



South London Waste Partnership

Lot 1 Services

Preferred Bidder - January 2017

Technical Response

Service Delivery Plan 5 – Staff Management

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Lot 1: Technical Response

5 Staff Management

1. Introduction

From its experience, Veolia understands that the key to delivering a successful contract is ensuring you have a reliable, motivated workforce who feel supported and are committed to achieving high standards. Veolia will ensure that staff are fully trained to perform the services required of them to the best of their ability, offering rewards, where appropriate, to incentivise the workforce to go above and beyond. We will implement a management structure that will enable regular contact with the workforce, with close monitoring of performance and appropriate procedures in place to deal with persistent absenteeism or misconduct.

Staff Management Commitments

We will

- Implement a lean management structure which will ensure sufficient supervisory cover is provided for all elements of the Contract services*
- Provide effective training to all staff, including NVQ training, to enable them to deliver the services to the best of their ability*
- Ensure all communication material produced for the Contract operatives is in a form that is understandable to a diverse workforce*
- Provide welfare and benefits packages to our workforce and introduce performance related incentives*

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

2. Management structure

A detailed description of the management structures and arrangements that will be put in place for the Contract and their interfaces with the Partnership and a high level organisation diagram identifying the management team and supervisors and administration staff.

2.1 Contract Management Structure

Veolia will implement a streamlined management and Contract support structure, removing duplication in job roles across the Boroughs in order to reduce Service costs for the Partnership.

The implementation of the management structure will be phased to align to the introduction of the services from April 2017 to September 2022. This will allow us to allocate adequate

levels of supervision to deliver high quality services and ensure that Merton and Sutton do not bear the costs of the full management structure in the first years of the Contract.

Administration staff will work as shared Partnership resource and be flexible in undertaking administrative tasks dependent on the nature and volume of works required for each Borough. This may require more time allocated to a particular Borough at certain times, for example during service changes and roll outs, however, over time it is anticipated that administrative time allocation will be fairly evenly distributed across the Boroughs.

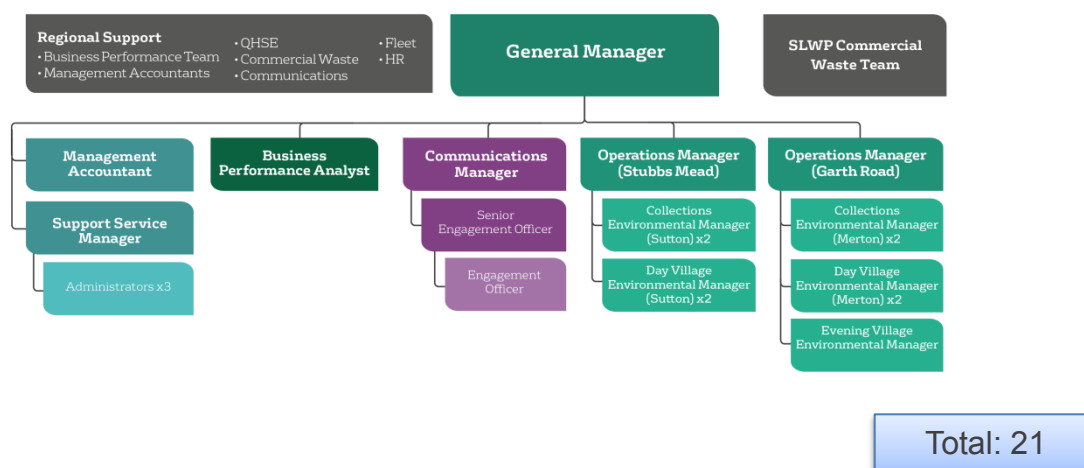
The Contract Team will be supported by our regional and support functions, as demonstrated in the organograms below. The SLWP Commercial Waste Team will be paid for through the Commercial Waste Business, reporting directly into our Regional Commercial Waste Manager, and is therefore not shown in full in this Contract Management Structure, but is outlined further later in this Method Statement.

The Contract Management Team will interface at various levels with the Partnership and the Boroughs management teams. Veolia will work with the Partnership at Preferred Bidder stage, should we be successful, to agree the reporting structure. Method Statement 9, Reporting and Performance outlines the reporting requirements for the Contract.

Management Structure - Phasing

April 2017

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

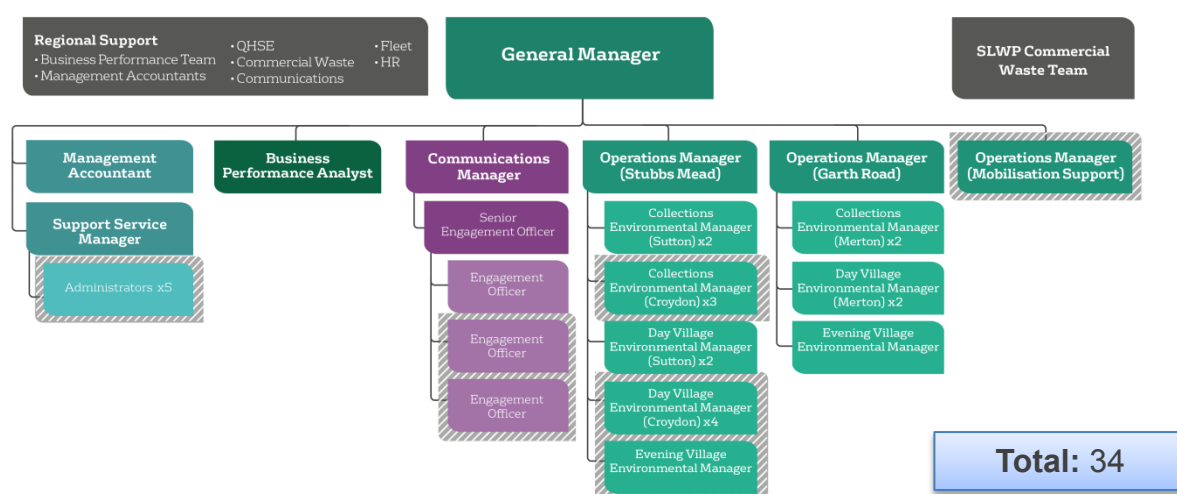


The Contract Management Team will be appointed upon award of Preferred Bidder status to allow them to be in place to support the mobilisation. This will be vital to supporting the transfer of employees from Merton and Sutton and to ensure that there is a smooth transition of service delivery in April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

March 2018

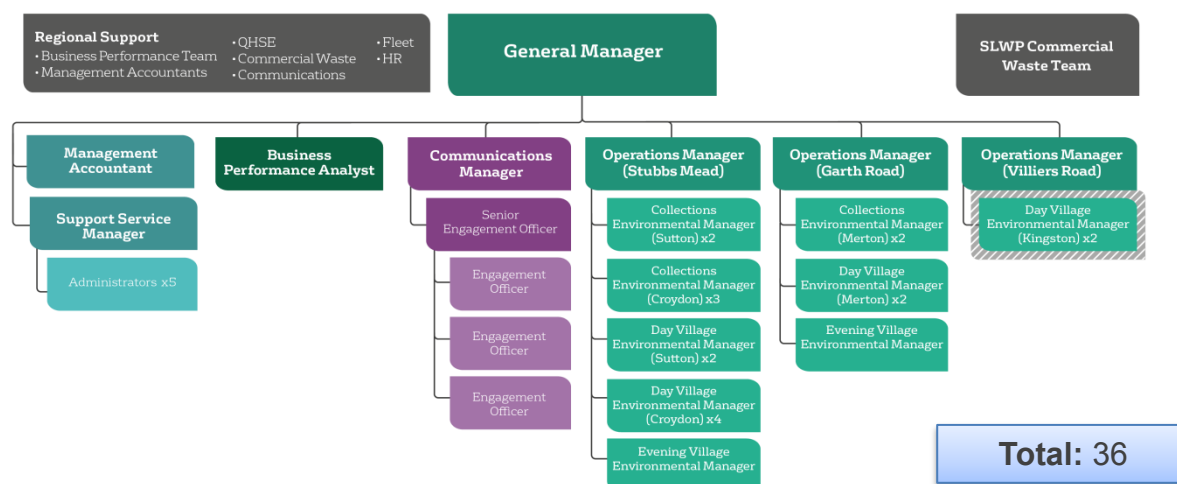
In March 2018 when Croydon will join this Contract for the delivery of all services the following roles will be introduced.

- 1 x Operations Manager (Mobilisation Support)
- 4 x Neighbourhood Environmental Managers
- 2 x Collections Environmental Managers
- 1 x Evening Environmental Manager
- 2 x Service Administration Support *(included within overheads and apportioned to the Boroughs based on direct costs).*
- 2 x Engagement Officers



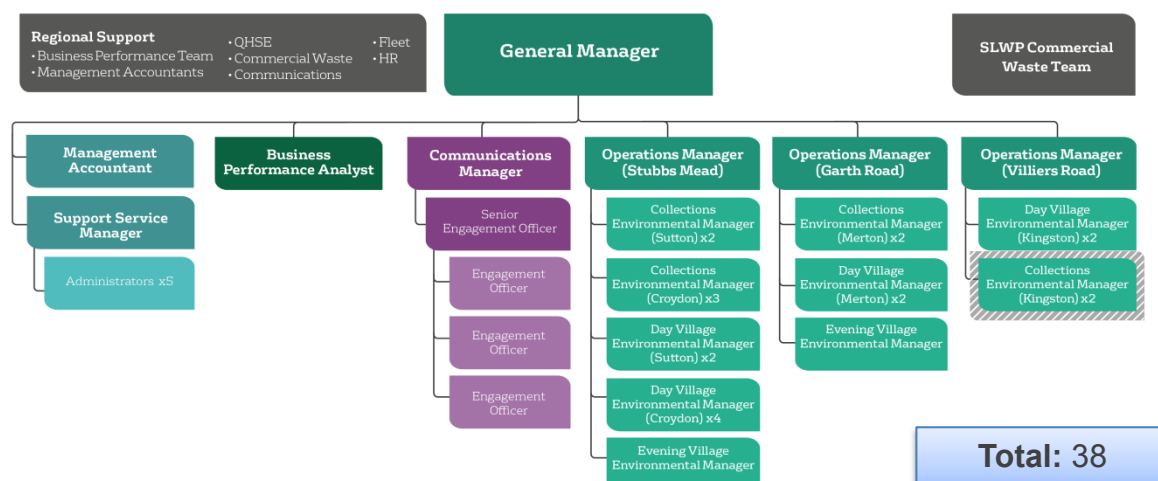
April 2019

In April 2019 the Kingston Street Cleaning Service will be managed under this Contract and this will see the introduction of two Neighbourhood Environmental Managers (highlighted in the grey broken line) and the Operations Manager (Mobilisation Support) role will move to Operations Managers (Villiers Road) for Kingston to oversee this:



September 2022

In September 2022 the final stage of the service phasing will be complete, introducing the Kingston Collection Service, and this will see the addition of two Collection Environmental Managers to bring the Management Team up to the full complement.



Regional and Corporate Support

As shown above, support will be available to the South London Management Team from Veolia's wider corporate support functions that will provide specialist advice and expertise, and ensure that the Contract operates in accordance with Veolia's internal policies, procedures, legislation and best practice.

