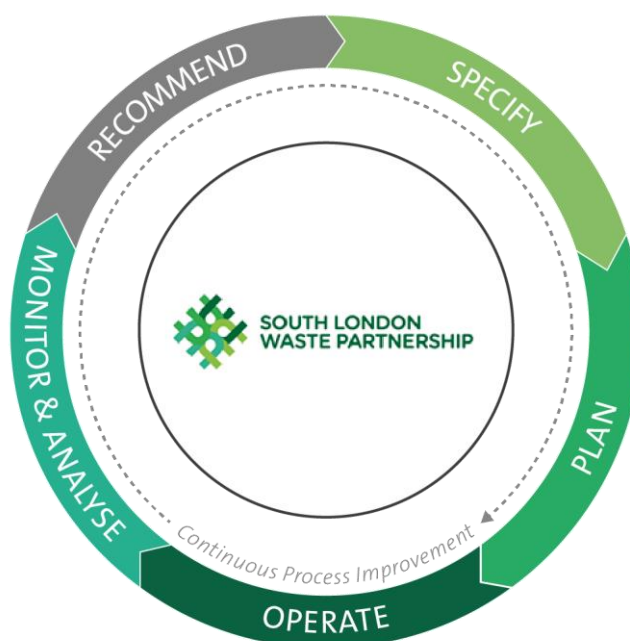
As described in section 3.1, a South London SharePoint portal will be set up to provide a platform to share all of the data held in the systems described above.

5.2 ECHO System

Describe how the IT system shall provide constant real-time access to information for the Partnership. Confirmation the system will monitor and record the data required for each Service area as specified in Schedule 6 'Reporting Requirements'.

ECHO's innovative design provides the complete solution to effectively manage a contract's environmental services. Information flows logically within ECHO as the system provides a single source of data that everyone can work from.

ECHO is configured to support highly efficient processes and is based on the principles of Specify, Plan, Operate, Monitor and Recommend to deliver a superior and continuous improving service for the client.



Continuous Process Improvement

Specify

- The Contract Service Structure
- Import the Boroughs environmental assets comprising LLPG properties, streets, litter bins, public conveniences etc.
- The types, sizes and colours of residents' containers, caddies, sacks etc.
- The regular collection, street cleansing and public convenience cleaning schedules
- The Service Level Agreements to determine service priority
- The resources available to service the contract, e.g. depots, vehicles, personnel.

Plan

- The rounds to be used and their schedules
- The types of resources required by the rounds and their defaults
- Event Types and their workflows
- Task Types and their workflows
- Self and quality monitoring Inspection Types
- Integration with the Boroughs relevant web forms using Veolia's Client Integration Services platform

Operate

- By allocating resources and dispatching electronic rounds and service schedules
- By responding to service requests, complaints and enquiries using the configured workflows within SLA
- By providing live data from the operations teams using ECHO Mobile smartphones and ECHO OnBoard in-cab computers
- By updating Borough web site automatically via electronic interface status updates

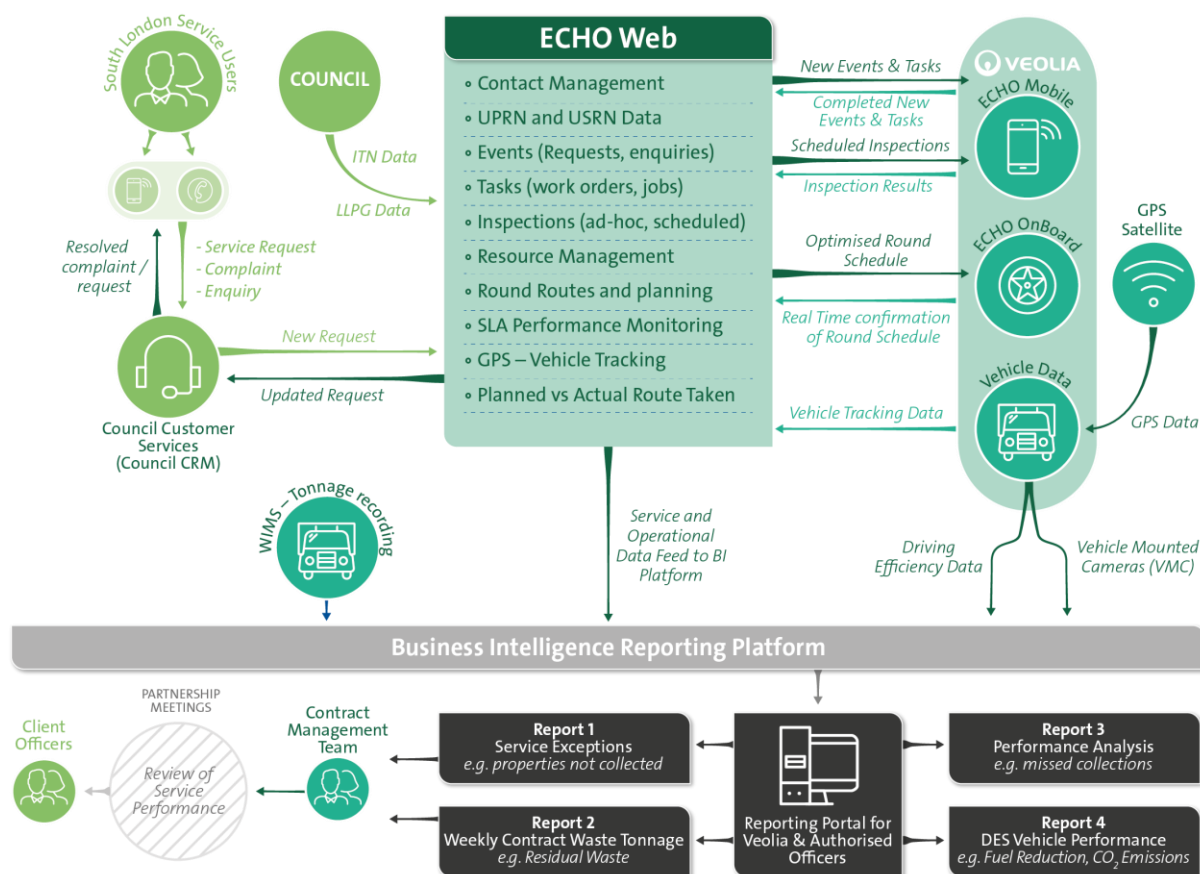
Monitor and Analyse

- Using ECHO real-time Traffic Light system
- Using the live ECHO Event Status Dashboard
- Progress of rounds and works schedules in real time using ECHO View
- Using scheduled, triggered and ad hoc service inspections, e.g. NI195 assessments
- Completion of work "Tasks" using ECHO Mobile smartphones and ECHO OnBoard
- Through automated emailed reports
- Live vehicle GPS reporting

Recommend

- Service improvements through more informed decisions based on Business Intelligence reporting
- Effective operational intervention based on live performance monitoring

The diagram below provides an ICT map of the ECHO System components; the data inputs and outputs, and how authorised client officers will access data through the reporting portal.



ECHO Web

The core component of ECHO is ECHO Web. ECHO Web includes:

- A copy of the Boroughs LLPG which can be regularly updated through ECHO's LLPG GeolImport Tool to keep the gazetteer up to date
- Complaint, request and enquiry management carried out through the creation and update of "Events" and "Tasks"
- An auditable trail of "Event" and "Task" history logged against individual properties or streets identified by their Unique Property Registration Number (UPRN) or USRN
- Real time monitoring and reporting of "Event" and "Task" status
- Optional assignment of Service Level Agreements (SLA) against "Events"
- Scheduled collection and street cleansing rounds based on any required frequency
- GIS Maps of the planned rounds
- Grounds Maintenance schedules based on seasonal calendars
- Real time Job Allocation to ECHO OnBoard in-cab and ECHO Mobile users
- Job Reassignment to alternative crews and operations teams
- Optional two-way integration with Boroughs' CRM
- Resource Management
- Suite of parameterised service information and operational reports

ECHO Web comprises the following key functions:

LLPG Database and GeoImport

ECHO holds the LLPG with all properties identified by their UPRN and GIS co-ordinates. All streets and street segments are identified by the USRN.

We use the most up to date LLPG copy of the LLPG data, ITN Raster and UPRN and USRN data to create the electronic Collection and Street Cleansing Round Schedules.

ECHO incorporates a LLPG batch import tool whereby the council can routinely place their most up to date LLPG on a secure FTP server. The batch program is then scheduled to run at set times (e.g. weekly) and transfer the data into ECHO. By maintaining the LLPG we ensure that the drivers' round sheets and street cleansing beats are as accurate as possible. This reduces the likelihood of missing property based collections or street litter bins.

Request and Complaint Management and Monitoring

ECHO manages all customer complaints, requests and compliments as "Events". Requests include 'delivery, collection or swap of containers' For an integrated solution between the authority's CRM and ECHO, the "Events" will originate from the Boroughs CRM solution. Each "Event" will have a unique ID number but also hold the authority's CRM Reference Number to cross-match. The resolution of any request or complaint is achieved through the creation and completion of "Tasks".

"Events" are configured with an agreed Service Level Agreement (SLA) or resolution period. The SLA is dependent on the nature of the complaint; thus offensive graffiti would be given a shorter SLA than non-offensive graffiti.

The progress of "Events" and their associated "Tasks" is monitored in real-time through the ECHO Traffic Light System. Thus:

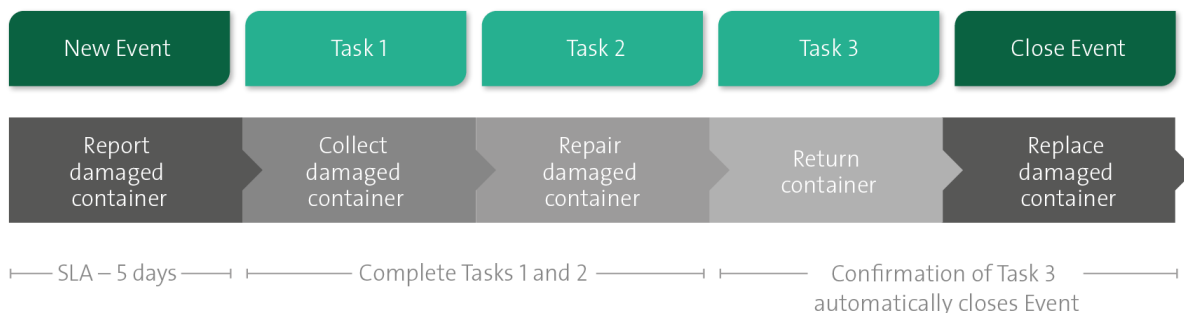
- **GREEN** = New "Event"
- **AMBER** = 50% to 74% of SLA
- **RED** = 75% or more of SLA
- **BLACK** = Exceed SLA
- **GREY** = Closed

So through ECHO Web users are able to view feedback concerning day to day operations of all crews/vehicles and view details of complaints.

