

## 6. Other Information Required

### 6.6 – Contractor's Policy Statements

This section includes copies of the stated information and must be included in the tendered plan.

This following information is annexed to this plan:

6.6.1 The Contractor's Health & Safety Policy Statement

6.6.2 The Contractor's Equal Opportunities Policy

6.6.3 The Contractor's Training Policy

6.6.4 Details of the Contractor's third party quality system accreditation

#### 6.6.1 Health & Safety Policy



#### HEALTH, SAFETY AND WELFARE POLICY STATEMENT

FM Conway Ltd (hereinafter referred to as 'The Company') is fully committed to meeting its responsibilities under the Health and Safety at Work, etc. Act 1974, the Management of Health and Safety at Work Regulations 1999, as amended and all other relevant legislation and applicable standards, such as Highway Sector Schemes and Railway Group/Network Rail Standards, both as an employer and a company. To achieve these objectives, the company has invested substantially in developing its Health, Safety and Welfare processes including additional staff, training and resources including specific vehicles for training and welfare. It has appointed designated members of staff to be responsible for company health, safety and welfare, to include management and reviewing of procedures and policies, liaison with the Health and Safety Executive (when necessary), informing the company of its legal duties to include new legislation and to ensure continued compliance with the law and cooperation with the customer or client. We have also contracted the services of external Health and Safety Consultants and Medical Services to give additional support, advice and audits.

In accordance with Section 2 of the Health and Safety at Work etc. Act 1974, the Company will, so far as is reasonably practicable:

- Provide plant and equipment that is maintained and safe to use;
- Ensure the safety and absence of risks to health in connection with the use, handling, storage and transport of articles and substances;
- Provide necessary information, instruction, training and supervision;
- Provide a safe working environment with safe means of access and egress;
- Ensure safe working practices and suitable welfare facilities.

The main responsibility for health, safety and welfare lies with the Managing Director and Directors of the Company. Without prejudice to the above statement, responsibilities have been delegated throughout the company's structure, as detailed within the organisation section of this policy.

The company has arranged for all relevant insurances, as required by various legislation, in order to cover all its work activities including but not limited to, Employee Liability, Public Liability, and Motor Vehicle Insurance.

All company employees/sub-contractors must agree, as part of their employment, to comply with their individual duties under all relevant legislation, with particular regards to The Health and Safety at Work etc. Act 1974 and The Management of Health and Safety at Work Regulations 1999, as amended and will cooperate with their employer in order to assist him to carry out his health, safety and welfare duties under the HSWA. Failure to comply with any health and safety duties, regulations, work rules or procedures, on the part of any employee, will be dealt with in accordance with company disciplinary procedures.

The company shall openly encourage workforce involvement in all aspects of Health, Safety and Welfare to include sufficient participation in consultation of the company's activities and an open door policy, without concern of retribution, for the reporting of all incidents of an unsafe act or unsafe condition.

The company has in place, a means of reporting accidents, diseases and dangerous occurrences to the Health and Safety Executive and will provide an Accident Book for the reporting of all accidents, irrespective of how minor. This will assist in satisfying its obligations under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

The Company shall undertake appropriate Risk Assessments for all of its work activities in order to identify the relevant hazards, determine appropriate control measures and record the significant findings. Subsequently, this information shall be provided to all relevant parties who may be affected by the company's activities.

The company shall determine health and safety objectives in order to provide a basis for measuring improvements. The company shall monitor its health, safety and welfare performance including where applicable, but not restricted to, inspections, auditing, consultation, health surveillance and objective achievement and shall provide evidence of the level of compliance to Top Management and subsequently develop action plans for improvement.

This policy has been prepared in compliance with section 2(3) of the Health and Safety at Work etc. Act 1974 and binds all Directors, Managers and Employees, in the interests of Employees, Customers and Stakeholders. We request that our Customers and Visitors respect this Policy; a copy of which can be made available on request. This policy is subject to review and amendment on an annual basis or whenever a need is identified by other means.

Michael J Conway  
Chief Executive Officer

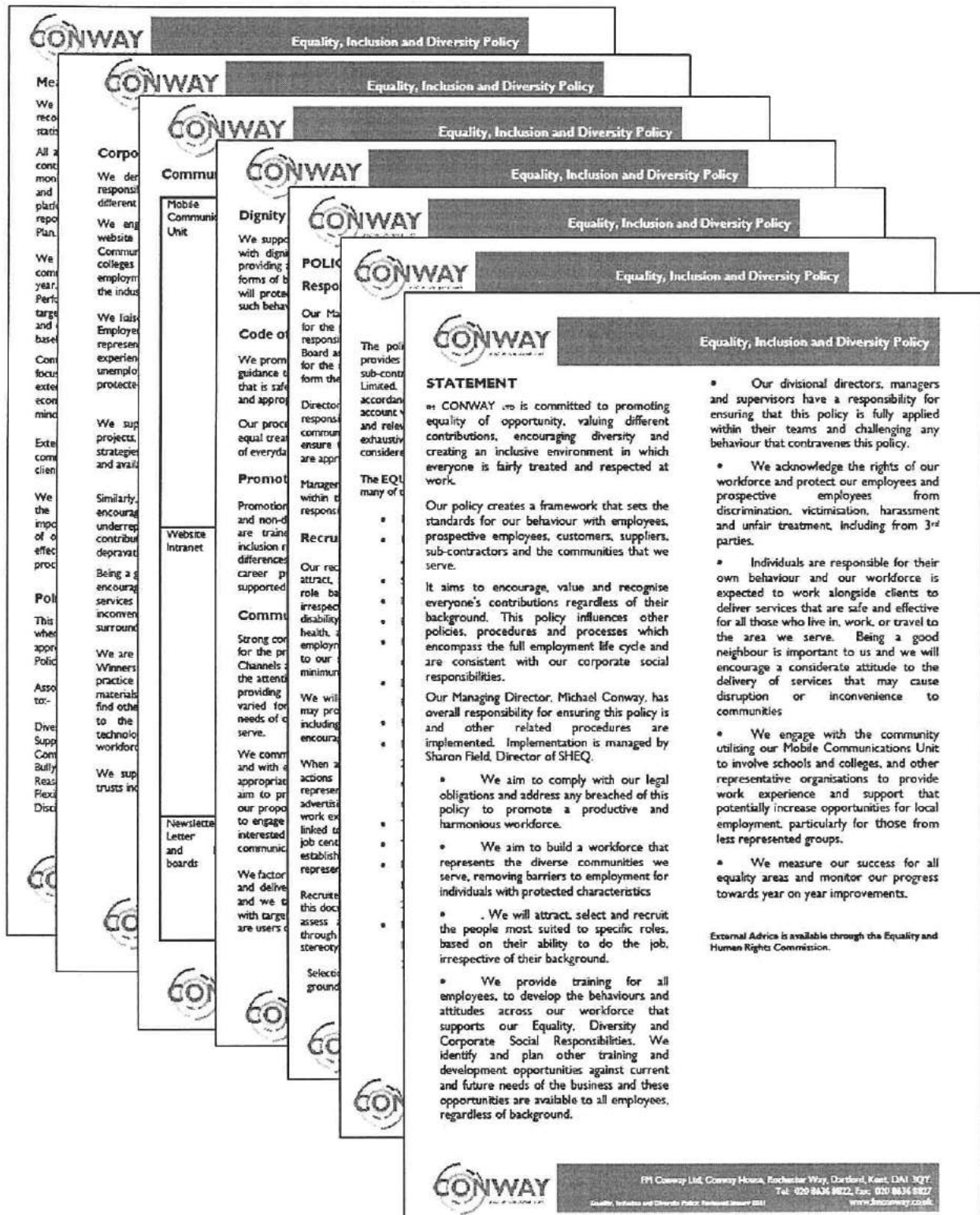


FM Conway Ltd, Conway House, Rochester Way, Dartford, Kent, DA1 3QY.  
Tel: 020 8636 8022, Fax: 020 8636 8027  
www.fmcconway.co.uk

HSW01 Health, Safety and Welfare Policy Statement (Jan 2011)

## 6. Other Information Required

### 6.6.2 Equal Opportunities Policy



**CONWAY**  
Equality, Inclusion and Diversity Policy

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**STATEMENT**  
CONWAY is committed to promoting equality of opportunity, valuing different contributions, encouraging diversity and creating an inclusive environment in which everyone is fairly treated and respected at work.

Our policy creates a framework that sets the standards for our behaviour with employees, prospective employees, customers, suppliers, sub-contractors and the communities that we serve.

It aims to encourage, value and recognise everyone's contributions regardless of their background. This policy influences other policies, procedures and processes which encompass the full employment life cycle and are consistent with our corporate social responsibilities.

Our Managing Director, Michael Conway, has overall responsibility for ensuring this policy is implemented. Implementation is managed by Sharon Field, Director of SHEQ.

- We aim to comply with our legal obligations and address any breached of this policy to promote a productive and harmonious workforce.
- We aim to build a workforce that represents the diverse communities we serve, removing barriers to employment for individuals with protected characteristics
- We will attract, select and recruit the people most suited to specific roles, based on their ability to do the job, irrespective of their background.
- We provide training for all employees, to develop the behaviours and attitudes across our workforce that supports our Equality, Diversity and Corporate Social Responsibilities. We identify and plan other training and development opportunities against current and future needs of the business and these opportunities are available to all employees, regardless of background.