Many support functions work under a regional structure whereby a dedicated manager will have responsibility for the London region; these employees report into their 'corporate' line manager but also effectively the Regional Director/General Manager on a dotted line basis. Other Veolia functions are centralised departments that can be contacted for assistance as needed. Further information on these support functions is provided below:

Support Function	Regional or Centralised Point of Contract?	Examples of support provided
Human Resources	Regional HR Business Partner and Advisors, plus Centralised Shared Services (HRSSC) for routine matters	<ul style="list-style-type: none"> TUPE transfer support Disciplinary/grievance support Employee administrative issues/payroll/general queries
Resourcing	Centralised	<ul style="list-style-type: none"> Staff recruitment Support with projects to encourage social value, local/diverse recruitment
QHSE	Regional	<ul style="list-style-type: none"> Audits and ensuring compliance Advice on all QHSE matters relating to staff, depots, working practices 'Safety Week' support and staff engagement projects
Fleet	Regional Fleet Manager, plus centralised Fleet Services for routine matters	<ul style="list-style-type: none"> Fleet compliance and workshop support

		<ul style="list-style-type: none"> • Vehicle procurement • Company car management
Risk & Insurance	Centralised	<ul style="list-style-type: none"> • Claims management • Business Continuity Planning
Legal	Centralised	<ul style="list-style-type: none"> • Contract queries and legal issues
Marketing & Communications	Regional Communications Manager. plus centralised Mar-comms team for internal communication and marketing	<ul style="list-style-type: none"> • Engagement Strategy development and support • Sharing best practice in communications projects • Production of staff magazine and corporate materials i.e. safety week promotions, staff engagement
Finance	Regional Management Accountant and Central Finance Team	<ul style="list-style-type: none"> • Accounts • Provision of financial analysis to support innovations or service change • Financial Reporting
Business Performance	Regional Business Performance Manager	<ul style="list-style-type: none"> • Systems set up during mobilisation • Ongoing reporting and analysis
ICT	Centralised	<ul style="list-style-type: none"> • Support for routine IT queries • Telephony set up • Systems development and maintenance i.e. ECHO, WIMS • Data compliance

2.2 Service Delivery

Veolia will operate the Services from three key depots:

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

The Collections Service will operate from each of the key depots with the Sutton service being delivered from the Croydon Stubbs Mead depot primarily. This is described in further detail in MS 6 Facilities Management.

For the Street Cleaning Service, Veolia will be implementing its Neighbourhood Approach which will enable the service resources to be tailored to the needs of individual areas and managed at a local level. The Neighbourhood based Environmental Managers will monitor the delivery of all Services (including Collections) while they are present within their area. The map below shows the 12 Neighbourhoods that will be introduced across the Partnership:



2.3 Key Roles and Responsibilities

General Manager

The General Manager will have overall responsibility for all Contract Services. They will ensure operational performance, in terms of safety and customer service of the Contract, in line with company policy, procedures and contractual commitments. They will also ensure compliance with company standards and statutory regulations.

The General Manager will be the point of contact for all key strategic decision making in relation to the services configuration and performance and commercial decision making.

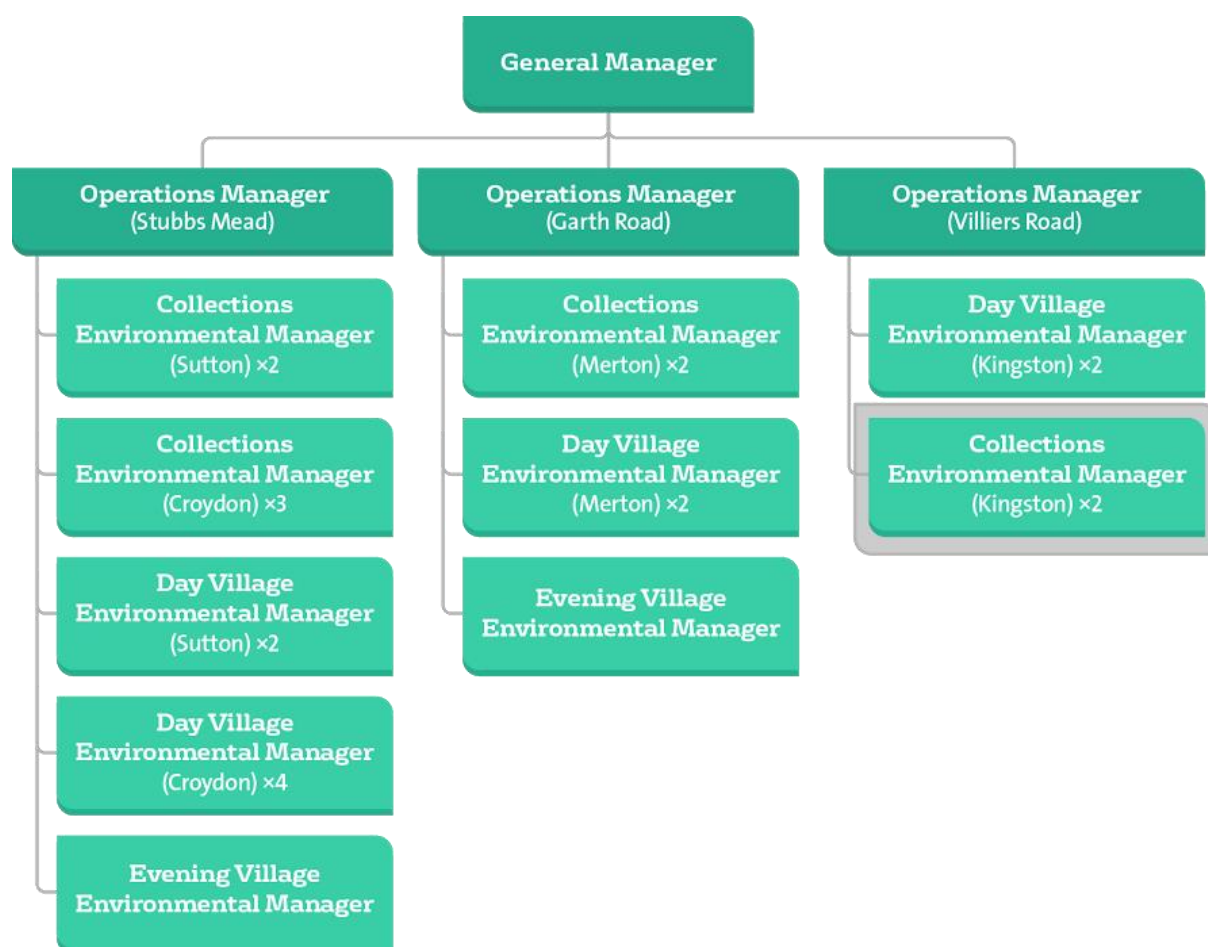
They will be responsible for overseeing the operational delivery of the Collections, Street Cleaning and Winter Maintenance Services, working closely alongside the Transport Manager and Education and Engagement Team to ensure the successful delivery of this Contract.

They will be responsible for operational performance, ensuring that the services achieve the Contract SPIs and that the performance is accurately reported to the Partnership. The General Manager will also ensure that the services comply at all times with Veolia's standards, policies and procedures and with statutory regulations.

The General Manager will be responsible for managing the budget, ensuring that it is met and rationalised.

Contract Operations Management

The organogram below illustrates how the operational management team will be configured to deliver the services, and their primary base for delivery of operations. An overview of each of the roles follows underneath.



Operations Managers

The Operations Managers will manage the operations and performance of the Collections and Streets services at each of the three depots and ensure that the relevant SPIs are met.

The Operations Manager will have a holistic view of the operations and their role will ensure the resources are fairly distributed across each of the Neighbourhoods and will be able to identify any trends or synergies that may exist across the Neighbourhoods. In particular fly tip heat mapping will be used to identify hot spots and this will be cascaded down to the operatives to allow for a more proactive response to persistent offenders or regular locations.

They will provide management support to the Collections and Neighbourhood Environmental Managers and any issues related to the Collections or Streets services will be escalated to them as required.

One of the Services Operations Manager will be responsible for overseeing the delivery of the services that operate across the Boroughs. This will include both collection and street cleaning services. For street cleaning operations this will include the following services:

- Bulky Waste Collections
- Clinical Waste Collections
- Containers Deliveries

-
- Graffiti Removal
 - Fly Post Removal
 - Cleaning of NRCs, litter bins, street furniture
 - Gully cleaning
 - Market cleaning
 - Weed removal
 - Major fly tips requiring a hi-ab for removal
 - Litter bin repair or replacement
 - Housing estate cleaning
 - Emergency response where required

By allowing these services to be managed from a central point rather than within each Neighbourhood the Manager can prioritise where resources are needed and allocated them in a fair manner.

As they too will have a more holistic view of street cleaning operations they will be able to identify any areas where efficiencies could be made and hot spot areas for graffiti or fly posting incidents, for example.

Collections Environmental Managers

The Collections Environmental Managers will be responsible for ensuring that the Drivers checks are undertaken correctly before and after each shift, and managing Drivers hours to ensure they do not exceed 10 hours of driving per day. They will also ensure that each crew is manned as required with fully trained drivers and operatives. They will deliver toolbox talks and review performance, managing any performance issues that are identified. They will monitor missed collections and allocate the collection to the appropriate crew to ensure it is rectified as quickly as possible and within the SLA period.

Neighbourhood Environmental Manager

The role of Neighbourhood Environmental Managers is integral to the successful delivery of the Neighbourhood Approach method. They provide a permanent presence across their allocated Neighbourhoods and therefore not only oversee the street cleaning operations that are delivered within that area but they also provide a point of contact for any other issues that occur within their Neighbourhoods, such as missed bins or emergency calls. The local presence ethos extends to attendance of local community/stakeholder group meetings and local events. Their role is to become the primary point of contact for all services within their Neighbourhoods and develop a strong relationship with local members and community groups.

The team of ten daytime Neighbourhood Environmental Managers will be supported by two evening Neighbourhood Environmental Managers who will oversee the evening cleaning activity in those areas where there is an active night time economy. The evening Neighbourhood Environmental Managers will be supported by working Chargehands.



The Neighbourhood Environmental Manager will be responsible for allocating resource across their Neighbourhoods to respond to incidents that have been detected or reported to the Council.

The Neighbourhood Environmental Managers will also set local performance targets for the operatives in the Neighbourhoods to achieve. This will allow them the flexibility of tailoring targets to the demands of each area. It will also encourage competition between each Neighbourhood which will drive up standards. They will also be responsible for all staff related management for their Neighbourhood teams, overseeing QHSE across their areas and operational delivery in general.

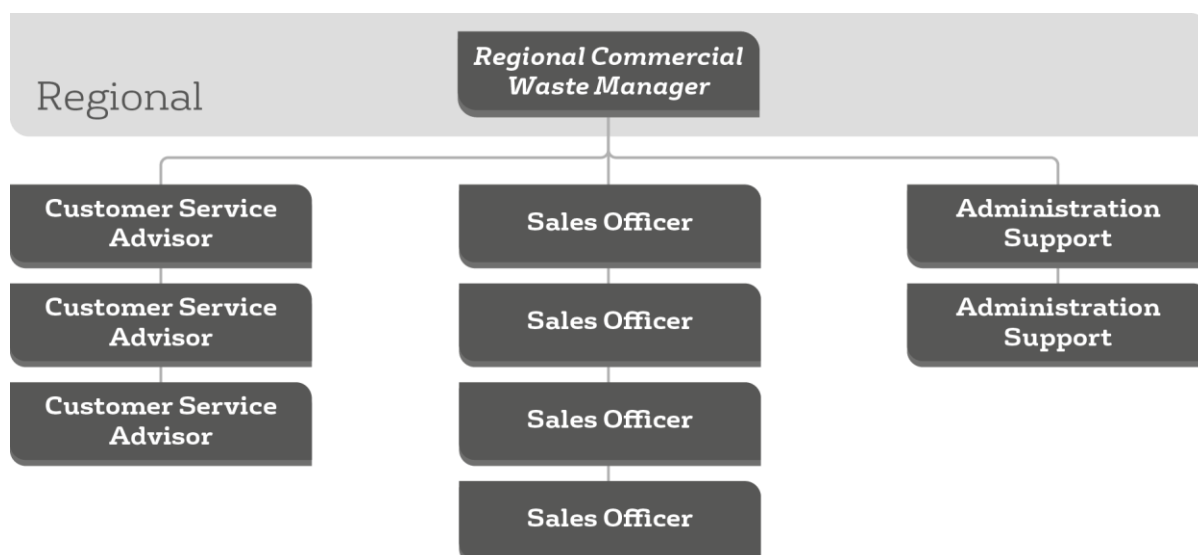
Commercial Waste Management

As outlined in the organogram below, Veolia will provide a dedicated Sales team of four supported by three Customer Service Advisors and two Administrators. The team will be managed by the Regional Commercial Waste Manager, and will have the support of well-established commercial waste support functions from our wider commercial waste business across London, such as credit control.