Task Processing

In the "Task" process flow example below the Event SLA has been set to 5 working days. Workflow rules enable any number of "Tasks" to be automatically generated. As each "Task" is completed the "Event" will be updated. Where we have integrated ECHO with a council's CRM using Client Integration Services then updates to the "Event" will trigger a corresponding update the case in the Boroughs CRM.

In this example three "Tasks" are created, and when Task 3 is confirmed as completed the "Event" is automatically closed. The closed status of the "Event" will automatically trigger the closure of the original case in the CRM again through the CIS platform.



Task processing

As new information concerning the “Event” is received live from the operation its status will be updated. ECHO will create and keep a fully auditable “Event” history by property (UPRN), or street (USRN).

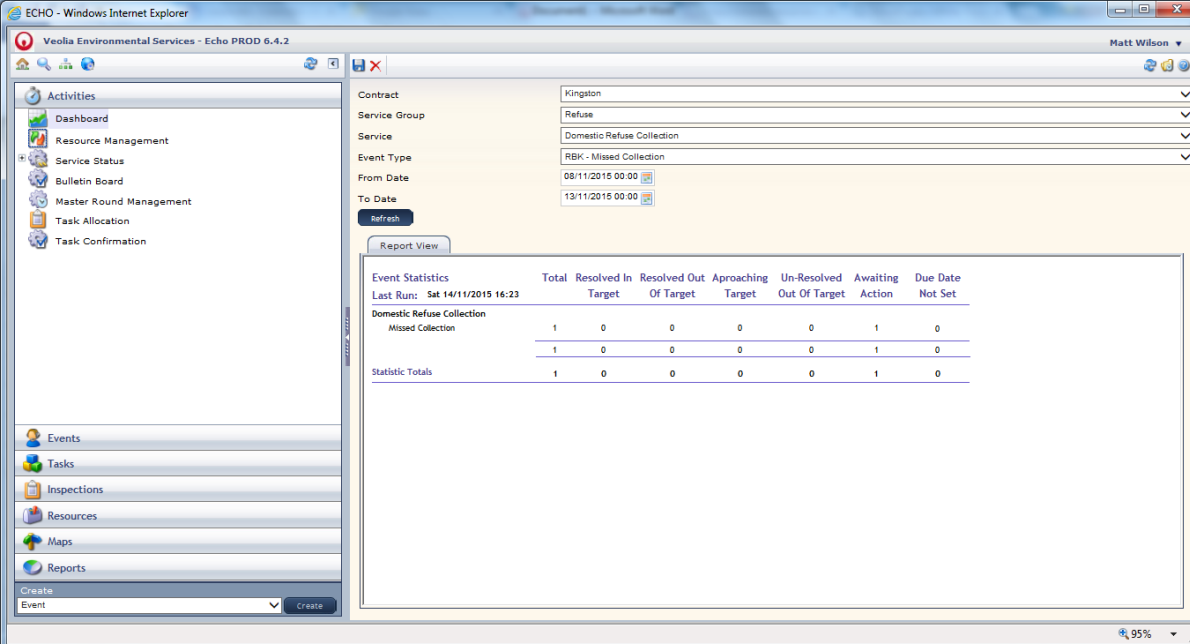
When all the “Tasks” for an “Event” are completed, then the “Event” status changes to “Closed”.

Information flows easily within ECHO as all users work from the same data. Round collection and cleansing schedules, ad-hoc job requests, updates to jobs and full customer contact histories are all easily accessible within the system.

Event Status Monitoring Dashboard

The Event Monitoring system includes a real-time parameterised Dashboard that neatly summarises the status of the total number of “Events”, by Event Type (e.g. reported missed collection) according to their SLA status.

The live Dashboard is used in conjunction with the Traffic Light System to ensure that the services are monitored in line with the requirements of the Specification, and to provide information to enable us to report and verify the performance of the service to the Borough.



Event Statistics
Last Run: Sat 14/11/2015 16:23

	Total	Resolved In Target	Resolved Out Of Target	Approaching Target	Un-Resolved Out Of Target	Awaiting Action	Due Date Not Set
Domestic Refuse Collection							
Missed Collection	1	0	0	0	0	1	0
Statistic Totals	1	0	0	0	0	1	0

ECHO Event Status Dashboard

The Dashboard will show Events that are:

- Resolved within rectification period
- Resolved out of rectification period
- Approaching rectification period
- Un-resolved and outside rectification period
- Awaiting action
- Due date not yet set

The Dashboard will enable us to support continuous self-monitoring in order to detect, diagnose and decide with the objectives of:

- Providing early warning of potential issues
- Quickly identifying any underlying trends affecting service quality and / or performance
- Providing information to support our conclusions in developing remedial action
- Enabling us to remedy problems earlier
- Improving service delivery
- Promoting a culture of continuous improvement in the service

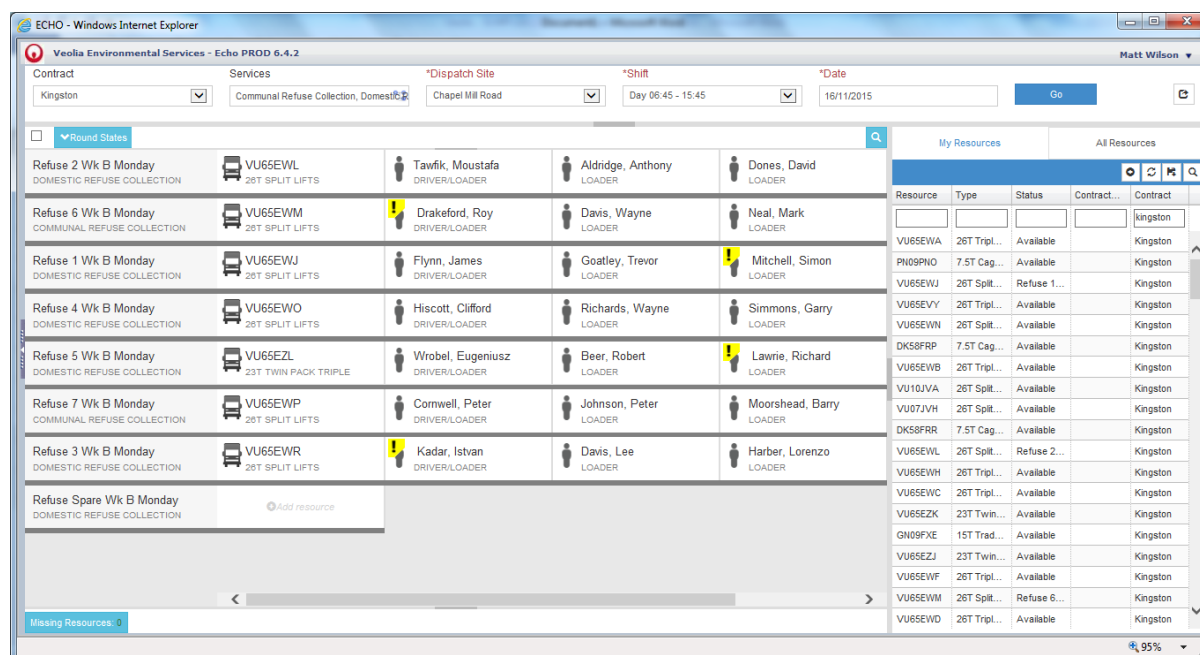
Work Scheduling

ECHO supports all standard schedule frequencies weekly, fortnightly, ad-hoc etc. for collection and street cleansing services. Rounds can be created with pre-set with start and end times to align with the cleaning of areas restricted by any time limits.

Resource Management

The Resources Management functionality in ECHO ensures the Human, Vehicle and Team resources required to fulfil the Services for a contract are accurately recorded and allocated. Resource Management collates all the required competencies and resources for the day's work, and automatically warns if the scheduled crew do not have the necessary skills or equipment to complete the work. The Resource Management system enables the user to select available vehicle, driver and crew resources and to simply drag and drop them onto the desired collection rounds. However based on data held against each resource, the system is configured with rules that will prevent certain resources being allocated to certain rounds. For example, a loader with insufficient driving qualifications could not be allocated to driving a round as they do not have the required licence.

We will therefore use the Resources Management system to ensure that throughout the Contract Period all the Council's Collection and Street Cleansing Rounds are accurately, sufficiently and legitimately resourced. Data on the resourcing of the Contract will be made available to the Partnership.