- Our divisional directors, managers and supervisors have a responsibility for ensuring that this policy is fully applied within their teams and challenging any behaviour that contravenes this policy.
- We acknowledge the rights of our workforce and protect our employees and prospective employees from discrimination, victimisation, harassment and unfair treatment, including from 3<sup>rd</sup> parties.
- Individuals are responsible for their own behaviour and our workforce is expected to work alongside clients to deliver services that are safe and effective for all those who live in, work, or travel to the area we serve. Being a good neighbour is important to us and we will encourage a considerate attitude to the delivery of services that may cause disruption or inconvenience to communities
- We engage with the community utilising our Mobile Communications Unit to involve schools and colleges, and other representative organisations to provide work experience and support that potentially increase opportunities for local employment, particularly for those from less represented groups.
- We measure our success for all equality areas and monitor our progress towards year on year improvements.

External Advice is available through the Equality and Human Rights Commission.

**CONWAY**  
Equality, Inclusion and Diversity Policy

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www.conway.co.uk

## 6. Other Information Required

### 6.6.3 Training Policy



#### Conway's and YOU – Training Policy

F M Conway Ltd is committed to ensuring its work force is fully trained to ensure current and future contract obligations are achieved. We are committed to providing support for employees to gain new or improved skills or qualifications, through the encouragement of training, self-development and continuous improvement.

##### DETAILS OF APPLICATION

Qualifications may be supported in any of the following ways:

##### A Flexible approach to studying Full or partial funding of course fees/taxes

If a member of staff wishes to seek support to gain a skill or qualification, the request should be discussed initially with their line manager in the context of the individual's personal development needs and those of the organisation. Following this discussion any formal request should be made to the Directors, who will decide whether it is possible to support the request. The decision whether or not to support the request, either fully or partially, will be based on the following considerations:

- The current skills
- Development needs arising from the operational process
- Redeployment
- Operational Departmental skill and knowledge levels
- Future staffing operational requirements
- Budgetary provision
- Career development

##### SKILL SWAP

A member of staff can approach their manager and request to spend time with another employee in order to gain a broader understanding of the role of the individual they communicate with and other resources used by the company.

##### FUNDING

Any funding given for qualification training will be allocated from the training budget. As a consequence of the numbers of requests made it may be only possible to assist with a contribution towards tuition and examination fees.

It is recognised that staff may experience difficulties in paying their share of the contribution; therefore we will offer a loan to cover the staff contribution. In advance and where approved, we may also provide a loan to cover any additional costs for other course requirements.

Where a loan is granted, staff will be required to agree to a loan being repaid within a set period by deduction from salary.

Funding can only be approved for the academic year. Every attempt will be made to provide funding for subsequent years; however, it cannot be guaranteed.



Training Policy – November 2012

F M Conway Ltd, Conway House, 1 Colindale Way, Colindale, London, NW9 1ST  
Tel: 020 836 1000 Fax: 020 836 1001  
www.falconconway.co.uk



#### Conway's and YOU – Training Policy

##### FLEXIBILITY OF WORKING HOURS

This will depend on the nature of the course, the personal benefits, operational costs, etc. The amount of time given to allow for college attendance will be at the discretion of the directors. Flexible working hours will be allowed on days where employees require flexibility in their normal working hours in order to accommodate the timing of their external courses.

Time off to attend examinations will be given for an individually approved course of study.

##### MISCELLANEOUS CONDITIONS

The departmental management team may consider the potential for work based projects and suggest appropriate subjects for approved courses of study.

The line manager will be responsible for monitoring the progress of the member of staff on a course and providing any assistance or support, in consultation with the HR Manager where appropriate.

If a member of staff fails to show satisfactory progress in the course of study, the company may withdraw support granted under this Policy, including a refund of financial assistance in appropriate cases.

If a member of staff withdraws from a course of study or fails to sit the required examinations, without reasonable cause, a refund of financial assistance given may also be refused. The decision to withhold support or seek a refund of financial assistance will be made by the Directors in consultation with the relevant line manager.

If an individual voluntarily leaves the company within two years of completing a course of study, there will be a contractual obligation to repay any fees paid.

##### EXCEPTIONS

Where the company recognises an operational need for a course of study the preceding provisions may not apply. Any request for an exception to the policy must be made to and approved by the Directors.

##### RESPONSIBILITY

Individual Managers are responsible for ensuring that the development programme is applied in their area of operations.

Any queries on the application or interpretation of this programme should be discussed with your manager or a member of the HRQ Department.



Training Policy – November 2012

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www.falconconway.co.uk

### 6.6.4 Third-Party Quality Accreditation



## Certificate of Registration

QUALITY MANAGEMENT SYSTEM - ISO 9001:2008

This is to certify that:

**F M Conway Limited**  
Rochester Way  
Dartford  
DA1 3DY  
United Kingdom

Holds Certificate No: FM 33625

and operates a Quality Management System which complies with the requirements of ISO 9001:2008 for the following scope:

Please see scope page.

For and on behalf of BSI:

Managing Director, BSI

Originally registered: 15/12/1995

Latest issue: 15/11/2010

Expiry Date: 20/12/2012



Page: 1 of 3

This certificate is issued in accordance with the provisions of the BSI Rules and is subject to the conditions of contract.  
An electronic version of this certificate is available at [www.bsi.org.uk/certificates](http://www.bsi.org.uk/certificates)  
Further copies can be obtained at [www.bsi.org.uk/certificates](http://www.bsi.org.uk/certificates)  
The British Standards Institution is registered by the Charity Commission.  
BSI, 389 Chiswick Lane, Uxbridge, Middlesex, UK, UB8 3PH  
Tel: 020 8996 9001 Fax: 020 8996 7001



Certificate No: FM 33625

Location:

F M Conway Limited  
Rochester Way  
Dartford  
DA1 3DY  
United Kingdom

Registered Activities:

The construction of civil engineering works and associated activities including drainage laid surfacing and mastic asphalt. The laying of asphalt to National Highways Sector Scheme 18. Contingency and temporary re-construction. Sewerage and drainage works. High street works. Repairs to bridges and structures. Tunnel clearing / maintenance. Traffic and environmental improvement schemes. Construction including vehicular accessways. Hard and soft landscaping. Dustwork installation for traffic. Full emergency service encompassing emergency clearing and road repairs, traffic accidents, floods, snow clearance and major incidents. Gulley emptying. Cesspool emptying. Recycling of aggregate materials. Drainage Treatment Facility (dry waste recycling). Highway lighting, and illuminated Traffic Signs. Installation and maintenance to National Highways Sector Scheme 8. The production of asphalt mixes to National Highways Sector Scheme 14.

F M Conway Ltd  
Erin Street  
Church Manor Way  
Erin  
DA1 3DY  
United Kingdom

The production of asphalt materials to National Highways Sector Scheme 14.

Originally registered: 15/12/1995

Latest issue: 22/07/2010

Expiry Date: 20/12/2012

Page: 2 of 2

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## 6. Other Information Required

### 6.7 – Arrangement for Subcontracting

**In the tendered plan this section includes details of the Contractor's proposed arrangements for subcontracting any part of the contract.**

In the operational plan this section includes full details of the Contractor's actual arrangements for subcontracting any part of the contract

The information concerning the Contractor's arrangements for subcontracting includes:

6.7.1 Details of any Subcontractors and their experience in the type of work to be undertaken on this contract.

6.7.2 The criteria used by the Contractor used in the selection of subcontractors.

6.7.3 Details of the conditions of contract under which any Subcontractor(s) are engaged.

#### 6.7.1 Details of Subcontractors Used

Subcontractor	Years of Experience	Services Provided
Kenny Benson	2 years in L.B. Merton 4 Years for FM Conway	Brickwork
Teasdale Ltd	77 years L.B. Merton 7 years for FM Conway	Traffic Management Signage Architectural Ironwork
Stonewest Ltd	6 months in L.B. Merton 4 Years for FM Conway	Cladding Coping

#### 6.7.2 Subcontractors Selection and Management

We offer competitive services delivery based on our Self Delivery Business Model. However, we understand the importance of supply chain management and the part it plays in every aspect of our service delivery.

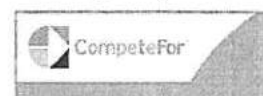
For each contract tendered we develop a supply chain strategy founded on:

- Client Knowledge (relationships, requirements);
- National and Local Knowledge (demographics, economic, political);
- Historic and anticipated Volumes of Work;
- Value for money and efficiency of scale.

The strategy amounts to Supply Chain Needs Evaluation and an informed approach in balancing Self Delivery with External Delivery to provide best value for money to the each Client.

From each strategy we derive a Management Plan comprising objectives and a process steps implementation schedule:

- Publicise Opportunity through "CompeteFor" E-portal;
- Selection and Approval through "Builders Profile" E-Portal;
- Commercial Adjudication and Contract Award ;
- Continuous Reporting, Reviewing and Improvement;
- Yearly Commercial & Performance Evaluation
- Exit Strategy.