The Sales team will be responsible for building a portfolio of commercial customers and manage customers' accounts.

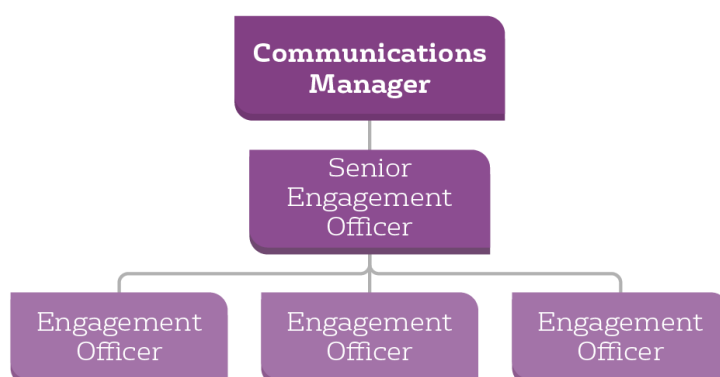
The Customer Service Advisors will be responsible for taking calls in relation to new and existing business and passing on to the sales team as required.

The Administration team, supported by our regional specialist teams, will manage the back office function of the business, such as credit checks, invoicing, customer services, credit control and data management.



Education and Engagement Team

To ensure that support is provided to service users during the transition to the new Waste Collection Services, and to provide ongoing engagement across all of the Lot 1 Services, Veolia will deploy a dedicated Education and Engagement Team.



Communications Manager

The Communications Manager will plan for and prepare communications and education campaigns, in liaison with the Partnership. This will include:

- **Service Change campaigns** – Comprehensive upfront engagement with clear information on the new service to facilitate a smooth transition
- **Annual/On-going** – Standard campaigns and activities will be carried every year such as schools education, annual leaflet and calendar as these are essential in promoting the Services to residents.
- **One-off campaigns** - Projects proposed to improve services and/or deliver savings. The budget for these will be available in years without service changes and finalised when proposals agreed.
- **Application for government funding** – The team will work with the Partnership to identify potential funding opportunities and prepare the applications.

They will also be responsible for the team's budget and preparing business cases for the one-off campaign project budget. They will deal with all press and media enquiries and proactively drive PR in line with the agreed campaigns.

Senior Engagement Officer

The Senior Education Officer will support the Communications Manager in developing engagement campaigns and will oversee the Engagement Officers in the delivery of these campaigns.

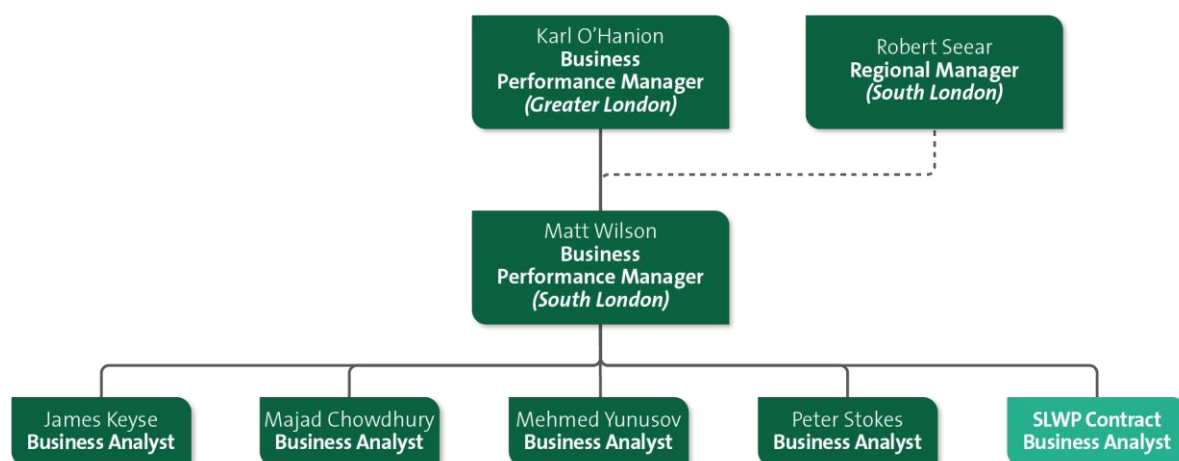


Engagement Officers

The three Engagement Officers will be responsible for implementing and delivering the communication and education activities within the four Boroughs.

Business Performance Management

Veolia 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, as illustrated below.



Business Performance Analyst

The Business Analyst will assist the Contract Management Team in the production of the contract reports, as specified in Schedule 6 Reporting Requirements. This will include reporting on SPI performance, and they will analyse this data providing comparisons from previous months and years. They will play a key role in maximising the performance of the services and will facilitate continuous improvement by:

- Identifying any under-performing areas
- Using benchmarking tools to compare the Contract's performance to similar Veolia's contracts
- Suggesting and implementing new processes to improve operational efficiency

Transport/Workshop Management

Veolia will have two main workshops for the Contract at:

- Garth Road
- Stubbs Mead

The maintenance operations will be managed by the Transport Manager and two Workshop Managers, each overseeing one of the workshops. A smaller workshop will be provided at Villiers Road supported by the mobile fitter resource that will operate across the Boroughs as required. This is outlined in more detail in section 3.1 below.



Workshop Managers

The Workshop Managers will be responsible for the operational delivery of all service vehicles, non-service vehicles and any third party vehicles maintained under this Contract. They will ensure the maintenance workforce are all trained as required and will oversee the management of the mobile fitters. They will ensure that this service is compliant with all industry standards and relevant legislation, liaising with DVSA and Transport for London as required.

For the service fleet the Workshop Managers will focus on driving efficiencies by:

- Ensuring that the use of service vehicles is optimised
- Managing fleet performance indicators such as fuel consumption, emissions, etc.
- Promoting continuous improvement through Drivers engagement and sharing of best practice

The Managers will also be responsible for managing the Drivers' safety record through thorough accident investigation and helping to drive a zero accident culture.

The Managers will ensure that the vehicles maintained under the Contract are maintained and repaired to a high standard. Using Tranman 8, the Workshop Managers will schedule preventive maintenance and mandatory checks and will manage the stocks of spare parts.

They will manage their workshop teams and monitor apprentices allocated to the vehicles maintenance activities.

2.4 Client Liaison

Veolia understands the importance of an open and transparent relationship with its clients; facilitating regular contact and frequent exchange of communication.

Strategic Decision Making and Contract Liaison

Veolia's General Manager will be the main point of contact for the Authorised Officers and will be responsible for making any strategic decision in relation to the services configuration and performance.

The General Manager will be responsible for the production of the Annual Service Report and the Business Development Plan, working closely with their Contract Management Team. The General Manager will attend with Annual Review and Quarterly Strategic Meetings. They will also attend the more frequent meetings with the Transport Manager, Business Analyst and Communications Manager attending as required. The regular liaison meetings will also be attended by the Operational Managers with Environmental Managers and the wider team called upon as required.

The close proximity of the Contractor/Client offices at the Stubbs Mead and Garth Road depots will stimulate informal regular contact between Veolia and the Partnership.

3. Staffing arrangements

3.1 Operational Management Structure

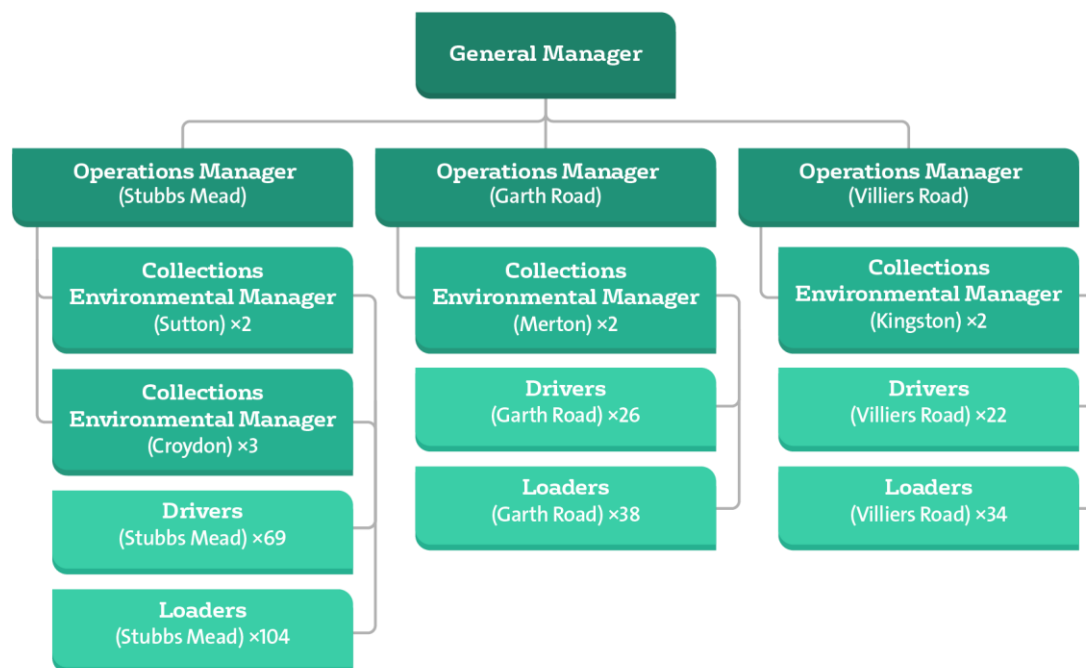
Operational organisation diagram identifying the supervisors and operatives, staffing provision per service area, by grades (i.e. 10 operatives, 2 supervisors, 1.5 Contract Managers) and location where staff are based, and numbers at each location.

