



South London Waste Partnership

Lot 1 Services

Preferred Bidder - January 2017

Technical Response

Service Delivery Plan 3 – Mobilisation

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Lot 1: Technical Response

3 Mobilisation

1. Introduction

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

Mobilisation and Service Change Commitments

We will:

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

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

2. Mobilisation Gantt Chart

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

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

3. Mobilisation Overview

Summary programme at Partnership level, containing key milestones.

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

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

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

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

4. Mobilisation Activities

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





4.1 Service Phasing

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

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

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

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

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025
	New Collection Service							
	New Streets and Winter Service							
	Vehicle Maintenance Service							
	Commercial Waste Service							
	Recyclates Management Service (excluding c. 10,000)						All Recyclates	
		New Collection Service						
		New Streets and Winter Service						
		Vehicle Maintenance Service						
		Commercial Waste Service						
		Recyclates Management Service (excluding c. 10,000)					All Recyclates	
			New Collection Service					
			New Streets and Winter Service					
			Vehicle Maintenance Service					
			Commercial Waste Service					
			Recyclates Management Service					
							New Collection Service	
							New Streets and Winter Service	
							Vehicle Maintenance Service	
							Commercial Waste Service	
								Recyclates Management Service

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

Rationale for roll-out dates

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

Contract Commencement (April 2017)

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

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

April 2018

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

October 2018

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

Kingston

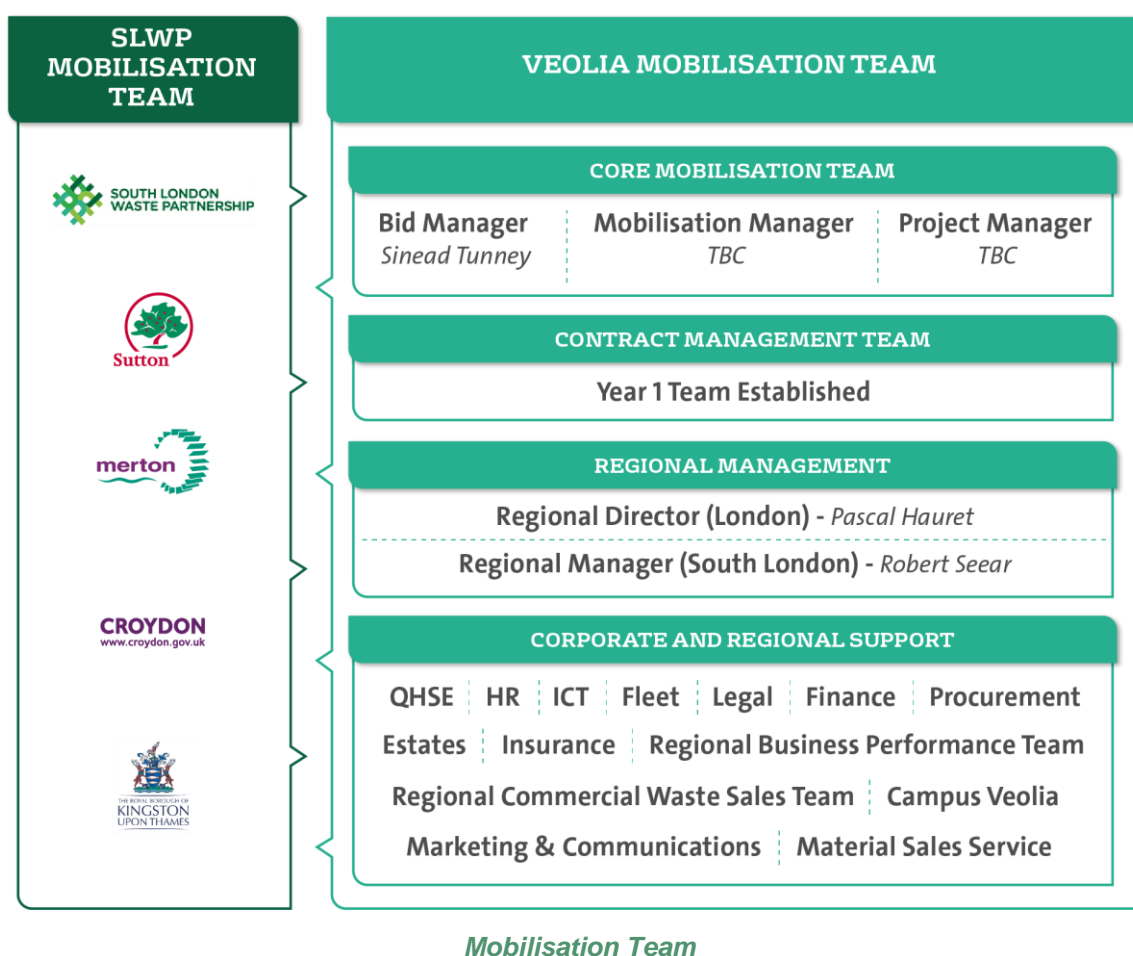
Kingston enters the Partnership with street cleaning in April 2019 and collection services in September 2022. Whilst the Neighbourhood Approach will be new for the cleaning staff there will be no 'transfer' and no changes to terms and conditions and work will be completed with the staff during the run-up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