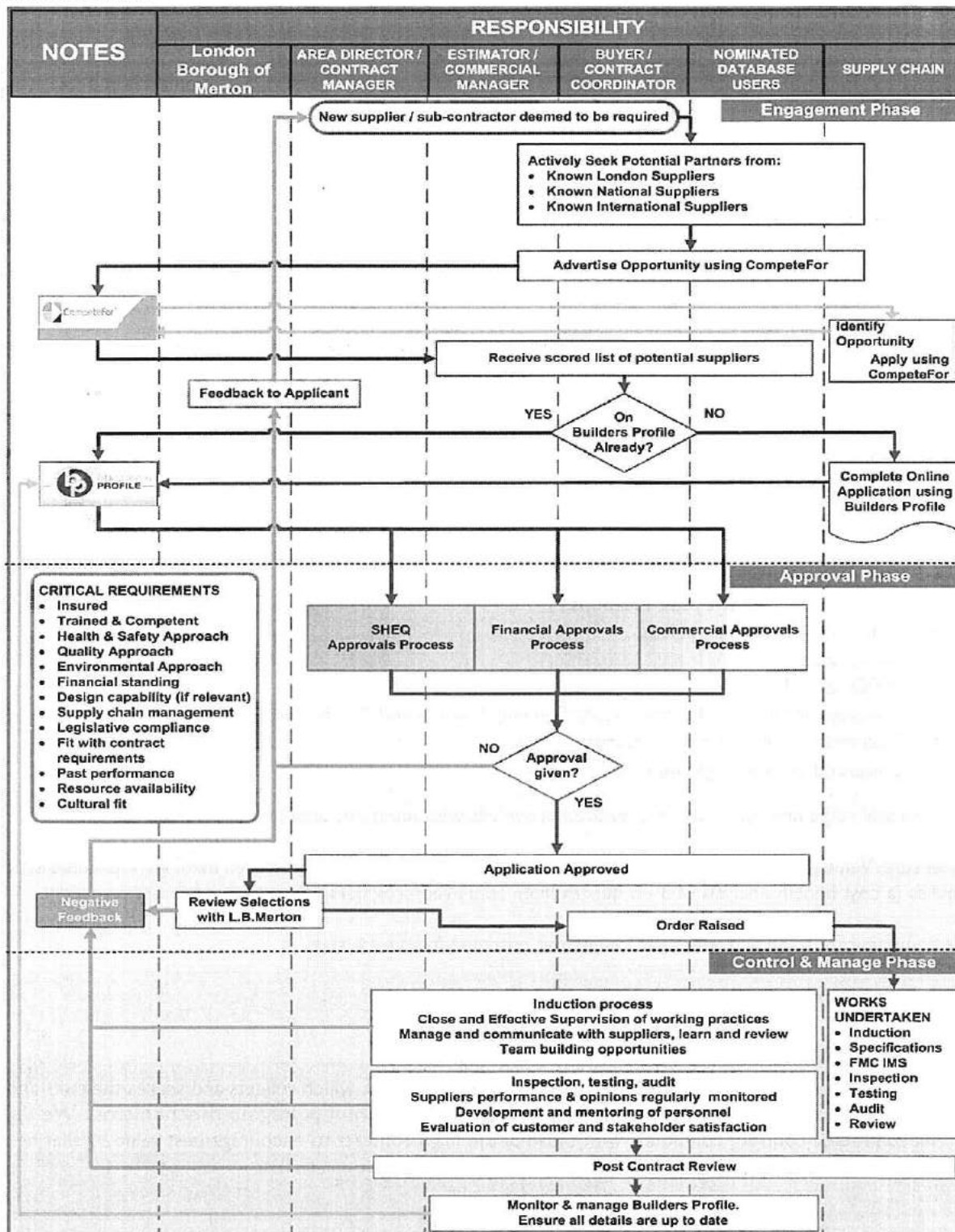




## 6. Other Information Required

### Selection, Approval, Adjudication

We illustrate our effective and proven process for selection and management of supply chain partners in the flow chart below:



## 6. Other Information Required

The identification and selection process serves the purpose of identifying our needs in respect to Client requirements and researching providers able to satisfy these needs. Identification comprises:

- Research the market and invite potential providers to tender;
- Advertise opportunities through "CompeteFor" E-Portal.

Upon Client consultation we select providers to progress to approval stage. All selected providers are assessed for approval through "CompeteFor" and "Builder's Profile" Systems. Our approval process is fair following evaluation criteria including:

- Political, economic factors;
- Client influence;
- Supplier Ability;
- Value for Money.

Assessing Ability we consider:

- **Capability** to provide the required products/services in accordance with all specified requirements (including quality of works, operational, HSEQ practices);
- **Capacity** to provide products/services to meet our forecast requirements in a timely manner; flexibility and adaptability to rapid demands at short notice;
- **Care**, governance and due diligence: public/customer approach, values, attitudes and behaviours; Assessing "Care" is continuous through regular spot checks, surveillance, audits and surveys.

Our evaluation criteria for the "Three Cs" includes:

- Client portfolio and references;
- Size (number of employees, locations);
- Financial figures (rates, prices);
- HR records;
- HSEQ records;
- Licensees, Insurances, Certifications, Training Records and Accreditations;
- Operational and financial processes/practices;
- Collaborative workings and innovation.

The approval stage provides a list of approved providers who meet our approval criteria.

To ensure Value for Money and competitive market rates we award contracts through the adjudication process (a cost benefit analysis of 3 - 5 quotes from approved providers and selection of best provider).

We communicate to all providers and clients the outcome from each stage.

### 6.7.3 Subcontractor Contract Conditions

**We do not adopt a 'cheapest quote wins' philosophy.**

Our contract conditions for subcontractors are based on inclusivity, which reflects and shares the risks and rewards of the project objectives, particularly through the adoption of pain/gain mechanisms. We align our subcontractor contract conditions with those of the main contract to encourage best value by sharing risks and rewards on a back-to-back basis.



## **6. Other Information Required**

Through this we thereby incentivise our subcontractors to investigate and include innovation and value engineering at every step.

This ensures continuous improvement in project performance and therefore maximises the potential for repeat business and its associated benefits.

Early involvement of our supply chain through the use of ECI ensures that comprehensive Target Prices are determined. We visit the sites together in advance of setting the Target Price to discuss the works and ensure that a full understanding of the package is acquired leading to greater cost certainty.

At FM Conway, we recognise the important role our supply chain plays in guaranteeing the successful and safe delivery of all of our projects

FM Conway develop and maintain good working relationships and continuing improvement through:

- Always paying promptly;
- Fostering trust and fairness;
- Providing continuity of work for high performing supply chain partners;
- Continuous Improvement through sharing best practice;
- Early involvement of supply chain partners for the enhancement of value engineering;
- Training the supply chain in the use of our business processes and management tools to promote a consistent style and level of Health & Safety, Environmental and Quality management across all projects;
- Regular project review meetings, workshops, and seminars attended by supply chain staff.

## 6. Other Information Required

### 6.8 – Customer Care and Liaison

The Contractor's overall proposals for customer care and liaison procedures are detailed below.

**This section includes details of the Contractor's arrangements for customer care and liaison and must be included in the tendered plan.**

We will deliver the Requirements for Customer Services (A3.23) as detailed below:

<b>A3.23 (Publicity, Public Relations and the Media)</b>		<b>See Conway Section</b>
A3.23.1	The Contractor shall provide the Service Manager with the information necessary for the operation of the Employer's information service. This information includes such matters as details of proposed lane closures and traffic safety and management measures.	We will submit timely and detailed traffic and pedestrian drawings
A3.23.2	The Contractor shall arrange for signs to be erected to inform users of planned road closures and or lane closures at least 28 days before implementation, including the times and dates of the closure, as agreed by the Service Manager.	<b>Communication and Engagement</b>
A3.23.3	The Contractor shall make recommendations to the Service Manager on publicity arrangements for any of his operations on the highway network.	<b>Consultation</b>
<b>A3.23 (Customer Services, Public Liaison)</b>		<b>Section Evidence</b>
A3.23.4	The Contractor shall assist the Service Manager and other agents of the Employer to deal with all queries and complaints they receive, relating to Providing the Service, by providing detailed and accurate responses to requests for information within the period for reply.	<b>Communication and Engagement Dealing with Complaints</b>
A3.23.5	The Contractor shall maintain close liaison with and operate systems compatible with those used by the Employer's Corporate Communications Team. The Contractor shall deal promptly with any query or complaint referred to the Contractor as a result of an enquiry to the communication team, and on completion of the necessary action by the Contractor, in relation to any such query or complaint, the Contractor shall inform the appropriate communication team personnel of the action taken in addition to any other register, record or report required under this contract.	<b>Section 3.3c</b>
A3.23.6	The Contractor shall provide postal, telephone, facsimile and e-mail electronic transfer facilities for receipt and transmission of customer service enquiries and responses as appropriate.	<b>Section 6.5.1</b>
A3.23.7	The Contractor shall provide any information that is needed to enable the Service Manager's staff to prepare statements or responses to questions or issues raised by or on behalf of any public organisation, within any time periods which may be reasonably imposed by the Service Manager unless it is impossible for the Contractor to do so, in which case the Contractor shall immediately advise the Service Manager, setting out in full the reasons.	<b>Consultation</b>
A3.23.8	Where such questions or issues are raised with, or addressed to, the Contractor does not communicate directly with such public organisations in respect thereof without having obtained the prior written approval from the Service Manager of the form and terms of its communications save to the extent that it is legally required to do otherwise.	<b>Consultation</b>
A3.23.9	The Contractor shall promptly inform the Service Manager of any communication he receives in connection with the service and the Affected Property generally with MP's or MEP's, any public organisation, or any other third party.	<b>Consultation</b>
A3.23.10	Where the Contractor believes that such correspondence may have political significance or be of public interest, the Contractor shall promptly provide the Service Manager with copies of the correspondence and shall reply directly only when factual information already in the public domain is involved. The Contractor shall refer all other issues to the Service Manager for attention, after sending a holding reply.	<b>Consultation</b>
A3.23.11	The Contractor shall provide the Service Manager with the information necessary for the operation of the Employer's information service specifically including, but not limited to, details of proposed lane closures and traffic safety and management measures.	<b>Consultation</b>
A3.23.12	Where instructed to do so by the Service Manager, the Contractor shall arrange for signs, complying with Diagram 7003.1 of the Traffic Signs Regulations and General Directions, to be erected to inform users of planned road closures and or lane closures at least 28 days before implementation, giving the times and dates of the closure, to enable users to choose an alternative route. The detailed of each sign, and the required location(s) shall be as stated in the instructing Task Order	<b>Communication and Engagement</b>
A3.23.13	Where instructed to do so by the Service Manager, the Contractor shall arrange for signs, complying with Diagram 7003.1 of the Traffic Signs Regulations and General Directions, to be erected to inform users of planned road closures and or lane closures at least 28 days before implementation, giving the times and dates of the closure, to enable users to choose an alternative route. The detailed of each sign, and the required location(s) shall be as stated in the instructing Task Order	<b>Communication and Engagement</b>