Veolia will ensure that the right level of staff is allocated to the Contract at all times in order to deliver efficient and high quality services to the Partnership and residents. This section outlines the staff provision for the following service elements and where the staff will be primarily based:

- Collection Service (Kerbside and Communal)
- Street Cleaning Service
- Ancillary Services
- Vehicle Maintenance Services

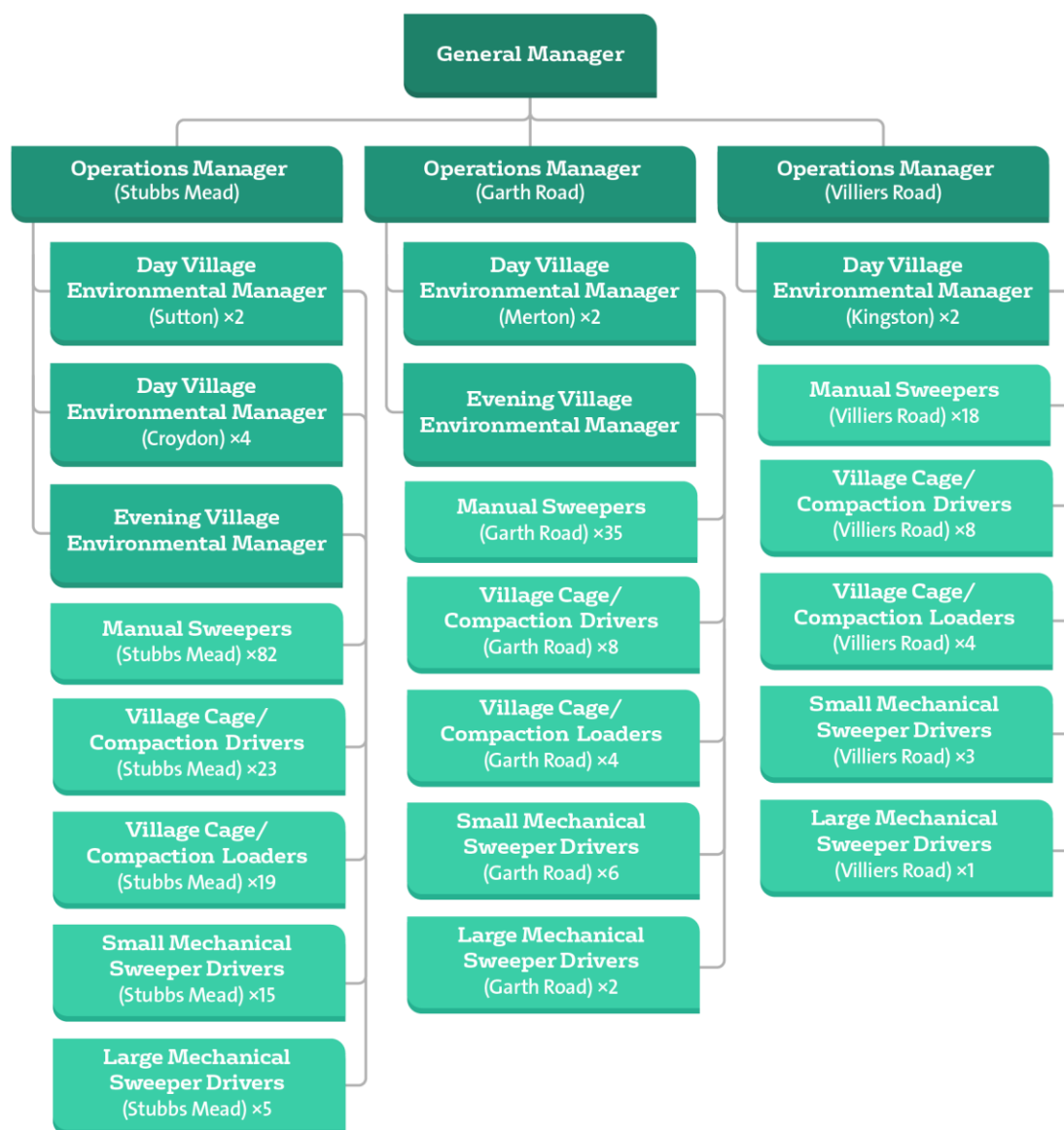
Collection Service (Kerbside and Communal)

The organogram below shows the staffing structure for the Kerbside and Communal Collection Service.



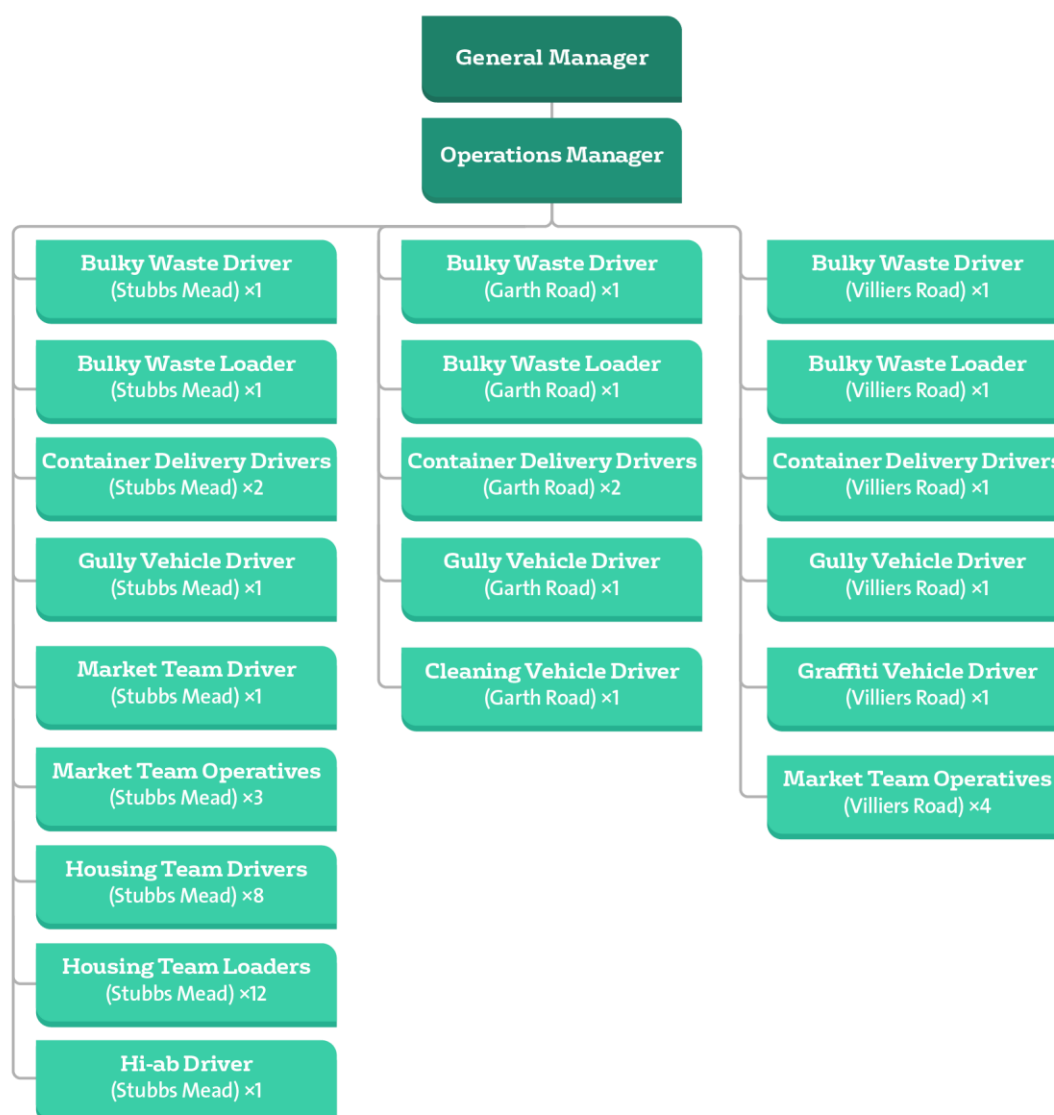
Street Cleaning

The organogram below details the Neighbourhood staffing structure that will be in place to deliver the Street Cleaning operations.



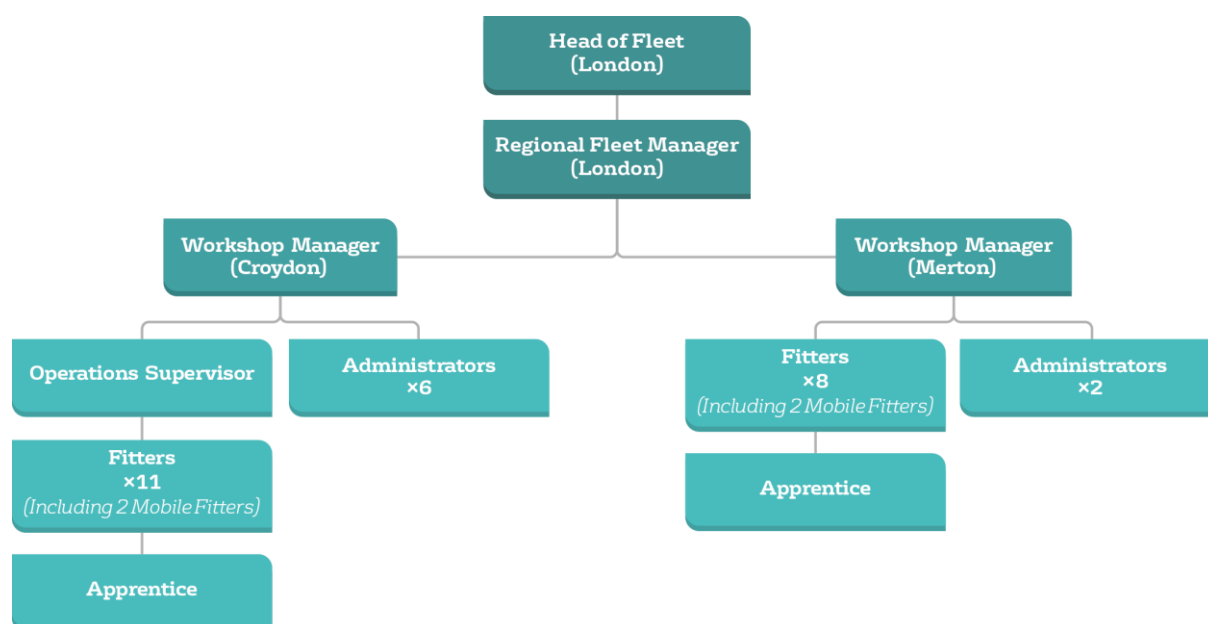
Ancillary Services

The Ancillary Services will be managed by one of the Operations Managers and will operate across the Boroughs and will therefore be managed centrally by the Ancillary Services Manager. The day-to-day delivery will be monitored by the Environmental Managers.



Vehicle Maintenance

Vehicle Maintenance for the Contract will be undertaken by two workshop teams, supported by four mobile fitters, all managed by the Transport Manager. The teams will be based at the Stubbs Mead Workshop in Croydon or the Garth Road Workshop in Merton. Each will also have a mobile fitter assigned to that depot, and two of the mobile fitters will be primarily based at the Villiers Road small workshop to oversee day-to-day maintenance as required.



3.2 Shifts and working hours

Management and Support Team

The following roles will work a standard eight hours per day Monday to Friday:

- General Manager
- Communications Manager
- Senior Engagement Officer
- Engagement Officer
- Business Performance Analyst
- Transport Manager
- Commercial Waste Team (Sales Officers and Customer Service Advisors)
- Administration Support

Weekend or evening working may be required from time to time, particularly to support community campaigns or service changes.

The working hours of the Collections, Street Cleaning and Workshop Management team will be aligned to the service operational hours to ensure there is always a management presence, this is detailed below.

Kerbside and Communal Collections

The Kerbside and Communal Collection Services will be delivered six days a week, Monday to Saturday, operating between 06:00 – 16:00 hours.

The Collections Environmental Managers and Operational Managers will work a 40-hour week, Monday to Friday, with a rota for Saturday cover, which will be a contractual obligation. They will have a staggered start to their day to ensure there is cover from 05:30 to 16:30 hours to oversee the start and end of the collection shift.

The table below outlines the working patterns of the teams delivering the Kerbside and Communal Collections Services.

Service	Hours per week	Days per week	Hours per day
Kerbside/Communal Collection Service Drivers	40	4	10
Kerbside/Communal Collection Service Loaders	38	4	9.5

The Kerbside and Communal Collections will be operated as Driver plus two Loaders*. The Drivers will work a 40-hour week, working 10-hour shifts over four days. They will work a slightly longer working day than their loaders (9.5 hours), to allow them to undertake their vehicle checks at the start and end of their shift.