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

4.2 Mobilisation team and management

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

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



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

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

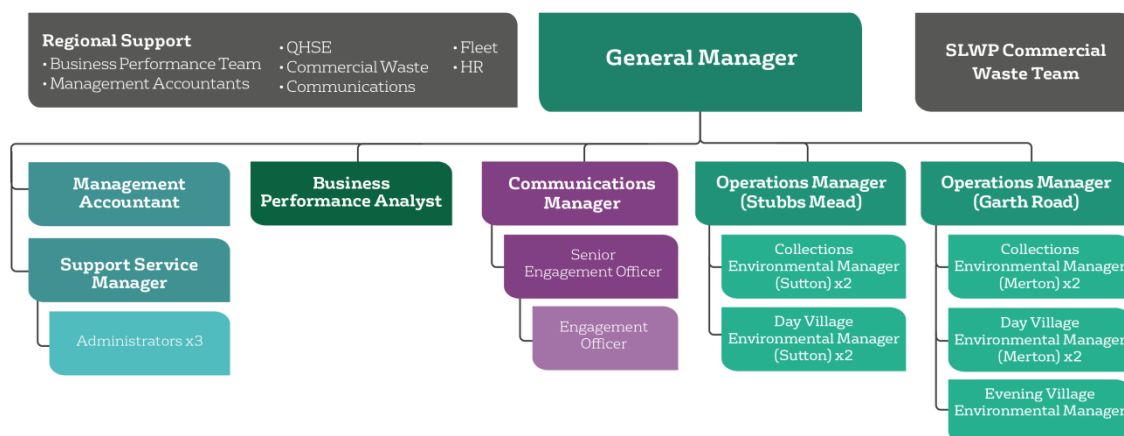
4.3 Establishment of Key Contract Roles

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

Management Structure - Phasing

April 2017 (Year 1)

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



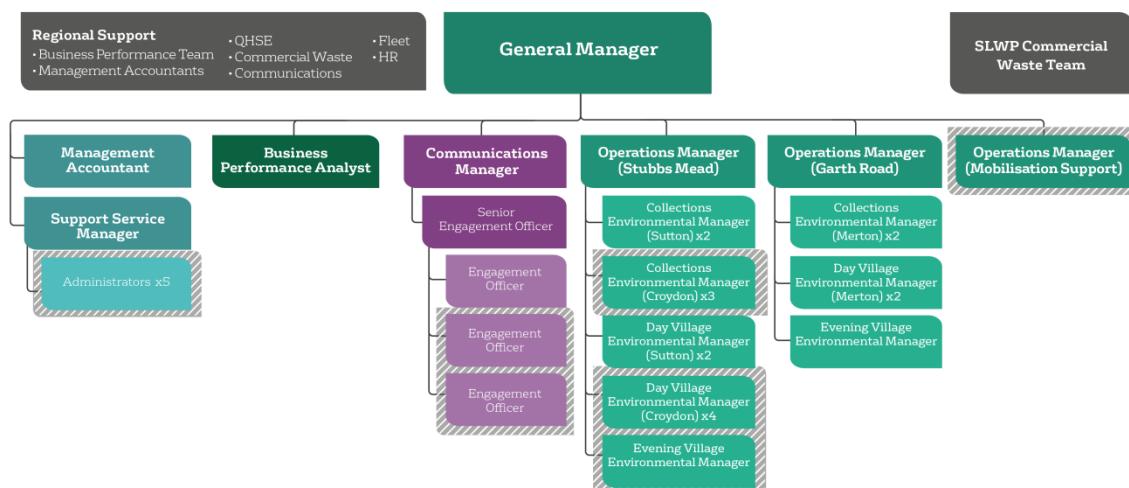
The Contract Management Team will be appointed upon award of Preferred Bidder status to allow them to be in place to support the mobilisation. This will be vital to supporting the transfer of employees from Merton and Sutton and to ensure that there is a smooth transition of service delivery in April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