## **6. Other Information Required**

FM Conway takes pride in its ability to deliver a unique level of personal service to our existing Merton Contract. Our approach to delivery of this contract is built on an understanding that customer care must extend beyond the traditional Client-Contractor relationship.

We are committed to working in partnership with the Merton to support their wider objectives within the **Community Plan, Sustainable Transport Strategy (LIP) and Highway Maintenance Strategy**. This approach includes a relentless focus on delivering 'safe serviceable and sustainable streets' to the people of Merton.

Our approach to customer care is defined by the seven key themes identified below and our proposals for effective customer care and liaison for this contract are described in the sections below using these headings. Innovation is inherent in each of these themes.



### **A New Partnering Charter**

FM Conway will continue to operate this contract in a non-adversarial manner, working in partnership with Merton to achieve mutual objectives. The success of this approach is clearly reflected in the long-term nature of our relationships with existing clients, suppliers and sub-contractors.

Specifically we propose to act in a spirit of good faith and collaboration to achieve the overall objectives of the *Employer*, and for the mutual benefit of the Parties. We would recommend a charter that agrees to:

- adopt a no blame culture;
- act in an open and trusting manner;
- act fairly towards each other;
- value the skills and respect the responsibilities of each other;

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- communicate clearly, promptly and in an appropriate format;
- seek to identify and resolve problems and/or difficulties promptly;
- share information and seek resolution in a co-operative manner;
- avoid disputes.

Additionally:

- enable the Employer to procure the works in a timely and cost effective manner;
- provide the Contractor with an opportunity to undertake the works;
- deliver a safe, serviceable and sustainable streets to the people of Merton through cost-effective, continually improving and innovative management;
- improve sustainability, helping Merton to meet its Climate Change Strategy deliverables;
- value diversity in a culture of equal opportunities;
- provide the works on a right first time with zero defects basis;
- maximise the efficiency of our respective contributions;
- consider neighbours and others affected by the works;
- promote an enjoyable and healthy working environment;
- provide training and staff development;
- involve all members of the supply chain in achieving the objectives;

### **Communication & Engagement**

We will appoint a dedicated point of contact (Andy Sparkes – Customer Services Manager) to work alongside the Client and ensure the highest standards of customer care are maintained at all times. This enables Contract Managers and Supervisors to focus on delivering the core day-to-day operations (plant, labour, and materials). The Customer Services Manager is able to facilitate advanced planning, consultation, performance, monitoring and risk management while also dealing with ad hoc enquiries.

In addition to the liaison procedures and meetings defined within the contract documents, successful service delivery will require proactive communication with a range of stakeholders including residents, local businesses, members of the public, Local Councillors, utilities, other Council departments, other council contractors (such as street lighting), TfL and local community groups (business and residents' associations) and local disability groups. We will utilise our knowledge of the local highway network and existing relationships with stakeholders to ensure effective communication and coordination between all relevant parties.

Specific communication initiatives we will implement to enhance this contract include:

- Dedicated and named point of contact for each work area (including back up);
- Ensure advanced warnings are notified to the Client at the earliest possible stage to allow for a collaborative solution (risk mitigation);
- Ensuring residents are informed of works (advanced notices and updates of programmes as works progress) and informed of the nature, reason and timescales for activities (via site notice boards);
- Use of Social Media to deliver information ensuring full prior liaison and agreement with Merton;
- Managing insurance claims, keeping Merton and claimants fully informed throughout;
- Respond to complaints (letter, e-mail, telephone) promptly (within the Council's service charter timescales) and effectively with the Council kept fully informed of all complaints received directly by FMC and the response provided;
- On site consultation for major schemes utilising our Mobile Communications Unit (in partnership with the Council);
- Supporting implementation of the LoPS through our knowledge of the TMA and experience implementing this system in other London boroughs;

- Independent canvassing of residents opinions and satisfaction levels following major works;

FM Conway understands the importance of transparency in the delivery of public sector services and we will support Council Officers meet the growing demands of residents by operating in an open and collaborative manner. Managing the flow of information will be vital to maintaining a successful and productive partnership and we have developed a solution that allows the Client real time access to key documentation at their convenience.

The SP Search user interface is shown below using an example of a carriageway pothole defect within Merton reported by the in-house inspection team. The images show the exact time, date and status of the defect before and after FM Conway's remedial works.

### SP Search

Folder List

- Morton
- Works\_Type
- Newton
  - Ad Hoc Works
  - ENERGY PHOTOS
  - DISCOUNT
  - Planned Work
  - PROGRESS
  - Reactive Works

Add to Cart
Email Documents
Download Documents
View Cart
Empty Cart

Documents

View Thumbnails	Refresh List		WORKS_Type
		TITLE	
		0048_00449999_ME0004_00948_00449999_ADHOC_2011-03-10	Ad Hoc Works
		0117_ME0014_0117_ADHOC_2011-05-17-11-32-47_1.jpg	Ad Hoc Works
		0117_ME0014_0117_ADHOC_2011-05-17-11-32-47_2.jpg	Ad Hoc Works
		0142_ME0014_0142_ADHOC_2011-04-14-15-20-18_1.jpg	Ad Hoc Works
		0142_ME0014_0142_ADHOC_2011-04-14-15-20-18_1.jpg	Ad Hoc Works
		0147_ME0014_0147_ADHOC_2011-04-04-20-06-23_1.jpg	Ad Hoc Works
		0147_ME0014_0147_ADHOC_2011-04-04-20-06-23_1.jpg	Ad Hoc Works

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100 101 102 103 104 105 106 107 108 109 110 111 112 113 114 115 116 117 118 119 120 121 122 123 124 125 126 127 128 129 130 131 132 133 134 135 136 137 138 139 140 141 142 143 144 145 146 147 148 149 150 151 152 153 154 155 156 157 158 159 160 161 162 163 164 165 166 167 168 169 170 171 172 173 174 175 176 177 178 179 180 181 182 183 184 185 186 187 188 189 190 191 192 193 194 195 196 197 198 199 200 201 202 203 204 205 206 207 208 209 210 211 212 213 214 215 216 217 218 219 220 221 222 223 224 225 226 227 228 229 230 231 232 233 234 235 236 237 238 239 240 241 242 243 244 245 246 247 248 249 250 251 252 253 254 255 256 257 258 259 260 261 262 263 264 265 266 267 268 269 270 271 272 273 274 275 276 277 278 279 280 281 282 283 284 285 286 287 288 289 290 291 292 293 294 295 296 297 298 299 300 301 302 303 304 305 306 307 308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 80

## 6. Other Information Required

### Social Responsibility

FM Conway is committed to making a contribution to the Merton community beyond the immediate terms of this contract. This is evidenced by our ongoing support of local community events, facilities and charities, including a presence on Merton's Sustainable Communities Scrutiny Group.

We will endeavour to utilise labour from within Merton wherever possible and offer genuine training and employment opportunities for local people especially for youth and long term unemployed.

Part of our commitment to being a socially responsible business includes care for the environment. In addition to our state of the art recycling operation, FM Conway has implemented a number of measures to minimise any disruption, noise, dust and waste associated with the construction process.



### Debra the Zebra - Local Road Safety Campaign

FM Conway has supported Merton's innovative safety campaign through the provision of a van liveried with Debra the Zebra imagery. In addition to the initial vehicle purchase, FM Conway continues to fund all maintenance of the vehicle.

### Cycle Training

We have provided a lorry and driver to assist with Merton's cycle training programme in order to demonstrate the visible range of HGV drivers and the presence of blind spots.