**Garden Waste Collection is an exception to this, as this service will be Driver plus one.*

The staff work a four day rolling shift pattern to cover the operations over Monday – Saturday, an example of which is outlined below:

	Week 1							Week 2							Week 3						
	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
Vehicle 1																					
D1	10	10	10	10						10	10	10	10		10	10			10	10	
L1	9.5	9.5	9.5	9.5						9.5	9.5	9.5	9.5		9.5	9.5			9.5	9.5	
L2	9.5	9.5			9.5	9.5		9.5	9.5	9.5	9.5						9.5	9.5	9.5	9.5	
L3			9.5	9.5	9.5	9.5		9.5	9.5			9.5	9.5		9.5	9.5	9.5	9.5			
D2					10	10		10	10								10	10			
Vehicle 2																					
D2	10	10								10	10								10	10	
L4	9.5	9.5			9.5	9.5		9.5	9.5	9.5	9.5						9.5	9.5	9.5	9.5	
L5	9.5	9.5	9.5	9.5						9.5	9.5	9.5	9.5		9.5	9.5			9.5	9.5	
L6			9.5	9.5	9.5	9.5		9.5	9.5			9.5	9.5		9.5	9.5	9.5	9.5			
D3			10	10	10	10		10	10			10	10		10	10	10	10			

D: Driver L: Loader

The shift pattern will see some Drivers working across two vehicles. There will always be a continuity of Loaders and this split will allow local knowledge and best practice are shared across teams. We currently operate this shift pattern in Lambeth and it works very effectively.

All collection services will be suspended on Christmas Day, Boxing Day and New Year's Day.

Veolia will continue with 'job and finish' arrangements where this is in place in the Borough; this will be on a 'buddy' or team system whereby crews working in a similar area will be tasked with working together to ensure that all collections are finished. If one crew finishes

their round ahead of the other, they will be expected to assist the other crew. The latest version of Veolia's ECHO system supports the reallocation of jobs to different crews so that these are visible on the On Board system.

Environmental Manager will monitor crew finish times and where a crew/team is consistently finishing ahead of others, the Management Team will work with the Business Performance Team to revise and balance round schedules accordingly to maximise efficiency.

Street Cleaning

The Neighbourhood street cleaning services will be provided across the four Partnership Boroughs seven days a week, 365 days a year.

Monday to Friday

The core activity for Kingston and Croydon will be undertaken during the day shift, operating from 05:30 to 14:00. This will be supplemented by an evening shift operating from 13:30 to 22:00. For the Borough of Merton the day shift will operate from 06:00 until 13:30 and the evening shift from 13:00 until 20:30. The Borough of Suttons day shift will operate from 05:48 until 13:30 and the evening shift from 13:00 until 20:42. Although the start time for the evening shift time in Sutton and Merton may be staggered for a number of operatives to provide presence up to 22.00 in town centres with agreement from the Authorised Officer.

Weekends

The Saturday shifts will operate over seven hours, working from 06:00 to 13:30 and the evening shift from 13:00 until 20:30. The Sunday shifts will operate over six hours, working from 06:00 to 12:30 and the evening shift from 12:30 until 18:30. The following tables show the operational hours and resources over a working week:-



The Neighbourhood day shift will be managed by the nine Neighbourhood Environmental Managers and the evening shift will be covered by two Neighbourhood Environmental

Managers. Weekend Management will be covered on a rota basis. A typical working day is outlined in MS 1.3 Street Cleaning.

Veolia's preference is to deliver standard working practices during public and bank holidays rather than reduce the service and require a catch up process. Christmas Day is an exception to this where a reduced service will be provided.

Ancillary Services

The Ancillary Services will operate over five days a week between 08:00 to 16:00, with Drivers and Operatives working a 40 hour week. The Collection elements of the Ancillary Services will be suspended on Christmas Day, Boxing Day and New Year's Day. No scheduled ancillary street cleaning work will planned for these days either, however, there will be standby cover for emergency response.

Workshop operations

The Workshops will operate between 06:00 to 22:00 Monday to Saturday with staggered starts for the technical staff to ensure cover throughout the day.

The Workshop Managers will cover one eight hour shift with their Chargehand Fitter covering the second eight hour shift. The two Workshop Managers will align their rotas to ensure that there is always one of them present over the course of the day.

3.3 Terms and Conditions

Any proposed changes to Terms and Conditions and how these will be managed.

The configuration of the new services will require the amendment of the Terms and Conditions of the Merton and Sutton Collection staff.

The working hours of the Merton and Sutton operatives will be extended to either 38 (for Loaders) or 40 hours (for Drivers) per week, and for the Communal and Kerbside Collection operatives they will now be required to work Saturdays or a rota basis, however they will receive additional payment for the new working pattern which has been accounted for within the financial model.

There will be a requirement to work 365 days a year for Neighbourhood operatives, although this will be a reduced service on Christmas Day.

This as with all other staff Terms and Conditions will be consulted on and discussed with the appropriate parties concerned. Veolia will ensure that any historical arrangements that employees have will be observed until negotiations with the recognised Trade Union are completed.

3.4 Temporary and Seasonal Cover

Arrangements for temporary and seasonal cover (e.g. for staff absences).

Pool Staff Provision

Veolia has analysed current absence levels across each Borough and those of Veolia's London region Contracts to provide suitable sickness cover arrangements, in addition to holidays and training cover. For this Contract the following pool resource has been allocated to ensure continuous service delivery.

Position	Number
Pool Drivers	24
Pool Operatives	45

Leaf fall

At the start of the leafing season in October, Veolia will deploy 1,066 temporary staff hours for twelve weeks to supplement the leaf clearance operation. All seasonal staff will be inducted to ensure that they understand and commit to Veolia's quality standards and objectives.

3.5 Recruitment

Approach to recruitment, including work place checks and DBS checks for relevant staff.

Recruitment process

Veolia will actively recruit in the local area for any vacancies that arise, working with Job Centre Plus, local recruitment agencies and Social Enterprises, to provide local people with the opportunity to gain employment on the Contract.

Equal opportunity

Veolia is committed to equality of opportunity in all its employment practices, policies and procedures. No employee or potential employee will therefore receive less favourable treatment due to their sex, race, colour, nationality, religion, sexual orientation, age, disability or Trade Union membership. Veolia has developed an Equal Opportunities Policy, provided as Appendix 5a.

To reinforce its commitment to equal opportunities, Veolia has established a dedicated working group, "Leveraging People's differences for Innovative Growth" promoting diversity and inclusion within the Veolia Group. In the last two years significant strides in gender equality have been made since the appointment of our first female chief executive (Estelle Brachlianoff was the first woman to be appointed to that role by a waste services company in the United Kingdom). This led to the two other women being given seats on the board and other women being promoted or appointed to positions in senior management. Veolia now has a target worldwide to increase the number of women in management to 20% by 2016.



At the Contract level, Veolia will promote equal opportunities by ensuring that its operations comply with its Equal Opportunities Policy and those of the Partnership Boroughs, and all relevant legislation. Veolia will also circulate roles as widely as possible to reach as many diverse candidates as possible.

Right to Work and DBS Checks

Prevention of Illegal Employment Policy

Veolia is required by law to ensure that all employees are entitled to work in the UK. All prospective employees will be asked to provide original documents before their employment starts to satisfy current immigration legislation.

Safeguarding Policy - DBS process

We understand that the Partnership is responsible for safeguarding and promoting the welfare of children and we'll ensure that this commitment is reflected in the way we select our employees and we operate the services.

To prevent unsuitable people from working with vulnerable groups, including children, Veolia will require the Education and Education team members to be subject to the necessary Disclosure and Barring Service (DBS) checks (previously known as CRB (Criminal Records Bureau)). Records of this will be kept on the personnel file and kept up to date at all times.

3.6 Management of Staff Absenteeism

Measures to reduce staff absenteeism, including evidence of experience elsewhere in reducing rates.

Absence Management Procedure

Under TUPE, employees will transfer on their existing terms and conditions. New recruits will be employed under Veolia's standard terms, including our standardised Sickness Absence procedure. Developed in consultation with Trade Unions and Staff Councils, Veolia's Sickness Absence Procedure (see Appendix 5b) will be implemented by the South London Management Team to achieve a sympathetic, fair, firm and uniform approach in dealing with short term and long term absence. All Managers will undergo training in the procedure, with support available from Veolia's Regional HR Team. This procedure is currently in place at our Croydon and Kingston contracts.

Short Term Absence

Veolia's approach to managing absence over a period of less than four weeks will be based around a 'trigger system' as outlined in the table below:

Trigger Number	Definition of Triggers (Absence in the Last Rolling 12-Month Period)	Type of Caution and Time it Stays on File
Trigger 1	A total of 16 days absence or 4 occasions of absence	6 months – Verbal Caution
Trigger 2	5 occasions of absence	6 months – 1 st Written Caution

Trigger 3	6 occasions of absence	12 months – Final Written Caution
Trigger 4	7 occasions of absence	Dismissal with Notice

When an employee's absence record reaches a trigger they will be invited to attend an Absence Review Meeting; this will enable Veolia to identify whether welfare support or referral to our Occupational Health provider may assist the employee. This provides the Manager with a clear summary of the number of occasions of absenteeism and the trend. This also provides the Manager with supporting information to allow him or her to meet the employee to understand the reason for the continued absenteeism.

Long Term Absence

Long term absence relates to absence of more than four weeks. Whilst the trigger system will be applied in principle, Veolia recognises that a different emphasis is often required to manage long term absence, which is likely to relate to a specific medical problem. Veolia may utilise its Occupational Health provider to obtain medical reports. Home visits and welfare meetings will also be undertaken to ensure regular communication is maintained.

Return to Work and Staff Welfare

Following a period of absence, Line Managers will complete a Return to Work Interview with the employee to ensure they are fit to return and carry out their duties or whether further welfare support is required. Employees will have access to Veolia's health and wellbeing benefits, which aim to reduce the likeliness of employees requiring time off from work and support them in their recovery.

Veolia's Employee Assistance Programme will be available 24/7 to offer free advice to all employees regarding any problems they may be experiencing that could cause stress, whether personal or work-related.

In 2009 Veolia opened a Wellness Centre at the Croydon Stubbs Mead depot; more details of this facility and our Partnership with physiotherapy provider Back in Action are provided at Appendix 5c. Veolia would offer this facility as a 'South London Wellness Centre' available to all contract employees from Croydon, Kingston, Merton and Sutton.

Sickness Monitoring and Incentivisation

All employee absences will be recorded on Veolia's HR system and monitored and reported on a monthly basis to identify trends and respond accordingly. Veolia's Power BI system has a HR dashboard for reporting on staff absence.

To encourage full attendance, Veolia will implement a "Zero Harm" incentive for the Contract whereby an employee will receive an annual payment of £125 if they achieve 12 months with no accidents (personal or vehicle), and have no time off sick or absent.

Case study: Reducing Absenteeism

Veolia has successfully implemented a 'zero harm' reward scheme at its existing Croydon contract. Statistics showed that when this incentive was removed, absenteeism increased by approximately 2%; it has since been reinstated. Veolia has found that the reward scheme is cost effective in the long term and improves productivity.

3.7 Staff Retention

Measures to encourage the retention of staff, including evidence of experience elsewhere in reducing staff turnover rates, append a copy of the Staff Welfare Policy.

Veolia takes a holistic approach to employee wellbeing and a variety of policies and support systems are in place to ensure the organisation recognises that the wellbeing of our staff and their performance are intrinsically linked. Improving employees' ability to handle pressure and to balance work and home life will ultimately lead to improved individual performance.

Veolia has a range of policies in place relating to staff welfare, and we offer health and wellbeing initiatives as well as benefits packages to all employees.

Veolia's welfare policies cover: Attendance, dignity at work, Substance misuse, special leave, family friendly, health and safety and occupational health policy and procedures. Our Dignity at Work Policy is provided at Appendix 5d and further information on our other policies can be provided upon request.

Veolia also has a confidential Employee Assistance Programme accessible to all employees. Common topics covered include:

- Relationships
- Helping find Child and Eldercare facilities
- Practical and helpful support following a bereavement
- Managing life events – buying a home, getting married, having children
- Health issues such as giving up smoking and nutrition
- Legal
- Financial
- Self-development – time management, assertiveness skills etc
- Managing stress

The Service is free and completely confidential, available 24 hours a day, seven days a week. The service includes high quality counselling, information and advice services and runs health and wellbeing events held across the country. Further information or copies of these policies can be provided upon request.



