

SCHEDULE 23

SERVICE DELIVERY PLANS

1. Introduction

The Authority wishes to procure the services of a private sector contractor to provide certain waste management functions with a view to assisting the Authority in discharging its statutory obligations and in achieving its Statutory Targets. The Contractor shall provide the waste management functions described in this Contract in accordance with Schedule 2 (Specification) and in accordance with Schedule 13 (Works Delivery Plan) and this Schedule 23 (Service Delivery Plan).

The Service Delivery Plan sets out the Contractors proposals for providing and operating the contract services. The Contractor proposes to manage the services in a manner that reflects the obligation of the Contract and is in accordance with the operational methods detailed in the Service Delivery Plan. The objective of the Service Delivery Plan is to provide information that addresses and identifies:

- How the Contractor will meet the obligations of the Output Specification.
- The purpose and anticipated performance of the contract services
- Operational practices and procedures for the various service components
- The management infrastructure required to oversee the contract.

In order that this objective can be achieved and the information provided in a comprehensive yet clear and concise manner, the Service Delivery Plan comprises ten parts, these being:-

Part.	Title
1	The Authority's Requirements
2	Proposed Services, Sites and Facilities.
3	Staff and Organisation
4	Sub-Contractors
5	Quality Assurance
6	Health and Safety
7	Customer Care and Complaints
8	Reporting of Data
9	Social, Environmental and Ethical Issues
10	KPIs

PART 1

THE AUTHORITY'S REQUIREMENTS

This Part 1 details the Contractors operational arrangements proposed in the revised project plan submitted as per Clause 17.10 of the project agreement.

2. Strategic Approach to Future Service Delivery

It is the Contractor's intention to move away from a landfill-based waste management strategy to a technology-based service arrangement.

The Contractor's proposed solution should enable the Key Performance targets set out at Schedule 2 (Specification) and Schedule 7 (KPIs) to be met.

It is the Contractor's intention that its technical solution will meet the following requirements:-

- Value for money and affordability;
- Acceptability and deliverability in terms of sites and planning;
- Environmentally neutral or beneficial when compared to a reliance on disposal methods to landfill
- Prioritise efforts to manage waste in line with the waste hierarchy and reduce the carbon impact of waste
- Utilises sufficiently robust and proven technology as to be workable and fundable;
- Takes account of new technological innovation;
- Is attractive to the Authority in terms of an overall solution;
- Meets the needs of stakeholders in the waste process.

Nature of the Service being proposed

The Contractor proposes to deliver a balanced waste treatment infrastructure that does not rely overly on any single waste treatment method. The Recycling and Landfill Diversion outputs come from a wide range of proven technologies, providing an infrastructure incorporating the following key component parts:

- 2.1 **Open Windrow Composting Facility** able to treat 50,000 tonnes per annum of HWRC and WCA kerbside combustible garden waste, supplemented by other third party compost facilities
- 2.2 **A Materials Recovery Facility (MRF)** with the capacity to sort and separate up to 85,000 tonnes annually of co-mingled dry recyclables
- 2.3 **A residual waste solution at Veolia Sheffield's Energy Recovery Facility (ERF)** with capacity to treat residual municipal waste from Bassetlaw District Council and Newark & Sherwood District Council Administrative areas.
- 2.4 **A market tested residual waste solution** to treat residual municipal waste from Ashfield District Council and Mansfield District Council Administrative areas.

- 2.5 Promoting and maintaining high recycling performance at **Household Waste Recycling Centres** across the County to ensure that all facilities can be considered user friendly and provide opportunities for residents to recycle their waste.
- 2.6 **A Transfer Station infrastructure** that enables both a significant reduction of direct delivery to landfill and flexibility in the control and management of the waste stream to direct waste and recyclables to the appropriate facilities in order to achieve targets;
- 2.7 The final component of the Contractor's approach is the provision of **Landfill** disposal, with options that allow the Authority to utilise local and regional capacity following a market testing exercise.
- 2.8 The Contractor's proposed strategy for both the short and longer-term, takes a practical perspective on service provision and allows for factors such as:
- Current services and location of facilities;
 - Current and future recycling performance;
 - Population distribution and varied nature of the County area;
 - Current and proposed legislative requirements and anticipated changes in policy
 - Best practice from elsewhere.

Employment and Investment

The development of a new Integrated Waste Management infrastructure should act as an economic stimulus for the area. The new assets will require a capital investment across the revised project plan Contract during the construction and development period.

To ensure on-going service delivery through the Contract life, capital investment will be required for a replacement programme for items of fixed and mobile plant and equipment as and when required.

The Contract will generate employment opportunities during the Works Period and operation of the waste management infrastructure will require skilled and trained operatives. The Contractor will use reasonable endeavours to seek new recruits from within the existing communities in Nottinghamshire in line with KPI 8, subject to legal requirement.

Waste Minimisation, Education and Communications

The Contractor recognises the importance of waste minimisation and the key position it holds in the Authority's Waste Management Strategy. The Contractor will participate in initiatives and projects to promote waste reduction at source and recycling at all levels from community schemes upwards.

A Communications Officer has been appointed to liaise with the Authority and Community Groups to identify and secure funding for recycling projects and waste minimisation initiatives. In addition, the Communications Officer will work closely with local education establishments to promote sustainable resource use and waste management ideas within the educational sector.

3. Meeting the Performance Standards

3.1 Achieving Recycling and Landfill Directive Targets

The Contractor acknowledges that the Authority is seeking to achieve the key Recycling and Landfill Directive targets as shown in the table below.

Year	Recycling Target on Household Waste	Landfill Directive on Contract Waste
2005/06	29%	
2009/10	42%	25%
2012/13	47%	50%
2019/20	52%	65%

The Contractor's objective is to manage the Facilities and Services in accordance with the Contract to assist the Authority in its target compliance.

3.2 Integrated Management Service

The Contractor's integrated solution is a combination of the following activities:

- Recycling;
- Recovery
- Landfill Diversion

3.3 Recycling

The Contractor's recycling strategy will require active participation of WCA's and their householders in providing well segregated materials.

The Contractor intends to identify and serve end markets for its recycling and recovery strategy and where possible it would be the Contractor's intention to try and negotiate and secure beneficial long-term contracts via Veolia's dedicated materials sales team.

The components of the recycling performance are indicated as follows:

3.3.1 HWRCs

The materials detailed in part 2, section 4.4.4 of this Schedule will where appropriate be accepted for re-use, recycling and recovery at HWRC sites.

Soil and rubble will be recovered for reprocessing but will not count towards the Contract Recycling target KPI 5. The definition of BV82a does not include rubble diverted to be included in recycling.

3.3.2 WCA recycling

(a) Bring-banks

Tonnages collected by the WCAs through bring banks are excluded from Contract Waste; details of tonnages are given in Schedule 29 WCA Baseline

(b) Kerbside Collections

Performance will come from the WCA activities collecting:

- Co-mingled dry recyclables (paper, card, plastics and cans);
- Glass bottles and jars; (the outputs from this service will be excluded from this Contract until 2019.)
- Compostable garden waste

More detailed information on the anticipated collection activities and associated delivery points are shown in Schedule 29 (WCA Baseline) and Schedule 28 (Delivery Points and Contingency Arrangements).

3.3.3 Street Cleansing Waste

This service involves recycling of WCA mechanical street cleansing waste that is delivered to Contract Facilities.

Once bulked at Contract Facilities the mechanical street cleansing waste is transferred to specialist treatment facilities, to include but not limited to:-

a) Veolia Street Sweeping and Gullies Recycling, Ling Hall, Warwickshire

A facility which uses an innovative process designed to increase recycling of mechanical street sweepings and support landfill remediation by providing material for aftercare.