### Community Sponsorship

FM Conway sponsors the Winter Wonderland event and provides traffic and pedestrian management free of charge. We also sponsored the recent Merton Business Awards.

### Mobile Communications Unit

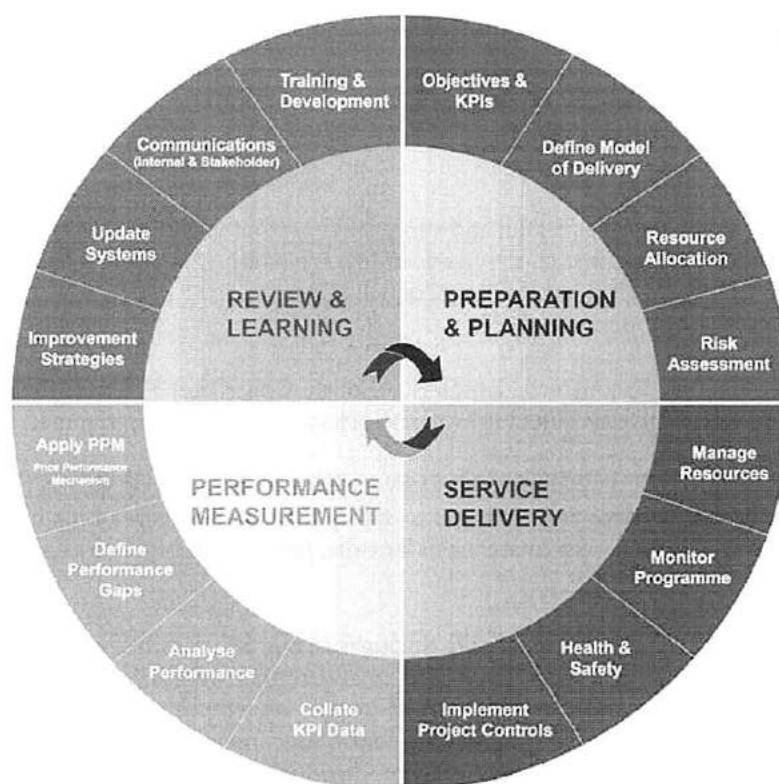
Our custom-built Mobile Communications Unit is made available to LB Merton for site consultation and community events.

We believe that these examples represent an important aspect of Partnering Contracts and we will continue to play our part in the local community.

## 6. Other Information Required

### Continuous Improvement

We welcome the collaborative approach to performance management set out within the contract documents including clearly defined KPIs which will drive a cycle of continuous improvement (illustrated below) for our service performance, our own operations and the contract as a whole.



Effective mechanisms for gathering feedback and monitoring performance are required to enable learning and subsequent service improvement to take place. While Merton feedback and the KPI results will be key drivers, we will also undertake the following measures to provide 360 degree feedback:

- Regular Code of Good Practice Inspections (quality, safety and environmental);
- Independent Health and Safety audits to provide challenge (using an external consultant);
- Canvassing of residents to identify improvements in public perception (using an independent research company);
- *Service manager* and team monthly satisfaction survey.

All relevant reports and data, including improvement strategies and monitoring, will be readily accessible to the Client via SP Search.



## 6. Other Information Required

### Safety

Health and Safety is the most important part of day to day contract delivery and our goal is achieve 'zero harm'. This includes care and protection for the safety of our operatives, Client Officers, members of the public, the environment and highway assets. All activities will be undertaken in accordance with our company Health and Safety Policy including the following measures relating to Customer Care:

- Barriers and traffic management in accordance with Chapter 8;
- Mapping and scanning to identify underground utilities;
- Risk assessments completed for all work activities;
- Independent auditing of active sites.

### Responsiveness and Flexibility

Flexibility is critical to developing a successful and sustainable partnership. FM Conway has demonstrated both the willingness and ability to adapt to the needs of Merton's highways team, from dealing efficiently with 'out of hours' emergencies through to supporting Council Officers during times of heavy demand and in supporting winter maintenance operations.

We recognise that the London Borough of Merton is seeking a Contractor / Service Delivery Partner who will **add real value to the delivery** of its Highways Works and Services programme.

FM Conway is absolutely focused, as your Service Delivery Partner on enabling you to realise your goals. We offer a full integration of services and products to satisfy the requirements of the contract to **drive continual improvement, giving customer satisfaction, improved highway assets and value for money.**

We have been providing term maintenance works throughout our 50 years of existence, and to Merton for over 30 years. We have evolved throughout that time to ensure that we always provide precisely what our clients need. When recycling became a key value to boroughs, we led the way. When Carbon Footprint became a key issue, we were, and still are, at the forefront of our industry. When partnering and collaborative working became the chosen approach, we introduced our innovative Service Delivery Manager concept.

Now, as economic pressures prevail, we will again work with Merton to lead the way in delivery value for money without affecting service provision. Our unique approach to self-delivery, working with clients, recycling, and enlightened supply-chain management will be reinforced with Advanced Project Planning, Lean Construction Philosophy, and a fresh and innovative approach to term maintenance that will deliver continual improvements in Quality and Value to the London Borough of Merton. We will drive these improvements through the creation of a joint Performance Improvement Team, together with Merton, which will be led by our recently appointed Strategic Business Director, Jon Judah, and Andy Sparkes, our proposed Service Delivery Manager.

We are able to supply the full range of services, from manufacture of asphalt, through installation and maintenance, to recycling of highway and gulley arisings, to support engineering and design services, using our own resources. We have learned that provision of a **fully integrated service** will break down the inter-departmental barriers that drive inefficiency and conflict. We advocate a culture of **"Can Do, Will Do"**.

We will preclude the delays associated with mobilising a different department or operative by encouraging **multi-skilling of our people** and fostering an ethos of ownership for the Merton Network in our team. We will use constructive criticism and performance data to drive improvement of the service. We will drive innovation and provide the resources necessary to develop and implement new ways of working.

## 6. Other Information Required

We will highlight our historic achievements in the Borough and use the successes as the benchmark for future work. This is not about resting on our laurels. This is continuing our evolution by working with Merton to ensure that we always deliver precisely the services required, safely, efficiently and cost effectively.

We will continue to develop and nurture our team-working relationship with Merton's staff to provide a fresh approach to highway maintenance, and, ultimately, improvements in levels of value and quality into the Borough.

### Minimising Disruption through Working Areas

We conduct all Traffic and Pedestrian Management in **strict accordance with Chapter 8**. We provide safe walkways for pedestrians at all times.

We know that the key to successfully undertaking works in any public realm is careful and meticulous planning.

We will develop a site plan for each works order on this contract and will include the Engineers Representative in the preliminary planning stage.

The site plan will consider:

- Schools within the Borough of Merton;
- Vulnerable Residents;
- Local Businesses;
- Local traffic usage (is the route a popular "rat-run");
- Emergency Services;
- Any other stakeholders (such as **community groups** or churches).



The preliminary plan will enable us to identify any issues, specific to the location, date and timing of the works.

We will then apply a **risk management approach** to evaluate the scale of impact, to agree idealised methodology for reduction of impact, and to determine and implement the necessary control measures to manage the residual impacts. These will vary from job to job. It may be necessary to implement a road-closure, which will require a fully planned diversion route. This will require additional **consideration of the impact to stakeholders** on the diversion route.

When works require restrictions to traffic or pedestrian flow we plan the works to be at a time of least inconvenience to stakeholders. We install barriers or fencing to ensure safe segregation of pedestrians from traffic. Clear and effective signing is essential.

We will always provide a **clearly marked and delineated route** for traffic and pedestrian through our working areas and will design the routes to maximise safety whilst minimising disruption.

We will ensure that the Engineer's Representative is entirely satisfied with our plans before any works commence.

## 6. Other Information Required

### Minimising Disruption to Access to Premises

Our site planning process ensures that we consider all stakeholders, evaluate the impacts of our works upon them, and **implement methods and controls** to minimise disruption.

This is especially important when our works will have an effect upon the access to premises, either for businesses or residential.

Our initial assessment will identify all premises at risk and consider the available options. We will evaluate those options and where we are satisfied that the impact is negligible we will notify the occupier of the scheme including times, dates, and access measures. We will note any concerns and seek to fully address them.

If evaluation suggests the impact is more significant then we will invite occupants to participate in the planning process. This may be a simple doorstep discussion, or, in some larger schemes, may require a full public forum requiring a meeting in a suitable local hall to discuss and agree solutions.

We will endeavour, for all works, to ensure that **local stakeholders** are included in the planning process and remain fully informed of all arrangements.



## 6. Other Information Required

From: [REDACTED]

Sent: 02 December 2009 14:59

To: [REDACTED]

Subject: FW: Cannizaro Road and Westside Common, SW19 - Cariageway & Kerb Works

Sent: 02 December 2009 13:45

1 [REDACTED]

Subject: RE: Cannizaro Road and Westside Common, SW19 - Cariageway & Kerb Works

Hi [REDACTED]

We had our Residents' Association committee meeting last night.

This was our first meeting since the completion of the above works and we all agreed that the work had been done in a most efficient manner.

I have been asked to write to tell you how pleased we all are with the way in which the work was carried out.