London Region 'Well-being event' is held for staff in Camden

Veolia recognises that employees' welfare is paramount to staff retention and offers a comprehensive set of initiatives designed to support employees' physical, emotional and mental welfare. Some of these programmes include:

- Disability awareness
- Bullying and harassment
- Handling violence and traumatic incidents at work
- Lifestyle behaviours, with voluntary screening (for example in relation to alcohol, drugs and smoking)
- Workstation assessments
- Pre-employment screening
- Fitness-for-work assessments
- Eye tests for users of visual display screen equipment
- In-work screening for health risks, including for coronary heart disease
- Vaccination service
- Post-incident support
- Designing and advising on health promotion initiatives
- Health and safety training.

Staff retention will be encouraged through Veolia's rewarding staff benefits and welfare initiatives. Veolia's standard employee benefits shown below will be available for employees:

Benefit	Availability
Cycle to Work Scheme	Available to all
Veolia Values Discount Scheme	Available to all
Travel Loan (paid back monthly via Payroll)	Available to all
Back in Action physiotherapy clinics	Available to all
Confidential employee assistance helpline	Available to all
Childcare Vouchers	Available to all
Personal Accident Cover	Voluntary benefit
Employee Funded Medical Cash Plan	Voluntary benefit available to all.
Death in service cover	Available to all (varying levels of cover; linked to pension membership)
"Know your numbers" health checks	Occasional initiative run via Nuffield Health
Peoples Pension	Available to all without a pension
Dental Cover	Available to Grade level 7's and above
Money Purchase Pension Plan	Available to those with less than two years' service
Employee Share Scheme – SIP	Available to all subject to parent company approval
Holiday Entitlement: 25 days	Standard offering unless varied by contract/part-time

Investors in People

Veolia has been accredited to Investors in People (IIP) Gold since 2008. IIP is a national standard which benchmarks how well a company recruits, trains and develops its employees; rewards and recognises its employees, and manages its people.



Veolia's training and development package will play a significant factor in reducing staff turnover and retaining a stable workforce at the Contract. By continuing to invest in our staff, Veolia will create a positive work environment, resulting in a loyal and skilled workforce, increased productivity at the Contract and consequently higher quality Services for the Partnership and their residents.

In 2014 the staff turnover rates at our Croydon and Kingston contracts were 6.6% and 10.7% respectively, compared to 12.3% and 17.1% in 2012. We will provide information on staff sickness and absence on a monthly basis in line with Schedule 6 and provide annual turnover figures, in our Annual Report.

Case Study: Rushmoor Contract

Veolia has delivered Collection, Cleaning and Grounds Maintenance Services in Rushmoor since 2002. The Contract has a very low turnover of staff that is around 1% of a workforce just exceeding 100 employees. A stable and contented workforce helps with the deliverability of high quality services across the Borough.

In 2013, Veolia's employee Terry Rogers reached the milestone of 50 years of service. Terry received a Veolia long service award as well as a Jubilee Award at The House of Commons recognising his long term dedication to working in the public sector.



3.8 Staff Communication and Engagement

With over 13,000 staff working across 300 locations, Veolia recognises the importance of engaging with our employees and ensuring key policies, procedures and best practice from across the organisation are communicated. A number of appropriately targeted methods are deployed, from online blogs and Veolia TV, to posters and "Touch", the monthly staff e-newsletter.

Examples of different communication channels used across Veolia are shown overleaf. Veolia's in-house marketing and communications department provide support across the business with both internal and external communications. The department work on a range

of initiatives throughout the year; from encouraging staff to raise money for good causes to running competitions and prize giveaways for employees.


















Channel types			EXCO	Directors	Managers / Supervisors	Technical and Supervisor	Office Staff	Frontline Staff
	Emails	5927 users	●	●	●	●	●	
	Fixed Phones	4000 extensions	●	●	●	●	●	
	Home post	13381 recipients	●	●	●	●	●	●
	Intranet	13381 users	●	●	●	●	●	●
	Conferences	350 attendees	●	●	●			
	Basic Mobile Phone	2968 users						●
	Smartphone	3871 users	●	●	●	●	●	
	PC/laptop desktops	5927 users	●	●	●	●	●	
	In-Touch	3885 copies	●	●	●	●	●	●
	Touch	13381 (5927)	●	●	●	●	●	
	Toolbox talks	9212 attendees				●		●
	Team Meetings	-	●	●	●	●	●	●
	Notice Boards	310 locations				●	●	●
	Webinar	-	●	●	●			
	Veolia News	5927 users	●	●	●	●	●	
	Depot TV	14 sites				●		●
	Google Communities	5927 users	●	●	●	●	●	

Figure 12: Communicating with our staff



Figure 13: Veolia Staff Intranet communication

Veolia UK & Ireland Football Tournament

In May 2015, 21 teams composed of Veolia's employees took part in the annual Veolia UK & Ireland Football Tournament in Walsall. The Merseyside & Halton contract team once again took home the trophy – having won the competition last year too.

Last year's high turnout with 21 teams taking part included inaugural entrants such as Richmond and Watford, who won the Fair Play Award. Brandon De Grout from Westminster collected the Golden Boot trophy for his impressive tally of nine goals, including two hat tricks!

Veolia will encourage staff at the south London Contract to participate in the annual tournament to encourage team work and to continue the London region's strong performance in this prestigious competition!



Trade unions also play an important part in engaging the workforce and Veolia have a positive working relationship with the GMB, Unison and take time to involve them heavily on matters which affect the workforce on a local and national level.

3.9 Ensuring Quality Service Delivery

Examples of approaches to promoting a culture of service quality over completing the task as quickly as possible. Provide assurance that similar initiatives will be implemented for the Contract.

Induction/Customer's First Training outlining standards expected

Veolia will adopt a proactive approach to service delivery, which puts residents and service users at the heart of the Services we provide. This is in line with our 'Customers First' principles (attached at Appendix 5e) which are cascaded throughout the company and tailored to the requirements of each contract.



Veolia's Customers First principles will be communicated to the South London workforce during their induction training and will be displayed on depot noticeboards.

An integral part of the induction process will be "customer interaction", a skill that Veolia believes is fundamental to how residents and other stakeholders perceive our operations and the behaviour of operational staff. At this stage we anticipate that inception training will include interactive role playing exercises to give staff confidence in engaging with members of the public. Veolia will discuss in dialogue a potential proposal for staff to carry and issue

information leaflets, directional maps, other information etc. and the arrangements for the issue of these when approached by members of the public and other stakeholders.

During the staff induction, the Partnership's Service Charters will be presented to employees; in addition all staff will receive customer care training. All work carried out will be in adherence to the Staff Code of Conduct. Instruction will be provided on correct working procedures designed to enhance the customer experience, such as:

- Returning containers to the collection point so as to not block residents' driveways.
- Leaving clear information explaining why bins may not have been emptied due to contamination etc.
- Clearing any spillages
- Wearing presentable uniforms, PPE and name badges, as pictured below.

Code of Conduct

Append a copy of the Staff Code of Conduct.

A Code of Conduct will be implemented for the Contract which all employees will be expected to adhere to whilst delivering the Services, a copy of which will be made available to all employees, and displayed at all Contract depots. The expected standards will be covered during the Induction process, and re-emphasised periodically through Toolbox talks. During the mobilisation phase, we will consult with the Partnership to agree the Code's content. An indicative Code of Conduct is provided as Appendix 5f.

Conduct requirements along with implementation and monitoring actions that will be used are presented below.

Customer Care and Code of Conduct requirement	How will this be implemented?	How will this be monitored?
Well maintained uniform, correct branding	Employees issued with uniform set at contract start. Uniform Replaced on a like for like basis, as required	Daily visual inspection through 'Observation of working practices' or at the Depots or muster points PPE compliance
Disclose Identity	Employees issued with Identification Badges	Daily visual inspection
Courteous and helpful	Customer Care training Ensuring positive behaviour is incentivised through the staff bonus scheme	'Observation of working practices' Reactive – as a result of a Complaint
Cause no annoyance, disruption, inconvenience, nuisance or offence	Safe Working Procedures Training Programme Toolbox Talks Awareness of Veolia's 'Charters' and the Partnership's Services Charters via induction process	'Observation of working practices' Reactive – as a result of a Complaint
No soliciting or accepting of gratuities or other benefits	Induction training promoting awareness of the Partnership's Services Charters	'Observation of working practices' Reactive – as a result of a Complaint

Neighbourhood approach

Veolia's 'Neighbourhood' Approach will facilitate close supervision of the Contract staff and will foster a pride of place ethos to deliver exemplary services to the Partnership and residents.

Veolia's team of Environmental Managers will carry out the daily operational management of the workforce and daily inspections of working methods. Such inspections shall be recorded on a Daily Check 'Observation of Task' form, and will be used to ensure compliance with contract specification, performance standards and correct working practices and procedures. This regular supervision of and contact with all our frontline staff will ensure that we are delivering high standards and promoting continuous improvement.

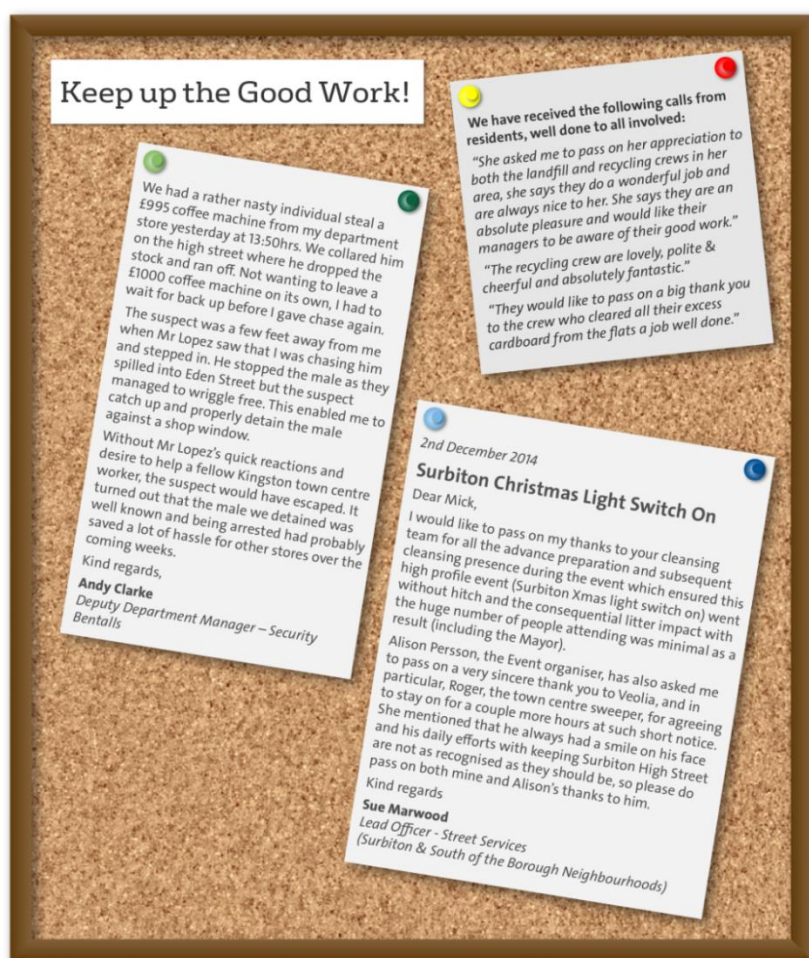
In the cases where staff continuously under-perform following additional training and supervision, disciplinary measures will be explored. Where staff may be better suited to an alternative role at the Contract, management will consider this on a case by case basis as long as the employee is able to perform to the required standards.

The close links between the operational teams and Environmental Managers will also ensure Operatives have the opportunity to deliver prompt feedback to Management for rectification, whether this be the proactive reporting via ECHO of graffiti and fly-tipping, or non-service issues such as pot holes. Having resources in smaller Neighbourhood areas will increase response times to identified problems, i.e. rectification of missed bins or emptying overflowing litter bins as the crews remain within the same operating area. This will therefore increase levels of cleanliness and public satisfaction with the Services.