The facility has an annual capacity of 50,000 tpa; can treat up to 50t per hour and divert up to 90% of street and gully wastes from landfill.

b) Park Farming Ltd, Crowgate, South Aniston, Sheffield

An open windrow composting facility with permission to compost mechanical street sweepings during the period 1st October to 28th/29th February.

3.4 Landfill Diversion – Revised *Contract*

The Contractor's landfill diversion performance, other than from recycling and Composting, will come from two primary sources: Veolia's Sheffield ERF and HWRC rubble diversion.

3.4.1 HWRC Rubble Diversion

From the date of this Contract the Contractor will continue with the rubble/hardcore diversion undertaken at HWRC's.

3.4.2 Veolia's Sheffield ERF

Following the decision by the Secretary of State in 2011 to refuse planning for the Rufford 180,000 tonne capacity ERF the Contractor's revised project plan offers capacity at Veolia's Sheffield ERF for waste generated primarily in the northern districts of the County. This treatment capacity will assist the Authority to meet the Landfill Directive targets.

The Contractor will accept via the transfer stations in Worksop and Newark residual municipal waste from the Administrative Areas of Bassetlaw District Council and Newark & Sherwood District Council into Veolia's Sheffield ERF.

It is proposed that the Authority will manage a Contractual Market Test to deliver a long term sustainable solution for the municipal residual waste generated by the Administrative Areas of Ashfield District Council and Mansfield District Council during 2014/15.

3.4.3 Mansfield and Ashfield Market Testing

It is proposed that the Authority will manage a Contractual Market Test to deliver a long term sustainable solution for the municipal residual waste generated by the Administrative Areas of Ashfield District Council and Mansfield District Council during 2014/15.

3.4.4 Eastcroft

For the purposes of calculating the overall recovery and Landfill Directive compliance, the Contractor has included the anticipated performance of the outputs of the 60,000 tonnes performance delivered to the Eastcroft EfW. It is modelled that bottom ash generated (25% of input) will be subject to a continuation of landfill disposal arrangements. This output is outside of and does not form a part of this Contract.

3.5 Landfill

Following the performance of the recycling, composting and landfill diversion activities there will be a requirement to dispose of residual municipal waste to Landfill facilities.

Schedule 23
Part 2
Operational Services, Sites and Facilities.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

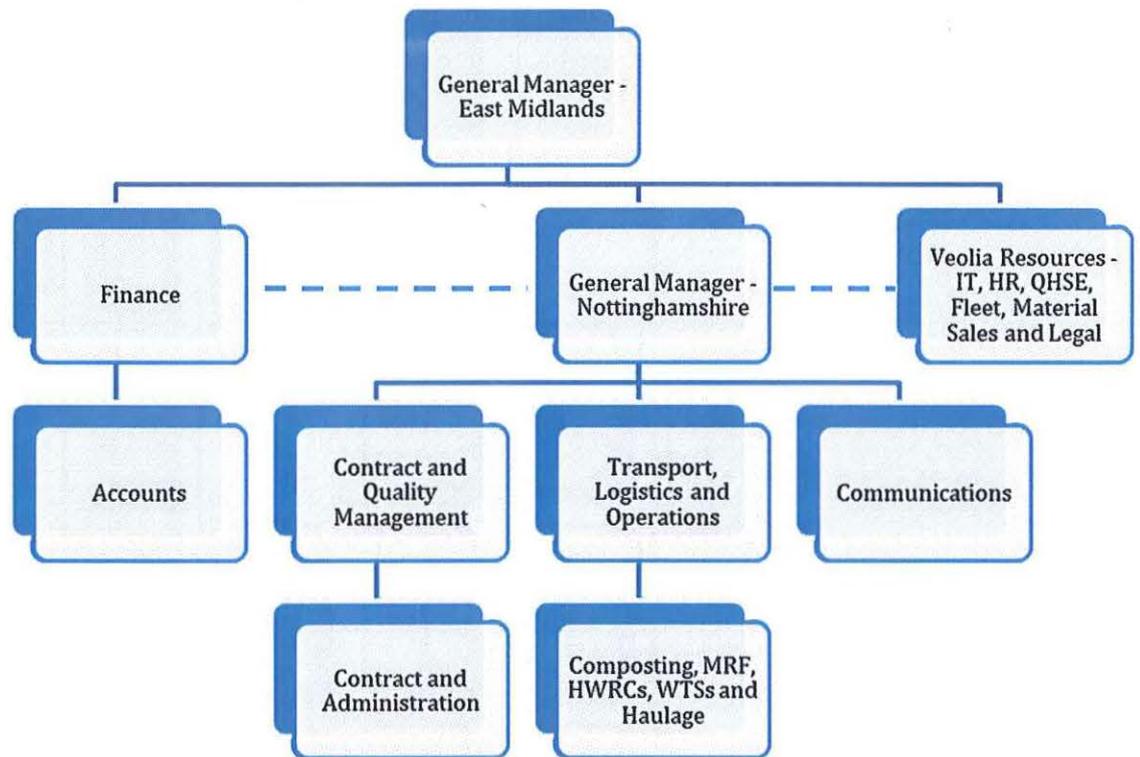
SCHEDULE 23

PART 3

STAFF AND ORGANISATION

1. Organisational Structure

The Contractor has established an organisational infrastructure for this Project as detailed below:-

