

6. Other Information Required

6.3 – Programmes for Planned Maintenance or Improvement Projects

This section is not completed in the tendered plan.

In the operational plan this section includes full details of the *Contractor's* programmes.

The information concerning the *Contractor's* programmes includes:

- 6.3.1 A copy of the *Contractor's* forward programme for all ordered Planned Maintenance and Improvement Projects
- 6.3.2 A copy of the *Contractor's* detailed works programme for each ordered Planned Maintenance and Improvement Project
- 6.3.3 A copy of the *Contractor's* Construction Phase Health and Safety Plan, where required by legislation
- 6.3.4 A waste management plan, where required by legislation.

**Not completed in the
tendered plan**

6. Other Information Required

6.4 – Sustainability

In the tendered plan this section includes details of the *Contractor's* proposed arrangements for environmental sustainability.

In the operational plan this section includes full details of the *Contractor's* actual arrangements for environmental sustainability.

The information concerning the *Contractor's* arrangements for environmental sustainability includes:

6.4.1 Documentary evidence that the timber and wood supplied or used is from a legal and sustainable source.

6.4.2 Documentary evidence that the *Contractor* is observing and implementing relevant environmental regulations.

6.4.3 Documentary evidence of coherent and ambitious in-house environmental policy and strategy.

6.4.4 An explanation of how the *Contractor* promotes and drives environmental performance and management and mitigates negative environmental impact via its operations and delivery of this contract.

6.4.1 Legal and Sustainable Sourcing of Timber & Wood

We purchase our timber-based products from Furnitubes International Ltd. Furnitubes are certified to BS EN ISO 14001:2004 in respect of their Environmental Management System.

Furnitubes supply Forestry Stewardship Council (FSC) /Programme for the Endorsement of Forest Certification (PEFC) timber on request. Their timber is purchased from Morgan & Co Timber. FSC/PEFC certification is the industry accepted methodology for assurance of timber supply from sustainable, and legal, sources.

An audit trail of documentation is provided by Fournitubes showing their suppliers' chain of custody numbers and certificates, as evidence of legal and sustainable sourcing.

We attach example copies of their certification as documentary evidence below:

The image shows two documents related to timber sourcing. On the left is a BM TRADA Registration Certificate for Morgan & Co (Stroud) Ltd, which is a FSC/PEFC certified supplier. On the right is a Morgan Timber Sales Invoice, which includes a table of goods supplied, a total value, and various certification logos (FSC, PEFC, BM TRADA, etc.).

Registration Certificate
BM TRADA
Morgan & Co (Stroud) Ltd
100% FSC/PEFC certified timber supply chain

MORGAN TIMBER
Morgan & Co (Stroud) Ltd
Kings Road, Stroud, Gloucestershire
GL8 2JH
Tel: 01453 250000
Fax: 01453 250001
www.morgantimber.co.uk

SALES INVOICE
RECEIVED 11 SEP 2011
INVOICE TO: [Customer Name]
DELIVERY ADDRESS: [Customer Address]
INVOICE DATE: [Invoice Date]
INVOICE NO: [Invoice Number]
DELIVERY DATE: [Delivery Date]
DELIVERY NO: [Delivery Number]
TOTAL NET: [Total Net Value]
TOTAL GROSS: [Total Gross Value]
TOTAL VAT: [Total VAT Value]
TOTAL TOTAL: [Total Total Value]

Furnitubes are a key member of our supply chain, and, like all our supply-chain members, are subject to our exacting selection and ongoing evaluation processes. We detail those processes overleaf.

6. Other Information Required

Ensuring Supply Chain Environmental Management

Our Environmental and Sustainability Policy (see 6.4.3) creates a framework that sets the standards for our approach to environmental issues that have been applicable to the Merton contract. This is, in accordance with ISO 14001, aligned with industry best practice and client and community requirements. We ensure that our entire workforce, suppliers and sub-contractors adhere and to embrace our approach.

FM Conway's Green Procurement Code details our commitment to ensuring suppliers (and subcontractors) meet the highest environmental standards. We have developed processes and practices to ensure that our partners adhere to and operate with the same values and care as we do.

We undertake a robust provider selection and approval process for all our suppliers, subcontractors and plant hire providers.

We monitor and review their data and their performance, including environmental management aspects, as part of our 360 Performance Reviews.

We manage and supervise our appointed suppliers in exactly the same way as we manage and supervise our own internal service provision.

We will continue with our previous Merton supply chain strategy founded on the key deliverables set out below and will re-evaluate for the new contract:

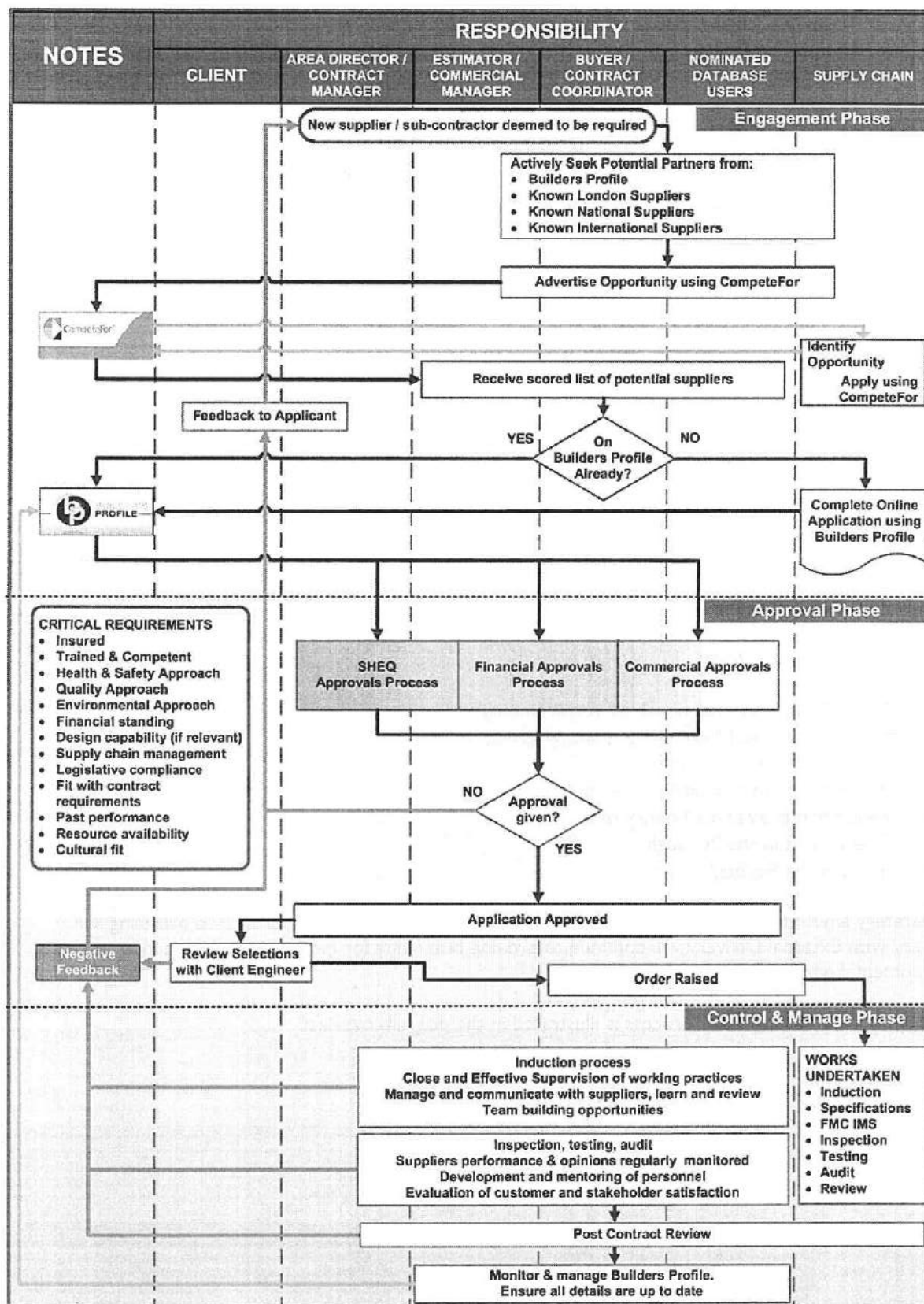
- Client Knowledge (relationships, requirements);
- National and Local Knowledge (demographics, economic, political);
- Historic and anticipated Volumes of Work;
- Value for money and efficiency of scale;
- Employment in the Borough;
- Spend in the Borough.

The strategy amounts to Supply Chain Needs Evaluation and our informed approach to balancing Self Delivery with External Delivery will continue to provide best value for money and best practice environmental performance for Merton.

Our supply chain management process is illustrated in the diagram overleaf:



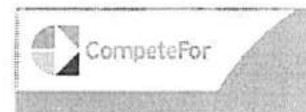
6. Other Information Required



6. Other Information Required

We advertise opportunities through the 'CompeteFor' e-portal and we use a series of assessment criteria to approve selected providers. We do this through the Builders Profile UK Ltd system.

Within the selection criteria there are questions relating to prospective provider's understanding, approach, policies and procedures in respect to Environmental Management. All our approved providers satisfy our requirements in respect to their approach to Environmental Management.



Attached beneath are sample Screen Shots of typical questions used for our supplier/subcontractor approval process in relation to their Environmental Management approach:

HOME | SUBCONTRACTORS | MAIN CONTRACTORS | THE SERVICE | FAQ | CONTACT US

Back to Search | Change View

Declaration
Account Details
Main Company Information
Offices...
Trades...
Trade Associations
Operating Areas...
Materials
Contracts
Health & Safety...
Insurance
Trade References
Finance
Quality Management
Environment...
Staff
Specialisation
Documents

General

Who is the director/manager responsible for Environmental Management?
Position?

Do you assess your environmental aspects and impacts? ☐

Do you publish an annual environmental report? ☐

Do you carry out environmental reviews or audits to establish current performance? ☐

Do you set specific environmental standards or targets to improve performance? ☐

Will you accept a visit from a contractor's representative to verify your systems? ☐

Registration/Certification

Does your company hold ISO 14001? ☐

...Certificate Number

...Expiry Date

...Name of the Registration/Certification Body

Does your company hold EMAS? ☐

...Certificate Number

...Name of the Registration/Certification Body

Does your company hold BS5555? ☐

...To what Stage?

...Certificate Number

...Expiry Date

...Name of the Registration/Certification Body

If you do not hold any of the above...

...Are you working towards Registration/Certification? ☐

...When do you expect to achieve it?

© Copyright 2012 Builders Profile (UK) Ltd Terms & conditions

6. Other Information Required

HOME | SUBCONTRACTORS | MAIN CONTRACTORS | THE SERVICE | FAQ | CONTACT US

Back to Search | Change View

Declaration
Account Details
Main Company Information
Offices...
Trades...
Trade Associations
Operating Areas...
Materials
Contacts
Health & Safety...
Insurance
Trade References
Finance
Quality Management
Environment...
Staff
Specialisation
Documents

Policy and Procedures
Do you have an Environmental Policy Statement? ☐
Do you have procedures which deal with environmental issues? ☐
Do you have access to competent environmental advice? ☐
Do you train your employees on environmental issues? ☐

Waste Management
Do you have Waste Management procedures? ☐
Do your Waste Management procedures aim to (Tick all that apply).....
☐ Conserve ☐ Reduce ☐ Reuse ☐ Recycle
☐ Recover or Reintegrate
Are you a registered Waste Carrier? ☐
Please enter your Waste Carrier Licence Number
What is your Waste Carrier Licence Expiry Date?