Recognition and Incentivisation

'Keep up the Good Work' Boards

Veolia will provide 'Keep up the Good Work' Boards in communal areas at the Contract depots, sharing good news stories and customer compliments received. This will ensure employees are recognised for their contribution, particularly where they have gone above and beyond their day-to-day requirements.



Awards

The following staff incentives will be in place for this Contract:

- 'Crew of the Month' – This reward will be assessed on Missed Collection numbers with £50 awarded to each member of the winning crew each month.
- 'Neighbourhood of the Quarter' - As a result of the regular self-monitoring inspections, the Neighbourhood Operations Manager and the Contract Manager will identify the 'Neighbourhood' where outstanding performance levels were achieved, and will reward the team in charge of this 'Neighbourhood'. The Environmental Manager and operatives will receive £50 each.
- Zero Harm incentive – As mentioned earlier, Veolia will implement a "Zero Harm" incentive for the Contract whereby an employee will receive an annual payment of £125 if they achieve 12 months with no accidents (personal or vehicle), and have no time off sick or absent.

In addition to this Veolia also has national awards including:

- Driver of the Year
- Apprentice of the Year

The photos below show previous Driver of the Year winners and MP Nick Bowles with the Apprentice of the Year 2015 finalists.



This Driver of the Year competition recognises the vital part drivers play in ensuring we deliver excellent customer service. Every year, Managers across the company have the opportunity to nominate one or several drivers who demonstrate outstanding customer service, have a good attendance record and have not been involved in an accident within the last 12 months. The winner will receive £2,500 in travel vouchers. This competition will be open to the Contract's Drivers, encouraging them to perform to the highest standards.

Similarly, Veolia also recognises the achievements of the apprentices working across all the sectors of our business. This year the accolade was awarded to one of our electro-mechanical engineering apprentices working within our Sheffield District Energy Team.

Targets

The Neighbourhood Environmental Managers will set local performance targets for the operatives in the Neighbourhoods to achieve. This will allow them the flexibility of tailoring targets to the demands of each area. It will also encourage competition between each Neighbourhood which will drive up standards.

3.10 Staff Appearance

Proposals for staff uniform, PPE and identification.

Uniforms

As with vehicle livery, all clothing and PPE will be clearly branded with the Partnership, Boroughs and Veolia logos. In consultation with the Partnership, Veolia's marketing team will be available to discuss the Partnership's preferred options for the contract logo and image to be used in conjunction with the Veolia's livery. Once agreed, Veolia's normal procurement processes will be used to ensure completion for the commencement of the new Contract.

The figure below provides an example of what the new uniform could look like.



PPE Provision

Employees will be provided with uniform and appropriate PPE for the tasks they are required to carry out. This will include suitable outer wear for winter working, high-visibility items, safety boots and protective gloves. We will also keep a stock of uniforms at the depots for any agency or pool staff that may be needed.

- 2 x T-shirts
- 2 x Sweatshirts
- 2 x Polo shirts
- 3 x Trousers (ballistic leg protection with high visibility strips)
- 2 x Jacket
- 1 x Wet-weather suit
- 1 x High Visibility vest
- 1 x Safety Footwear (Steel Toe Cap and Mid Sole)
- 1 x Cap
- Gloves

Staff Identification

All employees will wear unique identification badges at all times and will report to the depots at the start of the working day.



Example name badge

3.11 Equal Opportunities Commitment

Compliance with equalities legislation including that the services provided are accessible to all users including those with disabilities and these whose first language is not English.

Veolia will adhere to the Boroughs' equality policies and Veolia's equal opportunities policy at all times throughout the life of the Contract.

Accessible services

Veolia will ensure that all Services are delivered in line with each Borough's Equality Impact assessments/Integrated Impact Assessments and any strategies that are in place¹. Working with these will support the following Sutton Developmental Assets:



It will also be essential that the Services are delivered to meet the varying needs of all Service Users and property types; examples of how this will be achieved include:

- Garden Waste Collections in bags for properties with limited storage
- Weekly bag collections for flats above shops
- Agreeing with the Partnership a policy around the provision of additional containers upon request for larger families etc.
- Weekly collections for properties with limited storage, where appropriate
- Installing bespoke containers at Neighbourhood Recycling Centres (NRCs), where appropriate, that provide easier access to enable service users with disabilities to recycle.
- Bulky Waste Collections from within a property will be available where appropriate.
- Assisted Collections for residents who require the service.

Assisted Collections

Employees will be trained to ensure all Assisted Collections are given priority status and will be flagged to crews on their ECHO OnBoard System as they approach the property to reduce the chance of the collection being missed.

Veolia's frontline employees will be the 'eyes and ears' of the Services. Neighbourhood working will enable crews to develop their knowledge of the local area and feedback to Environmental Managers where they believe a resident may be in need of an Assisted Collection.

¹ Croydon's Equality strategy, Kingston's Equality and Community Cohesion Strategy, Merton's Equality Strategy and Sutton's Equality and Diversity Framework.

All of Veolia's collection operatives will wear a uniform and name badge and will be trained to provide immediate answers and solutions in a courteous and helpful manner.

Service literature

The Education and Engagement Team will ensure that clear, consistent service information is available to support customers in using the Lot 1 Services.

Literature will be highly visual wherever possible and made available in several languages to ensure it can be understood by non-English speaking residents. Information will also be available electronically via the Boroughs' websites or on email (upon request).



4. Staff Training

4.1 Required Qualifications

Minimum qualifications and experience required for operatives, supervisors and managers.

In order for Veolia to deliver a quality Service, it is vital that each management and supervisory post is occupied by a competent individual that has relevant experience and qualifications. The table below shows the expected relevant experience and qualifications for these roles.

Role	Experience	Qualifications
General Manager	<ul style="list-style-type: none"> Practical Waste Management experience, or equivalent i.e. Transport Public Sector Experience Good Management Skills Business Acumen Presentation and Negotiation Skills 	<ul style="list-style-type: none"> CPC (Certificate of Professional Competence in Road Haulage) NEBOSH Certificate Of Technical Competence (COTC) Educated to degree level
	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Operations Managers	<ul style="list-style-type: none"> Practical Waste Management Experience, or equivalent i.e. Transport Public Sector Experience Conflict Management Logistics Experience Disciplinary/Grievance 	<ul style="list-style-type: none"> CPC IOSH, (Institute of Occupational Safety and Health) COTC Educated to A Level Standard
Environmental Managers	<ul style="list-style-type: none"> Practical Waste Management Experience, or equivalent i.e. Transport Public Sector Experience Supervisory Experience Conflict Management 	<ul style="list-style-type: none"> GCSE NVQ III HGV (Heavy Goods Vehicle) qualified, Class 2 IOSH (Desirable) CPC(Desirable)

	<ul style="list-style-type: none"> Organisational Skills Ability to perform under pressure 	<ul style="list-style-type: none"> COTC (Desirable)
Operatives	<ul style="list-style-type: none"> Practical Waste Management Experience, or equivalent i.e. Transport Ability to perform under pressure 	<ul style="list-style-type: none"> Relevant driving license (e.g. LGV/HGV as appropriate) NVQ Level 3

4.2 Training standards

During the mobilisation period prior to April 2017 Veolia will undertake a skills analysis for transferring employees working in Merton and Sutton and individual training matrices will be created, in order to ensure that the employees are trained to the appropriate standard. Where a qualification such as CPC or NEBOSH is required Veolia will ensure that sufficient cover is provided from other qualified employees within the region until the relevant employees can be trained. Training matrices for existing Veolia employees working in Croydon and Kingston will be reviewed and updated prior to the 2018, 2019 and 2022 start dates.

These matrices will consider the training requirements of the individual according to the needs of the Contract Services, 'Neighbourhood' and personal development. They will be guided by Veolia's Competency Framework which outlines the expectations of each employee level/grade.

Training requirements and matrices will be reviewed following any job or equipment change; any accidents or particular performance issues; and annually as part of the Personal Development Review process.

Induction Training

All employees will be given comprehensive induction training prior to their respective Service start dates; ensuring they are equipped with the necessary skills to perform their job safely and to a high standard. Agency employees or new employees recruited over the duration of the Contract will receive induction training on their first day, prior to commencing any services.

The induction training will cover crucial issues that operatives must be aware of during the course of their duties, including:

- Safe operating procedures for vehicles and equipment
- Service standards and performance targets
- Customer Care
- Dealing with conflict and aggressive behaviour
- PPE requirements
- Manual handling
- Health and Safety training
- Environmental issues

- Risk assessments, including completion of a service specific hazard and risk exercise.
- Particular 'Neighbourhood' requirements, risks or hotspots.

Service specific training manuals (see example at Appendix 5g) will be provided to all staff during the induction. These will be largely pictorial to ensure they can be easily understood by the diverse South London workforce.

Induction training is just the start of our employees' training and development, and will be followed up by refresher training, tool box talks and courses provided by our dedicated in-house training provider, Campus Veolia, throughout their employment. Further details of Campus Veolia are provided at Appendix 5h.

Certificate of Professional Competence (CPC)

Campus Veolia has an internal Road Transport Training Unit that will support Drivers through their CPC training, ensuring they receive 35 hours of continuing professional development every five years. Training will encompass all pertinent issues, from driving style and vehicle housekeeping, to vulnerable road users and accident management.



Management Training

A range of training programmes will be available to the South London Management Team in order to support their ongoing professional development. Relevant training initiatives run through Campus Veolia include:

- The Inspirational Leader Programme
- Institute of Leadership and Management (ILM) Qualifications.
- Coaching & Mentoring courses
- The 'Fast Track' and Management Development Programmes
- Nationally accredited university programmes in Management Studies or Environmental Management.

Managerial staff responsible for Sites at the Contract will also be required to complete their Certificate of Technical Competence (CoTC).

These opportunities for staff to progress in Veolia have ensured that many current managers have been promoted from manual positions at contract level.

Personal Development Reviews

Each Contract employee will have a training matrix established using Veolia's 'nine-box' matrix system provided at Appendix 5i. This will form the basis of the individual's Performance Development Review which will be conducted annually. Operatives will complete a Talk, Listen and Act (TLA) appraisal, whilst staff grades will complete Personal Development Plans (PDPs), mapping out objectives and training for the upcoming year.

These reviews will ensure employees have the skills required to complete their daily tasks and continue to be challenged at work, therefore improving individual performance.

4.3 NVQ Training

Training proposal for NVQ qualifications in accordance with the Specification, including name and level of relevant qualifications.

National Vocational Qualifications (NVQs)

As the public face of Veolia and ambassadors for the Partnership, all Operatives will be expected to achieve a minimum NVQ Level 2 Qualification in Waste Management or Cleaning operations as appropriate within eighteen months of appointment or transfer. NVQ assessments will ensure that Operatives possess the relevant skills to carry out their roles safely, whilst delivering an excellent customer service.

Transferring employees or new recruits without this qualification will be supported through their training by Campus Veolia and the Veolia South London Management Team.

South London Environmental Training Programme

Veolia will commit to recruiting 4-8 apprentices across the South London Boroughs per annum and enrolling them on to Veolia's South London Environmental Training Programme. As part of the programme each apprentice will:

- Undertake a relevant NVQ
- Be assigned a mentor based at the Contract; offering them support whilst also developing the leadership skills of longer serving employees
- Complete rotations across different Contract Service elements; enhancing career development prospects and ensuring Veolia has a multi-skilled workforce that can work across operations if required.

Apprenticeships: The Facts

Veolia enrolled 323 apprentices across the UK business on to Level 2 and 3 NVQ courses in 2014, including 14 across our existing Kingston and Croydon contracts.