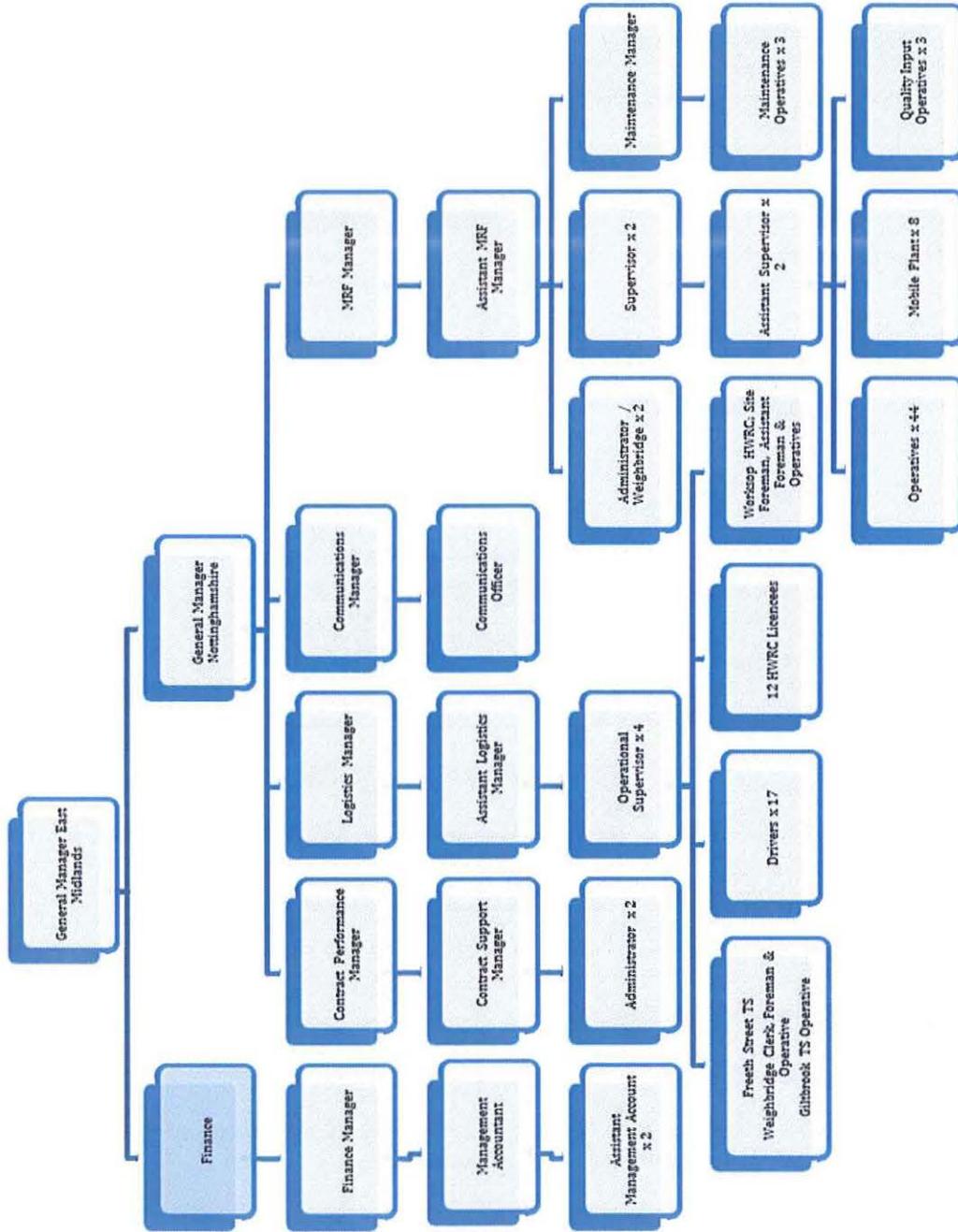


2. Management and Administration

2.1 Services Operation Organogram

The proposed staffing arrangements for the operational phase of the Contract are shown on the following indicative organogram.

The Contractor will principally be responsible for the design, construction and development of the Facilities, and for the day-to-day operation and running of the Service. In total it is anticipated the Contractor will employ in the region of [170] people, although this will vary depending on the range of assets being operated at any time and their throughput



SCHEDULE 23

PART 4

SUB-CONTRACTORS

The Contractor will appoint operating Sub-Contractors for a variety of activities for both short and long-term periods. The services which are currently provided by Sub-Contractors are shown below.

Service	Name of sub-contractor	Location
Green Waste Composting	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 50px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 30px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 80px; height: 15px;"></div>	South Anston Oxtun Holme Pierrepont Alfreton Basford Caythorpe
HWRC's	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px;"></div>	Beeston Bilsthorpe Calverton Giltbrook Hucknall Kirkby Langar Mansfield Newark Warsop Retford West Bridgford
Batteries – Lead Acid	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 30px; height: 15px;"></div>	Nottingham Newark Nottingham

Batteries – Household	[REDACTED]	Leeds
Carpet	[REDACTED]	Ancaster
Wood and Chipboard	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	Retford Basford Widmerpool Nottingham
Vegetable Oil	[REDACTED]	Thetford
Mineral Oil	[REDACTED]	Bilsthorpe
Ferrous Metals	[REDACTED] [REDACTED]	Nottingham and Worksop Nottingham, Alfreton and Aston
CRTs	[REDACTED]	Preston
Fluorescent Tubes	[REDACTED]	Sale, Greater Manchester
Glass	[REDACTED] [REDACTED]	Knottinghley Ashfield
Inert Wastes	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	Basford Nottingham Daneshill
Plasterboard	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	Basford Nottingham Ancaster
SDA	[REDACTED] [REDACTED]	Nottingham and Worksop Nottingham, Alfreton and Aston
Textiles	[REDACTED] [REDACTED] [REDACTED]	Mansfield Salford
Non Ferrous Metals	[REDACTED] [REDACTED]	Newark Newark

	██████████ ██████ ██████	Ilkeston Worksop Nottingham, Aston & Alfreton
Fridges & Freezers	██████	Darlaston
Waste Transfer Stations	██████	Alfreton
Landfill	██████	Daneshill Staples Quarry North Hykeham
Asbestos	██████ ██████	Erin landfill Ling Hall ,Rugby

The Contractor may change the Sub-Contractors subject to agreement with the Authority.

The Sub-Contractors must provide a copy of relevant Health and Safety Policy, a relevant risk assessment and method statement for the work being undertaken. Minimum requirements would be that the Sub-Contractor's health and safety rules must comply with the Contractor's own standards including data reporting. The Contractor's policy on "Assessment and Control of Contractors" must be adhered to at all times.

SCHEDULE 23

PART 5

QUALITY ASSURANCE

4. **Quality Plan for Nottinghamshire**

The main objectives of the Quality Assurance System are outlined below:

- Deliver the Services to an agreed standard
- Ensure that the delivery of the Services are adequately documented
- Monitor and assess the performance as an integral part of the Service provision
- Ensure continuous improvement of the Services in line with the Best Value principles

These objectives will be achieved through the implementation of:

- Quality Assurance Systems and Procedures
- Contract and Performance Management

The BS EN 9001 or 9002 Quality Performance Standard will be implemented at all of the sites.

The Managing Director of the Contractor will be directly responsible for ensuring quality systems are implemented. The Contract will be audited regularly by the Group Quality Management Team, as well as the independent certification body, Det Norske Veritas Quality Assurance Ltd.

Managers, Supervisors and Operatives will be responsible for implementing and maintaining Quality Systems at a workforce level.

5. **Implementation of a Quality Management System**

The Quality System which the Contractor will operate is an integrated Health and Safety, Quality and Environmental Management System.

It is the Contractor's intention to gradually implement quality performance standards from the date of this Contract in order to ensure uniformity and high standards of work practice.

At the date of this Contract a Quality Assurance System will be put in place for obtaining formal certifications ISO 9002 and ISO 14001 within the two year period required under the Contract. This will include the preparation of all relevant quality procedures, policies and other data required to support this initiative.

6. **ISO 9000 Certification for Nottinghamshire**

In order to become accredited to ISO 9000 standards the Contractor will need to review and document the management procedures in accordance with the requirements of the international standard, prepare a quality manual similar to the one described below and submit the management system to an accredited third party for assessment. In summary the Contractor will:

- Say clearly what it will do
- Capture that in a quality manual (see below)
- Ensure that it implements the quality manual
- Ensure that its actions are effective
- Make improvements to its procedures

The Contractor expects to obtain quality certification during, or shortly thereafter, the second year of the Contract. The role of quality certification within the Contract is to facilitate the following benefits:

- Improved efficiency
- Better use of time and resources
- Improved consistency of service performance and levels of customer satisfaction

6.1 System Certification

BS EN ISO 9000 is a standard for a Quality Management System. It enables suppliers to provide an assurance that they will be able to fulfil agreed customer requirements. The 1994 version of ISO 9001, 9002 and 9003 standards have been used extensively as the basis for independent (third party) quality system certification. Since ISO protocol requires that all standards be reviewed at least every five years to determine whether they should be confirmed, revised or withdrawn, the 1994 versions of the ISO 9000 family were revised by ISO's Technical Committee TC 176.

BS EN ISO 9001: 2000 was launched in December 2000, and runs concurrently with the existing set of assessment standards ISO 9000:1994. Assessment bodies will issue certification against ISO 9001:2000.

BS EN ISO 14000 is a series of International Environmental Management Standards. They provide a framework for the development of environmental performance control for all types of businesses and organisations, as well as including guidelines on environmental auditing.

BS EN ISO 14001: 1996 specifies requirements for an environmental management system, to enable an organisation to formulate a policy and objectives taking into account legislative requirements and information about significant environmental impacts. It applies to those environmental aspects, which the organisation can control and over which it can be expected to have an influence. It does not itself state specific environmental performance criteria.

7. Quality Manual

The Quality Manual for this Project will cover the following:

7.1 The Management Systems Manual

This describes the Company's Quality, Environmental and Health and Safety Policy in broad terms and how it is achieved. It is a useful reference for staff, particularly new starters, and others with whom the Contractor works and is an outline description of the Contractor's systems for clients and other interested parties.

7.2 Detailed Procedures Manual

This defines and standardises the methods and procedures which staff operate for all activities associated with the Contractor's business.