ECHO - Windows Internet Explorer

Veolia Environmental Services - Echo PROD 6.4.2

Contract: Kingston | Services: Communal Refuse Collection, Domestic Refuse Collection | *Dispatch Site: Chapel Mill Road | *Shift: Day 06:45 - 15:45 | *Date: 16/11/2015

Round States:

Round	Vehicle	Driver/Loader	Resource
Refuse 2 Wk B Monday (DOMESTIC REFUSE COLLECTION)	VU65EWL (26T SPLIT LIFTS)	Tawfik, Moustafa (DRIVER/LOADER)	Aldridge, Anthony (LOADER)
Refuse 6 Wk B Monday (COMMUNAL REFUSE COLLECTION)	VU65EWM (26T SPLIT LIFTS)	Drakeford, Roy (DRIVER/LOADER)	Davis, Wayne (LOADER)
Refuse 1 Wk B Monday (DOMESTIC REFUSE COLLECTION)	VU65EWJ (26T SPLIT LIFTS)	Flynn, James (DRIVER/LOADER)	Goatley, Trevor (LOADER)
Refuse 4 Wk B Monday (DOMESTIC REFUSE COLLECTION)	VU65EWO (26T SPLIT LIFTS)	Hiscott, Clifford (DRIVER/LOADER)	Richards, Wayne (LOADER)
Refuse 5 Wk B Monday (DOMESTIC REFUSE COLLECTION)	VU65EYL (23T TWIN PACK TRIPLE)	Wrobel, Eugeniusz (DRIVER/LOADER)	Beer, Robert (LOADER)
Refuse 7 Wk B Monday (COMMUNAL REFUSE COLLECTION)	VU65EWP (26T SPLIT LIFTS)	Cornwell, Peter (DRIVER/LOADER)	Johnson, Peter (LOADER)
Refuse 3 Wk B Monday (DOMESTIC REFUSE COLLECTION)	VU65EWR (26T SPLIT LIFTS)	Kadar, Istvan (DRIVER/LOADER)	Davis, Lee (LOADER)
Refuse Spare Wk B Monday (DOMESTIC REFUSE COLLECTION)			

Available Resources:

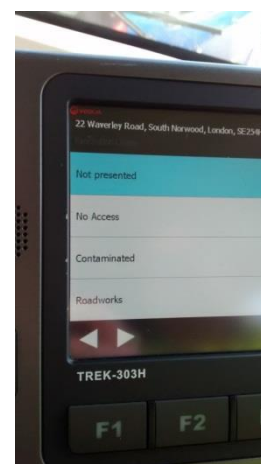
Resource	Type	Status	Contract
VU65EWA	26T Tripl...	Available	Kingston
PN09PHO	7.5T Cag...	Available	Kingston
VU65EWJ	26T Split...	Refuse 1...	Kingston
VU65EVL	26T Tripl...	Available	Kingston
VU65EWN	26T Split...	Available	Kingston
DK58FRP	7.5T Cag...	Available	Kingston
VU65EWB	26T Tripl...	Available	Kingston
VU10JVA	26T Split...	Available	Kingston
VU07JVH	26T Split...	Available	Kingston
DK58FRP	7.5T Cag...	Available	Kingston
VU65EVL	26T Split...	Refuse 2...	Kingston
VU65EWH	26T Tripl...	Available	Kingston
VU65EWC	26T Tripl...	Available	Kingston
VU65EZW	23T Twin...	Available	Kingston
GN09FXE	15T Trad...	Available	Kingston
VU65EZW	23T Twin...	Available	Kingston
VU65EWF	26T Tripl...	Available	Kingston
VU65EWM	26T Split...	Refuse 6...	Kingston
VU65EWD	26T Tripl...	Available	Kingston

Resource Management Function

ECHO OnBoard

ECHO OnBoard is Veolia's effective, real time in-cab system. It replaces traditional paper notes and clipboards with on-screen information about assisted collections, access codes for gates, multiple bins and other special arrangements, all seamlessly linked in real-time to ECHO Web.

Crews record completed work, plus service exceptions such as bins not presented, contamination and blocked access to streets at the touch of a button. This information is immediately available to the depot and call



centre, where it can be used to inform residents who call about the service. Crews will be required to positively confirm the following in ECHO:

- Assisted collection completed
- Bulky Waste collection completed
- Collections completed from properties that have been subject to repeat missed collection (for four weeks following the repeat missed collection being reported/triggered).

The system will be built to include this requirement and resolution codes will be designed in accordingly.

ECHO OnBoard is the most advanced, innovative and real-time communications in-cab computer system. It is fully integrated with the ECHO Web back office, connecting the crews to depot based administrators and supervisors working in the field in real time.

ECHO OnBoard provides the drivers with electronic collection round-sheets, which they download to their in-cab computer terminal prior to starting the shift. The system has built in GPS tracking and can display the selected round in either GPS location order, or alphabetically by street order; allowing the driver to choose their preference. It will allow crews to instantly receive new “Tasks” or ad-hoc work requests such as collect missed bin from the depot or Round Supervisors using ECHO Mobile.

To reduce the interaction and time spent by the driver using the device, ECHO OnBoard has been designed to minimise the number of key strokes required to confirm progress of the rounds. This design of confirmation by exception means that the driver can confirm completion of whole streets or street sections (known as round legs) with just one keystroke. The Management Team will monitor performance against the SPIs and against reported complaints and missed collections etc and should it become apparent that crews are not using the ECHO devices correctly, then tool box talks and additional training will be provided and supervision increased as required,



ECHO OnBoard

Electronic round data will provide efficiency and time saving benefits of avoiding the reliance and delay on depot based administrators having to interpret and confirm paper based round sheets after the round has been completed.

The major operational benefit of ECHO OnBoard is its ability to supply real time information: information that will be available to the Boroughs' Contact Centre whose agents will be able to look up property and street based history via Client Integration Services.

Recording Service Exceptions

Crews use ECHO resolution codes to record service exceptions such as bins not presented, contamination of recycling, side waste and blocked access to streets at the touch of a button. This information is passed immediately to the depot management and administration team. Please note that integration with the Boroughs' CRM Veolia's Customer Integration Services (CIS) will enable CRM users to view this information too.

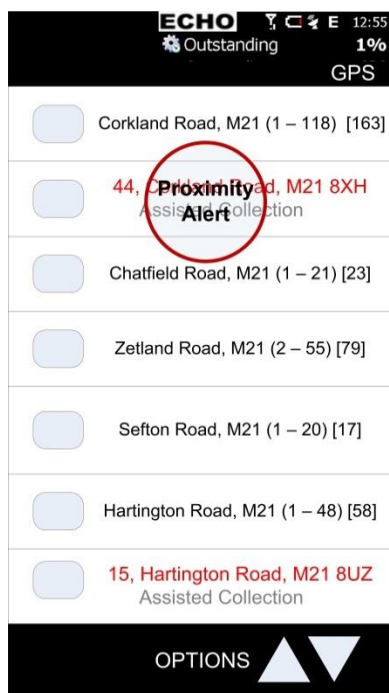
ECHO OnBoard includes the photographing and uploading of images to provide pictorial evidence of any particular issues encountered during the round. Photographic evidence will be taken using crews in-cab devices where practical and appropriate, for example, to capture fly tip information. As described at section 4.5 of MS 1.7 Fleet Information, Veolia will also equip RCV's with side and rear cameras provided by Vision Techniques, which will record constantly whilst the vehicle is running, storing footage of the whole day's activities to a hard drive. This camera footage will provide evidence of service exceptions such as bins not presented when the vehicle passed the property or side waste.



Assisted Collections

ECHO OnBoard clearly displays each property address where an Assisted Collection is required. Assisted Collection addresses have the Proximity Alert function switched on alerting the driver to positively confirm the collection and the OnBoard computer will warn him/her if they drive more than "X" metres away from that property without confirming. This innovative technology maximises the effectiveness of the Assisted Collection Service and reduces service failure.

The proximity alert distance is individually configurable on each OnBoard Computer device. This means that the distance could be set to 10 metres for an urban round as opposed to 50 metres which would be more suitable for rural rounds where the distance between properties can be much greater.



Proximity Alert Feature

Additional Features

These include important information, notices and additional “Tasks” to aid the driver and crew in carrying out their collection duties such as:

- Ad-hoc tasks dispatched by the depot in real time to instruct crew to collect a missed collection.
- Where needed (e.g. streets adjacent to schools) the computer will show round leg notes that provide Risk Assessment information and instructions.
- Access codes and key locations to communal bin stores.
- Properties that repeatedly complain about missed collections are separately identified, and are configured to require positive confirmation by the driver in order to avoid future missed collections.
- Properties that do not present recycling are recorded and reported on as a means to engage with resident with the aim of starting and increasing participation.
- Properties with multiple bins i.e. some properties with large families are allowed an extra bin.
- Special operational instructions.

Photo Evidence

To provide pictorial evidence of any incidents or issues ECHO enables the download of images, capturing GIS location, time and date stamp, users notes. Such images can be viewed through the CRM providing they have interfaced their system using Veolia’s CIS platform. Crews will be able to use their in-cab devices and employees with ECHO Mobile will be able to capture evidence using their mobile phone.



Photographic Evidence

Network Coverage

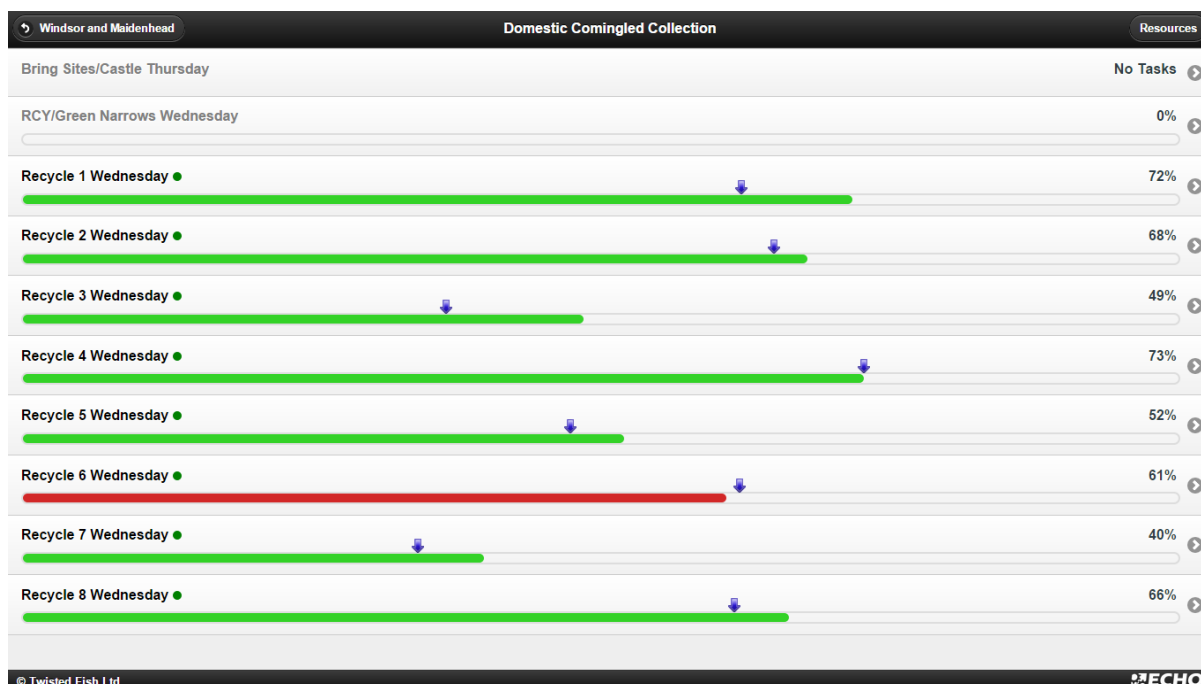
It should be understood that the transmission of real time data will be dependent on the data network coverage within the area and where coverage is absent then the transmission of real time data will be compromised. However the design of OnBoard means that if the driver goes into an area where there is no network coverage then all data on the device is buffered and resynchronises with the remote server when the network returns. Consequently no data is lost and the driver can continue his round unimpeded.