March 2018 (Year 2)

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

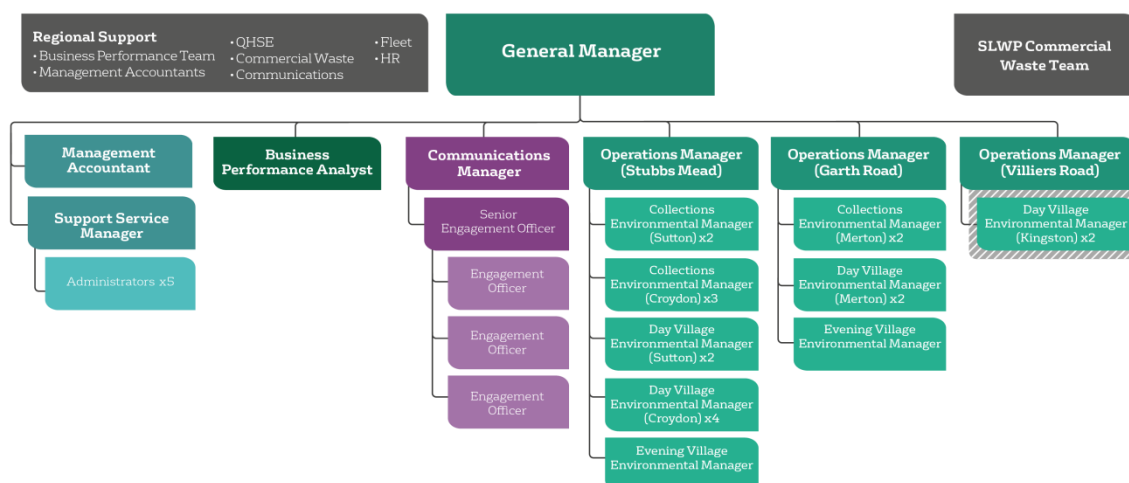
- 1 x Operations Manager (Mobilisation Support)
- 3 x Collections Environmental Managers (Croydon)
- 5 x Neighbourhood Environmental Managers
- 2 x Service Administration Support
- 2 x Engagement Officers





April 2019 (Year 3)

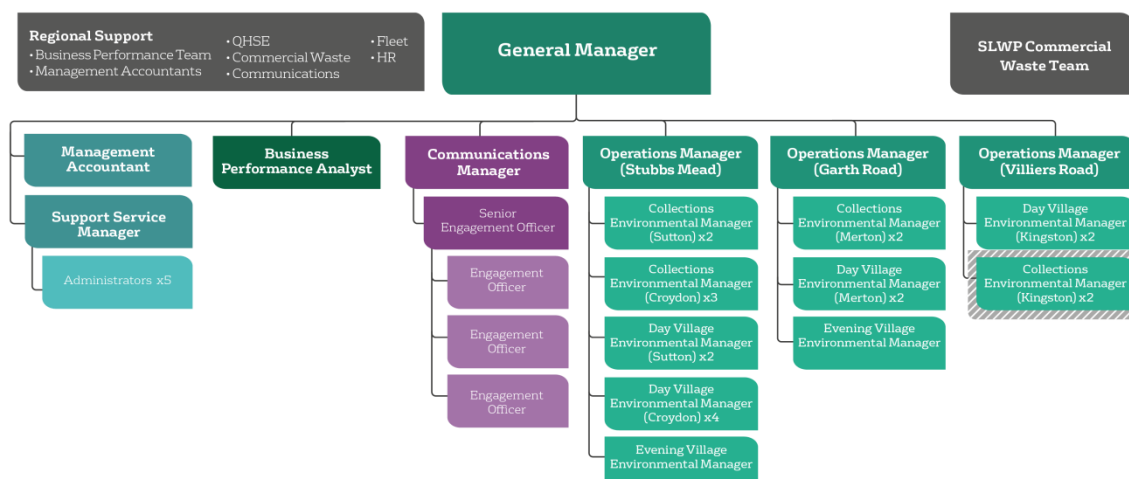
In April 2019 the Kingston Street Cleaning Service will be managed under this Contract and this will see the introduction of two Neighbourhood Environmental Managers for Kingston to oversee this.