SCHEDULE 23

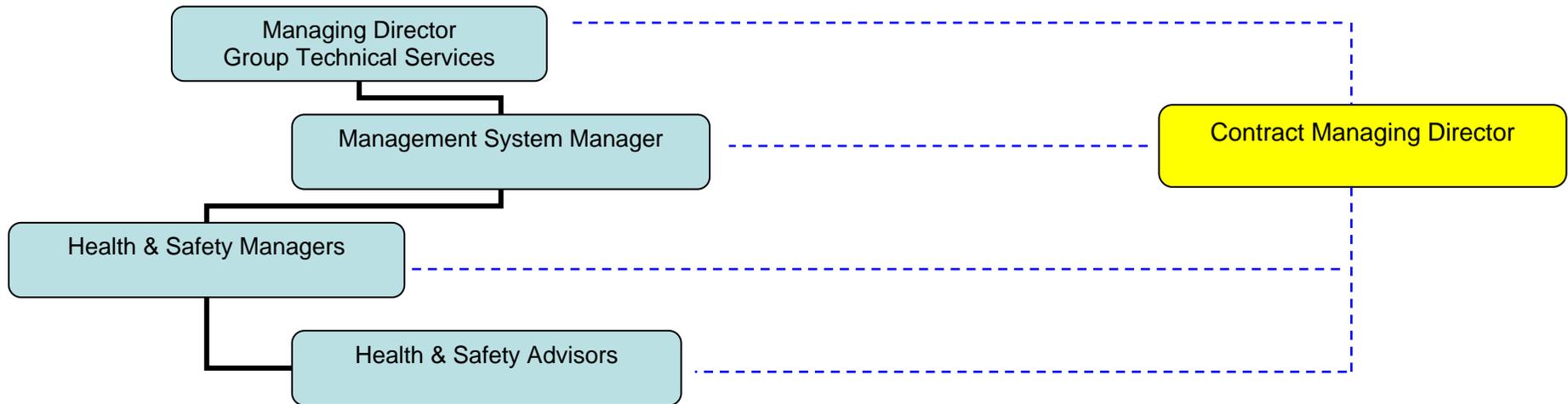
PART 6

HEALTH AND SAFETY

8. Introduction

The Contractor's health and safety culture consists of a comprehensive, documented safety system based on the Health & Safety Executive's document Successful Health & Safety Management (HSG65), dedicated Health and Safety Managers, IOSH managing safety trained managers and specific task training programs for all contract employees.

9. Health and Safety Structure



Legend

Direct Reporting Line —————

Advisory & Guidance - - - - -

9.1 **Managing Director**

The Group Technical Services Managing Director holds overall responsibility for Health & Safety and:

- is kept informed of health and safety developments through Board meetings (of which the Environmental & Technical Director attends) and meetings with the divisional managers; and
- also receives monthly safety reports from the Managing System Manager based on monthly updates from the Health & Safety team.

9.2 **Management System Manager**

The Management Systems Manager is responsible for the control of the Integrated Management System (incorporating Health & Safety) and the management of the safety team and:

- controls the issue of the Management System and shares the review of the Management System, safety section, with the Health & Safety team, ensuring that it meets with safety legislation and remains effective in its application at contract level.
- co-ordinates and compiles the monthly reports from the Health & Safety team and delivers them to the MD and Divisional Director to be presented at the Directors meeting.
- communicates with the Health & Safety team on all day to day issues and is kept informed of any projects, audits, inspections and training carried out by the Health & Safety team.

9.3 **Health & Safety Managers & Advisors**

The H&S Managers & Advisors are responsible for the day-to-day advice, guidance and communication for health and safety related issues with the Contract Managing Director, training on key issues and co-ordination of accident information towards the development of preventative measures.

The Health & Safety team is predominantly site based allowing for greater communication at contract level for safety issues and instant advice as well as being contactable via mobile phone or email.

The Health & Safety team report directly to the Management Systems Manager as well as an indirect communication line with the Group Technical Services Managing Director.

10. **Health and Safety Documentation**

The Contractor is committed to providing a safe working environment and recognises its legal and moral duty towards the health, safety and welfare of all its employees.

To ensure that the Contractor controls Health and Safety in a consistent manner, it has drafted and implemented a full health and safety system. This policy can be found in full on the current Veolia Management System CD.

11. **Integrated Management System's Health & Safety Procedure**

The Contractor follows the Health and Safety General Procedure which is part of the Contractor's accredited Integrated Management System. This document can also be found on the current Veolia Management System CD.

12. **The Contractor's Procedures**

The Contractor's specific arrangements towards Health and Safety are written and implemented to control in a safe manner all daily working activities of the Contractor and apply the principals detailed within the safety policy statement. Relevant procedures cover the following key topics:

- Safety Rules and Conditions for Contractors and Sub Contractors
- Code of Practice for the Issue of Safety Equipment and Protective Equipment
- Code of Practice for the Health Surveillance of Company Personnel Working with Substances Hazardous to Health
- Heavy Plant and Vehicle Operating Rules
- Code of Practice for Reporting Accidents, Dangerous Occurrences and Industrial Diseases
- Code of Practice for Accident/Incident Investigation
- Guidance for the Production of Risk Assessments and Method Statements
- Code of Practice for the Control of Drivers Hours
- Guidance on Fire Prevention and Risk Assessment

All of the above mentioned procedures are set out in full on the current Veolia Management System CD.

13. **Co-ordination**

The Contractor will appoint a senior manager who will be charged with the responsibility of co-ordinating and implementing a risk management programme within the Contract.

The appointed manager will liaise with the Group Risk and Insurance Manager to develop a Contract specific risk management programme to compliment the strategy and ensure that the team assembled for this Contract is briefed on the risk management programme and their respective roles. Additional training will be provided where necessary to support the effective implementation of the risk management programme will be provided. The Contractor will utilise both its internal resource supplemented by external expertise as appropriate.

It is the Contractor's intention to undertake risk management surveys of all sites on a regular basis. This would be in addition to the day to day general on-site risk management monitoring

The methodology utilised in the survey visits incorporates consideration of a wide range of risk potential areas including health and safety, environmental management, site security, visitor safety and vehicular transport movements. Sites are assessed for legal compliance, local management controls and implementation of best practice. All documentation and systems are audited and a site inspection is undertaken. A full report is produced from each visit

14. **Communication**

The Contractor recognises the importance of suitable lines of communication to ensure that all Parties remain informed of progress and performance.

The Project Director will interface with each site manager and the Group Risk and Insurance Manager on a quarterly basis and will be responsible for communicating the approach to risk management. The risk management programme will contain procedures for communication including reporting and reviews. In the event that external communication is required, a structured public relations department can be utilised.

In the case of an emergency/serious incident, the procedure and contingency plans set out on the current Veolia Management System CD shall apply.

15. **Health and Safety Training**

The Contract has been assessed, organised and Health and Safety arrangements implemented. Controls have been established which will be systematically monitored and reviewed.

Training is likely to take the form of 'tool box talks' and practical demonstration e.g. safe lifting techniques. While adequate supervision is always maintained, the Contractor stresses the importance of 'management example' in matters of Health and Safety and the role of employees in the provision of a safe place of work. Accident

statistics will be co-ordinated centrally in order to allow for a flexible prioritisation in addressing Health and Safety concerns and implementing incentive schemes for accident reduction in the workplace.

The Contractor will provide induction training for all new employees, of which Health and Safety will form a part.

16. **Facility Based Training**

It is the Contractor's intention that much of the training could be delivered at the relevant Facility using front line managers, the Support Services Manager, the H&S / Quality Manager and the Regional H&S Managers & Advisors.