ECHO View - Round Performance Monitoring in the depot/office

ECHO View is an innovative application that displays live round information captured from Veolia's in-cab computers. At most of Veolia's depots this live data is shown on a large TV screen in the reception area of the depot so that all operations and office staff can see the status updates. As a browser based application it can be easily accessed by office staff on their computers and smartphones.

As the crew confirm completion of properties and streets, ECHO View will present live progress of the rounds. The blue arrow shows the average progress of the specific round based on the last 6 weeks performance for that round. Rounds in Green are ahead of schedule whilst rounds in Red are behind schedule. Collection supervisors will use this real time information to assess progress, and if necessary intervene and talk to the driver to make decisions on rectifying performance. Information from ECHO View assists in the reallocation of roads/areas should a crew fall behind, this reallocation is done via ECHO Web in the office.

The following screen shots are shown on this screen:











ECHO View Round Progress

Within ECHO Web office staff can view all schedules/round routes for each crew, those with a green circle to the left of the road name have been completed. Each one can be clicked on to see the current status of that road/property.



Road Name	Day	Progress (%)
ASH LANE SL4 (1 - 58)	Wednesday	59%
BASFORD WAY SL4 (1 - 50)	Wednesday	50%
BENNING CLOSE SL4 (1 - 5)	Wednesday	4%
BRUCE WALK SL4 (1 - 47)	Wednesday	47%
BRYER PLACE SL4 (1 - 7)	Wednesday	7%
BURNHAM CLOSE SL4 (1 - 38)	Wednesday	38%
BURTON WAY SL4 (1 - 45)	Wednesday	45%
CAMM AVENUE SL4 (1 - 50)	Wednesday	29%
DEAN CLOSE SL4 (1 - 19)	Wednesday	20%
DEDWORTH ROAD SL4 (1 - 434)	Wednesday	390%
DUNCANNON CRESCENT SL4 (1 - 18)	Wednesday	16%
FILMER ROAD SL4 (1 - 67)	Wednesday	70%
FOREST ROAD SL4 (1 - 72)	Wednesday	73%
FOSTER AVENUE SL4 (1 - 79)	Wednesday	46%
FRANKLYN CRESCENT SL4 (1 - 15)	Wednesday	14%
FUZZENS WALK SL4 (1 - 15)	Wednesday	46%
GILMAN CRESCENT SL4 Evens(2 - 8)	Wednesday	4%

From the screen above each road can be clicked on to see the current status of that road/property. Those shown in green have been collected. Those shown in red have not been collected. They can be drilled into to find out the reason for non-collection, e.g. non-presentation. Other reasons for non-collection may be contamination, road works, side waste etc. Drilling down into the round will also show the round legs with the number of properties and completion time for the leg.

Recycle 8 : Wednesday		Recycle 8 : Wednesday	Home
	31, LYNGFIELD CARAVAN PARK, HUXTABLE GARDENS, MAIDENHEAD, SL6 2DS COLLECT DOMESTIC COMINGLED	You have gone full screen. Exit full screen (F11)	28/05/2015 08:35
	32, LYNGFIELD CARAVAN PARK, HUXTABLE GARDENS, MAIDENHEAD, SL6 2DS COLLECT DOMESTIC COMINGLED		28/05/2015 08:35
	33, LYNGFIELD CARAVAN PARK, HUXTABLE GARDENS, MAIDENHEAD, SL6 2DS COLLECT DOMESTIC COMINGLED		16545764 28/05/2015 08:35
	34, LYNGFIELD CARAVAN PARK, HUXTABLE GARDENS, MAIDENHEAD, SL6 2DS COLLECT DOMESTIC COMINGLED		28/05/2015 08:35
	2 HUXTABLE GARDENS, MAIDENHEAD, SL6 2EJ COLLECT DOMESTIC COMINGLED		28/05/2015 08:35
	4 HUXTABLE GARDENS, MAIDENHEAD, SL6 2EJ COLLECT DOMESTIC COMINGLED		28/05/2015 08:35
	6 HUXTABLE GARDENS, MAIDENHEAD, SL6 2EJ COLLECT DOMESTIC COMINGLED		28/05/2015 08:35
	8 HUXTABLE GARDENS, MAIDENHEAD, SL6 2EJ COLLECT DOMESTIC COMINGLED		28/05/2015 08:35
© Twisted Fish Ltd		ECHO	

Further drill down will show the individual properties and their status, especially relevant for a property that has not been collected from and to check why it has not been collected. In the example below the containers were not presented.

Recycle 8 : Wednesday		Task 16545764	Home
<div> <div>Task Type:</div> <div>Collect Domestic Comingled</div> </div> <div> <div>Location:</div> <div>33, LYNGFIELD CARAVAN PARK, HUXTABLE GARDENS, MAIDENHEAD, SL6 2DS</div> </div> <div> <div>Status:</div> <div>Not Completed</div> </div> <div> <div>Resolution Code:</div> <div>Not presented</div> </div> <div> <div>Priority:</div> <div></div> </div> <div> <div>Task Reference:</div> <div></div> </div> <div> <div>Due Date:</div> <div>27/05/2015 16:30</div> </div> <div> <div>Completed Date:</div> <div></div> </div>			
© Twisted Fish Ltd		ECHO	

ECHO Mobile

ECHO Mobile brings users closer to the operation by enabling them to work, report and collaborate in the field. It allows the user to carry out and record inspections and to create new “Events” including for example fly-tip waste using the built in Flycapture template. All such “Events” and inspections can have photo images attached as evidence to support incidents reported.

ECHO Mobile provides operatives with an invaluable real-time “Task” allocation and “Event” toolset for maintaining effective street cleaning, waste management and other front-line services.

To add value to the real-time reporting and monitoring of the contracted services, and to enable efficient communications between all parties Veolia will implement ECHO Mobile.

The application will run on Smartphones, providing an effective phone, email and data device. ECHO Mobile will enable the users to proactively capture service information, operational issues and environmental incidents “in the field” and consequently enable faster reporting, responses and resolutions to the issues encountered.



Essential to performance monitoring will be the ECHO Mobile Inspections application which will be used on a daily basis to inspect all aspects of the Contract. By equipping all Managers and Supervisors with ECHO Mobile they will be able to carry out inspections whilst going about their other daily tasks.

ECHO Mobile frees users from having to spend more time in the office completing traditional paper based reports.

In particular ECHO Mobile will enable the user to record, manage and complete examples but not limited to:

- **“EVENTS”** Recording:
 - Record Fly-tip waste in the Government’s Fly-capture Template
 - Over flowing litter bins
 - Offensive graffiti
- **“TASKS”** Allocation:
 - Collect missed collection
 - Remove fly tip
 - Empty litter bin
- **“INSPECTIONS”** Regimes:
 - Scheduled Inspections e.g. Post street cleansing
 - Ad-hoc Inspections e.g. Round Audits
 - Joint Borough/Contractor Inspection exercises
 - Random Inspections to report service standards in an unbiased way

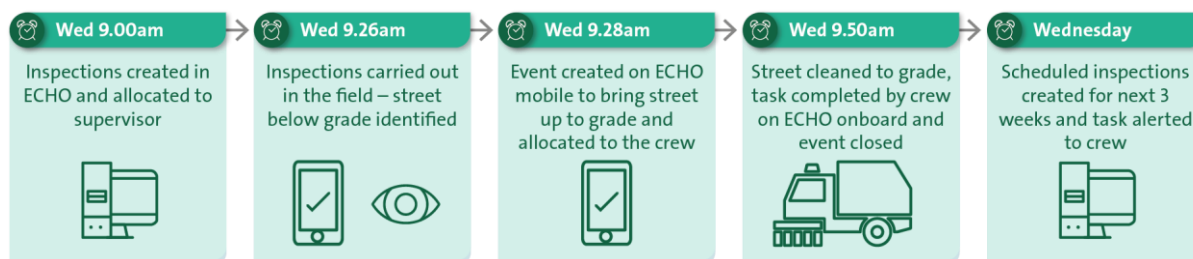
Inspection Schedules

The ECHO Mobile Inspections function is a vital tool for monitoring the quality, consistency and performance of all aspects of the specified services.

Analysis of the data gathered from the inspections provides information on trends, exceptions and hotspots. From this information we obtain improved knowledge on how the services are performing and how residents are using the services. Veolia then use this knowledge to improve or adjust the service to drive continual improvements in the quality of the service.

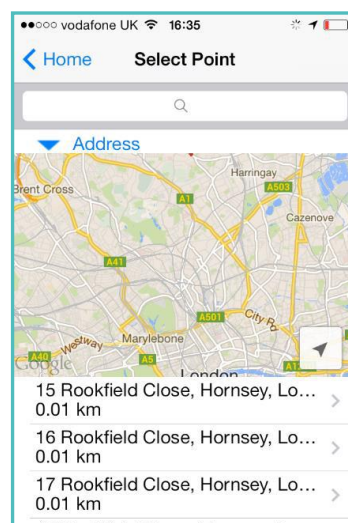
To ensure their efficacy, inspections will be carried out as close to post cleansing as is practically possible. For example data from street cleansing grading inspections could reveal that some streets need fewer visits whilst others (e.g. litter hotspots) need an increased visit frequency to keep them to the required standards. Veolia will use the Inspections module of ECHO Mobile to provide evidence, including the use of photographs that our operational teams have performed the service to not only meet, but exceed the desired standards required by the Authority.