From the very first communication to the end of the project, it all appeared to go without a hitch and with minimum disturbance. The contractor's work force were courteous and helpful when we needed to get access while the work was going on.

Congratulations to all involved.

Kind regards

[REDACTED]  
Secretary

Wimbledon Common West Residents' Association

### Minimising noise, dust and odours

FM Conway recognises that noise, dust and odours in the workplace may have an **adverse effect** on both people at work and those in surrounding neighbourhoods.

Noise at its worst can affect people's health or cause deafness; at a lower level, it is an irritant and an environmental nuisance and is a form of pollution. The polluting effect of noise is a direct result of the location of a site and the working hours.

Likewise, dust and odours are an airborne irritant at best, and at worst represent potential hazards to health. A significant dust issue can even present a threat to safety if of sufficient scale to affect traffic.

We **accept our responsibilities** in respect of these pollutants, not merely from a legal compliance view, but also as our social responsibility. Therefore, we have developed specific risk assessments, method statements, and policies that address these aspects as part of our Environmental Impact Assessment process, within our certified **ISO 14001 Environmental Management System**.

## 6. Other Information Required

### Liaison with Affected Residents & Businesses

We will minimise the impact of the works on local residents and businesses, whilst seeking to advance the public perception of highway maintenance. We recognise that the public expect the co-operation of all our staff and operatives at all times and that civility is of paramount importance.

We require our Contract Managers to ensure that sites are organised in a manner that will achieve the objective set:

*"To assist householders, and occupiers of business premises in the continuance of their normal activities by minimising interference with the use of carriageways and footways, by ensuring adequate communication and seeing that all members of site staff use courtesy in dealing with members of the public."*

We do not limit this approach to signing and fencing. In our work plans we will allow for the routine services the public require. Our work programmes allow for weekly refuse collections. We afford daily deliveries such as post, milk, and newspapers every consideration and assistance. We place particular emphasis on assisting the **most vulnerable members of the public** and we expect all of our employees to provide assistance when needed.

Our experience is that through a friendly and open engagement we avoid many potential customer problems by careful planning and consulting/informing on the proposed works.

Our Stakeholder Engagement & Communication Plan outlines the way we manage relations. It addresses our management of stakeholders in the achievement of the project. It states that we identify key stakeholders, and their interests, at an early stage, have strategies to engage them, and provide resolution of their issues and seek their feedback on our performance at the end of the works.

### Consultation

Communication is vital to the success or perceived success of the scheme. We are highly experienced in working in similar circumstances throughout London and the surrounding counties. We are acutely aware of the impact of our activities on the users of the Merton Network.

We know that keeping stakeholders **well informed with relevant and accurate information**, in particular key dates and progress, will minimise issues and maximise positive comments.

We will continue to address these issues with the strategy set out below:

- Involving London Borough of Merton and any affected parties for comments on the planning, methodology and programming of the works at an early stage;
- Consult and liaise with all relevant Statutory Undertakers and authorities to confirm that the special requirements described in Annex 11 to this Service Information are sufficient, or notify the *Service Manager* of any changes to these requirements;
- Act in accordance with the special requirements described in Annex 11 to this Service Information, unless otherwise agreed;
- Provide the *Service Manager* with advice and recommendations on the requirements of all Statutory Undertakers and authorities;
- Comply with any requirements of the *Service Manager* in respect of apparatus owned by Statutory Undertakers and authorities;



## 6. Other Information Required

- Liaise with the police and Others in relation to all fatal and other major accidents and co-operates fully with their investigations into the cause of such accidents; and provides such expertise and assistance as required under the circumstances;
- Assist Merton in approving the interface between Merton, the emergency services and other highway authorities;
- If instructed to do so undertake continuing liaison with the emergency services and adjacent highway authorities to seek to identify accident patterns and causes of congestion as well as examining cost effective engineering, education and enforcement solutions to reduce road casualties;
- Attend all meetings convened by the *Service Manager* and Others relating to the management, operation, performance and maintenance of the Affected Property and the our obligations;
- Recommend workshops and user groups to be convened by the *Service Manager* and Others, and attend all workshops and user groups convened by the *Service Manager* and Others, relating to the Affected Property;
- Establish liaison procedures with the organisations listed in Annex 08 to this Service Information and, as required, Others that may be identified from time to time;
- Using our experience of Highway Works to influence the approach to the project;
- Communicating effectively with affected stakeholders;
- Keeping stakeholders properly informed on progress;
- Listening and acting upon feedback from the stakeholders promptly;
- **Accommodating the expressed needs of the stakeholders;**
- Complying with our Quality, Health and Safety and our Sustainability procedures and constantly reviewing their appropriateness;
- Setting an excellent example and maintaining standards throughout our organisation;
- Communicating with the Merton communities.

We will communicate using a variety of media and at frequencies to suit the various stakeholders. We anticipate being involved in a range of activities designed to improve the understanding and sharing of project knowledge and information such as e-mail, telephony, formal & informal meetings either on-site or off-site, road signage, high-level bulletins, and e-mail updates.

### Our Award Winning Mobile Communications Unit (MCU), Letter Drops, Notices and Consultation

Our Client is not only London Borough of Merton but also your Clients – Residents, Local Business, Bus Operators, Taxi Operators and the Public who live and conduct their business in the area.

We will utilise our innovative Mobile Communications Unit (MCU) to provide information to interested parties. This will visit sites from time to time during the works, and will carry information to hand out and the PLO to discuss the project with interested parties. We will also organise **Letter Drops** and **Site Information Boards**.



## 6. Other Information Required

### Addressing the Needs of Disabled People and the Elderly

#### Key Fact

"The needs of particularly vulnerable groups, for instance the elderly and the disabled, will be foremost in the planning and ongoing management of the site works."

The needs of particularly vulnerable groups will be foremost in our planning and ongoing management of the site works.

The Company is fully aware of all the current legislation governing these groups (particularly the Disability Discrimination Act) and is committed to achieving the highest standards in the provision of the service in this area.

From: [REDACTED]  
Sent: 23 September 2009 12:14  
To: [REDACTED];  
Cc: Lee Baldwin; Mario Lecordier  
Subject: FW: manhole cover outside 54 Leopold Road Fwd to Traffic and Highway Enquiries

Hi [REDACTED]  
Thanks for getting this done so quickly this morning. It's good to hear from a resident when we get it right.

Thanks  
[REDACTED]

-----Original Message-----

From: [REDACTED]  
Sent: 23 September 2009 12:07  
To: [REDACTED]  
Subject: Re: manhole cover outside 54 Leopold Road Fwd to Traffic and Highway Enquiries

Something has been covered - ill let you know how we get on.

I am very pleased and impressed with your efficiency. As you could imagine living with the constant clanging was a nuisance but you have helped sort the matter out so effectively.

A very happy supporter!

Best wishes [REDACTED]

---

From: [REDACTED]  
Date: Wed, 23 Sep 2009 09:01:19 +0100  
To: [REDACTED] >  
Subject: RE: manhole cover outside 54 Leopold Road Fwd to Traffic and Highway Enquiries

Thank you for getting back to me. I will ask our Contractor - Conway, to carry out a temporary repair today.

Many Thanks  
[REDACTED]

## 6. Other Information Required

Our site planning process ensures that we **consider all stakeholders**, evaluate the impacts of our works upon them, and implement methods and controls to minimise disruption.

This is especially important when our works will have an effect upon the access to premises, either for businesses or residential, but is never more important than when we are dealing with **vulnerable groups**.

In those cases where our initial planning identifies specific issues we will plan every measure to cater for special needs. If possible, we will make contact with the relevant group or parties to determine requirements. These will usually include:

- Notification to affected parties,
- Ramps for wheelchairs;
- Increased width for pedestrian routes;
- Clear signage.

We will specifically brief our site teams, at initial induction, of all relevant controls for the works and they will **ensure full compliance** with the measures and additionally will provide every personal assistance to any members of the public who require it.

### Dealing with Complaints

We appreciate that on a contract of this nature there may be enquiries or complaints from the public. We recognise the importance of a high quality service to London Borough of Merton and our philosophy is one of minimum disruption, thus minimising the number of complaints received.

Where issues occur then it is important that clear lines of communication are set up making it easy for the complaints to be received quickly so that we can understand and address them both efficiently and effectively.

We believe in **facilitating customer complaints**. We understand that, if someone has a complaint, they will receive greater satisfaction and the issue will be more quickly resolved if they are able to make the complaint easily and receive polite, open-minded response, rather than an adversarial defensive approach.

To this end we have established a "24/7 Telephone Complaints Hotline" and publicise the number on signboards throughout our works. Trained operators that we select for their excellent, amiable communication skills, monitor and manage the calls. The hotline operators register all complaints and forward them to the appropriate manager, who will make response within 5 days.

We also manage all complaints derived from **verbal, written and Client informed** through the process flowchart overleaf.

We have developed and refined a comprehensive database system to ensure that all complaints are relayed to the relevant manager for correction within the specified timescales.