September 2022 (Year 6)

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





4.4 Mobilisation Governance

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

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

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

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

4.5 Interim Arrangements and Introduction of the New Services

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

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

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

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

4.6 Communications and Engagement

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



4.7 Staff Transfer

TUPE Process

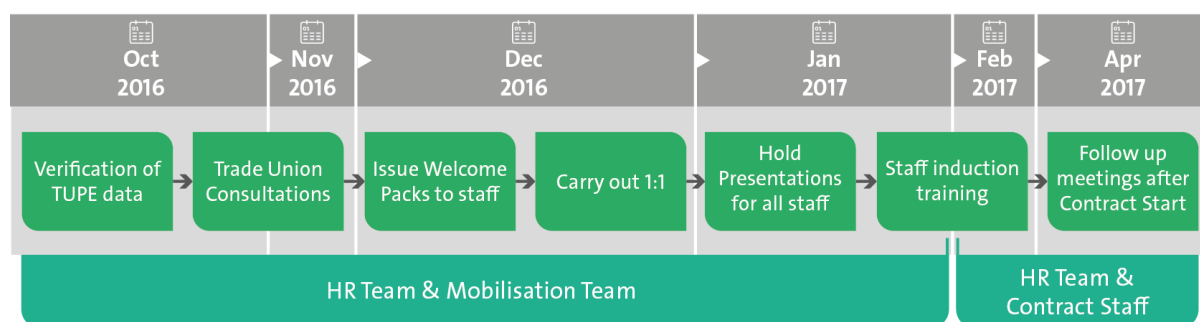
Veolia's approach to TUPE transfers is to ensure early and effective staff engagement whilst keeping disruption, change and stress to a minimum for the existing and transferring employees. This process has been designed to meet legal obligations under TUPE. Veolia has extensive experience of handling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