17. **Provision of Safety Clothing and Equipment**

It is the Contractor's intention to provide all operatives with uniforms as standard issue prior to the commencement of their employment. Such uniforms will generally be issued on an annual basis, though clothing and footwear can be exchanged when the need arises. The uniform comprises:

- (a) Tee shirts and sweatshirts
- (b) Trousers and jackets
- (c) Yellow hi-visibility waterproofs (where appropriate)
- (d) Hi-visibility vests (with fluorescent strips)
- (e) Safety footwear and headgear
- (f) Gloves.

The above clothing issue will display the Contractor's logo and meet all safety requirements. It is the operative's responsibility to maintain their smart appearance. The above is issued after a Personal Protection Equipment (PPE) risk assessment has been undertaken by the Contractor and identifies the standard PPE required for each job / task. All PPE utilised will also adhere to the Veolia Group policy on such matters. In addition each operative shall carry an identity card which will include the following information:

- (g) Name of Operative
- (h) Name of the Authority and the service they are working on
- (i) Company Name
- (j) Photograph of Operative
- (k) Other aspects of the site operation will be allocated with appropriate equipment as required, again after a risk assessment has been carried out. These could include items such as:
 - (l) Barriers to separate mobile equipment working areas
 - (m) Fire safety doors
 - (n) Emergency stop buttons

18. **First Aid Equipment**

The Facility will be equipped with a comprehensive First Aid facility. There will be a dedicated First Aid room in the Facility that will hold most of the equipment. Other areas of the plant will have smaller kits with items such as eyewash, plasters etc.

All equipment will be checked for safety and will be replenished, when necessary.

As part of the Facility operative and staff training programme, a number of staff will be sent on a standard, approved 5-day First Aid course.

19. **Accident Reporting**

Each Facility will have an accident book in which all incidences, both major and minor will be reported. The book will be monitored closely.

20. **Facility Specific Health and Safety Information**

Information in relation to Health and Safety which is specific to a particular kind of Facility is set out at Part 2 of this Schedule 23 in the relevant paragraph for that type of Facility.

SCHEDULE 23

PART 7

CUSTOMER CARE AND COMPLAINTS

21. **Customer Care Policy**

The Contract Managing Director has specific responsibilities for ensuring standards are maintained and will deliver the Services with commitment to the Authority's Customer Care Policy.

In addition the Contractor will operate a Customer Care Policy to adhere with KPI 8 (vi and vii).

22. **Our Policy**

Aiming for Excellence in Customer Service

It is the Contractor's intention to provide a quality customer service to the Authority and the local community by adopting a customer orientated approach. This approach shall be in line with the Contractor's policy: "*Aiming for Excellence in Customer Service*" which is attached at Appendix 2 of this Schedule 23.

23. **Aiming for Excellence in Employee Development**

The customer focused approach

Employees will receive some or all of the following training as is appropriate to their role where internal requirements for such training are identified:

- Developing and maintaining effective working relationships with clients, the local community, residents etc;
- Identifying customers and developing joint work
- Practical problem-solving skills;
- Developing and operating customer comment surveys (Managers and Supervisors);
- Understanding and operating the Contractor's complaints procedure including prevention and correction approach;
- Effective communication skills.

24. **Complaints and Customer Care Procedures**

The implementation of ISO 9001:2000 will be utilised for the Contractor's customer care and corrective action. The Contractor procedure will also comply with the Authority's policies and procedures in relation to complaints and customer care. The Procedure GP 04, which can be found in full on the current Veolia Management System CD, outlines the system adopted for non-conformances, complaints and preventative action.

24.1 **Complaints**

There are two procedures that are followed in respect of customer complaints:

- Customer contacts the Authority;
- Customer contacts the Contractor directly.

24.1.1 **Customer contacts the Authority or the WCAs**

The complaint is relayed to the Contractor. The Contractor responds to the problem and provides a report detailing how the complaint was managed to the Authority and the appropriate WCA if necessary.

24.1.2 **The Contractor is contacted directly by the Complainant**

The complaint procedure, GP04 as mentioned above, is a well-established system. The procedure ensures that all complaints are logged and the complainant contacted with regard to what actions are to be taken.

As part of the complaint procedure (GP04), the Management System contains two key forms. The complaint form, G53, is used for each complaint received. The last section of the form requires a record of the investigation and action taken by individual who holds responsibility. Further to this the non-conformance form G12 requires the responsible person to investigate corrective actions which will prevent a reoccurrence.

The complaints system is an important input to the process based system. The complaints system operates in conjunction with a non-conformance system that will outline, in the event of service failure, corrective action and preventative action. Internal audits will further ensure that the service levels are maintained. Non-conformances will be raised if service levels fail.

24.2 **Members of Parliament, Councillors and Ombudsman Enquiries**

Any complaint received from a Councillor MP or the Ombudsman will be recorded and acknowledged in writing within forty-eight hours. A copy of the acknowledgement will be sent to the Authority with details of the staff member dealing with the matter. A thorough investigation of the complaint will take place, the results of which will be sent to the complainant within five working days, together with a copy to the Authority.

The response will include:

- The outcome of the investigation;
- Any remedial action to be taken and timescales;
- The procedure for taking the complaint further if the complainant is dissatisfied with the outcome.

Should the response require longer than five days a further letter will be sent outlining the reasons for the delay and the anticipated date of resolution. After one month, the complainant will receive a courtesy call to confirm a satisfactory solution has been reached.

24.3 **Complaint Reporting**

In order to enable the Authority to respond to public complaints positively, the Contractor will report on complaints to the Authority on a regular basis.

24.4 **Training**

The policies for Quality, Environment and Health and Safety are displayed at key locations at all sites and are issued to new employees as part of their induction pack. On commencement of employment the member of staff is introduced to the Management System. Periodically training sessions are held for staff with regard to key elements of the system such as the reporting of non-conformances and dealing with customer complaints. Procedure GP04 outlines how complaints of a sensitive nature must be dealt with.

25. **Contractual & Partnership Communication**

The Partnership Board will be the driving force of the contract ongoing improvement, but it should not be the only one.

The Contractor has established a more formal communication regime.

- 25.1 The principal representatives of both the Authority and the Contractor will be the Authority's Representative (as further defined in Clause 129.1 of this Contract) and the Contractor's Representative (as further defined in Clause 129.2 of this Contract). Their relationship shall be governed by and be in accordance with Clause 129 and will involve all day to day issues arising with regards to the service and its delivery. As indicated, hours of availability and contact availability will be provided as set out in Clause 129.
- 25.2 Both the Authority and the Contractor will appoint dedicated members of each respective team to be responsible for discrete elements of the Service (recycling officer) and those individuals (as per the organogram provided by the Contractor) shall liaise with their counterpart within the Authority as occasion requires and on a regular basis.
- 25.3 On a monthly basis, the Authority Representative and the Contractor's Representative, together with the agreed appointed members of each respective team shall meet formally to review the following:
 - 25.3.1 The past month's service;
 - 25.3.2 The most recent monthly account;
 - 25.3.3 Performance deductions for the relevant monthly period under consideration;
 - 25.3.4 Key strategic issues relating to the development of the service, construction and works delivery plan;
 - 25.3.5 Any other business.
- 25.4 On no less than six monthly anniversaries, the Contractors Chief Executive and other senior staff members shall meet with senior staff and members of the Authority to discuss the Contract generally and strategic elements relating to the service for which meetings may take place more frequently at early stages of the Project.

SCHEDULE 23

PART 8

REPORTING OF DATA

26. The Contractor's Approach

The Contract Head Office will be responsible for the gathering, collection and analysis of data, followed by the production and distribution of qualitative and quantitative reports, which set out to evaluate and monitor current performance against appropriate benchmarks.

The Contractor will manage the provision of data and information to the Authority for both performance review and invoicing in line with the requirements of Schedule 25 (Reporting Requirements) and Schedule 7 (KPIs)

27. Contract Data Systems

27.1 Performance Monitoring

The Contractor shall keep records of the movements into and out of the waste management sites to ensure that the proper and correct details are generated for purposes such as Contract payment mechanisms, collection service monitoring and target calculations. The main method of managing the audit trail of transactions and records will be through the weighbridge system established at each site and described below.