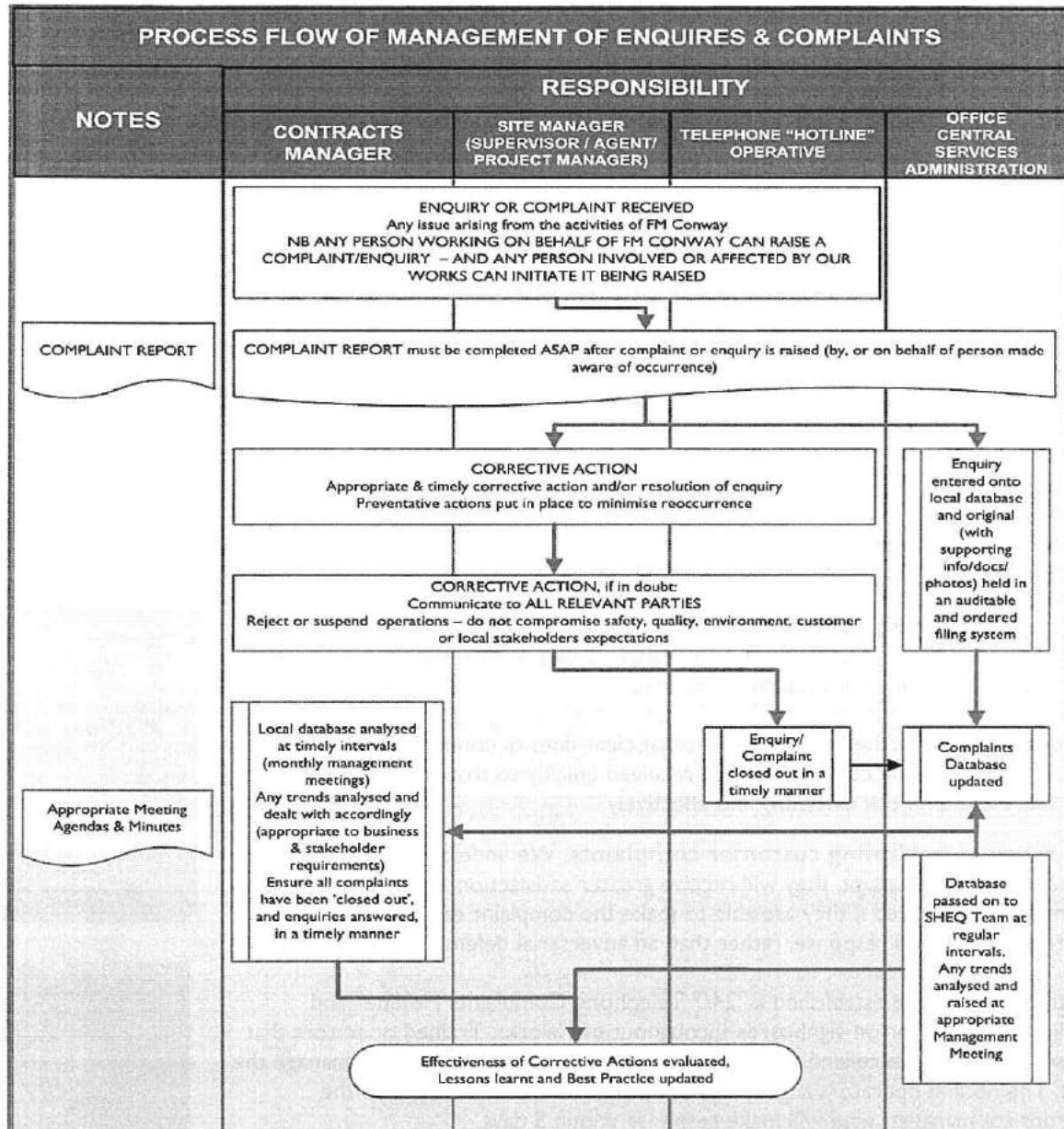
Our established Complaints Procedures, form part of our ISO9001 certified Quality Management System.



**Our "Hotline"**  
operators are expert  
at assisting customers  
in a friendly, non-  
adversarial manner

## 6. Other Information Required

### Complaints Recording System



We maintain a register of complaints and enquiries. Any received are reported to the regular progress meetings with Merton. We record each complaint received on a Complaint Form. We register all complaints on the database and develop a resolution plan to close out the issue. This database and the subject resolution of all complaints will form an item of an agenda for a weekly contract meeting. We monitor resolution of the complaint until satisfactory close out. The Quality Manager monitors all complaints and works with the relevant Service Director to determine the course of corrective action and ensure its implementation.

We maintain KPIs, which show our effectiveness in responding to complaints within the specified period. We respond within 5 days to any written or verbal complaint and target 99% compliance. It is important when dealing with complaints to distinguish between the various types that might occur.

## 6. Other Information Required

We scrutinise complaints across the Company, as well as on each Contract, enabling us to identify and analyse any trends. We examine industry data to identify potential problems.

Our systems provide for regular, managed communication between ourselves, the contractual client and to the user.

From: [REDACTED]  
Sent: 19 May 2011 11:52  
To: [REDACTED]  
Subject: Fwd: Re-development of Wimbledon

Here is a thank you from an active resident in Wimbledon, who is pleased with the consultation, management and construction of the project. Please pass down to all involved.  
Regards,

[REDACTED]

Begin forwarded message:

From: [REDACTED]  
Date: 14 May 2011 10:38:19 GMT+01:00  
To: [REDACTED]  
Subject: Re-development of Wimbledon  
Dear [REDACTED]

To put myself in context, I am the lady who met with you, [REDACTED] together with other local people representing (between us): All Bar One; WEHRA; the Library & Compton/Alwyne/Woodside roads (myself being from [REDACTED] to discuss specifics re the re-development of these 3 streets.

Just wanted to write to thank you and your colleagues (plus Conway) and say how pleased we are with how everything is progressing. I am never "slow in coming forward" if I feel something needs complaining about (as several of your colleagues @ Merton Council will testify to (!!)) ...including John Hill who has met me on several occasions @ Question Time @ the W/Don Community Forums in Mansel Rd) but I equally feel that good work should be acknowledged.

If asked to give specifics, I would guess these would be (in no particular order):

- \* The initial consultation process outside W/Don Station ....those of us who participated really felt our suggestions were being listened to.
- \* Regular updates (via the W/Don Community Forums, notice boards, etc) on progress.
- \* Initial mentioned meeting with "interested parties" from specific streets re upcoming proposals. We really appreciated being able to input prior to work commencing rather than being presented with a "fait accompli".
- \* The Conway personnel who worked in my street and whose equipment was stored at the end of our road [REDACTED] Despite the scale of the work, noise and disruption (to us) was kept to an absolute minimum and the workmen themselves were always polite/considerate/friendly. NB On this point, a neighbour of mine [REDACTED] on hearing I intended writing to you, asked that I include her name as an additional endorsement.
- \* Work appears (as far as I can determine) to have been completed in a timely manner/on schedule.

The finished work is looking great. And the removal of street "clutter" (such as barriers, etc) and the re-positioning of the Bus Stop from outside Greggs, although small things in themselves, seem to have made a lot of difference/had a really positive effect.

We are all looking forward to seeing the end result once the station forecourt re-vamp (long overdue given what a pivotal point it is for commuters & tourists alike, with massive daily footfall) and from the plans I am pleased to see that you have been able to accommodate trees (a request by me at the Consultation Stage ...although I am sure I was not the only one to make this request!!) and that an Oxford St style crossing will be happening @ the Alexander Rd junction (another request of mine ...although I had hoped for something similar @ the junction where Next stands, but I guess this might not have been possible for practical reasons).

Regards. [REDACTED]



## 6. Other Information Required

### Analysis of Complaints and Continual Improvement

We are committed to minimising the impact of the works on local residents, traders and the travelling public whilst seeking to advance the public perception of Highway Maintenance. We recognise that we are often judged on how well we manage the issues that arise, and strive to treat every complaint as an opportunity to improve.

We confirm each complaint received by the generation of a Complaint Form. We register all complaints onto a separate database and develop a resolution plan to close out the issue. This database and the subject resolution of all complaints will form an item of an agenda for a weekly contract meeting.

We monitor the resolution of each complaint until close-out. This will include satisfactory rectification of the immediate issue and, additionally, determination of the root-cause of the problem.

Determination of the root-cause enables us to identify and address the underlying reasons leading to the problem. We will then implement improvement measures that will prevent recurrence of those problems. These measures may be systematic and require an update to the Quality Plan or operational procedures, or cultural, requiring training of operatives.

We will, subsequently, evaluate the effectiveness of the measures, and, if necessary, amend the measures to give further improvement.

This process will drive continual improvement of customer satisfaction, both within the Merton contract and for our business as a whole.

From the above-mentioned database, we would be able to examine and address complaints trends and produce an additional Key Performance Indicator (KPI) expressed as a percentage of complaints received and resolved.

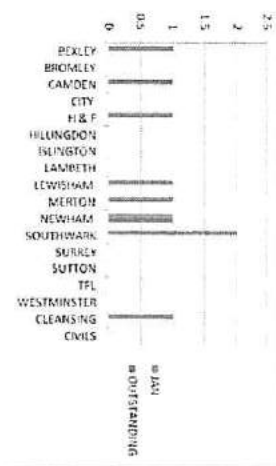
FM Conway also has a parallel policy of dealing with praise received. We ensure that we record, log and communicate it to all operatives concerned. This enables us to identify and disseminate best practice, and further drive continual improvement.