The following scenario illustrates how the Inspections, Events and Tasks functionality combine to effectively manage the reporting and resolution of a street cleansing grading issue.



Inspection Process Flow

Within ECHO Mobile a fly-tip user input template has been specifically designed to record the information required to report NI 196 Flycapture to the Borough. Veolia will record all the necessary data, attach a photograph and confirm the incident location by creating an accompanying GIS map; as per the example below from Veolia's Haringey Contract.



Haringey Fly-Tip

Client Integration Services

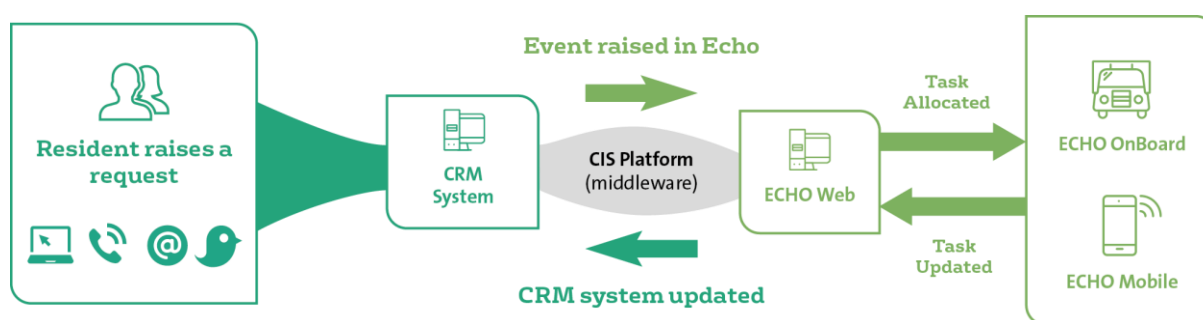
Many customer contact centres use a common CRM to support their municipal services. To avoid their staff having to use multiple systems, Councils are increasingly requiring their CRM to be integrated with their chosen supplier's operational and management information systems. Boroughs are also encouraging customers to make on-line enquiries and service requests through the website. In turn these on-line requests and enquiries can be interfaced into the Boroughs CRM and consequently reduce the need for manual email replies and telephone calls. Channel shifting to on-line contact is a significantly cheaper contact method than telephone calls or face-to-face.

To complement the website and CRM systems and to make it easy for Boroughs to achieve integration with the ECHO system, Veolia have developed a robust two-way integration platform that provides for data exchange between a Boroughs CRM and ECHO called Client Integration Services (CIS).

Veolia will support the Boroughs use of its CRM system by using the CIS interface to allow the efficient and effective management of customer requests and enquiries; thus providing constant communication between the Borough and Veolia throughout the Contract.

For example, new service user requests/enquiries/comments entered into the CRM will automatically create a new "Event" in ECHO. Updates to the "Event" will trigger a corresponding update status to the original request in the CRM system. Updates in the CRM will send communications (normally email or text) to the Service User keeping them informed of progress of their request.

The following diagram represents the integrated ICT solution with the Boroughs CRM interfacing with ECHO Web. Other ECHO components are shown for completeness.

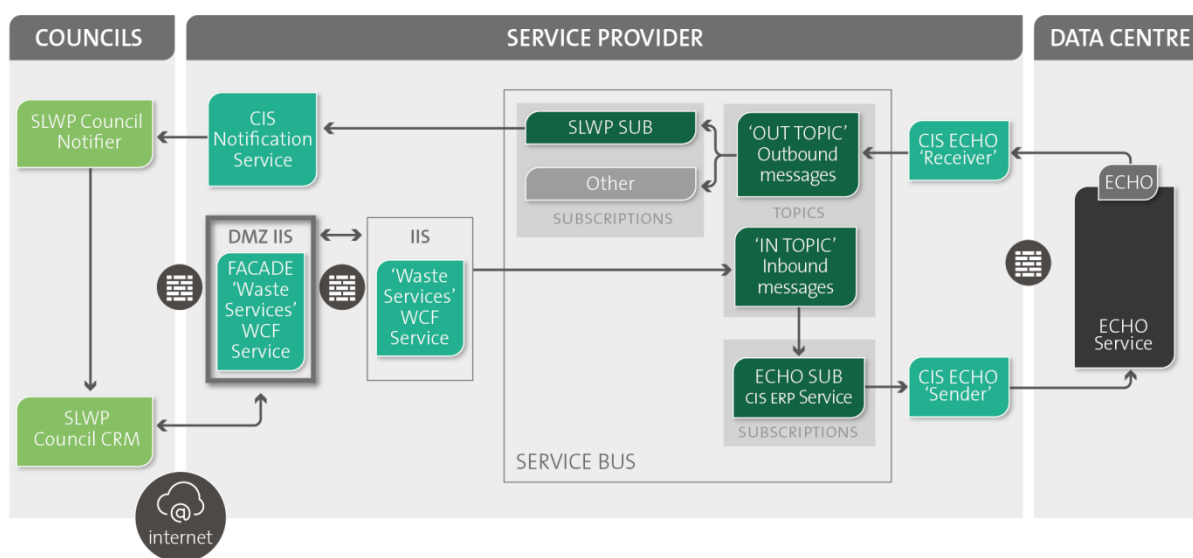


Integration Process

CIS enables a secure and reliable two way communications and is based on Microsoft Azure Service Bus; a messaging technology, which although developed for the cloud, will be initially hosted in-house in a private data centre by us for optimum security. CIS has been purposely designed to simplify the integration of our systems with those of our customers. The design aim was to expose core functionality in an easy to consume format and in such a way that no Provider Line of Business ERP system specific knowledge is required.

CIS provides a single, industry best practice, SOA (Service Oriented Architecture) based integration platform with web-services delivered through the Microsoft WCF 4.5 framework and written to common web standards of SOAP / WS-1. CIS will broker the data required for the CRM cases and will act as the communications platform between the Boroughs CRM and ECHO. Internally, CIS caches some of the data from ECHO which delivers significant performance improvements.

To provide assistance to the Partnership during the contract mobilisation period, we will provide expert help to the Council's ICT Team, and provide detailed documentation and sample source code on the available CIS API's and web-services.



Client Integration Services

CIS - Web Services

To enable the lookup of property and street based enquiries in ECHO it will be necessary for the Council's CRM system to hold the LLPG with an up to date register of all the Unique Property Registration Numbers (UPRN).

The following primary web-services are available and are accessible via CIS to be used to retrieve live information and data collected from the services and operations managed by ECHO:

- **GetLastService** – This will enable the user to lookup the time and date of the last collection for that property for each collection service the resident receives with a record of any reportable service exceptions.
- **GetHistory** – This will provide the user with an auditable, real-time information trail of address based queries and correspondence logged against the "Event". e.g. a trail of information concerning the original request for a bulky waste service with the type and quantity of items to be collected and the confirmation date of collection returned live from ECHO OnBoard.
- **GetScheduledServices** – This will show the user (or resident using the Council's website) the collection day schedule and frequency of all the collection services available at the property, e.g. Residual Waste Round 4, alternate Tuesdays.

- **GetServicesByUPRN** – Retrieves a list of services that are available for a given property (as specified by UPRN). Each service will also include a list of corresponding Event Types with their associated data types
- **GetServicesByUSRN** - Get a list of services that are available for a given street (as specified by USRN). Each service will also include a list of corresponding event types with their associated data types
- **GetAddressesByPostcode** – returns a list of all addresses (name and UPRN) for a given post code
- **GetAddressesByStreet** – returns a list of all addresses (name and UPRN) for that road, street, close etc.
- **GetNextResults** – returns a list of all updated “Events” and their status in ECHO
- **NewEvent** - Send / raise a new ‘Event’ which will be forwarded to ECHO
- **UpdateEvent** – update to “Event” in ECHO triggers update to corresponding case in the CRM system

The web services also include the function UploadFile that enables the sending of files including digital images (photos) and spatial (GIS) files.

The web services also include the function UploadFile that enables the sending of files including digital images (photos) and spatial (GIS) files.

Push Notification

CIS provides a push notification mechanism that will send regular event status updates in real time to a configured endpoint. CIS queues all out-going notification messages so if the Council’s CRM services were to become temporarily unavailable the sending of messages will be retried and not lost.

Services such as “GetServicesByUPRN” return data in real time whereas others such as New and Update Event will provide an immediate response and send on-going notifications as the case/event is processed and updated.

Web Service Push

CIS can send event updates to a configured web service URL which can then forward notification messages to the Councils’ CRM systems. To help the Councils quickly get started with implementing a notification receiver service, we will provide a sample web service that can be easily extended to relay notifications received to a configured CRM. The receiver service will need to be hosted by the Councils on a web server that is accessible to the Provider’s Waste Service over the Internet.

Service Bus Push

Councils using Azure Service Bus can expose a Service Bus endpoint to receive the notification messages directly. This operates in a similar manner to a web service but instead uses internal functionality of Azure Service Bus to receive the notifications and route to the Boroughs CRM.

Service Security

The Boroughs CRM will interact with the publically exposed “Waste Service” web-services.

Access to the waste services is restricted by IP, username and password. The Partnership Boroughs will need to provide a fixed IP or a fixed IP range so that these are permitted through the Provider’s external firewalls.

The transport layer is protected using an X.509 certificate. The certificates in the ‘Live’ environment are issued by a recognised certificate authority but the certificates for the test environment are self-issued and so certificates will need to be installed on the client. The required procedure is covered in a separate document.