Pollution Control
Do you have Pollution Control procedures? ☐
Do your Pollution Control procedures cover (Tick all that apply).....
☐ Air ☐ Noise ☐ Water

Legislative Compliance
Does your company identify environmental legislation relevant to the activities of your business? ☐
Have you been in breach of any environmental issues leading to any proceedings being taken against you in the last 5 years? ☐
Please give details:

© Copyright 2012 Builders Profile (UK) Ltd Terms & conditions

For scheme subcontractors and bulk purchases, we undertake an adjudication process and award contracts/place purchase orders with the best of 3 providers based on an assessment in respect to value for money including each prospective suppliers' environmental credentials. On a regular basis we re-evaluate our original criteria to ensure that all approved providers are still worthy to be on our approval list. This re-evaluation includes environmental management performance.

We have and will continue to communicate to all providers and Merton the outcome from each stage. We take a step further and review areas where we can support through training and expertise. Where required we provide support with drafting Environmental management policies, procedures and method statements illustrating industry best practice.

All our subcontractors are treated in the same manner as we treat our own work force. This includes free of charge training, Toolbox Talks and briefings. In the narrative below, we have highlighted our provider management procedures in relation to environment, quality, and health and safety.

Supply Chain Management – Environmental Aspects

We focus on continual management of subcontractor relations. We conduct:

- Quarterly audits of supply chain objectives & deliverables;
- Monthly 360° reviews;
- Operational progress review meetings with emphasis on environment, quality, health and safety and public/customer relations;
- ECI – design proposals for schemes towards cost effective environmental friendly solutions;
- SHEQ records and training needs assessment reviews;
- Environmental alternative materials and relevant operational methods evaluation.

6. Other Information Required

As previously mentioned we treat all subcontractors in the same manner as we treat our own workforce. This includes training, briefings, communication and supervision. For each job, in addition to issuing the standard documentation packs, we carry out brief site assessments focusing on the impact to the environmental:

- Emissions, Light, Dust, Noise Pollution;
- Spillages;
- Waste;
- Visual Intrusion;
- Conservation.

Owned & External Plant Hire – Environmental Aspects

We manage external hire in the same way we manage our internal hire. We do this with a set of monthly reviewed SLAs and KPIs:

- Portfolio, availability;
- Delivery arrangements, ancillary components;
- Age, condition, service status;
- Response time;
- Down time (damage and breakdowns);
- Utilisation;
- accidents, incidents;
- Loss, theft;
- CO₂ footprint.

An overview assessment of the above KPIs allows us to make informed decisions in respect to fleet, plant depreciations, condition and impact to the environment. As an example, the age and condition of a vehicle may impact the number of break downs and increase the associated CO₂ footprint.

We also engage in coordinated efforts with plant manufacturers and hire companies to evaluate cost effective environmentally friendly solutions. In working in partnership with our hire providers, we are proud to confirm the following environmental achievements to our fleet and plant hired both internally (FMC owned) and externally.

To ensure economies of scale, upon historical volumes of work and risk assessments, we purchase in bulk and store for later use. We manage suppliers through 6 monthly and yearly commercial meetings where we address pipe line, rebates, material quality, environmental suitability, packaging and logistics.

For our immediate needs, such as small and medium material volumes or specialist items, we will resource local and national suppliers. Our contractual arrangements consist of:

- 'Spot Buy' negotiations;
- Bulk Purchase Agreements with agreed call of rates and annual rebates.

For all material purchased we undertake sample testing in our Technical Laboratory. We test to ensure material conformity in respect to quality and suitability in relation to environmental impact.

In partnership we actively review and encourage all our providers to provide:

- commercial betterments;
- innovation and alternative solutions (innovative practices, new plant, alternative materials, environmental impact minimisation)

6. Other Information Required

Together with all our providers we regularly review records, alternative operating practices, materials and environmentally friendly approaches and practices. We plan to develop a robust mechanism to quantify our CO₂ footprint for all our business activities including purchasing procurement and logistics. This will include quantifying our CO₂ footprint for all our providers' and subcontractor activities in support of our service delivery.

Sustainable Transport initiatives

- FM Conway is a leader in Green Vehicle Fleet Standards; we worked closely with TfL, The Metropolitan Police and other partners on the FORS standards;
- Our fleet was used as an example of best practice when setting up the scheme; we are one of just 17 organisations that hold the highest currently available standard of a Silver FORS Award.

FM Conway has a strict policy of purchasing the highest Euro rating vehicles. Our fleet has a large proportion of Euro 4 and 5 vehicles, and will remain in the forefront of London fleets; our White Lining fleet is composed of 25% Euro 3 (05 and 55 plates) and 75% Euro 4 (07, 08 and 59 plates) - currently the highest standard available for that size of vehicle.

- We have installed vehicle telematic systems on all goods vehicles in order to better manage fleet movements and reduce the CO₂ footprint;
- Trialled and purchase of Toyota Hybrid Cars under our company car scheme;
- Currently trialling Hybrid Trucks from DAF and electric vehicles.

Biofuels and Alternative Fuels

- The entire fleet operates on diesel with 5% bio-ethanol. This fuel has been in use since 2007 and we have since been awarded a FuelChamp Gold Medal certificate for our efforts in minimising carbon emissions.(200 tonnes per year).

Water Recycling and Harvesting

- The company's unique Drainage Treatment Plant is designed to process and treat drainage waste and to render its constituents safe and suitable for reuse in a variety of applications.

Material Suppliers management

To provide consistent sustainable high-quality materials, we have invested in:

- A new Asphalt Plant at Erith,
- A new Crusher Plant at Dartford - processing/recycling facility; capacity: aggregates: 80,000t, concrete: 50,000m³
- A Fleet of 11 Volumetric Concrete Mixers.

These investments satisfy our material demand.

External material needs consist of 'white' building merchant goods & consumables (such as slabs, edges, paving blocks) and small volumes of specialist products and materials. For these needs, we employ robust supplier management processes to ensure adequate quality and price.

6.4.2 Observing & Implementing Environmental Regulations

The BS EN ISO 14001 environmental management standard exists to help organisations:

- Minimize how their operations negatively affect the environment;
- Comply with applicable laws, regulations, and other environmental requirements;
- Continually improve in the above.

Our ongoing certification, by independent third party certification body, provides the assurance that FM Conway meets all requirements of ISO 14001, including identification of, and compliance with, legal requirements.

We attach our most recent certificate, issued in July 2010, below:





BSI Audits are extremely thorough and identify all shortcomings in the implementation of the systems, as either Major, or Minor, Non-Conformities. Additionally, they will report all opportunities for improvement, as Observations.

6. Other Information Required

We attach, below, the last audit non-conformity raised, in May 2009. This was in respect of a fire in a drum, observed on site, and was addressed immediately. There has never been a non-conformity in respect of legal compliance raised against us.

Assessment Report
F M Conway Limited

Report Author
Stuart Jamieson
Visit Start Date
25/03/2009

Assessment Report

Minor Nonconformities Arising from this Assessment

Ref	Assessment	Clause
A22041-1-1	Site Four Edge Consciousness (Drum, Banning and Various Draining)	4.5.2
Details:	Waste was observed being burnt in a 270L drum during the site tour. In addition vehicle washing is being carried out on site and the depot is not aware of this as a consent in place for this activity. Note a CofA was issued to the staff at the depot on the requirement of this work.	

Assessment Participants

On behalf of the organisation:

Name	Position
Mrs Sharon Firth	
Jony Bawa	
John Tobin	
Mark Carr	
Paul Dwyer	
Paul Coleman	

The assessment was conducted on behalf of BSI by:

Name	Position
Robert Williams	Team leader
Stuart Jamieson	Team leader

Report Author Stuart Jamieson
Visit Start Date 25/03/2009

Page 8 of 12

The key requirement of an ISO14001 EMS is Aspect and Impact Assessment. This process requires that we assess every aspect of the business for its impact on the environment. This must include an evaluation of legal compliance. The assessment includes evaluated risk, and all necessary control measures.

All impact assessments are undertaken, in respect of legal compliance, through reference to our managed and controlled Library and Register of Legal Documents, made available to all employees through the company intranet. The requirement to maintain the Register is, again, a mandatory requirement.

Any failure to satisfy these requirements would be noted as non-conforming by BSI in their audits and would, ultimately, result in removal of our certification.

Our Register of Environmental Legislation & Regulations includes:

Pollution Related

- ☐ Waste Management - EPA 1990 - Sect.34 Duty of Care
- ☐ The Pollution Prevention Control Act 1999
- ☐ The Controlled Waste (Registration of Carriers and Seizure of Vehicles) Regulations 1991 (Including 1998 Amendment)
- ☐ Hazardous Waste (England and Wales) regulations 2005
- ☐ Clean Air Act 1993
- ☐ The Site Waste Management Plans Regulations 2008
- ☐ The Air Quality (England) Regulations 2000

6. Other Information Required

- ☐ The Control of Pollution (Oil Storage) (England) Regulations 2001
- ☐ Special Waste (amendment) Regulations 1996
- ☐ Environmental Permitting (England and Wales) (Amendment) Regulations 2009
- ☐ Control of Asbestos at Work Regulations
- ☐ Noise & Statutory Nuisance Act 1993
- ☐ SI 2001 1701 Noise Emission in the Environment
- ☐ SI 1994 1057 Surface Waters (River Ecosystem)(Classification) Regulations 1994

Conservation Related

- ☐ The Conservation (Natural Habitats, etc) Regulations 1994
- ☐ The Conservation (Natural Habitats, etc) (Amendment) (England) Regulations 2000
- ☐ The Conservation (Natural Habitats, etc) (Amendment) Regulations 2007
- ☐ Countryside and Rights of Way Act 2000 (c 37)
- ☐ Environment Act 1995 Ch 25
- ☐ Environmental Protection Act 1995
- ☐ EU Reg 338-1997 Protection of Species of Wild Fauna and Flora
- ☐ Natural Environment and Rural Communities Act 2006
- ☐ Protection of Badgers Act 1992
- ☐ The Wildlife and Countryside Act 1981
- ☐ The Wildlife and Countryside (Amendment) Act 1985 (c 31)
- ☐ The Wildlife and Countryside (Amendment) Act 1991
- ☐ The Wildlife and Countryside Act 1981 (England and Wales) (Amdt) Regulations 2004

The register is subject to regular update and review. We subscribe to the Barbour and IHSTI index services, and the British Standards Institution, and are members of industry forums and associations to ensure that we are always fully aware of any changes or proposals in respect of UK and European legislation and best practice. Our central SHEQ team (see 6.4.3) develop and implement changes to our EMS to meet these needs.