### Insurance Claims

FM Conway appreciates that highway maintenance and improvement works of this nature will always lead to insurance claims from the public. We have developed, tried, and tested procedures to manage these, and endeavour to achieve rapid resolution with minimal dispute.

It is our policy to resolve all claims directly with the claimant, whenever possible. If we damage property belonging to third-parties we will make all necessary repairs to the full satisfaction of all parties, or pay for the repairs to be undertaken by an appropriate specialist contractor.

Our experience is that involving an insurance company will delay resolution of the matter and give rise to confrontation. We aim to resolve all claims as quickly as possible with the minimum of confrontation. It is also our experience that keeping all of the parties, including our client, fully informed of the progress of any claims will assist with realising a fully amicable resolution of the issue.



## 6. Other Information Required

We use the process, detailed below, for all our works. We undertake works in 16 of the London Boroughs and have been providing highway, and other maintenance, services to London Boroughs throughout our 50 years in business. The process has been proven workable and robust for many years.

Claims may be received direct to our office from the public, passed via site personnel, or via the client. We pass them all to our **Central Services Department**.

Central Services will send acknowledgement of the claim and an Accident/Incident Claim Form, for completion and return by the claimant. They then forward the completed form to the team managing the Merton contact and our internal Liability Claims handler.

They will undertake a thorough investigation of the claim, including but not limited to, taking photographs, taking witness statements, and confirming those details recorded by the claimant.

Upon completion of our investigation, we will make a decision as to whether or not we accept the claim. We will **notify Merton** of our findings and decision.

If we accept liability then we will agree settlement with the claimant and will require completion of a Form of Discharge by the claimant. At this stage, we will make payment and will close the case. We will inform Merton of the satisfactory resolution.

If we do not accept liability then we will write to the claimant of our decision with a full explanation of our investigation findings and the grounds for refuting the claim. We will pass copy of the letter to Merton.

If the claimant accepts our findings and decision, we will close the matter and inform Merton of the outcome.

If the claimant does not accept our decision then we will pass the claim to our in-house legal team. They will notify our insurers if the claim is for property damage exceeding £10k, and in all cases of personal injury. We will, again, keep Merton fully informed.

Once we have made a claim upon our insurers, our insurance department will make regular checks to the insurers on the progress of the claim. All information that becomes available will be forward to the claimant, and Merton, until the claim is fully resolved.



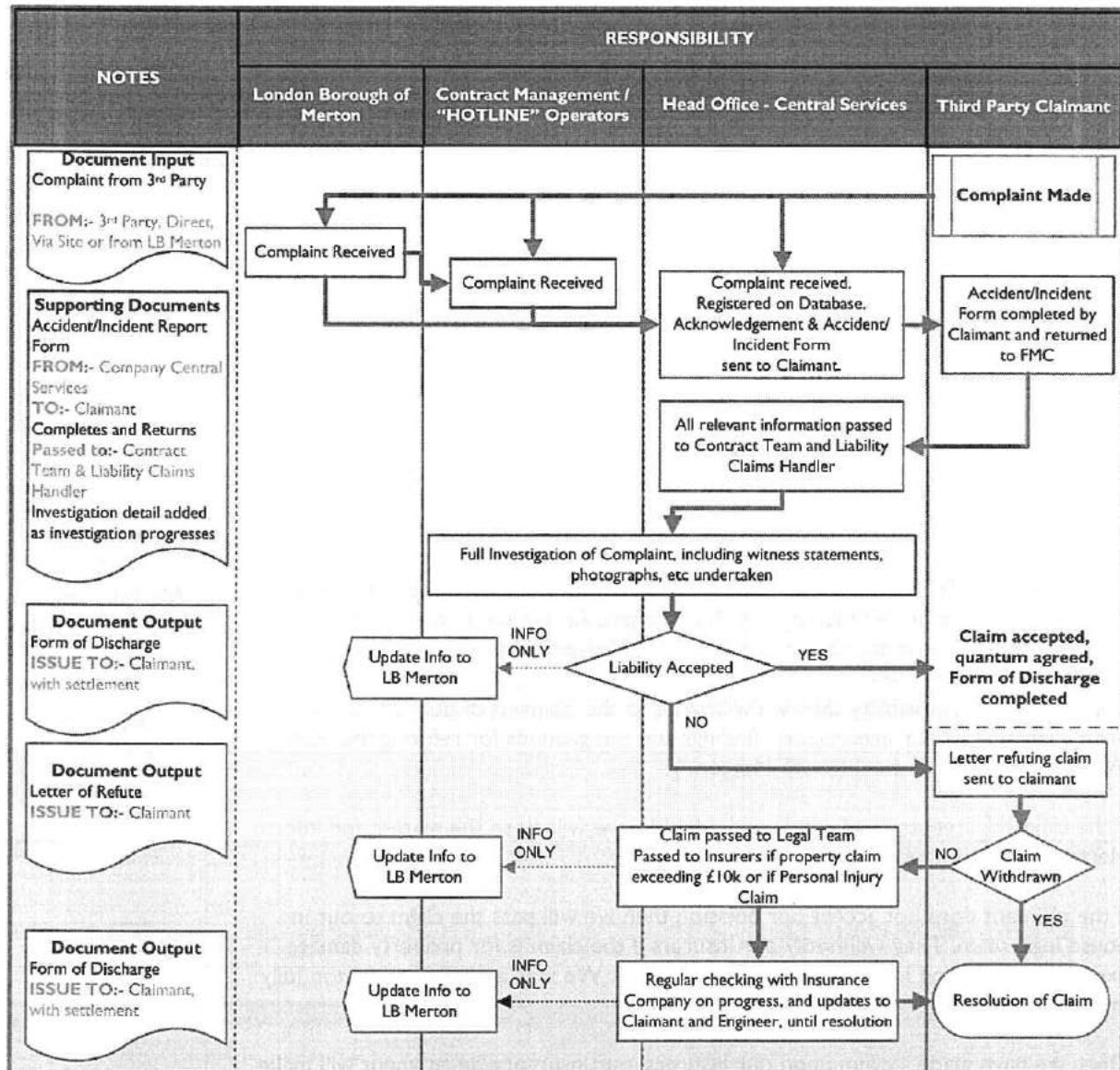
Form 1: Accident/Incident Claim Form. This form is used to report an accident or incident on a highway or other public place. It includes sections for the claimant's details, the accident/incident details, and a declaration of the claimant's liability.

**We fully document claims and will keep the claimant, and Merton, informed throughout**



Form 2: Notice of Accident/Incident Report. This form is used to report an accident or incident on a highway or other public place. It includes sections for the claimant's details, the accident/incident details, and a declaration of the claimant's liability.

## 6. Other Information Required



## 6. Other Information Required

### 6.9 – Contractor's Insurances

This section includes copies of the Contractor's insurances. If the appropriate insurances are not in place at the time of tender the Contractor's formal undertaking to ensure that they are in place by the *starting date*, must be included in the tendered plan.

Copies of the certificates for the Contractor's insurances are annexed to this plan.



Marsh Ltd  
5th Floor, St John's House  
30 East Street  
Leicester, LE1 6NB  
+ [REDACTED]  
[REDACTED]  
Website: www.marsh.co.uk

F M Conway Ltd  
Conway House  
Rochester Way  
Dartford  
Kent  
DA1 3QY

2 November 2011

Subject: Confirmation of Insurance – F M Conway Ltd

Dear Sirs

As requested by you, we are writing to confirm that we act as Insurance Brokers and that we have arranged insurance on your behalf as detailed below. A copy of this letter may be provided by you to third parties who have a legitimate need to receive confirmation of your insurance cover.

#### Professional Indemnity Insurance

Insurer: [REDACTED]

Policy Number: [REDACTED]

Period of Insurance: 2 November 2011 to 27 January 2012

Limit of Indemnity: £10,000,000 in the aggregate including costs and expenses

We have placed the insurance which is the subject of this letter after consultation with you and based upon your instructions only. Terms of coverage are based upon information furnished to us by you, which information we have not independently verified.

This letter is issued as a matter of information only and confers no right upon you or any third party to whom it is disclosed, other than those provided by the policy. This letter does not amend, extend or alter the coverage afforded by the policies described herein. Notwithstanding any requirement, term or condition of any contract or other document with respect to which this letter

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**M** MARSH & MCLENNAN  
COMPANIES

## 6. Other Information Required

### MARSH

MARSH MERCER KROIL  
GUY CARPENTIER OLIVER WYMAN

Page 2  
2 November 2011

may be issued or pertain to, the insurance afforded by the policy (policies) described herein is subject to all terms, conditions, limitations, exclusions and cancellation provisions and may also be subject to warranties. Limits shown may have been reduced by paid claims.

We express no view and assume no liability with respect to the solvency or future ability to pay of any of the insurance companies which have issued the insurance(s).

Where a copy of this letter has been provided to a third party, we assume no obligation to advise that third party of any developments regarding your insurance(s) subsequent to the date hereof. Additionally this letter is given on the condition that we are not assuming any liability to any third party who receives a copy of this letter, based upon the placement of your insurance(s) and/or statements made herein.

This letter shall be governed by and shall be construed in accordance with English Law

Yours sincerely,



Client Executive  
For and on behalf of  
Marsh Ltd