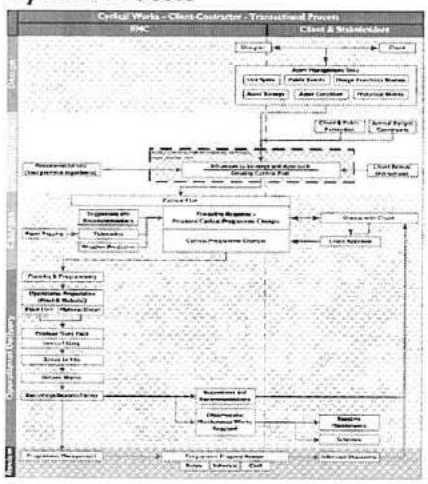
2- The Order and Timing of the Work of the Employer and Others

10. Number of estimates prepared by the *Contractor*, found to be within 10% of the final cost of the work, divided by the total number of estimates prepared by the *Contractor*, expressed as a percentage.

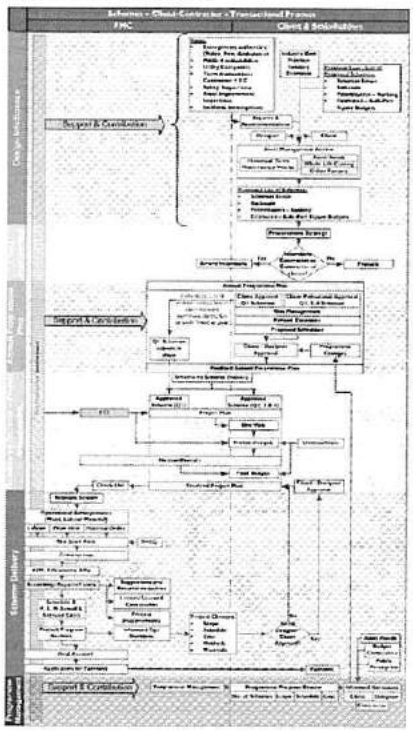
The processes we have demonstrated for this tendered plan will, upon award, be refined to precisely reflect Merton's enhanced requirements. We will work collaboratively to produce bespoke, Improvement, Performance, and Operational plans specific to Merton.

These processes are illustrated below, full documents are attached to the end of this section.

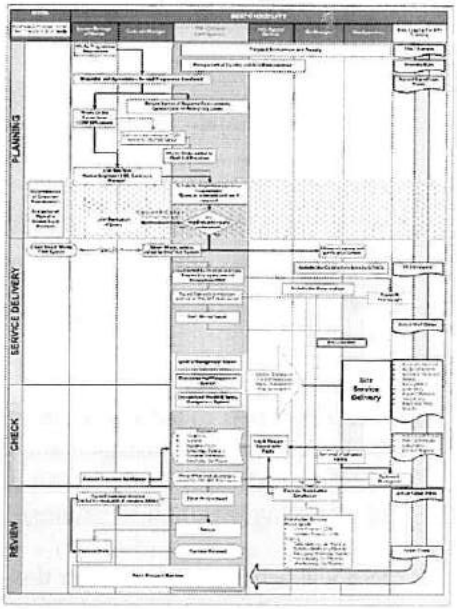
Cyclical Process



Schemes Process



ERP Transactional Process



Cyclical Works

The process for Cyclical Works is designed to deliver Value for Money, achieved by changing to a Predictive Cyclical Programme, rather than the traditional Linear Distribution of task throughout the year.

Upstream intelligence and understanding of the network will be the driver for this process. The key issues we will consider are:

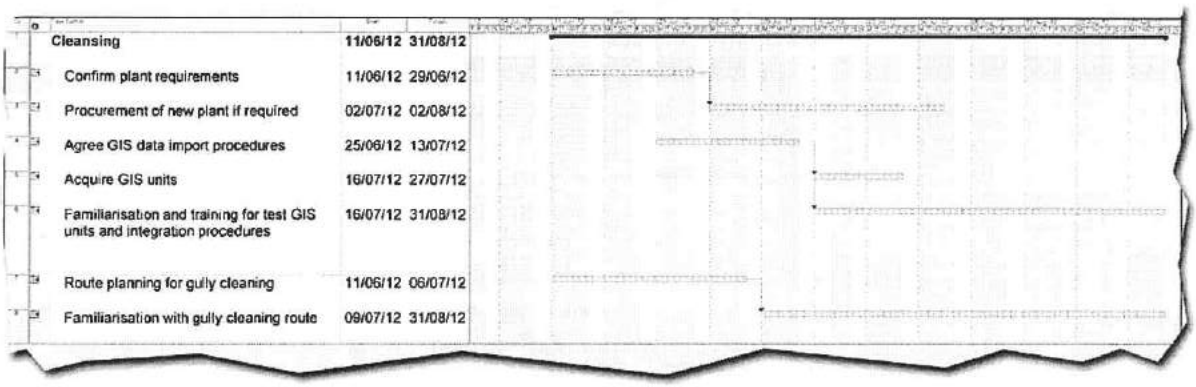
- Previous Hot Spots;
- Previous year's maintenance regime;
- Asset condition;
- Feasability "Fit for Purpose" analysis;
- Weather prediction using long and short-term forecasting.

Following these analyses, we will implement intelligent planning to develop and implement measures that will deliver the service where, and when it is required, without costly and wasteful undertaking of actions determined by date rather than need.

2- The Order and Timing of the Work of the Employer and Others

We will present our evaluation outcomes, proposed solution, recommendations and support the client-informed decision making process, in respect to acceleration, or deceleration of tasks with the cyclical programme.

We have incorporated Mobilisation of the Cleansing Works Service into the overall Mobilisation Programme, attached to the end of this section. The specific phase of the programme, related to cleansing, is illustrated below:



Cleansing	11/06/12	31/08/12
Confirm plant requirements	11/06/12	29/06/12
Procurement of new plant if required	02/07/12	02/08/12
Agree GIS data import procedures	25/06/12	13/07/12
Acquire GIS units	16/07/12	27/07/12
Familiarisation and training for test GIS units and integration procedures	16/07/12	31/08/12
Route planning for gully cleaning	11/06/12	06/07/12
Familiarisation with gully cleaning route	09/07/12	31/08/12

Schemes

Our process is based upon the same conceptual approach to deliver Value for Money, budget certainty, and facilitate a project management Earned Value Analysis progress review which will support the intelligent decision-making process, in respect of Annual Programme changes (No. of schemes to be delivered, scope of work, budgets, and schedules).

We will achieve this through the implementation of a two-year rolling programme, addressing continuity of works in Quarter 1, estimating certainty throughout the year, and highlighting of a "wish-list" of potential schemes for implementation the following year. Proposed schemes will be ranked based upon an intelligent Risk Evaluation. Selection of those schemes, to be delivered the following year, will be determined by budgetary constraints and ranking.

For the purpose of this Contractors Plan, we have attached a two-year rolling programme plan.
Our standardised approach to the programming of the operations is based upon the following principles:

- Each year will be planned as four quarters;
- We will plan works two quarters in advance of proposed start dates;
- We will review the planned programme in the quarter prior to commencing works;
- We will review the completed works during the quarter after completion; learning any lessons, determining opportunities for improvement, and highlighting best practice;
- i.e. Quarter 1: Plan; Quarter 2: Review Plan; Quarter 3: Undertake Works; Quarter 4; Review Outcomes.

This process follows the well-established "Plan-Do-Check-Act" cycle of Quality Management.

Mobilisation Programme

Our outline programme for operations as described in the Service Information is shown on the following page. Whilst the programme is detailed, for us as the incumbent contractor to the London Borough of

2- The Order and Timing of the Work of the Employer and Others

Merton, already fully mobilised within the Borough, many activities are reviews and checks. This provides the following benefits to the London Borough of Merton:

- Certainty of meeting service start dates;
- Smooth Transition;
- Immediate implementation;
- Time Savings;
- Cost Savings;
- The innovation we bring to this contract.

We know and understand the Visions and Values of Merton, and have worked with the Borough since 1st April 1979, to deliver the Services, Quality, and Value demanded.

"To deliver safe, serviceable and sustainable streets to the people of Merton through cost-effective, continually improving, and innovative management"

Our service shall comprise both routine and Task Order activities as described below:

The routine activities:

- Routinely undertaking reactive highway maintenance operations, in response to instructions issued by the Service Manager;
- Maintaining the continual availability ("24/7") of the Emergency Call Out service;
- Routinely undertaking cyclic cleaning of highway drainage assets.

The Tasks required shall include:

- Undertaking an annual programme of planned highway and structures maintenance projects;
- Undertaking highway improvement projects;
- Undertaking unscheduled cleaning of highway drainage assets;
- Undertaking works at off-highway and other locations.