The table below demonstrates our track record for compliance with Environmental Legislation:

Information Required	2006	2007	2008	2009	2010
Average workforce (including full-time employees and subcontractors/self employed)					
Turnover (£Million)					
Number of Environmental Prosecutions	0	0	0	0	0
Number of Enforcement Orders	0	0	0	0	0

Our high level of performance has continued. We have not been prosecuted, or given an enforcement order, to date, in 2011.

6. Other Information Required

6.4.3 Environmental Policy and Strategy



ENVIRONMENT & SUSTAINABILITY POLICY STATEMENT

FM Conway Limited recognises the importance and the need for the development of operational practices related to construction and civil engineering works that will contribute towards an improved sustainable environment. The company will conform to the requirements of the Environment Protection Act 1990, the Control of Pollution Act 1974 and all other applicable legal and other requirements to which it subscribes, and pursue environmentally responsible, sustainable and eco-efficient methods of operating to promote improved standards of working, whilst maintaining the highest quality production. In order to achieve its objective, FM Conway Limited will have an organisational infrastructure to ensure the availability of resources for continual improvement of the EMS. FM Conway Ltd shall also:-

- Comply with or improve upon the standards required under relevant legislation.
- Give full co-operation to statutory bodies administering environmental legislation.
- Ensure all environmental aspects and applicable regulatory and other requirements are identified.
- Ensure that management personnel familiarise themselves with the requirements of relevant legislation.
- Provide instruction to all personnel to enable them to contribute towards the implementation of this policy.
- Plan company undertakings, set objectives and targets for environmental improvements and increased sustainability.
- Ensure that environmental issues are considered in the decision making process including waste minimisation, recycling options, purchasing of materials/plant and use of appropriately vetted sub-contractors.
- Endeavour to ensure that contractors working for FM Conway Limited contribute towards our environmental objectives and encourage best practice through the use of strategic and diverse suppliers.
- Ensure that noise is reduced to a practicable minimum.
- Consider and minimise all environmental impacts throughout the life cycle of plant and equipment or other relevant assets, including disposal.
- Ensure that potential polluting releases into the environment, where practicable, are eliminated, minimised or controlled to reduce the detrimental impact on the environment.
- Monitor the use of natural resources utilised by the company to ensure they are used as efficiently as is practicable by continually developing sustainable procurement practices.
- Ensure that raw materials and waste products are managed effectively so as to minimise possible adverse effect on the environment, whilst promoting the use of recycled alternatives to increase sustainability.
- Consider environmental criteria when purchasing new plant, construction materials and products to ensure they will be acceptable to FM Conway Limited and its customers.
- Ensure that the waste products are disposed of in accordance with best practice, and wherever practicable, seek to enhance waste re-use, recycling and the use of recycled materials in accordance with construction and quality standards.
- Consider the concerns and give opportunity to local communities and other interested parties to build a diverse sustainable environment.
- Ensure the efficient use of resources, energy and fuel throughout company operations.
- Provide necessary resources to ensure the effective implementation of this policy.
- Periodically review this policy to ensure that it continues to reflect the requirements and expectations of society and that it meets the requirements of legislation.
- Conduct regular environmental audits with the purpose of determining compliance levels and gathering information for developing improvements on a continuous basis.

FM Conway Limited will in respect of the company's undertakings, endeavour to co-operate with clients and regulatory bodies and other interested parties in the common objective of improving our working and living environment.

Michael J Conway
Chief Executive Officer



FM Conway Ltd, Conway House, Rochester Way, Dartford, Kent, DA1 3QY.
Tel: 020 8636 8822, Fax: 020 8636 8827
www.fmconway.co.uk

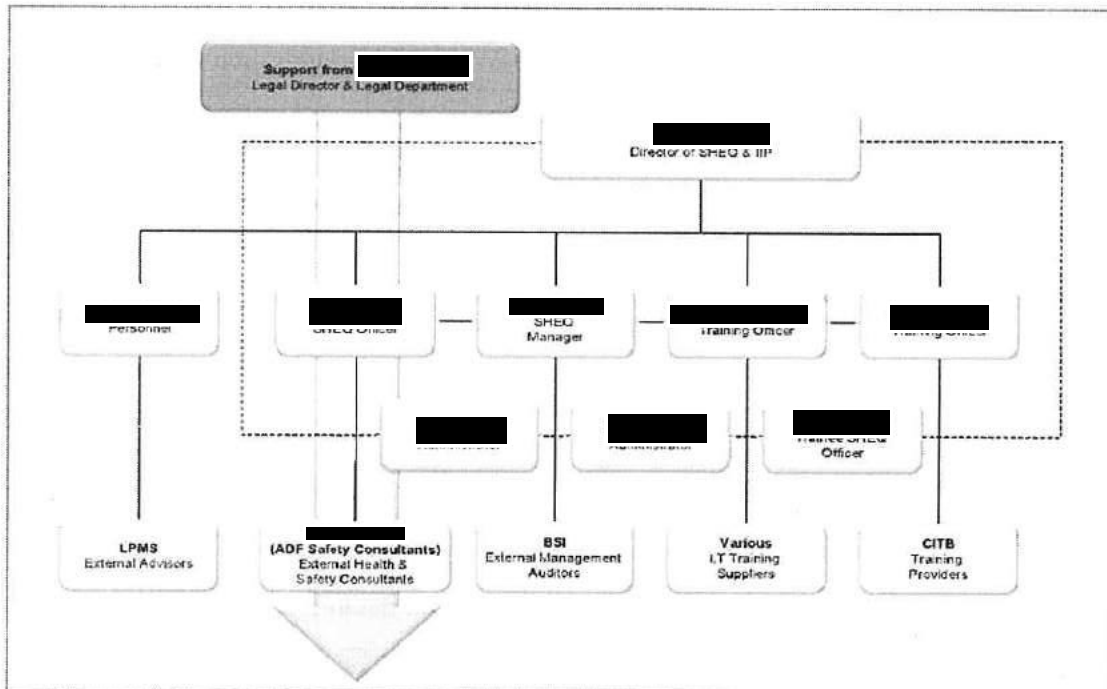
EPS 01 Environment & Sustainability Policy Statement (Jan 2011)

6. Other Information Required

Organisation for Environmental Performance

We have a dedicated central services SHEQ team with health and safety, environmental and quality functional responsibility.

The structure of our team comprises a director, managers, training officers and administrators:



Continuous Development of Environmental Strategy and EMS

We have based our environmental strategy upon detailed impact analysis and lessons learned. These drive continual improvement through reviews, upgrades, briefings and communications to our workforce.

We review all works for the minimisation of environmental impact, including:

- Management of waste;
- Reduction in the use of virgin materials and products;
- Evaluation and reduction of the impacts upon the environment and the community.

As a result we have developed a systematic approach in reviewing and improving our procedures. Our approach relies on findings, suggestions and recommendations derived from:

- Engaging our workforce on regular basis in respect to practical aspects and suggestions for improving our procedures;
- Conducting internal audits;
- Implementing recommendations from the external audits (BSI audits);
- Environmental incident investigations;
- Engaging local communities;
- Seeking out industry best practice.

We develop and implement a site specific Construction Environmental Management Plan that incorporates the following elements:

6. Other Information Required

- Impact Assessment;
- Site Waste Management Plan;
- Pollution Control and Contingency Plans;
- Landscape and Ecology Management Plans;
- Conservation measures;
- Local community relations.

Control measures are determined and rigorously applied throughout the works. We achieve this through initial induction and task specific briefings to the workforce. We maintain close liaison with our clients, the general public, and our own workforce to ensure that all control measures are effective and practicable. We identify all environmental aspects prior to commencing any operation and develop methodology that will remove or minimise the impact.

Improvements Delivered

Sustainable Transport initiatives

- FM Conway is a leader in Green Vehicle Fleet Standards; we worked closely with TfL, The Metropolitan Police and other partners on the FORS standards;
- Our fleet was used as an example of best practice when setting up the scheme; we are one of just 17 organisations that hold the highest currently available standard of a Silver FORS Award.

FM Conway has a strict policy of purchasing the highest Euro rating vehicles. Our fleet has a large proportion of Euro 4 and 5 vehicles, and will remain in the forefront of London fleets; our White Lining fleet is composed of 25% Euro 3 (05 and 55 plates) and 75% Euro 4 (07, 08 and 59 plates) - currently the highest standard available for that size of vehicle.

- We have installed vehicle telematic systems on all goods vehicles in order to better manage fleet movements and reduce the CO₂ footprint;
- Trialled and purchase of Toyota Hybrid Cars under our company car scheme;
- Currently trialling Hybrid Trucks from DAF and electric vehicles.

Biofuels and Alternative Fuels

- The entire fleet operates on diesel with 5% bio-ethanol. This fuel has been in use since 2007 and we have since been awarded a FuelChamp Gold Medal certificate for our efforts in minimising carbon emissions.(200 tonnes per year).

Water Recycling and Harvesting

- The company's unique Drainage Treatment Plant is designed to process and treat drainage waste and to render its constituents safe and suitable for reuse in a variety of applications.

Material Suppliers management

To provide consistent sustainable high-quality materials, we have invested in:

- A new Asphalt Plant at Erith,
- A new Crusher Plant at Dartford - processing/recycling facility; capacity: aggregates: 80,000t, concrete: 50,000m³
- A Fleet of 11 Volumetric Concrete Mixers.

These investments satisfy our material demand.

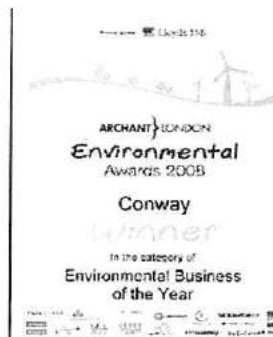
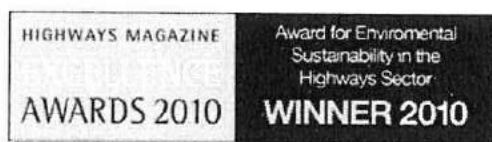
Improvements Planned

We have set the following targets for environmental improvements that Merton will ultimately benefit from.

6. Other Information Required

Timescale	Objective	Means to Achieve
1 Year	<ul style="list-style-type: none"> • "Zero to Landfill (2012)"; • All vehicles to Euro 5 standard (2012); • Gas use to run asphalt production in Erith. • River transport (£2.5m investment; jetty at Erith depot; • Non-perishable materials by river; 2012) 	<ul style="list-style-type: none"> • Training and cultural embedment • Planned replacement programme • Supply Contract agreed. Installation by provider. • Budgetary commitment to project. Contractors appointed.
3 Years	<ul style="list-style-type: none"> • Evaluate Carbon Footprint for all in-house activities. • 4 year Environmental Friendly Plant – Targeted Replacement Policy; • Achieve 10% Reduction on in-house Carbon Footprint • Cascade carbon-reduction culture to supply chain 	<ul style="list-style-type: none"> • Supply contract agreed for seaborne feedstock • Develop and Implement Carbon Measurement criteria and process • Planned renewal programme. • Y1- 15%, Y2 -25%, Y3 -30%, Y4-30% • Targeted improvement on high carbon activities determined by Pareto Analysis • Provide training on culture, measurement, and improvement techniques to supply chain
5 Years	<ul style="list-style-type: none"> • £7m Depot investment, Grand Union Canal, West London • Achieve 25% overall carbon reduction on in-house activities • Achieve 5% reduction in supply-chain carbon footprint • Water transport of aggregates; East to West 	<ul style="list-style-type: none"> • Included in 5-year strategic plan. Planning applications in hand • Cascade of improvement techniques to lower-carbon activities • Selection criteria requirements within Supply Chain Management Process. • Negotiations with barge companies. Subject to receiving planning permission.