27.2 The Weighbridge System

With the exception of most of the Household Waste Recycling Centres, all facilities will have a dedicated weighbridge system that will allow measurement of incoming and outgoing loads of materials. The sites will have two separate bridges to weigh two vehicles at any one time except for Giltbrook which shall have only one. Each weighbridge will be 18m long with the facilities design and layout ensuring that all vehicles, whether input or output, will be required to pass over the relevant weighbridge.

All delivery or input will be directed to the weighbridge office where the details of the incoming waste will be entered onto a computerised weighbridge system. The only exception to this will be at Giltbrook where an automated un-manned system will be in operation. All weighbridge clerks at the site must ensure that transaction documentation contains the following information:

Transaction Date:

Ticket Number: Generated sequentially (Ticket number ranges can be set to be unique for a particular site)

Origin / Destination:

Destination: For waste transferred out of site

Site Name:

Vehicle ID: Either Fleet or registration number

Vehicle REG: If Vehicle ID is anything other than the registration

Gross Date: Date weighed in

Gross Time: Time weighed in

Tare Date: Date weighed out

Tare Time: Time weighed out

Driver: Name and code

Weighing Type:	e.g. "Waste in, Gross First", "Waste out, Tare First"
Charge Type:	Per load, per m ³ , per tonne
Net Weight:	
Waste Transfer Notice:	Where required
Waste Type:	Organisation defined codes, e.g. House, Litter, Dry recycle etc.
EWC waste code:	1:1 match to each waste type

27.3 **Audit Trail**

Printed tickets will be issued to the driver of each vehicle. These are signed by both the driver and the weighbridge clerk. Three paper copies of the signed ticket are produced. One for the driver, one held on file at site and one held on file at the head office where they are also scanned and stored electronically for easy retrieval. Each transaction is identified by ticket number and site although each site can be assigned with a ticket number range which in effect means that the ticket number indicates a unique transaction for the entire operation.

The weighbridge system architecture will consist of a centrally maintained database which will aggregate weighbridge transactions into a single database, whilst uploading to sites the non-transactional information such as new waste types, vehicles to the site via a network or modem connection. The frequency of the synchronisation between the Central and the site databases can be defined as required.

27.4 **Calibration**

All weighbridges will be calibrated on an annual basis. The weighbridge supplier shall carry out the calibration annually and servicing quarterly. The site operators' weekly and daily maintenance procedures will be detailed in the Contract Management System.

27.5 **Preauthorisation of Vehicles**

There will be various security levels available such that access to tables within the database (e.g. the vehicle table) can be controlled on a by user basis. The weighbridge system will allow for the use of fleet numbers in addition to Vehicle registration numbers.

27.6 **Weighbridge Installation Breakdown**

In the event of a weighbridge breakdown, the Contractor would initially utilise the other weighbridge and put in place contingency traffic management arrangements. Alternatively, or if both bridges are non-operational, the Contractor could revert to a manual system in order to keep the flow of vehicles and materials through the site or use suitable weighbridges at nearby facilities.

In the event of a weighbridge computer failure, handwritten tickets will be issued to drivers. The weights will be recorded from the digital weight indicator which is independent of the weighbridge computer. The transactions on these tickets can be entered into the weighbridge computer once restored to working order. All weights entered manually into the system will be designated as 'manual' rather than being assigned the unique sequence number (as for weights recorded electronically from the weighbridge).

A spare weighbridge PC will be held at the Head Office location as a replacement in the event of a site PC failure. In the event of the failure of the weighbridge system itself, current practices dictate that the weights will be recorded as gross weight: 2000 kg tare weight 1000 kg and net weight 1000 kg. Average weights based on past transactions (for example last 5 transactions of vehicle carrying relevant waste type) involving these vehicles will be agreed with the Authority.

27.7 **Compliance with Regulation**

The weighbridge system will satisfy all requirements of Section 11 of the Weights and Measures Act 1985. All operational procedures relating to Duty of Care will be outlined in the Contract Management system (as is current practice with other contracts of the Contractor).

27.8 **Data Processing and Reporting**

The weighbridge data for all sites will be aggregated into a single database at the head office location. Access to the database itself will be limited to database administrators, where as read access via reporting tools can be extended on a per user basis. The report format can be designed within the reporting tools to suit the requirements of the Authority. Standard reports already incorporated within the system include, EA returns, tonnage returns, overweight vehicles.

Data exports can be produced in any format required, such that the data may be imported into third party computer applications.

27.9 **Data Provision**

Data can be provided in either CD, electronic or paper format. Access to the weighbridge information database can be granted to the Authority and the Waste Collection Authorities via the Contractor's Extranet and reporting tools such as Crystal Enterprise reports. In this way controlled access to information may be given via predefined reports.

In the early years of the Contract and before the Contractor's delivery point infrastructure is established the Contractor would only be able to provide information within 28 working days of the previous month end.

SCHEDULE 23

PART 9

SOCIAL, ENVIRONMENTAL AND ETHICAL ISSUES

28. Nottinghamshire Waste Minimisation Strategy

28.1 Introduction

It is the Contractor's intention to conserve resources by reducing waste and promoting the recovery of energy and recycling of materials wherever appropriate and economically practical. The Contractor will encourage its employees to participate in and support the work of organisations for the advancement of environmental protection.

The Contractor will appoint a Communications Manager and a Recycling Initiatives and Education Officer to work with Authority and community groups and to secure funding for recycling projects where appropriate. In addition, they will work closely with educational establishments to promote sustainable resource use and waste management ideas within the educational sector. They will also respond to public concerns relating to waste minimisation. The positions would remain permanent for the duration of the Contract and the responsibilities will remain flexible to meet the changing needs of the Contractor's waste minimisation and waste awareness projects.

28.2 Supporting Existing Initiatives in Nottinghamshire

The Contractor intends to work with community groups in its waste minimisation activities.

The Contractor will support additional waste minimisation schemes wherever possible.

The Contractor will seek to work with schools to promote waste minimisation and recycling and existing initiatives with Nottinghamshire students.

28.3 New Waste Minimisation Activities to Tackle Waste Growth

The Contractor will structure its waste minimisation work in Nottinghamshire under 4 main headings:

28.3.1 Public Awareness

28.3.2 Media Coverage

28.3.3 Community Liaison

28.3.4 Developing Best Practice

The Contractor will carry out this work through the activities of the Communications Manager and the Recycling Initiatives & Education Officer, and will establish a broader steering committee to promote waste minimisation activities.

28.4 Public Awareness

It is the Contractor's view that a county-wide Waste Awareness Programme is established involving a network of the Contractor and the Authority, and the general public, community groups, businesses and non-profit organisations actively involved in waste management or otherwise. This programme would be an integral part of a greater Waste Minimisation and Awareness Strategy and would be facilitated by the appointed Communications Manager and Recycling and Initiatives Education Officer. The Contractor proposes the following public awareness activities:

28.4.1 Recycling Websites

28.4.2 A Telephone Hotline operated from the Head Office

28.4.3 Roadshows

28.4.4 Educational visits to contract waste management facilities

28.4.5 Liaising with local businesses

28.4.6 Liaising with local working groups and seminars

28.4.7 Corporate activities – involvement in committees and steering groups

28.5 **Funding**

A figure of Redacted has been incorporated within the Contract overhead costs for waste minimisation and awareness initiatives. In Contract Year One however this figure is Redacted

28.6 **Targets**

The Contractor's targets for this Project will be established to enable the requirements of KPI 9, Sustainability Performance to be met.