Integration Resilience

The proposed architecture provides resilient messaging techniques thus enabling seamless data flow between the Boroughs systems and our ECHO Web system in a number of ways:

- Since the publicly facing services are in a farm, nodes can be added to increase the scalability and fault tolerance. Session state will be handled using the Microsoft middleware technology AppFabric.
- The Service Bus itself will be distributed across a server farm providing a high degree of fault tolerance
- The back-end services are also held in a farm, and the number of nodes can be increased as the load demands
- The messaging architecture means that the ECHO Web service can go offline without affecting the provided services in the short term
- Likewise, once the Council has sent a “case” from its CRM, the CRM can go offline and receive messages when it comes back online and is ready to receive messages
- Any messages that cannot be processed, for whatever reason, will be routed to alternative queues to be handled separately
- The Service Bus messaging architecture will buffer all messages
- The Service Bus will provide a number of different messaging patterns to enable the optimised sending and receiving of data.

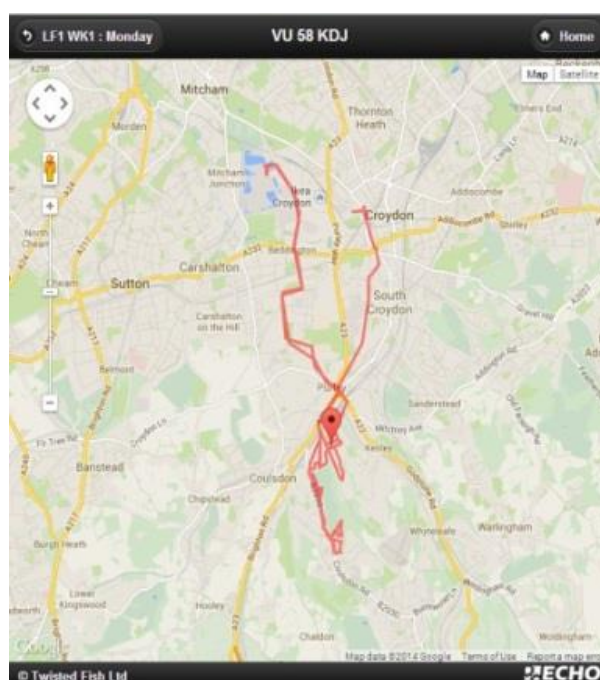
GPS Tracking

Veolia will use GPS to continually improve the service by supplying accurate data to aid reporting of performance standards against the service specification. For example this information is used to compare actual round performance with the planned, and make the necessary adjustments to improve efficiency of the routes.

Live GPS data provides unparalleled management information to monitor performance of the collection and street cleansing round schedules. GPS tells us what streets have been completed and shows those that have not yet been collected from. Veolia use information on the exact location of a vehicle on a round and its compliance in relation to the contract schedules, to assess how rounds are progressing and whether the round supervisors need to intervene to ensure that collections remain on schedule.

GPS will thus identify inefficiencies in the collection rounds and allow decisions to be taken to improve routing performance and reduce operating costs, through reduced fuel usage. GPS system will allow real time tracking, history tracking and geo-fencing of routes. If required we will use the GPS data to confirm the exact time a vehicle entered and exited a particular street. This will enable management to report and compare against the agreed time-band (should one exist) for that street.

Map view shows the current position of vehicles, plus round completion overlaid on a map (see below). Office staff can check the current location and previous route of each crew for that day, using the GPS on each vehicle. This can be useful for spot-checks on crews.








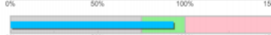
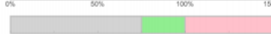



The GPS system facilitates both standard and user defined reports that show the full history of the completed routes. The figure below shows an example of a report using GPS data. This report indicates the time each vehicle leaves and re-enters the depot, time worked vs time paid, distance, fuel and mpg. By joining this information to ECHO we can get a full understanding of how the Services are operating across the authority's area.

Lambeth Recycling Service
Tuesday - 16/06/2015

Daily Vehicle Productivity Report

VEOLIA
ENVIRONMENTAL SERVICES

	Vehicle Reg	Start Time	End Time	Parked Time (mins)	Hours Worked	Productivity	Distance Travelled (miles)	Fuel Used (litres)	MPG	Tonnage (kg)
Recycling GW1										
Recycling GW2										
Recycling RB1	VU61 HWD	06:12	12:06	0	5.90	 79%	23	39.5	2.66	
Recycling RB2	VU11 YSF	06:07	11:39	0	5.53	 74%	22	39.5	2.48	
Recycling RB3	VU61 HWA	06:12	14:01	0	7.82	 104%	27	45.0	2.73	
Recycling RB4	VU61 HWG	06:24	13:40	0	7.27	 97%	32	48.0	3.03	
Recycling RB5	VU61 HWF	06:21	13:20	0	6.98	 93%	36	45.5	3.59	
Recycling RB6	VU61 HWC	06:13	12:38	0	6.42	 86%	33	45.5	3.27	
Recycling RBB1	VU61 HWL	06:12	14:22	0	8.17	 109%	32	49.0	3.00	
Recycling RBB2	VU61 HWH	06:18	11:46	0	5.47	 73%	17	26.0	2.89	
Recycling RBB3	VU61 HWE	06:18	12:15	3	5.95	 79%	19	36.5	2.36	
Recycling RBB4	VU61 HWJ	06:13	13:11	0	6.97	 93%	29	40.0	3.33	
Recycling FG1	VU61 HWB	06:14	13:14	0	7.00	 93%	25	39.5	2.92	
Recycling FG2										
Recycling FG3	VN60 CXK	06:29	14:13	0	7.73	 103%	15	29.5	2.37	
Recycling FG4	VE07 EOG	06:12	12:35	0	6.38	 85%	25	32.5	3.50	
Recycling FG5										
Average				0	6.74	 90%	26	39.7	2.93	

Vehicle Productivity Report

Business Intelligence

Data collected in ECHO from the operation and administration of the Council's services will be output to the Veolia Business Intelligence (BI) Reporting platform.

The philosophy behind BI reporting is to enable continuous development of the Service. In the context for the Council's services we intend to use BI to support the daily, weekly, monthly and annual reporting requirements and to meet strategic and tactical objectives including:

- Measurement of KPIs and reporting through Business Intelligence for future prediction of service requirements through analysis, comparison and by identifying trends
- Turning BI information of the service into knowledge, which will be used to identify inefficient processes and allow corrective action to be taken

Veolia's BI reporting functions are built on the principles of transparency and openness, and emphasise our high standards for performance reporting and monitoring. Veolia has invested heavily in these shared management information systems and the building platforms to empower users to take advantage of reporting tools to mine and extract the data they require.

The BI enterprise-wide platform supports reporting, analysis and will enable better, faster and more relevant fact-based decision making and presents a single version of the truth. BI will promote and enhance:

- Management by exception

- Advanced analytics (including cause & effect principles)
- Self-service reporting
- End-user analysis
- Business performance management

Veolia will use the BI reporting systems to monitor the performance of the Contract and produce reports as per Schedule 6 Requirements for the Partnership. Veolia's ECHO system (via BI platform) will monitor Veolia's contract performance against the Contract SPIs. Each Event will be configured with an agreed Service Level Agreement (SLA) or resolution period. The SLA is dependent on the nature of the complaint. The progress of events and their associated tasks is monitored in real-time through the ECHO "Traffic Light System":

5.3 Integration with Borough CRM systems.

Including any budget provisions for integration and likely requirements upon Borough resources

CRM systems

As described above the ECHO system can be fully integrated with each of the Councils' CRM systems and this is our proposed solution, to provide the most efficient and cost-effective ICT solution for managing the Contract.

The integration would be a 2-way integration to enable new transactions to be created and updates to be received from both ECHO Web and the Councils' CRM systems. The proposed integration will facilitate communication to the Councils' Contact Centres and to Councils' websites.

The integration process will be facilitated by the addition of our "Customer Integration Services" (CIS) web services middleware.

Veolia will ensure full integration to the CIS platform and this has been costed for within the Financial Model. Veolia has an established connection to the CIS platform at the Croydon contract, and has recently implemented ECHO at the Kingston contract, which is fully integrated with their Dynamics CRM system. We have therefore excluded these costs from the Model. For Sutton and Merton there will be a requirement to provide an integration to the CIS platform on the client side. To assist with this process, Veolia has costed for £25,000 per Borough integration which allows for support from the ECHO supplier, Twisted Fish, to ensure this integration is successful. If the Councils would prefer to procure their own provider or undertake the work internally, the sum is still available to support the integration, but any additional costs incur above this amount would be at the Councils' cost.

We understand that Merton has now procured the Dynamics CRM system and that Sutton and Kingston share the same configuration of the Dynamics CRM system, which will facilitate the integration of both Boroughs.

The table below provides a summary of the key integration details:

ICT System	ECHO
Supplier	Twisted Fish
Client Licence Allocation	[6] <i>to be agreed</i>
Licence Cost	£780
CRM Integration Budget	£50,000 (£25,000 <i>per Borough to cover client integration costs</i>)

The client side integration will need to ensure that the CRM systems are configured to capture the requisite “case” details for processing by the CIS. A common example would be capturing the post code and property number within the address data of a customer.

We will provide support and guidance to the Boroughs’ ICT teams to ensure a seamless transition from the planning stage through to implementation. We will issue comprehensive and detailed documentation and sample source code on the available CIS API’s and web-services. The document “CIS Waste Services – A Guide for Councils” is provided at Appendix 9e.

The real time provision of data will reduce avoidable contact to the Contact Centres and support the Boroughs in their channel shifting process.

5.4 Financial Reporting

Nature of electronic audit trail to support payments made by the Partnership.

Veolia’s processes are rigorously tested and fully Sarbannes-Oxley compliant. Our accounts are audited regularly both by external auditors (currently Ernst & Young), and by the Veolia Internal Control teams in the UK and France. In line with Contract clause 33.1 Veolia will provide the Authorised Officer with the financial statement for the previous year within nine months of the end of the accounting period.

A Management Accountant within the London regional finance team will be responsible for the financial management and reporting of the Contract. This ensures full support and contingency, as well as delivering best practice and performance.