4.4 Service Specific Training

Details of specific training to be undertaken by operatives, supervisors and managers for each service area, specifically including, but not limited to: customer service, health and safety training, overall service area operation, and risks associated with day-to-day work.

Campus Veolia has developed training courses to match the specific requirements of Veolia's municipal contracts. In the matrix below, we have identified the relevant courses available for developing the required skills and competencies of the Contract workforce, based on their role and grade.

	Operative	Supervisor	Manager
Customer Focus	<ul style="list-style-type: none"> Customer First 1 Customer Care Partnership Service Charter 	<ul style="list-style-type: none"> Customer First 1 & 2 Conflict Management Partnership Service Charter 	<ul style="list-style-type: none"> Customer First 1 & 2 Conflict Management
QHSE	<ul style="list-style-type: none"> Health & Safety Foundation Worksafe frontline modules 1 & 2 Manual Handling Environmental Awareness 	<ul style="list-style-type: none"> Health & Safety Foundation Worksafe systems Risk Assessment First Aid IOSH Core IOSH Managing safely Environmental Awareness Fire Awareness 	<ul style="list-style-type: none"> Health & Safety Foundation Worksafe Leaders Risk Assessment NEBOSH General certificate IOSH Core IOSH Managing safely Environmental Legislation Environmental Awareness Accident and Near Miss investigation Fire Awareness
Service Delivery	<ul style="list-style-type: none"> Time Management 	<ul style="list-style-type: none"> Supervisor Development Programme 	<ul style="list-style-type: none"> Management Development Programme
Proactivity		<ul style="list-style-type: none"> Supervisor Workshop ILM Group training techniques Problem Solving and Decision Making 	<ul style="list-style-type: none"> ILM Group training techniques Problem Solving and Decision Making
Innovation and Technologies			<ul style="list-style-type: none"> AGORA SAP HR system Basic Computer skills
People Skills	<ul style="list-style-type: none"> Diversity at Work 	<ul style="list-style-type: none"> ILM 2 - Team Leading ILM 3 - First Line management Mentoring and coaching for Apprentices Diversity at Work Teambuilding Motivation 	<ul style="list-style-type: none"> Certificate in Management Level 5 Inspirational Leader modules 1, 2 & 3 Mentoring and coaching Diversity at Work Appraisal skills Teambuilding
Communication Skills	<ul style="list-style-type: none"> Facilitation for Toolbox Talk Skills 	<ul style="list-style-type: none"> Facilitation for Toolbox Talk Skills Presentation Skills 	<ul style="list-style-type: none"> Facilitation for Toolbox Talk Skills Presentation Skills Delegation Skills Report Writing
Functional/ Technical Skills	<ul style="list-style-type: none"> Driving Efficiently and 	<ul style="list-style-type: none"> NI195 - Grades of cleanliness 	<ul style="list-style-type: none"> Finance modules 1 & 2

	Safely <ul style="list-style-type: none"> General Driving NI195 - Grades of cleanliness NVQs 		<ul style="list-style-type: none"> Data protection
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4.5 Succession Management

Succession management to manage staff turnover

The General Manager will maintain a matrix of key positions at the contract which details the internal potential successor and any training requirements, which will be linked to Personal Development Reviews (PDR). PDRs will be managed through Veolution, Veolia's online performance management system which captures performance objectives and documents individual development requirements in line with the Veolia competency framework.

An example of a succession plan is provided in the table below: -

Name	Current Position	Potential internal Successor	Training Requirement Level
Mr Smith	General Manager	Ms Smith, Operations Manager	High
Ms Smith	Operations Manager	Mr Jones, Environmental Manager	Medium
Mr Jones	Environmental Manager	Ms Jones, Environmental Manager	Low
Ms Jones	Chargehand	Mr Darcy, Residual Collections Driver, Round 3,	Medium
Mr James	Communications Manager	Ms Franklin, Senior Engagement Officer	Medium
Ms Franklin	Senior Engagement Officer	Ms Ridley, Engagement Officer	Low
Ms Ridley	Engagement Officer	Ms Reilly, Regional Communications Team	Low
Mr Jordan	Business Performance Analyst	Mr Wilson, Regional Business Performance Team Apprentice	Low

Veolia's regional Human Resource team will work closely with the management team to recruit the right people into the roles. The department will be launching a Talent Mapping programme later in the year which keeps a record of well-suited individuals that are interested in working for Veolia to ensure we attract the best people into our business.

In addition, Veolia has a succession planning procedure for retiring employees. Given the considerable knowledge in relation to their role and responsibilities, employees' assistance and cooperation for succession planning may be requested.

Prior to retirement, employees may cooperate, if requested to do so, by:

- providing full written details of the status of work projects and future steps;
- developing a job description, including key competencies and skills required for the role;

- ensuring a smooth handover of work; and
- assisting in training any successor.

This feeds an overarching Veolia plan to monitor continuity and ensure career progression.

4.6 Ongoing Training

Approach to the delivery of refresher training and the use of toolbox talks on an on-going basis.

All employees undergo annual training appraisals and reviews to identify any further training requirements as part of the Personal Development Review (PDR) process. Training reviews will be carried out at a more frequent interval in the following cases:

- if deemed necessary by line management.
- any job or equipment change
- following any incidents or accidents
- employee performance issues
- changes in policy and legislation

Operatives

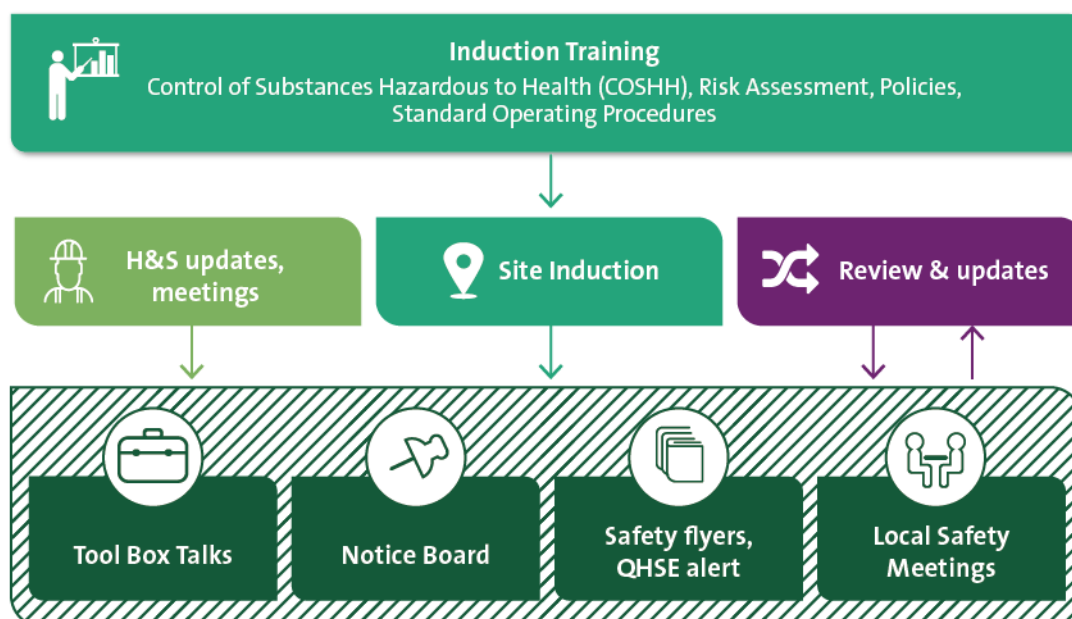
For operatives, the majority of training is on-the-job and practical, delivered via toolbox talks or practical demonstrations, and accompanied by classroom presentations as deemed appropriate. Toolbox talks are given on a regular basis to remind employees of hazards and controls, including and new risks highlighted during the risk assessment process. Generally related to health and safety issues, toolbox talks are also an excellent forum to discuss any issues, suggestions and the practical implementation of processes.

In addition, all operatives will undergo refresher training periodically and as necessary. Refresher training will be planned in advance. For example manual handling will be refreshed every year. Extended training will be provided on the basis of the risk assessments for 'at risk' personnel in job specific situations.

Refresher training courses will be supported by Campus Veolia, our own dedicated training provider. The training centre is based in Four Ashes in the West Midlands, but its trainers cover Veolia operations across the country and will be able to deliver training on-site. Vocationally-oriented training courses supplied by Campus Veolia that help employees perform their day-to-day jobs, are shown on the following page.



With regards to health and safety, Veolia employs a specific training and review system as illustrated overleaf:



Training on specific health and safety contract requirements is given in the form of 'tool box talks' presented by the management team (to a format prepared and approved by the Health & Safety Trainer) and in practical demonstrations e.g. safe lifting techniques.

Management Team

In order to achieve the Partnership's aims and strategic objectives, it is crucial to have a highly skilled and knowledgeable management team. Campus Veolia will offer a number of courses to constantly develop the Managers' abilities in both leadership and modern day-to-day management techniques:

- Coaching & Mentoring skills;
- ILM Certificate In First Line Management;
- Managing the business for continued success;
- Effective meetings;
- ILM certificate in Team Leading;
- Managing resources;
- Situational Leadership; and
- Supervisor Skills.

Veolia will fully support and encourage academic learning and will be able to offer Degree level qualifications up to MA level.

4.7 Performance Monitoring and Support

The monitoring of the effectiveness of training and actions taken to address failure to adhere to training.

Annual appraisals

Employees' performance is reviewed annually through the appraisal meeting. Veolia is committed to ensuring that all employees are appropriately skilled and qualified to enable a first-class service for our clients and residents. Through training, we enable our employees to

meet the required competencies and build on them to the next level. Veolia's training programmes have been developed to:

- Clearly link to business priorities
- To provide guaranteed quality
- Link to the TLA and PDR processes
- Designed for on-going development and support
- Measurable – the transfer of knowledge to the workplace and the impact it has on performance can be tracked and assessed.

Training needs are identified during the annual development appraisals in relation with the employee's objectives. A review of the effectiveness of training provided the previous year and an assessment of the future training and development needs is undertaken and the following is discussed:

- What training action has been undertaken in the last year?
- When?
- What category of skills does this training fall into?
- What were the results of this training?
- Have they been put to use?
- Was this training sufficient with regards to its objective?

Discussions will also cover:

- the competencies to be developed in the coming year
- What actions should be taken to reinforce these competencies necessary to succeed in both the individual's current role or to prepare them for a new position or a new environment?
- What is the expected outcome if these skills are developed?
- What action needs to be taken (training; tutoring; participation in professional groups...)?
- By when?

Employees' development is measured against Veolia's Learning and Development Framework. Progress is tracked using the Veolia's bespoke Veolution system. The web-based application facilitates the recording of personal objectives, personal development plans (PDPs), and personal development review (PDR) discussions. It allows tracking progress against set targets closely linked to individual and business performance and the completion rates of these meetings and forms to be monitored centrally.

Where performance fails to meet the high standards we expect of our staff, the management team and HR Business Partner will support the employee through a performance management process, designed to identify any additional training requirements and address any performance issues, without the need to resort to more formal disciplinary measures.

Annual training plan review

On an annual basis, the training plan developed for the Contract staff will be reviewed in partnership with Campus Veolia, based on the feedback received as part of the PDR discussions. This will allow Campus Veolia to:

- design tailored training courses to address specific issues
- review the content of their training courses
- assess the competence of their trainers

If the Management team identify the need for a training course which is not available at Campus Veolia, Campus Veolia will work with external training providers.

5. Added Value

Veolia will provide added value to the Contract by providing the following:

- In-house training provider – Campus Veolia
- Incumbent service provider – experienced managers and regional teams on hand to support transition of new staff
- Wellness Centre at Stubbs Mead
- Staff incentives, at a Contract and National level
- Procedures for monitoring absenteeism, proven reduction at Croydon and Kingston
- Benefits and Welfare packages available to all employees
- NVQ qualifications
- Apprenticeship placements