29. **Waste Local Plan**

29.1 **Good Neighbour Initiatives**

It is the Contractor's intention to engage and inform the local community about waste management activities, both in terms of achieving waste minimisation and recycling targets, and in terms of involving people in what is essentially their waste management service. Good Neighbour Initiatives provide one such way to engage residents and the Contractor intends to develop such an initiative as part of its community liaison and public awareness work in Nottinghamshire.

A Good Neighbour Initiative will be co-ordinated by the Contractors appointed officers in partnership with the Authority and in line with the requirements of KPI 9.

30. **Best Value**

30.1 **Stakeholder Interface**

Stakeholders with which the Contractor shall have an interface and engage in stakeholder dialogue with include:-

30.1.1 **Members of the public** – The Contractor will interface with the public through its awareness initiatives identified in the Waste Minimisation Strategy, including websites, telephone hotlines, newsletters and roadshows and Good Neighbour Initiatives.

30.1.2 **Waste reprocessors** – The Contractor's primary interface with waste reprocessors will be through finding markets for recycled materials.

30.1.3 **Central Government** – At the corporate level, the Contractor has developed an interface with Central Government bodies involved in the waste management sector.

30.1.4 **Local and national waste management organisations** – The Contractor has an established interface with numerous waste recycling organisations, for example Wastewatch, E.S.A, INCPEN and the European Waste Club concerning waste management issues in the UK and further a field. The Contractor will also develop an interface with local organisations, in particular schools, parish councils, community groups and any existing waste minimisation clubs.

30.1.5 **Local Authorities** – The Contractor intends to take a partnership approach with the Authority and with each WCA in designing, implementing and developing waste management services.

30.1.6 **WCA's** – The Contractor intends to work closely with WCA's to facilitate the development and expansion of WCA kerbside collections, to communicate how best to bring materials to delivery points and to co-ordinate waste reduction and recycling programmes.

The Contractor will engage with the above Stakeholders as appropriate to ensure that the concerns of each group are addressed and that their expertise is drawn upon.

30.2 **Proposed Framework for Improving Performance in Nottinghamshire**

The Contractor also intends to liaise with the community in order to keep it informed in relation to its performance standards through regular public consultation.

- Publishing standards and performance targets to inform residents of what can be expected from the services;
- Informing residents of any proposed changes to services;
- Providing opportunities for residents and the local community to comment on the services;
- Meeting with residents associations and local groups to discuss the service and possible improvements.

In addition to stakeholder dialogue, the Contractor proposes to engage in self-monitoring both at the local and corporate level.

At the **local level** the Contractor may:

- Issue an inspection worksheet for all operatives/teams to address issues such as productivity levels and quality of work;
- Carry out spot checks on quality

At a **corporate level** the Contractor could:

- Use Key Performance Indicators (KPI's) to measure operational, financial and service delivery;
- Benchmark its operations against other authorities such as the DEFRA, Audit Commission etc; and
- Work to secure ISO 9002 systems to incorporate all aspects of the quality of our services.

30.3 **Contractual Benchmarking**

The Contractor acknowledges the Authority's willingness to engage in Benchmarking and Market Testing for Landfill and HWRC services as outlined in the Output Specification and detailed in Schedule 32 (Benchmarking and Market Testing).

30.4 **Communications and Management Information**

The Contractor's corporate communications team and Contract management representatives will consult with Authority officers to plan a communications strategy for the implementation of the Contract. It is the intention that plans would aim to:

- Raise awareness of environmental issues in the community and the importance of taking action on waste minimisation and recycling;
- Carry out customer satisfaction surveys to monitor service quality; and
- Respond quickly and fully to any customer questions and complaints.

30.5 **Media Coverage**

An important aspect of communicating the Contractor's waste minimisation work contract services would be to gain extensive media coverage of new and successful initiatives in Nottinghamshire, including television, radio, newspaper and magazine stories. Securing beneficial coverage in partnership with the Authority would be a key task of the Contractor.

30.6 **Education & Communications Personnel**

To carry out the above planned activities, the Contractor proposes appointing a Communications Manager and Recycling Initiatives & Education Officer to form part of the Contractors Management Team. These officers

would implement the waste reduction strategy, research waste minimisation issues in terms of both local action and national policy, and support the activities promoted by the Authority and WCA Officers.

The Contractor proposes that the officers co-ordinate projects through a steering committee of District Council and the Authority's staff. This Committee would meet on a regular basis to address waste minimisation, awareness and management issues, with each committee member furthering the views and ideas of their members and residents. It would be the intention of the meetings to aid co-operation and co-ordination across the Authorities on both countywide and region specific waste schemes.

30.7 **Education**

It is the Contractor's intention to promote waste minimisation through education and in partnership with the Authority. It will be a responsibility of the two officers in Nottinghamshire to engage with primary and secondary schools and tertiary educational establishments to introduce waste management and minimisation issues into the curriculum and to assist such organisations in improving their own waste management systems. Through such activities as classroom teaching, workshops, school recycling and composting projects and teacher training, the officers can promote waste minimisation in terms of both public awareness and public practice. We will also participate in and support waste and environmental research programmes at local colleges and universities.

31. **Staff**

31.1 **Equal Opportunities / Training Policies**

The Equal Opportunities and Training Policies are set out in full on the current Veolia Management System CD.

It is the Contractor's policy to provide employment equality to all, irrespective of gender, marital or family status, religious belief, disability, race or nationality, sexual orientation or age. The Contractor is opposed to all forms of discrimination and all employees and applicants for employment are guaranteed fair treatment. To this end, employees are selected on the sole basis of aptitude and ability. An equal opportunities form is completed for each new employee to analyse our current level of employee diversity. In addition, the Contractor will:

- Recognise its legal obligations under the Race Relations Act 1976, the Sex Discrimination Act 1975, the Equal Pay Act 1970 and the Disability Act 1995;
- Review periodically its selection criteria and procedures to maintain a system where individuals are selected, promoted and treated solely on the basis of their merits and abilities that are appropriate to the job;
- Distribute and publicise this policy statement throughout the company and elsewhere as is from time to time appropriate;
- Provide facilities for any employee who believes inequitable treatment has been applied to him or her within the scope of this policy to raise the matter through the appropriate grievance procedure;
- Identify any scope for using lawful positive action, training and encouragement and then put the necessary arrangements in hand.

To this end, the Contractor uses the following **Equality Plan** which is set out in full on the current Veolia Management System CD to guide its work to promote equality in the workplace:

31.2 **Recruitment**

The recruitment process should result in the selection of the most suitable person for the job in respect of experience and qualifications. It is against policy and against the law to discriminate directly or indirectly on the grounds of gender, marital status, sexual orientation, colour or race, or against people who have a disability, at any stage of the recruitment process.

This will be achieved by ensuring that:

- All jobs are open to all applicants except in the case of a job covered by a Genuine Occupational Qualification;

- No assumptions or pre-judgements are to be made by managers or recruiters about the suitability of any person based on sex, race or disability for a particular job;
- No consideration is given to criminal convictions where such convictions are spent;
- No decision is made, or preference stated, in advance, regarding the outcome of the recruitment process;
- All applications are given equal consideration;
- No discrimination is made in respect of the terms on which a job is offered, for example, pay or holidays or cars;
- All applicants and existing staff are made aware of the Company's policy and practice on recruitment. The Contractor's Environmental Group's Equal Opportunity Policy Statement will be included in its Conditions of Service.

All recruitment will be undertaken in line with KPI 8 (viii)

31.3 **Advertising**

The Contractor's recruitment publicity positively encourages applications from all suitably qualified experienced people.

In order to achieve this:

- Copies of the Contractor's written Equal Opportunities Policy are given to all the recruitment and advertising agencies with which it deals.
- In all recruitment and publicity literature and in all internal and external advertisements, it will state that the Contractor is an Equal Opportunities Employer, job titles and job content are presented without bias either of gender, race or disability and that nothing in either words or illustrations indicate any role stereotyping

31.4 **Selection Process**

The selection process will be carried out consistently for all jobs at all levels within the organisation and that it is seen to be fair and non-discriminatory. This is achieved by setting the selection criteria prior to the selection process commencing.