All Veolia ES (UK) Ltd service contracts have their own specific cost centre through which all revenues and expenditure are reported. Through the SAP accounting package, monthly and annual management accounts are produced in the form of a standard Profit and Loss Statement with an associated Balance Sheet. All revenue and costs lines (both direct and indirect) can be interrogated down to individual transactions. Accrual reports are also produced as part of this pack. In addition to this a separate P&L for the SLWP Commercial Waste Business will also be provided showing full visibility of this element of the Contract. Therefore all costs and revenues associated with the Contract will be fully transparent.

Veolia will ensure Contract transparency through regular reporting in line with the requirements of Schedule 6 and through the provision of contract data on our Sharepoint portal. We are committed to working in a transparent manner and we can provide supporting information as may be required.

5.5 Audit

Provide details of how the system will be fully auditable through self-auditing and by external auditors to provide a defined and transparent audit trail for assessing performance.

Veolia is accredited to the highly prized ISO20000-1:2011- IT Service Management Certificate of Approval, and our adherence to the rigorous and best practice Information Technology Infrastructure Library (ITIL).

Veolia is only one of about 40 organisations within the UK that possess the ISO20000-1:2011- IT Service Management Certificate. As an ISO2000 accredited organisation and leading resources management provider the Partnership can be assured that we will:

- Fulfil their service requirements consistently and to the highest standards
- Demonstrate our capability for the design, transition, delivery and improvement of ICT services that will fulfil the Partnership's service requirements and objectives
- Monitor, measure and review our service management processes and services to continually improve and provide best value for the Partnership and its service users
- Apply Good Industry Practice to maintain, enhance and develop our ICT systems throughout the entire duration of the Contract

In all ECHO components all updates or additions to, or deletions of "Events", "Tasks" and "Inspections", "Property Information" and other data logs are subject to audit timestamps and the registration of the user logged to the system. This supports the requirements for a transparent audit trail and performance monitoring.

As mentioned above, Veolia's accounts are audited regularly both by external auditors (currently Ernst & Young), and by the Veolia Internal Control teams in the UK and France. Our processes are fully Sarbannes-Oxley compliant.

6. Operational Data

6.1 ECHO OnBoard and ECHO Mobile

Discuss any proposed use of in-cab technology for real-time 'on the ground' information reporting about the Services. Demonstrate by way of previous example how this will deliver improvement in Service delivery.

A technical overview of Veolia's ECHO system, including the OnBoard and Mobile applications is provided in section 5.2.

ECHO OnBoard will be installed on Collection vehicles and the mobile response vehicles for Street Cleaning.

ECHO's operational effectiveness, administrative efficiencies and live performance monitoring combine to deliver financial savings and reduced administration. Some of the benefits that have been realised from our current 15 contracts that ECHO is operations at, are outlined below.

- Estimated time of arrival for performing a service will be given far more accurately, without having to contact the driver

- Operational efficiency will increase as we will assign new work as it comes in to the most suitable vehicle/crew/street cleansing team
- Real-time allocation of “Tasks” to the crew whilst they are in the required operational area and will enable faster resolution of service requests and will reduce cost through less overtime and lower fuel usage
- Live monitoring of round progress and early detection of round problems using ECHO View by experienced Supervisors will allow faster and more informed decisions to be made and therefore ensure customer service is maintained. E.g. an experienced Supervisor will spot a round running late and unable to complete based on his knowledge of normal round progress. He could therefore instruct another crew in an adjacent area to go and help before their final tip. This would save unnecessary fuel in an extra tip run and would minimise overtime payments
- Real time confirmation of round progress throughout the day has removed the necessity to input round data at the end of the shift and has reduced depot based administration and thus smoothed the work load peaks
- Staff will have greater visibility of information when dealing with a complaint and will be able to see which jobs have been completed, which have been cancelled, which are yet to be done all in real time. This will greatly assist them in scheduling new work, or re-scheduling remaining work for the day.
- Access to minute-by-minute updates of progress of the rounds and works schedules provides customer services users with greater and earlier visibility of information when dealing with service related issues and complaints E.g. Non-presented and missed collection information will be with the Council before any call is received from the resident, which could result in the complaint resolved right first time and the associated call costs with processing saved.
- The drivers will record service delivery issues as and when they happen. Details of what time we were on site, and what occurred on site (was there a car in the way?; was the bin too heavy to move?) will be viewed immediately, enabling services to be re scheduled if required
- ECHO OnBoard will support best practice through the analysis of customer non-compliance, which will contribute to positively affecting behaviour changes; in particular to collection/access problems, participation rates, quality of yield of materials collected and generally raising awareness.
- The system has eliminated double handling of collection data and consequently streamlined administration overhead. Previously drivers wrote down the information on paper route sheets, which were then read and interpreted by office staff before being re-keyed into the back end system
- Elimination of the paper based route sheets will mean that there is a complete electronic service audit detailing location, date and time of collection.
- No time and money spent on printing paper based route sheets
- Drivers now log un-safe/damaged bins which may need replacing
- Driving Efficiently & Safely Programme
 - Reduced fuel
 - Reduced carbon

- Reduced vehicle wear and tear
- Reduced accident claims

6.2 Operational Reporting

How data will be captured (both by operatives and office staff) to ensure adherence to the Specification (including reporting of wider street scene issues such as potholes, faulty street lights, graffiti).

The ECHO system will be configured in line with the Specification requirements to ensure that all Events and Tasks raised in the system allow us to report as per the Schedule 6 Reporting Requirements. This will provide full transparency of our operational performance.

Our mobile operatives with access to in-cab technology will be trained on how to raise Events in ECHO for the Contract services, as explained above. They will also be able to raise Events for other services outside of this contract, using the Ambassador functionality; once raised this Event will be transferred to the relevant Council CRM system in real time, for action to be taken accordingly.

Employees will be able to feedback and report any identified issues through the following mechanisms:

- Inputting information into ECHO On-board unit – resolution codes will be configured in the system to meet reporting requirements
- ECHO Mobile, where provided
- Debriefs with their line manager at the end of their shift

6.3 Cross Service Working

Describe any other remote data to be recorded from collection vehicles and how this is integrated within the main IT system.

Veolia constantly monitor Smart technology on the market to see how it can benefit our operational performance or how we could work with third parties to record data on their behalf while undertaking our services.

We have introduced a Driving Safely and Efficiently (DES) programme, outlined in detail below, and at our Blackpool contract we have worked in partnership with the water provider, United Utilities, to fit devices to our vehicles to record water metre readings.

Veolia will look for opportunities to work with the Partnership or third parties to implement similar schemes. In particular we understand the importance the Boroughs place on air quality monitoring and would be happy to explore the potential to fit devices to our operational fleet to monitor air quality.

Driving Efficiently and Safely

Veolia will implement our unique “Driving Efficiently and Safely” (DES) programme. This innovative service efficiency programme has been purposely designed to reduce vehicle emissions and improve the performance of the fleet by reducing operating costs.

The DES Programme relies on sensor technology to retrieve engine management data that we turn into information to coach more efficient driving. This delivers reduced costs in terms of fuel savings and corresponding reduction in CO2 emissions. The coaching of drivers to improve their driving technique and behaviours will support the DES programme and achieve improvements by:

- Veolia cutting the Council's greenhouse gas emissions through improved management of municipal waste
- Minimising the impact of municipal waste management in the Council's environment
- Reducing fuel consumption with an emphasis on minimising CO2 emissions
- Lowering service costs through better driving and reducing wear and tear
- Reducing Veolia driver accidents and third party accident claims


The DES Programme will use vehicles enabled with Fleet Management System and Controller Area Network (CANbus) to provide a stream of vehicle performance data.


The CANbus will gather data from telematics sensors that will record over-revving, harsh braking, rapid acceleration, idling and speeding. The following criteria are all used to calculate performance of the vehicle:

- **MPG** – By increasing a vehicle's MPG, fuel consumption will be significantly reduced, thereby reducing costs and CO2 emissions
- **Speed** - By reducing the speed that the vehicle is travelling at, a far higher MPG may be realised and consequently make our fuel go further. Reducing the speed can also increase safety.
- **Idle Alert** - By exceeding a reasonable predefined idling period (which may simply be queuing in traffic), the driver is potentially wasting fuel. In fact, according to Department for Transport, an idling truck can potentially waste up to 3 litres of fuel per hour. This report will also show any idling that occurs when the engine is first started. By not driving away immediately when starting the engine from cold, and idling to heat the engine, the driver is wasting fuel and causing rapid engine wear.
- **Brake Alert and Throttle Alert** - By anticipating road conditions and driving smoothly, avoiding sharp acceleration and harsh braking it will be possible to save fuel, reduce vehicle maintenance needs and reduce accident rates. The Brake and Throttle alerts will report any exceeded thresholds, which will be predefined in accordance with the particular vehicle.
- **Distance** - If a vehicle travels further than the planned route, it may suggest that the driver deviated from the predefined course. Furthermore, the location parameter provides the precise location of the vehicle at any given time, helping to determine whether a vehicle has made any unauthorised journeys

The DES programme will provide a scorecard which compares benchmark performance against actual to show percentage improvements in vehicle efficiency, fuel economy and driving style. This DES report will show performance in MPG and Optimum Driving as well as alert data taken from speeding, idling, braking and revving sensors.

The figure below shows an example Driver Scorecard. Driver benchmarks were created by looking at GPS data for each driver on the same round on the same day of the week for 6 weeks. Each driver was then trained on how to drive efficiently and safely. The scorecards are created in order to highlight speeding, idling, harsh braking, and the Environmental Manager would discuss scorecards with drivers on a daily and weekly basis.