We have embedded our environmental approach within the culture of our business. The numerous awards we have received in respect of our environmental performance are evidence of our Strategy's success.



6. Other Information Required

Recycling Company of the Year
Construction Recycling Alliance

Award for Environmental Sustainability in the Highways Sector
Highways Magazine Excellence Awards

Environmental Business of the Year
Archant London Environmental Awards

Innovation Category Winner
Giant Green Environmental Awards (Islington Council)



National Legacy Award - Sustainability
Constructing Excellence in the Built Environment

Gold Award
City of London - Considerate Contractors Scheme

Silver Award (highest level awarded to date)
Freight Operator Recognition Scheme

Arrangements for ensuring the environmental management procedures we employ are effective in reducing/preventing significant impacts on the environment are contained within our Integrated Management System.

An annual review process and regular external audits of our environmental accreditation to ISO 14001 ensure we apply best principles and industry practice to meet all legal requirements and obligations. Our approach is championed and sponsored by Michael Conway – CEO, the Board of Directors and senior management. We have a dedicated central services SHEQ team which manages the implementation of our approach, deployment of initiatives and the maintenance of our ISO 14001 standard.

We disseminate and communicate responsibilities through out the organisation through dedicated toolbox talks, briefings and classroom based training.

6. Other Information Required

RE-USE

Through appropriate management techniques, FM Conway endeavour to RE-USE materials and therefore reduce waste, in the following manner:

- Provide awareness training and information to relevant personnel;
- Improve our process activities;
- Deliver in line with specific contract requirements;
- Deliver as advised and discussed with the client on-going;
- Use of approved and licensed contractors for removal of waste and encourage re-usability.

RECYCLE

Through appropriate management techniques, FM Conway strive to endeavour to RECYCLE materials and therefore reduce waste and material sent to landfill, in the following manner:

- Provide awareness training and information to relevant personnel;
- Process highway arisings through FMC Recycling Division;
- Process gully waste through FMC Recycling Division;
- Use of approved and licensed contractors for removal of other waste to enhance future recycling capabilities.

FM Conway embarked on its first recycling initiative as early as 1990. By crushing concrete and asphalt arising from our contracts in London, especially in Merton, we found that subbase materials could be produced to a good standard and used as a replacement for conventional, virgin aggregates. More recently, the spiralling costs of landfill disposal, greatly reduced numbers of 'special waste' sites and legislation prohibiting the co-disposal of both 'special waste' with inert waste have all combined to become the driving force behind the conception and development of our own unique Drainage Treatment Plant.

Our full commitment to waste management can be evidence through recycling statistics. The table beneath illustrates our Recycling statistics for 2010/2011:

Materials recycled/stockpiled		
Highway Arisings Recycled through Dartford Crusher/Washer		199,996 tonnes
Highway Arisings processed at Erith		30,820 tonnes
Asphalt Planings stockpiled for future recycling in low energy asphalt		13,452 tonnes
Gully Waste recycled through DTP		17,120 tonnes
Metals recycled		135 tonnes
Plastics, Timber, Paper and cardboard recycled		372 tonnes
Hydrocarbons recycled		451 gallons
Gullies emptied and recycled		650,000 gullies
Water recycled	l/t@ 50% water x 1,000	7,140,537 litres
CO2 savings from recycling of Aggregates		
(compared with waste going to landfill and using virgin aggregates railed in to London)		
CO2e	247,936 tonnes @ 26.91127 kg/tonne	6,672,273 kg CO2e
To absorb this much CO2 from the atmosphere, you would need to plant		278,011 trees
<i>(Each tree absorbs 24kg per annum on average - information from EcoSwitch.com endorsed by NASA and the Kyoto Protocol)</i>		
Also saved by our recycling were:		
Vehicle Miles 247,936 tonnes 20 t loads 28.8 miles		357,028 vehicle miles
		<i>17,851 loads (reducing road congestion)</i>
Rail Miles 247,936 tonnes 2,000 t loads 210 miles		26,033 rail miles
		<i>124 train loads (freeing rail slots for passenger trains)</i>

6. Other Information Required

6.4.4 Promoting and Driving Environmental Performance

Our approach to Environmental Management has been a core driver of our business for over 20 years. This is evidenced by:

- "Zero to Landfill by 2012", championed by our CEO;
- All vehicles to Euro 5 standard by 2012;
- 4 year Plant Replacement Policy;
- Use of river transport, investing £2.5m in a state of the art jetty at our Erith depot. All non-perishable materials will be imported/exported by river from the end of October 2012;
- Depot investment of £7m on the Grand Union Canal in West London. Allowing water-borne transport of aggregates;
- Use of gas to run our asphalt production plant in Erith;
- £20m investment in 'State of the Art' processing and recycling facility. Allowing production of 80,000t of aggregate and 50,000m³ of concrete, saving over 5m kg of CO₂ in 2010;
- Vehicle Tracking System, on all vehicles. Provides real time fleet positioning, reducing lorry movements and Carbon emissions;
- All inductions include a strong focus on the environment.



We will support Merton's Climate Change Strategy (CCS) in conjunction with our own directives detailed above by implementing measures to address:

- Energy Usage;
- Sustainable Development;
- Waste Generation;
- Transport;
- Water;
- Conservation Management / Biodiversity;
- Environmental Awareness;
- Procurement;
- City Knowledge;
- Gaseous Emissions resulting from our works;
- Generation of Airborne Dust;
- Fuel/Chemical Spillage;
- Noise/Vibration Generation;
- Visual Intrusion.



Beyond and above our legal requirements we place a huge emphasis on three key environmental principles - recycle, reduce and reuse. This approach has been supported by investment in alternative materials, green fleet technology and working methods that minimise the environmental impact of our operations.

REDUCE

REDUCE waste by the following means:

- Eliminate waste streams at source, where feasible;
- Provide awareness training and information to relevant personnel;
- Minimise purchasing requirements and improve stock rotation processes;
- Maintain facilities to a good standard to improve efficiency;
- Improve supply chain responsibility towards packaging.



6. Other Information Required

MATERIAL PROCUREMENT

Green and Ethical Procurement Code

FM Conway has a policy for procurement developed under a Green and Ethical Procurement Code. Our policies require all company employees to consider both ethical and environmental issues before procurement and purchasing materials and goods.

We have committed our company as both a member and a principle sponsor of **The Mayor of London's Green Procurement Code** and a member of **Green 500**, working in partnership with WRAP and London Remade. As reflected in the previous table, our in-house recycling delivers the **largest single contribution that our company can possibly make to green procurement**, producing over 200,000 tonnes of reusable aggregates for sub-base, tarmac and concrete, and over 9500m³ of water from the gully waste which is then used to wash our aggregates. Our positive environmental impact will increase even further with the addition of drainage cleaning within the new Merton Highway Works and Services Contract.

Our business model is based on self-delivery and self-provision of material. As previously mentioned our self-provision means reuse of arisings through conversion into aggregates and use of asphalt base products from our state of the art Asphalt Plant.

For the purchase of 'white construction goods' such as bloc paving, kerbs, slabs, edgings we use approved suppliers and we concentrate on bulk purchase to minimise the CO₂ footprint associated with transport and logistics. We are able to do this due to our investment in strategic storage sites.

In our quest to ensure use of sustainable materials we engage with suppliers across the world (Europe and APAC). All our approved suppliers have passed our systematic approval process which ensures their practices meet legal obligations and are aligned with our Environmental Management approach.

Purchasing Fleet and Plant

FM Conway was one of the first companies in the UK to purchase Euro 5 engine vehicles, which cut particulate emissions by 50% and consume 2-5% less fuel than the equivalent Euro 3 vehicle. We will continue to purchase the most environmentally friendly vehicles that are financially viable. We are using a B5 bio diesel which will cut our CO₂ emissions to the atmosphere by 200 tonnes per year. Our company holds a **FuelChamp Gold Medal** for fuel efficiency.



ENERGY MANAGEMENT

Energy Consumption in Offices and Depots

We design all new and existing buildings to incorporate energy efficient features. We exploit opportunities to replace office machinery with more energy efficient replacements. We continually monitor energy consumption to develop local accountability and responsibility.

We have taken all practical measures to reduce energy waste in our offices; this includes staff awareness and timers to turn off appliances overnight. We have appointed an Energy Manager to advise all staff at all levels on any matters relating to carbon emissions. We are replacing all CRT monitors with energy efficient TFT units. When purchasing new equipment we refer to the Energy Technology List for the most efficient options.



6. Other Information Required

Used Toners and Cartridges

After a great deal of research of the recycling market, FM Conway has chosen ERS Europe Ltd to recycle its used printer cartridges and toners and obsolete mobile telephones, whilst making a positive contribution to the Sparks Children's Medical Charity. We will continue to do this at Merton.

Paper and other Office Wastes

After full investigation and consideration of the office waste recycling market, FM Conway has chosen Paper Round, part of the BPR Group, to recycle paper and other waste arising from the fixed office locations; they provide the largest achieved recovery percentages whilst providing an economic business solution. In 2010, we recycled 4,870 tonnes of paper. We work in partnership with our clients, stakeholders and supply chain partners to develop paperless e-systems. We encourage our employees to operate in a paperless office environment and to use electronic documentation as much as possible.

Water Recycling and Harvesting

- The company's unique Drainage Treatment Plant is designed to process and treat drainage waste and to render its constituents safe and suitable for reuse in a variety of applications;
- The plant can treat 45,000 tonnes of drainage waste per year; Drainage waste is up to 60% water and this, together with a unique system of rainwater collection from the entire site, helps to satisfy the water demands of the Aggregate Washing Plant, particularly through periods of hot weather;
- We extract, recycle and use nearly 2 million gallons (9 million litres) of this water in our Aggregate Washing Plant and in our mobile concrete batching vehicles, saving 2.4 million gallons of mains water.

Water Usage

The company is mindful that improvement is not always about realising the 'big hits' from introducing massive projects. We can realise significant reductions in water usage by simply following good practices and exercising care and consideration in our normal day-to-day use of this valuable commodity.

Fixing a dripping tap can save as much as 5000 litres a year. The same applies for ensuring taps are fully closed after use.

Toilet flushing accounts for 30% of our daily water use – with old toilets using as much as 14 litres per flush compared to new dual flush models that use as little as 2.6 and 4 litres per flush. All toilets in FM Conway fixed premises have had the "Save a Flush" cistern packs installed. Additionally, we have made the packs available to all employees, free of charge, as a demonstration of the philosophy that the savings are for the benefit of all, not just for profit.

STAFF TRANSPORT AND AWARENESS

We are committed to minimising energy consumption, and have worked with the Carbon Trust to identify energy saving opportunities throughout the company. This includes always specifying the correct vehicle for the job and investment in 'Hybrid' vehicles.

Extensive use of the company intranet, newsletters and notices encourages employees to consider their own carbon footprint and examine the vehicle they drive, their driving style, and even to investigate their options in respect of utilising public transport or car sharing schemes.