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

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

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

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



TUPE process

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

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

Induction Training

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

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

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



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



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

4.8 Recruitment

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

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

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

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

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

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

Local Recruitment and Delivering Social Value

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

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

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

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



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

Equal Opportunity in Recruitment

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

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

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

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

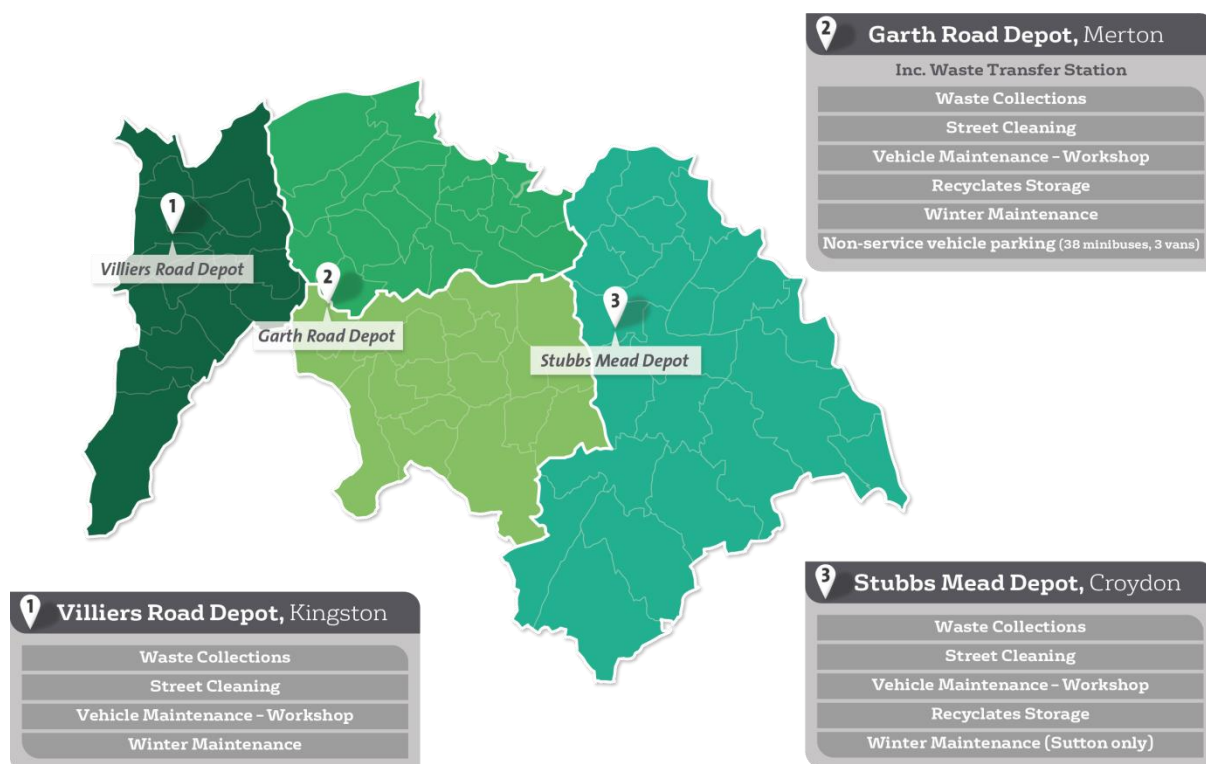
4.9 Depots and Workshops

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

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

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

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



Stubbs Mead Depot, Croydon

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

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

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

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

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

Garth Road Depot, Merton

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

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

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

Villiers Road Depot, Kingston

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

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

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

Satellite Depots

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

Works

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

Stubbs Mead Depot

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

Garth Road Depot

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

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

Planning and Permitting

Stubbs Mead

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

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

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

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

Garth Road

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

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

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

Villiers Road

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

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

4.10 Receptacles Audit, Condition and Rationalisation Surveys

Audit of Communal Receptacles and NRC Sites

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

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

Condition Surveys

Vehicles

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

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

Depots

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

4.11 Approach to ordering, receipt and delivery of new assets

Vehicles and Equipment

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

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

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

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

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

Containers

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

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

4.12 QHSE Management Systems

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

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

4.13 ICT Provision

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

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

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

Weighbridges

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

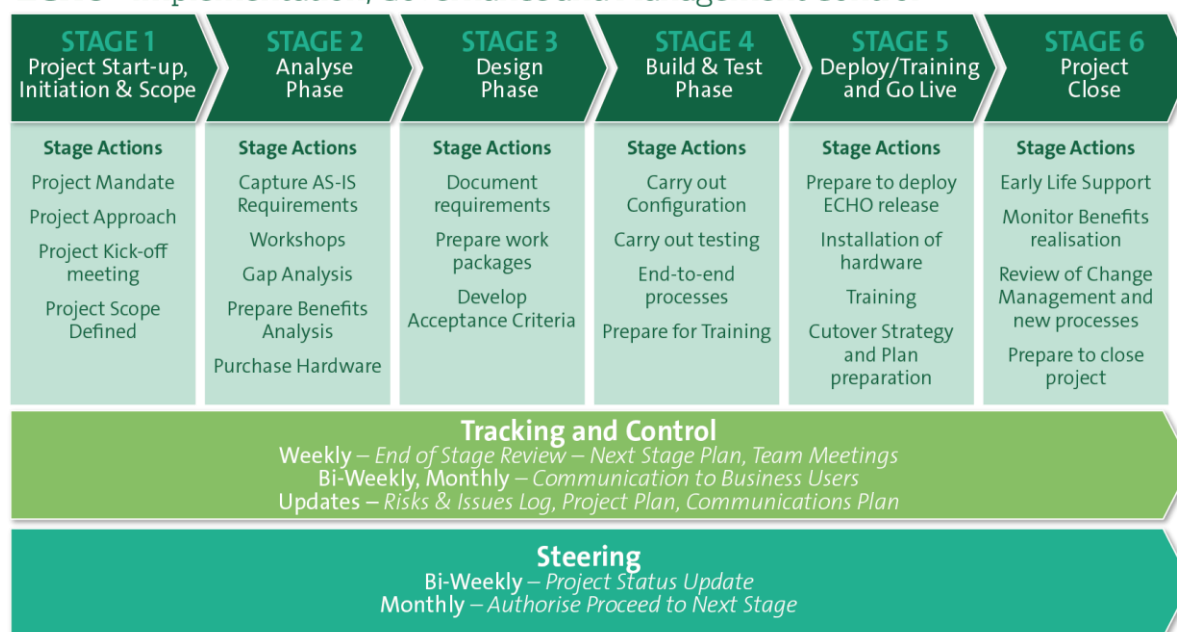
System Mobilisation and Delivery

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

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

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

ECHO – Implementation, Governance and Management Control



Stage 1 – Start Up, Initiation and Scope

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

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

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

Stage 2 – Analyse Phase

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

Stage 3 – Design Phase

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

Stage 4 – Build and Test

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

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

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

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

Stage 5 – Deploy/Training/Go-Live Phase

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

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

Stage 6 –Project Closure

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

4.14 Sub-contractor Arrangements

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

- Weed spraying
- Civils Works

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

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

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

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

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

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

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

4.15 Existing Contractor Handover

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

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

5. Management of Risk

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

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

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

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

6. Added Value

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