Enter date for scorecards: 05/04/2014			
			
Driver DES Daily Score Card			
Date	05/04/2014		
Driver	Joe Bloggs		
Round	Eve Round 01		
Vehicle	MX53 NLT (Same)		
MPG	Benchmark	Actual	Performance
	3.65	2.75	-25%
Optimum Driving	Benchmark	Actual	Performance
	30.73	25.89	-16%
ALERTS			
Speeding	Over Revving	Harsh Braking	Idling Time
1	9	2	00:21:00

			
Driver DES Daily Score Card			
Date	05/04/2014		
Driver	John Smith		
Round	Eve Round 02		
Vehicle	MX53 NPA (0)		
MPG	Benchmark	Actual	Performance
	3.83	3.92	2%
Optimum Driving	Benchmark	Actual	Performance
	42.67	50.71	19%
ALERTS			
Speeding	Over Revving	Harsh Braking	Idling Time
0	5	0	00:08:00

Example Daily Driver Scorecard

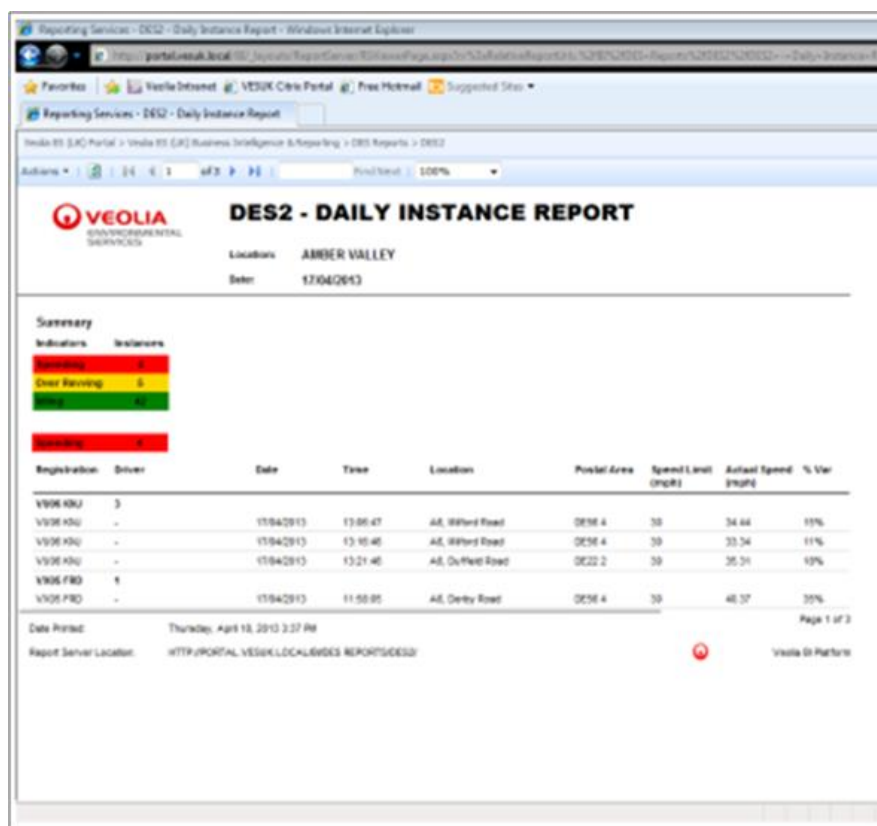
Driver Performance Report: Weekly Depot Summary									
Depot	Refuse Service	Drivers	10	Summary			MPG Key		
Start Date	04/04/2014	Trained	0	Wk 2011 - 15	Mar 2011	Overall	>15%		
End Date	08/04/2014	Not Trained	10	MPG	-11.1%	6.5%	2.0%	10.1% - 15%	
				£ Saved	-£18.6	£1,019.8	£0.0	5.1% - 10%	
				Carbon Saved (T)	-0.04	2.34	0.00	0.1% - 5%	
								<0%	
22:33:36									
Driver	Days	Distance	Fuel	MPG	Optimum Driving	MPG	Optimum Driving	Performance (% Var)	Savings
Joe Bloggs	3	42.98	71.00	2.75	25.89	3.65	30.73	-14.7%	-15.7%
John Smith	1	42.30	49.00	3.92	50.71	3.83	42.67	2.4%	18.8%
								£	Carbon (T)
								-£19.97	-0.05
								£1.33	0.00
Alerts									
	Speeding	Over Revving	Harsh Braking	Idling (min)					
	1	9	2	0 day(s) 00:21:00					
	0	5	0	0 day(s) 00:08:00					

Example Weekly Driver Scorecard

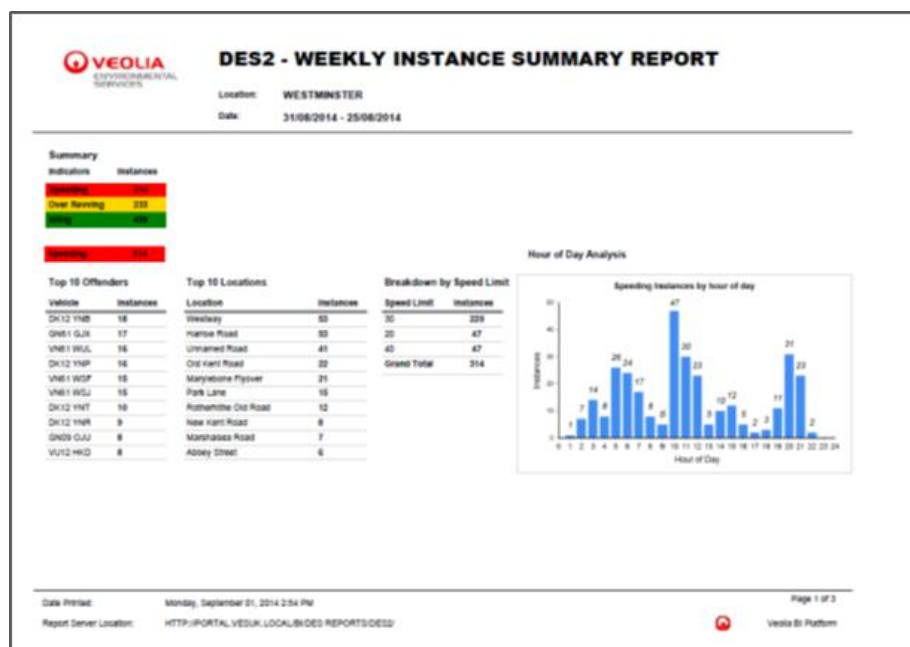
Benchmarks are reviewed when deemed appropriate and success of the program can be easily monitored through monthly reporting

We will use DES data to coach drivers to improve their driving skills. This will produce safer driving, reduced carbon emissions, optimised fuel consumption, reduced wear on brakes and tyres and consequently reduce the operating costs of the service. All DES data will be accumulated to provide trends over a period of time, so that daily, weekly and monthly scorecards can be produced.

The DES Daily Report below shows an example from our Amber Valley contract. Highlighted are the four instances of speeding alerts.



DES Speeding, Over-revving and Idling Report



DES Weekly summary highlighting hotspots and key issues

The previous day's scorecard will be given to each driver in the morning when they collect their keys. The Environmental Managers will have an informal discussion with the Drivers about any problem driving behaviours. If the problem driving behaviours continue, then the

Environmental Managers will have a formal discussion with the Drivers and identify training and set a performance improvement plan. In addition, a leader board of average driving scores will be posted on the notice board each week to promote competition and good driving behaviour in all drivers. At the end of the year, we will give an award to the 'best' driver to reward them for their efforts.

6.4 Data Monitoring

Describe how operational and in-cab technology data is monitored and utilised by call centre or administration staff and integrated in to the IT system and regular reporting (e.g. KPI dashboards)

Real time data for Contact Centre Agents

ECHO will be fully integrated with the Councils' CRM systems. This will allow a two-way flow of information between the systems and will allow real time data monitoring. When an update is made in ECHO it will be visible to the Contract Centre Agent on their CRM system.

For example, if a Driver reports the non-presentation of a container at a property, meaning no collection has taken place at this address, this update will be visible in the Councils' CRM system. If the resident were to report a Missed Collection, the Contract Centre Agent would be able to see the update made by the Driver and inform the resident that their collection had not been missed but was not presented on time.

Contract Performance Monitoring

ECHO View will, described earlier in this method statement, will allow the Contract Management and Support Team, to monitor the performance of the scheduled rounds in real time. The Team will use this data to assess the progress of the rounds and if necessary contact the Driver to investigate if there appears to be an issue, so this can be resolved.

All contract performance data will be held in ECHO Web, and will allow the Team to run reports and analyse performance, against the Contract SPIs.

Performance Reporting

Reports will be written for our ECHO system to enable performance data to be made available through the SLWP SharePoint portal for the client team to access.

In ECHO the Traffic Light System for Events described in 5.2 above will monitor progress of events, and their associated Tasks, highlighting when Events are close to exceeding their SLA, enabling the team to ensure they are actioned within the correct timescale.

6.5 Informing Residents

Mechanism to provide data to the Partnership to enable residents to enquire on their day of collection via a website.

As ECHO will be integrated with the Boroughs CRM systems collection schedule data and other information will be available in real time. Where the CRM system is integrated with the websites, this will allow the same data to be made available to residents on these websites. If this is not the case, Veolia will send a data extract on a nightly basis to each Borough detailing the collection schedules. This will be provided to a FTP site this where it can then

be uploaded to each Boroughs websites. Veolia will ensure that the data is made available in a format that is suitable for easy upload. We currently produce these data extracts for the Croydon contract.

6.6 MRF Quality Protocol (CFT only)

Describe the arrangements for receiving performance data from any recyclables sorting facility in accordance with the MRF Quality Protocol (both in-coming and out-going wastes).

Veolia has also created a reporting tool which collates tonnage data from Veolia's Waste Information Management System (WIMS) and sampling results from the Quality Log. This information will be made available to the Partnership via the Sharepoint. It allows MRF Managers to identify poor performance and provides sufficient information to target poorly performing rounds within a collection area, thereby improving the quality of material generated. Managers are therefore able to develop improvement plans with the Partnership.

Sampling will be undertaken from selected Partnership collection rounds at least once a month. The process undertaken by Veolia for the sampling of materials delivered to the MRF is designed to be compliant with the requirements of the MRF Protocol which is monitored by the Environment Agency as part of its regulatory processes.

More details of the sampling process can be found in MS 7 Materials Management.

7. Added Value

Veolia will provide added value through the following:

- A dedicated Contract Business Performance Analyst, supported by the wider regional and national Business Performance Team
- Bespoke SLWP SharePoint portal for all Contract documentation, performance data, and reports
- Veolia will provide a Carbon Impact Control Plan setting out annual emissions targets
- Proven ICT system providing contract performance data at over 15 of our municipal contracts.