The company has gone as far as organising car sharing schemes for interested employees and by providing access to a local website offering the same service, www.kentcarshare.com.

The business has a culture of carbon reduction, recycling, and environmental awareness that is encouraged and fostered in all employees. We use the internal communications of the business to ensure that all personnel are fully aware of the "green" ambitions of the business, from first contact with the company,

6. Other Information Required

through to induction and their day to day working. We drive the vision from the top and the belief, commitment and dedication of the entire team carries it through.

Non Conformities, Incidents and Complaints.

Our processes and procedures are designed to facilitate environmental management through:

- Non conformity capture, investigation and prevention;
- Risk management and site surveys and mitigation actions;
- Emergency management – ability to deal with emergency rapidly with minimal environmental impact;
- Complaints handling and preventative plans to minimise community nuisances emerging from our works.

In aid of this we have a dedicated central team able to respond on all aspects raised and notified by our workforce, subcontractors, clients, stakeholders and the general public.

We strive to close off each reported non conformity, issue and complaint. Closure status is only achieved when:

- the necessary corrective and preventative actions have been implemented;
- policy procedures, method statements updated and fully communicated accordingly;
- in the case of complaints the caller is called and explanation provided in terms of our actions and necessary follow up.

TRAINING THE WORKFORCE

We have a process that drives continual improvement; as illustrated below:

1. Our recruitment policy enables us to select and appoint objectively based on job descriptions and role based competencies.
2. We ensure that all new employees and sub-contractors are provided with Induction Training that includes the provision of instruction and information and relevant documentation such as:
 - FM Conway Environment & Sustainability Policy and relevant procedures;
 - Contact information for FM Conway SHEQ team;
 - Issue of FM Conway Health and Safety Handbook;
 - Issue of relevant 'Site Safety Gang Packs' that include Generic Risk Assessments, CoSHH Assessments, Safe Working Checklists;
 - Health, Safety and Welfare information regarding FM Conway Ltd activities including briefings on the 'FMC Code of General Conduct' and 'FMC General Site Rules';
 - Emergency Procedures including Fire and Evacuation, First Aid Provisions and Accident Reporting and Investigations;
 - Retrieval of relevant documentation from employee/sub-contractor to include Driving License, Training Certificates, Qualifications, Environmental Awareness and Certifications
3. We provide site-specific inductions to all personnel before permitting them to work on any of our sites. These will include:
 - Specific FM Conway contact information;
 - Site Rules;
 - Specific environmental hazards and risks related to the project;



6. Other Information Required

- Permit to Work requirements;
- Client details and instructions/rules.

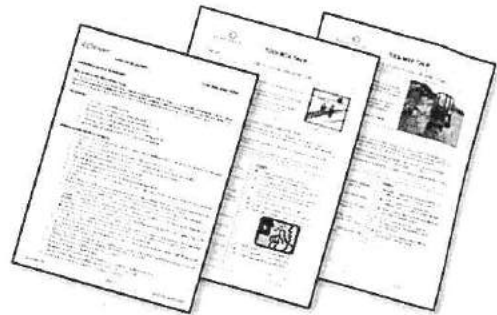
4. We provide in-house training that includes:

- Specific FM Conway contact information;
- Health and Safety Awareness Training;
- Environmental Awareness Training;
- Quality Awareness Training;
- Manual Handling Awareness Training;
- Abrasive Wheels Awareness Training;
- Reversing Assistant Training;
- CSCS Competency Training;
- CPCS Plant Training;
- First Aid At Work Training.



5. We provide External training to enhance our in-house capabilities including:

- Professional Qualifications;
- Apprenticeships;
- CITB Approved Training Courses;
- National Vocational Qualifications;
- CDM Regulations;
- NRSWA;
- SMSTS;
- SSSTS;
- IOSH.



Our commitment to review and improve our Environmental Management performance is expressed through:

Achievements to date:

- 5 million kg CO2 reduction (2010);
- £20m Plant investment;
- Vehicle Tracking System - travel optimisation;
- Inductions including environment module.

Future objectives for Improvement:

- "Zero to Landfill (2012)";
- All vehicles to Euro 5 standard (2012);
- 4 year Environmental Friendly Plant - Replacement Policy;
- River transport (£2.5m investment; jetty at Erith depot; non-perishable materials by river; 2012);
- £7m Depot investment, Grand Union Canal, West London (water transport of aggregates; East to West);
- Gas use to run asphalt production in Erith.

Localism – focus on minimising impact on communities:

- Emissions, Light, Dust, Noise Pollution;
- Spillages;
- Waste;
- Visual Intrusion;
- Conservation.

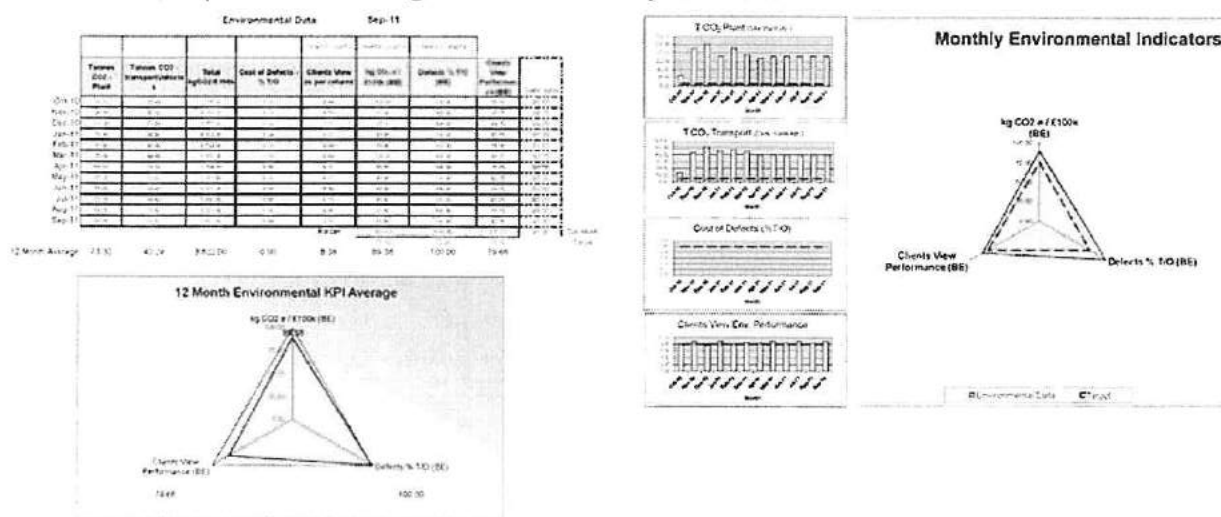
6. Other Information Required

We achieve the improvements and localism through implementation of a rigorous performance management process founded on the following steps:

- Identify data necessary to capture;
- Ensure capturing mechanism is on time, accurate complete and relevant;
- Monitor and report the data through a monthly reporting cycle;
- Perform trend analysis;
- Perform cause analysis, incidents investigation;
- Capture suggestions from workforce, client and stakeholders;
- Schedule internal and external audits resulting in accreditation maintenance and improvement recommendations;
- Derive improvement and preventative actions including policy, processes and procedure upgrades and improvements;
- Communicate changes and lessons learned to the entire workforce.

Within our Integrated Management System, we have established procedures and instructions detailing the process steps listed above. The procedures include documenting our approach, performance monitoring, applicable operational controls, evaluation of conformity and our environmental objectives and targets.

We use the data gathered to undertake periodical evaluation of compliance with all applicable legal, and other relevant, requirements and to generate ideas for improvement.



Review and Improvement

Our Board of Directors conduct a full annual review of the IMS by and use the review as the opportunity to revise policy, set targets and objectives, determine Key Performance Indicators, consider any findings from the previous year and review and endorse any system changes that may have been proposed.

The Board works to a prescribed agenda to ensure that all necessary elements receive appropriate consideration.

Our Performance Improvement Team (PIT) undertakes a six-monthly review of the system to ensure that we incorporate industry best practice, legislative change, and new technologies within our prescribed working methods. These

6. Other Information Required

are additional to the BSI audits and the relevant recommendations for improvements. During the annual review process we focus on:

- Policies, Objectives and Targets;
- Values and Vision;
- Performance Measurements (KPI's) including Environment indicators;
- Accidents, Incidents and Complaints;
- Non-conformances, corrective and preventive actions;
- Changes in Legislation and other requirements;
- Risk and Aspect Assessments;
- Stakeholder & Community Strategy;
- Training;
- Customer Feedback;
- Process and Product Performance;
- Changes that could affect the Integrated Management System;
- Results of Internal and External Audits;
- Recommendations for Improvement (PIT Meetings);
- The effectiveness of the actions arising from the previous review.

As a result of the annual reviews we establish Improvement Plans incorporating tasks and activities such as:

- Actions to improve the effectiveness of customer service, safety and environmental performance;
- Actions to improve the effectiveness of the system and the overall strategy to ensure continual improvement of all aspects of the business and the corresponding systems;
- Identification of resource needs, including skills and knowledge;
- Identification of responsibilities and authorities for implementing actions;
- Actions to ensure adequate infrastructure and work environment;
- Changes (if required) to the policies, procedures and method statements;
- Actions to establish responsibilities and time targets for achieving improvements;
- Any revisions and updates of Objectives and Targets.

6. Other Information Required

6.5 – Contract Management

In the tendered plan this section includes details of the *Contractor's* proposed arrangements for managing his performance of the contract.

In the operational plan this section includes full details of the *Contractor's* actual arrangements for managing his performance of the contract.

The information concerning the *Contractor's* arrangements for managing his performance of the contract includes:

6.5.1 Current details of the structure of the *Contractor's* team, together with names, disciplines and CV's of the *Contractor's* key personnel;

6.5.2 The percentage of each key person's time that will be exclusively dedicated to Providing the Service;

6.5.3 Copies of current policy statements on Quality Management, Health and Safety and Staff Training, including employees holding appropriate National Vocational Qualifications. Statements shall be supported by details of Third Party Quality Accreditation (if held) and outline Quality Plans;

6.5.4 Full details of the fuel requirements of all vehicles and Equipment that he proposes to use in Providing the Service;

6.5.5 Full details of exhaust emissions for all vehicles and motorised Equipment that he proposes to use in Providing the Service. The minimum acceptable shall be compliant with the Euro III emission standards;

6.5.6 Full details of the type, numbers, condition and maintenance schedules of Equipment to be used in Providing the Service.