31.5 **Application Forms**

Application forms include those questions that are necessary at the initial stage of selection and are relevant and non-discriminatory.

31.6 **Interviews**

Trained personnel conduct interviews and all questions are strictly relevant to the job. In no case will assumptions be made about a person's personal or domestic circumstances or plans. Where the requirements of the job will affect the candidate's personal life, e.g. unsociable hours or extensive travel, this is discussed objectively.

31.7 **Selection Criteria**

Only those qualifications and skills that are essential for the job are to be established as criteria for selection. They must not exclude minority groups, or discourage people with minimum qualifications from applying. Requirements for formal academic or professional qualifications will be waived if candidates can demonstrate their suitability for the job by other means. The candidate's previous experience and willingness to undergo further training will both be taken into account.

31.8 **Career Progression**

Career progression is available to enable all employees to have the opportunity to grow and develop and reach their potential. It is the Company's intention to provide career development opportunities to everyone.

Equal opportunities in the workplace will be achieved by the implementation of the policies and programmes set out on the current Veolia Management System CD and outlined here. The success of our Equal Opportunities programme depends on the managers and supervisors at all levels throughout the organisation and support and training will be given to them to ensure that no discrimination is made either directly or indirectly.

Equal Opportunities Training is carried out for the Contractor's employees as necessary.

31.9 **Local Economy**

It is the Contractor's intention to communicate all aspects of its work with local stakeholders and to advertise opportunities through local employment centres.

31.10 **New Deal**

It is the Contractor's intention to advertise local employment opportunities, either for the operation of facilities or for general contract management, through Nottinghamshire Job Centres. When New Dealers apply to the Contractor for employment, we will then consider them as we would consider any other suitable employee and in full recognition of our Equal Opportunities Policy.

31.11 **Social Employment**

It is the Contractor's intention not to preclude minority or disadvantaged groups or disabled candidates from employment with the Contractor where possible.

31.12 **Long-Term Unemployment**

The Contractor shall work with appropriate agencies, where appropriate, to contribute to long-term unemployment action when recruiting staff in Nottinghamshire.

31.13 **Reskilling**

The Contractor may include industrial and former industrial areas in its local recruitment.

31.14 **Health and Safety**

Full information on the Health and Safety Policy, including records in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 is set out on the current Veolia Management System CD.

32. **WCA Partnering**

32.1 **Added Value**

The Contractor's approach to partnering with WCA's for this Project is to meet frequently with each WCA authority. The Contractor will suggest that WCA's outline to their current activities and future aspirations, concentrating on issues such as present domestic refuse collection arrangements, implications of potential changes in waste delivery points, existing and future recycling initiatives, expectations of the tender process and likely synergies emerging from potential developments and waste reduction initiatives. The Contractor may then identify opportunities to support these activities and co-ordinate with its own waste minimisation, recycling and recovery.

PART 10

KPIs

Key Performance Indicators (KPI's)

1. Introduction

- 1.1. The Contractor acknowledges the presence of KPI's as a measure of its Contractual performance for a number of different elements of service provision.
- 1.2. The basis for measurement is a Performance Scorecard contained within Schedule 6b, Performance Mechanism. The KPI's as detailed within Schedule 7, Key Performance Indicators, have been divided into two sections, measured either annually or monthly.

2. Measurement & Reporting

- 2.1. The Contractor will provide information in support of its KPI Performance to the Authority at the appropriate frequency as determined within Schedule 25, Reporting.
- 2.2. In order to provide the appropriate information for each KPI, the Contractor will establish a Management Information System (MIS).
- 2.3. The MIS will be utilised to collate and manipulate data and assist to generate the required reports.
- 2.4. In addition to the MIS, the Contractor will use specialist reporting tools as developed by the Contractor and its Group Companies.
- 2.5. With reference to KPI 7, Greenhouse Gas Emissions, the Contractor will be able to comply with the reporting requirements subject to the provision of information from the Waste Collection Authorities (WCA).
 - 2.5.1. On a monthly basis and no later than 28 calendar days from the previous month end, via the Authority shall supply the Contractor with information on the following WCA activities:

- Total mileage undertaken by each WCA vehicle in respect to the collection of contract waste.
- Total fuel consumption by each WCA vehicle in respect to the collection of contract waste.
- Total tonnage of waste per WCA vehicle per visit to a Contract Delivery Point or contingency Delivery Point.

2.6. The Contractor acknowledges that the Authority is specifying a phased approach to the implementation of KPI reporting, in line for example with the development and availability of Contract recycling and treatment facilities. Following is a table that identifies the Contract Year within the Contract at which a particular KPI, or component within, is subject to baseline measurement or is reported for actual performance measurement.

2.6.1. For the avoidance where baseline measurement is being undertaken, the Contractor will not be subject to the measurement of the Performance Scorecard.

	Title	Sub- element	Sub- element Reporting Frequency	Reporting			Contract Year		Contract Year	
				1	2	3	4	5	6	
				2006/07	2007/08	2008/09	2009/10	2010/11	2011/12 to contract end	
1a & 1b	WCA Collection Vehicle Turnaround Times at Delivery Points	All Third Party Facilities	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	
		Contract Transfer Station (Giltbrook)		N/A	N/A	Report	Report	Report	Report	
		Contract MRF		N/A	N/A	Report	Report	Report	Report	
		Contract Compost Facility		N/A	N/A	Report	Report	Report	Report	
		Contract Transfer Station (Newark area)		N/A	N/A	N/A	N/A	N/A	Report	
		Contract Transfer Station (Bassetlaw area)		N/A	N/A	N/A	N/A	N/A	Report	
		Contract Transfer Station (Freeth Street)		N/A	N/A	N/A	N/A	N/A	Report	
2	Delivery Point capacity for Contract Waste delivery vehicles	All Third Party Facilities	Monthly	N/A	N/A	N/A	N/A	N/A	N/A	
		Contract Transfer Station (Giltbrook)		N/A	N/A	Report	Report	Report	Report	
		Contract MRF		N/A	N/A	Report	Report	Report	Report	
		Contract Compost Facility		N/A	N/A	Report	Report	Report	Report	
		Contract Transfer Station (Newark)		N/A	N/A	N/A	N/A	N/A	Report	
		Contract Transfer Station (Worksop)		N/A	N/A	N/A	N/A	N/A	Report	
		Contract Transfer Station (Freeth Street)		N/A	N/A	N/A	N/A	N/A	Report	
3	Accuracy, completeness and timeliness of reporting		Monthly	Report	Report	Report	Report	Report	Report	
4	HWRC Service User satisfaction		Annually	Report	Report	Report	Report	Report	Report	
5	Performance Standards for Recycling and Composting		Annually	Report	Report	Report	Report	Report	Report	
6	Performance Standards for Contract Waste Landfill Diversion		Annually	Report	Report	Report	Report	Report	Report	
7	Greenhouse Gas Emissions		Annually	Baseline	Baseline	Report	Report	Report	Report	

		Establishment of a Good Neighbour Charter		Report	Report	Report	Report	Report	Report
		Recruitment of Waste Minimisation/Recycling officers		Report	Report	Report	Report	Report	Report
		Management of education visits to Facilities		Report	Report	Report	Report	Report	Report
		Publishing newsletters/publications		Report	Report	Report	Report	Report	Report
		Helpline for Service Users		Report	Report	Report	Report	Report	Report
		Website for Service Users		Report	Report	Report	Report	Report	Report
		Management of a Roadshow		Report	Report	Report	Report	Report	Report
10	Interface Delivery Plan			N/A	N/A	N/A	N/A	N/A	Report