6. Other Information Required

6.5 CONTRACT MANAGEMENT OVERVIEW

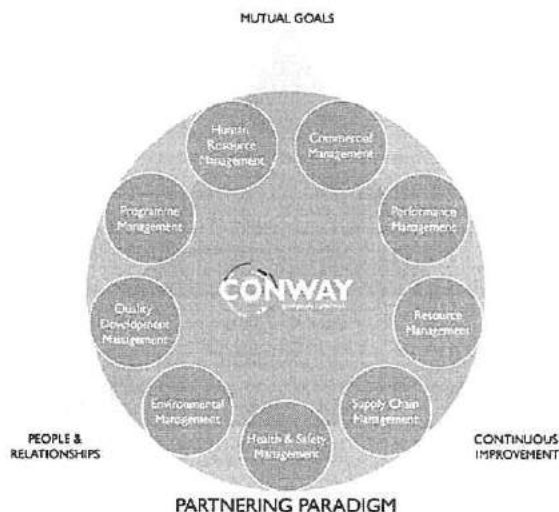
“Working in partnership, we will safely deliver innovative, quality driven and best value service in order to meet the London Borough of Merton’s needs”

Embracing NEC Principles

FM Conway has acquired an extensive knowledge of the NEC form of contract working with a broad spectrum of Clients, such as the London Borough of Merton, TfL, London Buses and our WestOne JV. For the Highways Works and Services Contract in Merton we have always focussed on the role of service provider rather than being an ‘at arms length’ contractor. We have achieved this by actively engaging with ‘customers’ in the local community rather than merely communicating with them.

We are fully supportive of the London Borough of Merton’s desire to develop a more robust contractual relationship that fully adheres to NEC principles. This approach will give the joint team the best opportunity to deliver the evidential cost savings and service value required by Merton and its Elected Members through specifically addressing the following:

- Continued high level commitment (Director and Executive);
- Reconfirming our common objectives;
- Reconfirming our people-focused leadership;
- Delivery of strong budgetary control;
- Visually robust programme management;
- Collective identification and management of risks;
- Effective communication at all levels;
- Encouragement of innovation and lateral thinking;
- Joint development of Value Engineering solutions;
- Prompt resolution of problems.



Proposed Approach

Our experience within Merton has shown that partnering is about people, their attitudes and their ability to work together as a team. It is not an easy option; however we have shown it can be very successful through gaining the full commitment from within the highest level of our respective organisations.

The creation of a Partnering Board, comprising senior individuals from Merton and FM Conway has ensured the necessary committed focus. This Board will continue to be the main mechanism through which the two parties will function together as a partnership for the new contract.

This partnership approach is explained in further detail in Section 6.8 under seven key themes.

Development of Common Objectives

In collaboration with Merton, we will again agree upon a clear set of aims and objectives that the partnership will address and achieve during the new contract. This will include:

- Reaffirmation of the need for co-operation and close working relationships;
- The effectiveness of communication and use of collaboration tools;
- Encouragement to be innovative and examine value engineering at every opportunity;
- Commitment to making decisions that support best value for all stakeholders;
- Implement and monitor a performance management and improvement process.

6. Other Information Required

Partnering Workshop

Although this will be a contract continuation if we are successful, we strongly recommend the convening of a partnering workshop early during the mobilisation phase, attended by all levels of both organisations. This will:

- Identify new goals;
- Understand the key drivers behind the new contract;
- Spread the ethos of the partnership to all new team members;
- Determine areas of improvement;
- Develop and gain commitment to the aims and objectives.

From this renewed partnership approach we anticipate that we will continue to deliver the new service in the manner evidenced below:

From: [REDACTED]
Sent: 06 December 2010 11:15
To: [REDACTED]
CC: [REDACTED]
Subject: Thank You

Dear All,

As the Winter Maintenance Duty Officer for last week, I would like to thank you all for your contribution in dealing with the severe weather.

From the gritting crews at Garth Road to the Office staff fielding the calls, I am very grateful for your assistance. I would also like to thank our Contractors, F M Conway Ltd and Teasdales, who provided a valuable resource in cold and difficult conditions.

A special thank you to [REDACTED] from F M Conway's and [REDACTED] from Teasdales, I apologise for calling you 500 times a day and at all hours of the night. Please pass on my thanks to other members of your teams involved in last weeks winter maintenance service, you did a fantastic job.

Kind regards,

[REDACTED]
Network Maintenance Manager
Traffic and Highway Services

Financial Transparency / Non-Adversarial Approach

We have always recognised the importance of operating an open book policy within our Merton contract. We will ensure that all our financial matters will continue to be handled with complete openness and transparency. Our Merton approach for the last 30 years has been non-adversarial, without claims, based on trusting relationships and backed-up with 100% transparent cost systems.

Driven by Michael Conway (Chief Executive Officer) and Andrew Hansen (Chief Operating Officer), this financial management approach will continue and develop over the duration of the Highways Works and Services Contract.

This approach is explained in detailed further in Section 6.8 under seven key themes.

6. Other Information Required

Performance Management and Improvement

We welcome the collaborative method of performance management outlined within the contract documents including clearly defined KPIs, which will drive a cycle of continuous improvement for our own operations, the service delivery and the contract as a whole.

By placing the maximum percentage at risk in the Performance Deduction Model we have ensured there is a real and demonstrable incentive for FM Conway to maintain the highest levels of performance while also delivering quantifiable efficiency savings to the Client in accordance with the Efficiency Improvement KPI.

Our approach to performance management includes a commitment to defining objectives, establishing targets, monitoring and reporting on performance and developing collaborative strategies to enhance service levels. We will support Merton's drive for efficiency savings as set out in the Council's Transformation Agenda, Lean Reviews, and Continuous Improvement programme.

A collaborative approach to introducing cost saving initiatives such as 'Lean' systems will drive process improvement throughout the supply chain.

To ensure our focus on continuous improvement and innovation is maintained throughout the contract, we will establish an independent **Performance Improvement Team** led by FM Conway's Strategic Business Director, [REDACTED] (right). Jon has a wealth of experience in the area of business improvement and will offer a fresh approach to managing the performance of FM Conway's contract delivery team.

This team will be supported by [REDACTED] (Customer Services Manager) who will be responsible for collating performance data and monitoring the implementation of improvement strategies.

Management of Reactive and Emergency Maintenance Service

[REDACTED] (Contracts Manager) and [REDACTED] (Reactive Maintenance Supervisor) will continue to manage all Reactive and Emergency Maintenance Services. In addition to managing works orders through the Confirm system, our secure web based portal will be used to record the start and end of all reactive and emergency works using before and after images (date and time stamped) so that our performance can be assessed.

Ensuring that we achieve all KPIs relating to emergency and reactive maintenance will be a key focus during the first 12 months of the contract. We will achieve this by:

- Re-training our maintenance teams to understand and better utilise the current reporting system, which will in turn ensure our maintenance gangs close the task order immediately upon completion;
- Immediate implementation of enhanced supervisory processes;
- On-going dialogue between [REDACTED] (FM Conway) and [REDACTED] (Merton) to identify and address shortcomings and potential systemic improvement.

Management of Planned Maintenance and Schemes

All planned works will be managed by [REDACTED] (Contracts Manager), supported by [REDACTED] (Schemes) and [REDACTED] (Planned Maintenance, all with detailed experience of working in Merton). This will ensure delivery of the remaining 2012/13 programme and preparation of the programmes for the following years. Our commitment to Early Contractor Involvement (ECI) will reduce risk on both sides of the contract. We will work with Merton Officers to effectively coordinate the annual

6. Other Information Required

works programme in order to maximise the impact of the highway maintenance and scheme budgets and to move to a longer timeframe programme as early as possible to bring efficiencies and savings.

Integrated Services – Offering

Through our Professional Services Division we are able to offer Merton a fresh approach to the delivery of highway services; based upon a detailed understanding of the Merton highway environment and an integrated approach to project delivery.

Our team is capable of delivering a variety of projects through the complete life cycle, realising significant efficiency savings by streamlining the supply chain and eliminating resource duplication. Maintaining a broad scope of in-house expertise enables FM Conway to deliver a fully integrated highways service, benefiting Merton in terms of cost, time and quality.

Our on-call flexible approach to the delivery of Professional Services is designed to support Merton's in-house team through the provision of specialist resources, which may be commissioned as and when required. We can respond to any enquiry immediately and deliver within the tightest of time scales. Examples of how our Professional Services Division is able to support Merton's highways team to reduce costs and enhance service levels are outlined below:

- ***Reactive Maintenance and Inspection Services***

An integrated reactive maintenance service, where gangs work directly under the guidance of FM Conway area inspectors, has the potential to streamline the process from defect identification to repair. Through the use of handheld technology, defects are assessed, recorded and prioritised based on key risk criteria.

This ensures the vast majority of defects are repaired without delay while those considered low risk can be programmed in the most cost effective manner (based on work type or location).

- ***Planned Maintenance***

Our streamlined approach to the delivery of planned maintenance has resulted in cost and time savings for our local authority clients. This integrated method includes carrying out condition surveys, building up accurate estimates, developing a prioritised programme of works, producing design drawings and specifications, right through to managing the works on site.

This streamlined approach to planned maintenance ensures that a greater percentage of the available budget is spent on delivering improvements across the network.

- ***Design & Build Schemes***

FM Conway's integrated 'design and build' and 'walk and build' capabilities have proven successful in delivering practical and cost effective engineering solutions. This is evidenced by the successful delivery of a wide range of highway and traffic schemes including major town centre regeneration projects, complex junction designs, public realm improvements and numerous road safety schemes.

The Professional Services Division has the capability to take any project from identification (concept stage) through to design, consultation and construction in one seamless process. Involving the construction team at the earliest possible stage allows us to design practical schemes within tight budget and timescale limitations.

It also ensures that factors such as sustainability, buildability, materials, maintenance and whole life costs are considered from the very start of a project.

Examples of recent schemes are given overleaf:

6. Other Information Required

SCHEME PROFILES

BROMLEY NORTH VILLAGE



Client: London Borough of Bromley
Value: £4,500,000
Scheduled Completion Date: June 2012

This high profile scheme will improve access to the high street and surrounding green spaces with the aim of re-vitalising Bromley North Village. The innovative design includes remodelling junctions to prioritise pedestrian movements.

CLAPHAM GATEWAY



Client: London Borough of Lambeth
Value: £2,500,000
Scheduled Completion Date: Sept 2012

FM Conway is currently undertaking detailed design for an Area Based Scheme linking the Old Town, High Street and Clapham Common. This project will improve connectivity for pedestrians, cyclists and public transport users.

ORPINGTON HIGH STREET



Client: London Borough of Bromley
Value: £2,200,000
Completion Date: June 2009

Major Town Centre regeneration scheme designed to improve access to the high street and create a safer and more pleasant public space. The high quality and cost effective delivery of this 'design & build' project was recognised recently at the London Transport Awards.

WILCOX ROAD



Client: London Borough of Lambeth
Value: £850,000
Completion Date: June 2011

Public realm renewal scheme designed to promote a free flowing and safe passage for pedestrians. Features include new granite paving, enhanced lighting, soft landscaping, parking, accessibility improvements and reduced street clutter.

The full scope of our Professional Services team services available to support Merton is detailed overleaf:

6. Other Information Required

Design (and build) of Highway Schemes

All project requirements from feasibility and concept design through to construction are delivered from within one cohesive unit. This integrated approach to scheme delivery has proven to be cost effective and ensures that the benefits of Early Contractor Involvement are brought to every project. It also provides the Client with a single point of contact throughout the scheme life cycle, making contract administration focussed and efficient.



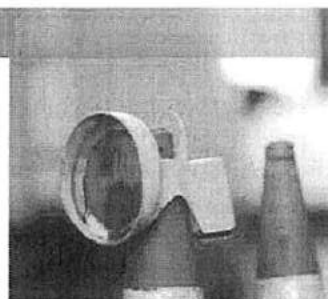
Programme and Project Management

With expertise in surveying, estimating, scheme design, programming, budget management and quality assurance, our team is able to implement a fully integrated approach to planned maintenance and highway improvement projects. This cost effective model ensures that a greater percentage of the allocated budget is spent on delivering improvements across the network.



Network Management Duties

Combining a detailed knowledge of the TMA with vast experience of day to day highway operations, FM Conway is able to support local authorities fulfil their network management duty - from administrative services such as skip and scaffold licensing through to the preparation of Traffic Orders, Planning Applications and Traffic Management Plans.



Highway Inspections and Condition Surveys

This service incorporates the design, management and delivery of inspection regimes from safety inspections of the footway and carriageway to detailed condition surveys such as Principal and General Inspections of highway structures. We also carry out cellar surveys prior to highway works in order to manage this risk and protect local authorities against speculative insurance claims.



6. Other Information Required

Asset Management and Strategy

The growing emphasis on asset management and financial modelling to guide infrastructure investment has placed additional demands on local authority engineers. From asset data collection through to life cycle planning, scenario modelling and the preparation of strategic Asset Management Plans, our engineers have the knowledge and experience to optimise planned interventions and ensure that investment is focussed on delivering local priorities.



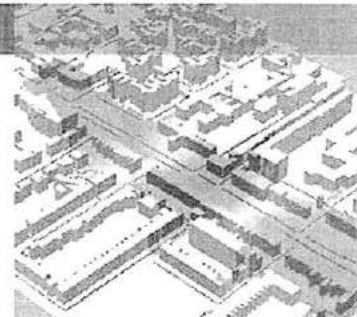
Public and Stakeholder Consultation

Consultation plays an important role in all FM Conway managed projects and our team has utilised a wide range of techniques to engage with the local community including on-line tools, focus groups and exhibitions. This process often involves site visits and presentations using our purpose built mobile consultation unit and regular face to face canvassing of local residents and businesses.



Detailed Site Investigations

FM Conway surveyors produce topographical surveys to the appropriate level of detail, incorporating state of the art Ground Penetrating Radar technology. Our team has experience encompassing a wide range of specialist site investigations such as sound and vibration surveys, structural analysis and geo-technical assessments.



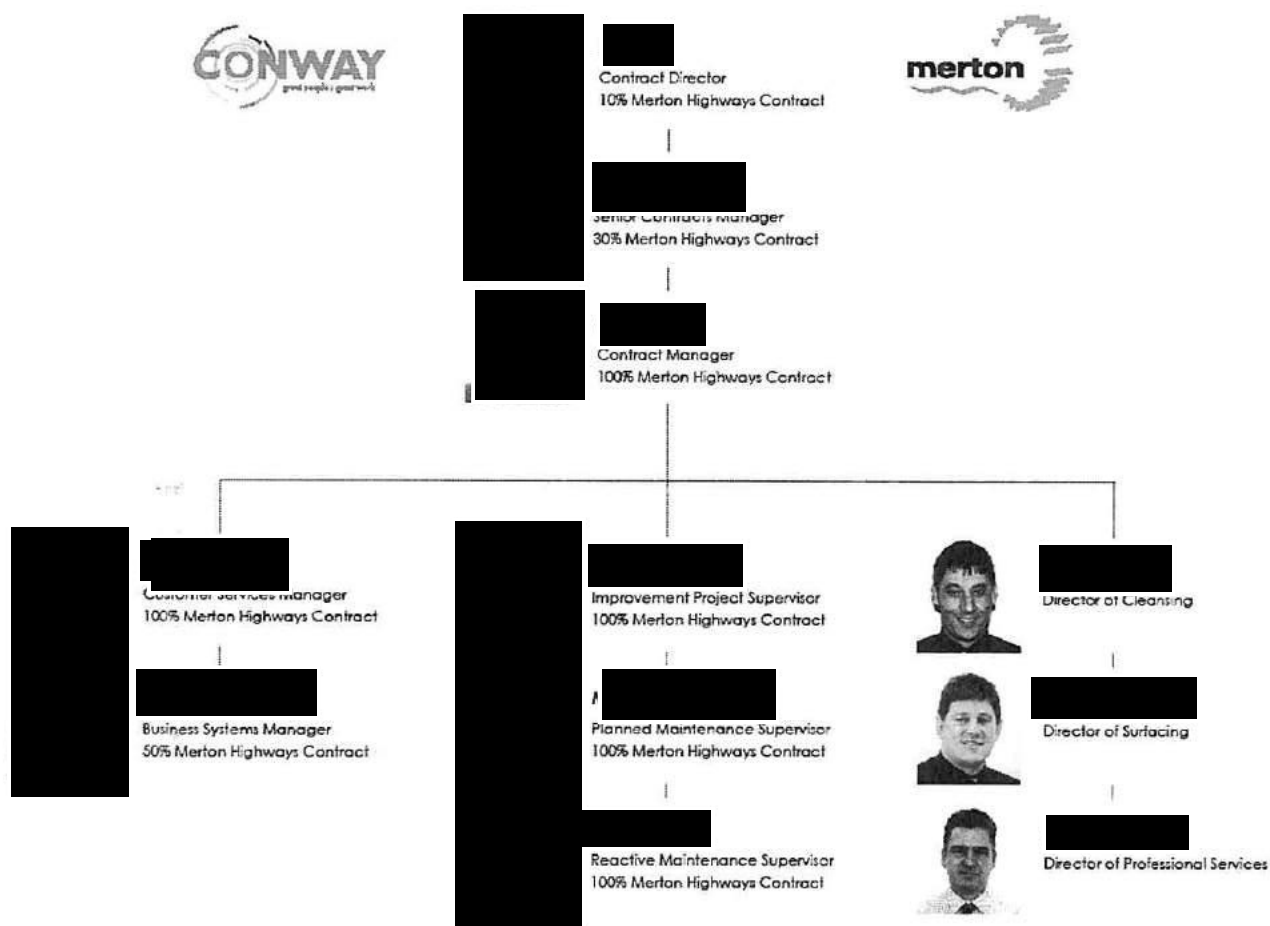
Specialist Consultancy Services

In addition to the core services required to deliver the highways function, our Professional Services Division has the expertise to produce feasibility studies, traffic impact assessments, pilot studies, technical reports and a range of strategic documents. This includes advising Clients on issues surrounding quality and environmental management, risk management and highway regulation.



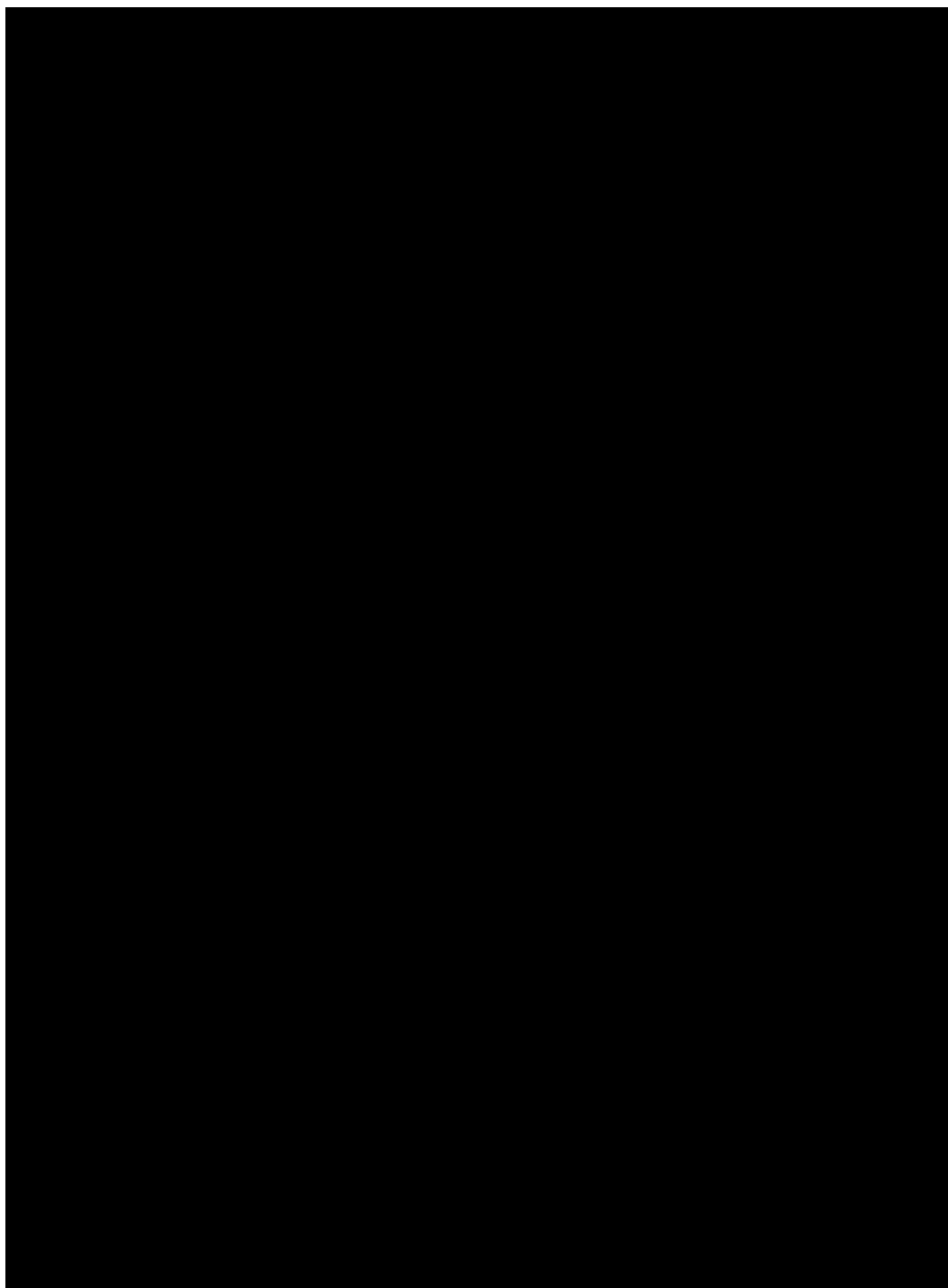
6. Other Information Required

6.5.1 The Contractor's Team



We attach CVs for our key contract personnel on the following pages, highlighting their knowledge and experience of working in Merton. This allows us to guarantee optimal transition into the new contract, with immediate delivery of benefits from improvements and innovations while maintain service standards..

6. Other Information Required



FM Conway Ltd, Conway House, Rochester Way, Dartford, Kent, DA1 3QY
Tel: 02086 368822, Fax: 02086 368827

Last updated: December 2011

6. Other Information Required



Senior Contract Manager

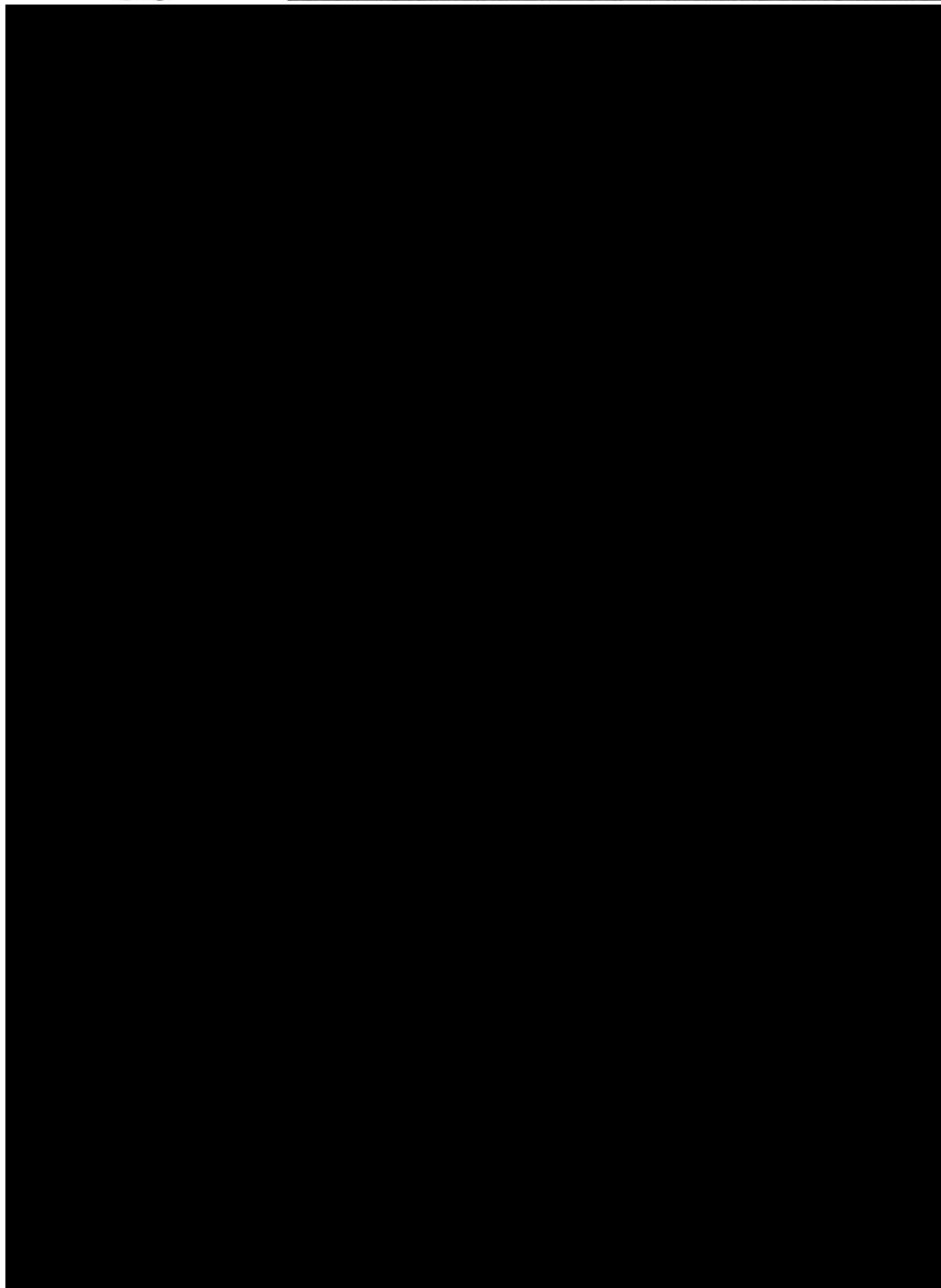


Last updated: December 2011

6. Other Information Required



Contract Manager

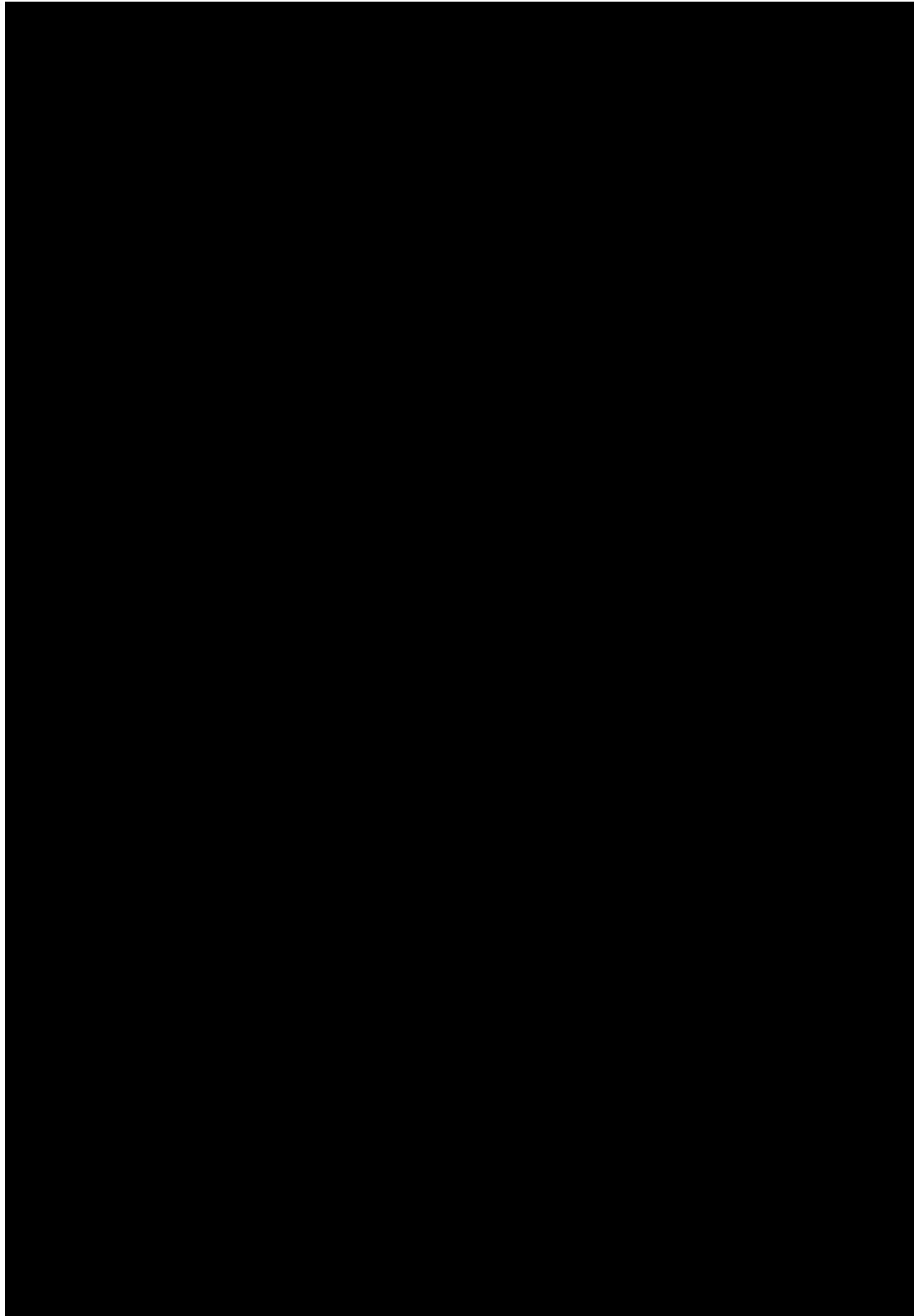


Last updated: December 2011

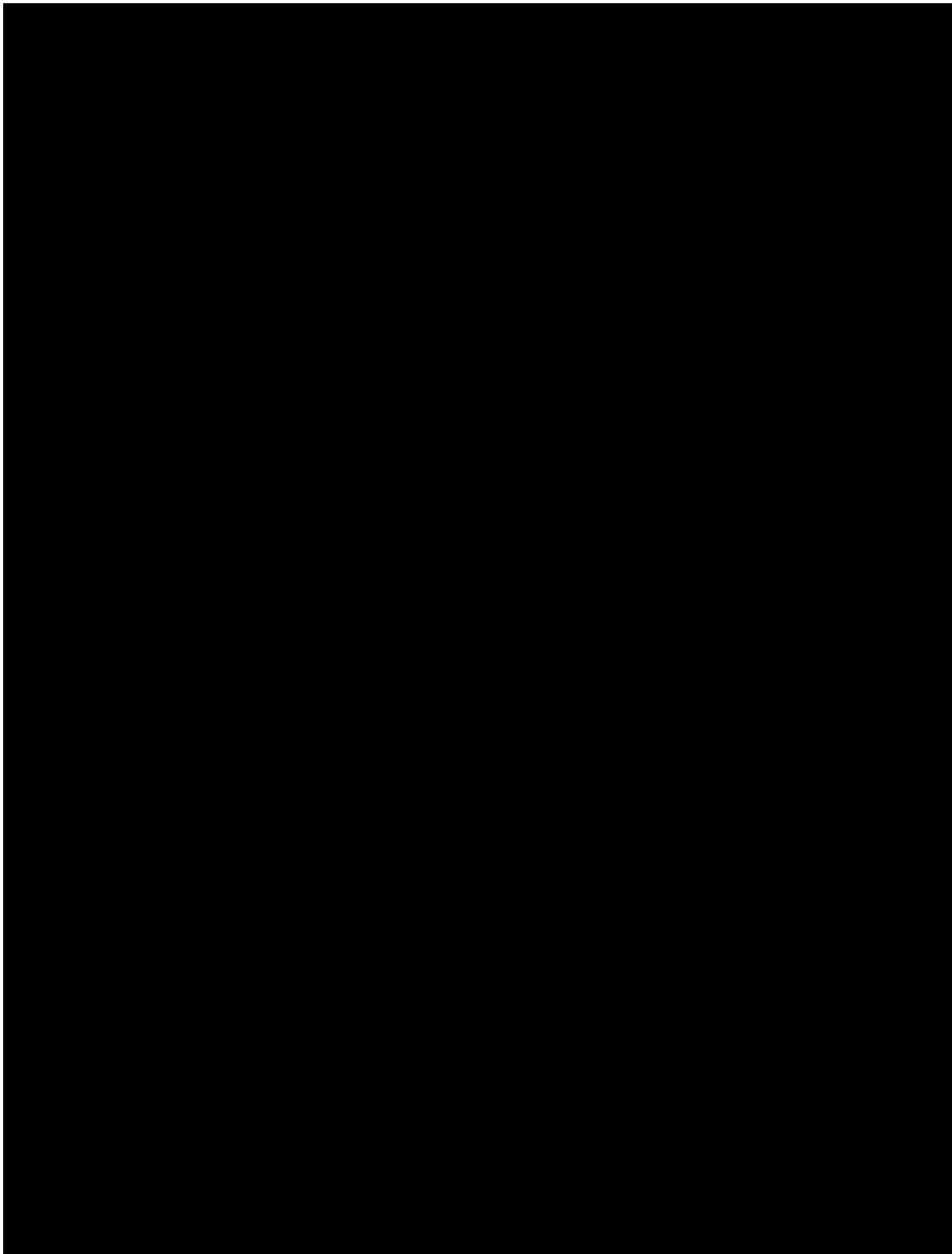
6. Other Information Required



Customer Services Manager



6. Other Information Required



Last updated: December 2011