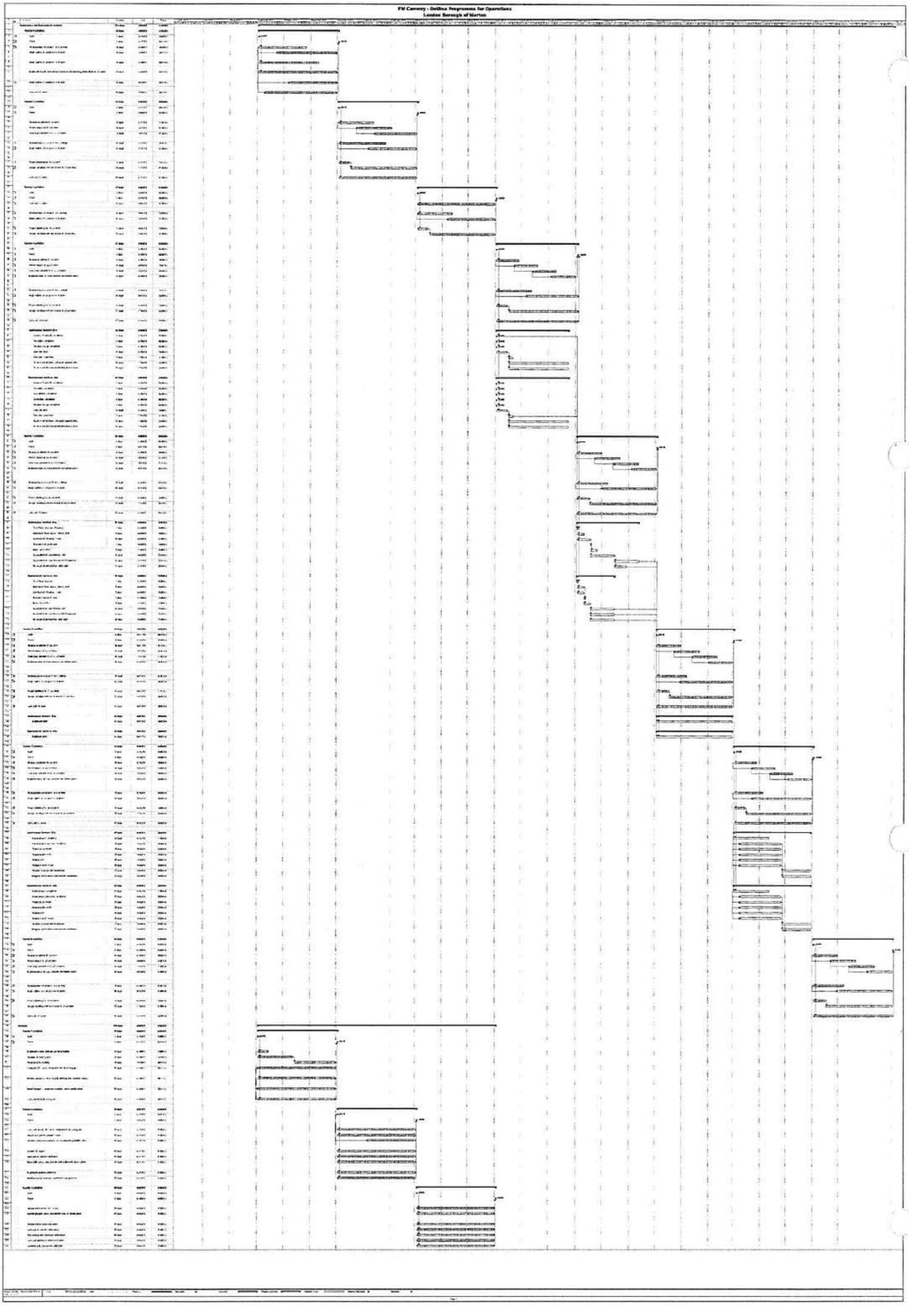
Our programme identifies the key first month deliverables, post contract award, including:

June 2012

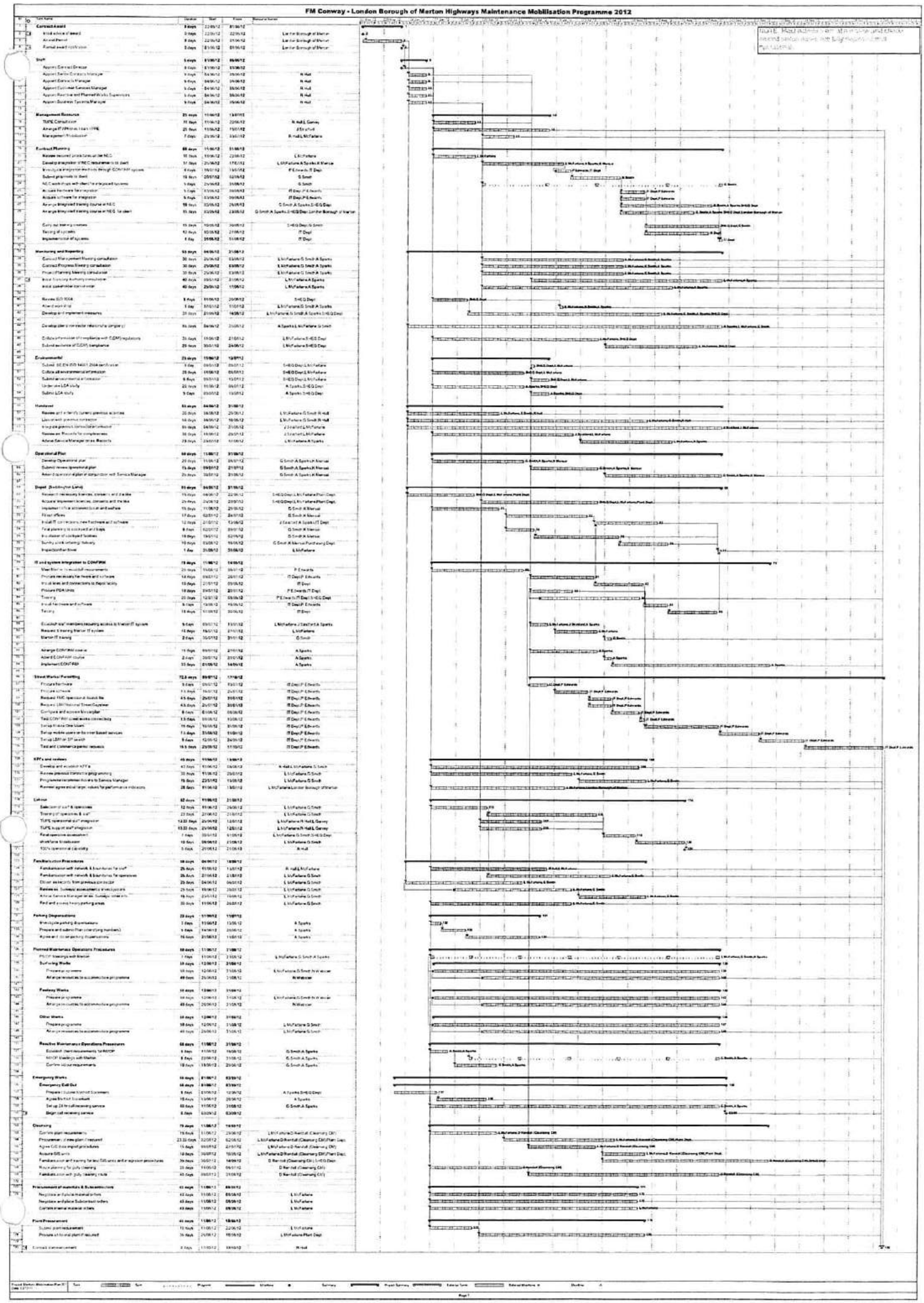
- Appointment of Key Staff and Management Resources;
- Drainage TUPE Consultation;
- Contract Procedural Planning;
- Integrated NEC Workshop with Merton Senior Management (reference Service information);
- Establishment of Performance Improvement Team (monthly meetings thereafter) who will:
    - Implement BS EN ISO 9004: 2009 approach;
    - Define KPI targets and monitoring arrangements;
    - Develop and implement on-going continual improvement strategy
- IT systems integration;
- Ensure availability of Service plant, labour and material;
- **Developing, finalising and submitting our first Operational Plan**

The following pages contain:

- GANTT Chart for Operational Programme;
- GANTT Chart for Mobilisation Programme;
- Flowchart for Cyclical Process;
- Flowchart for Schemes Process;
- Flowchart for ERP Transactional Process

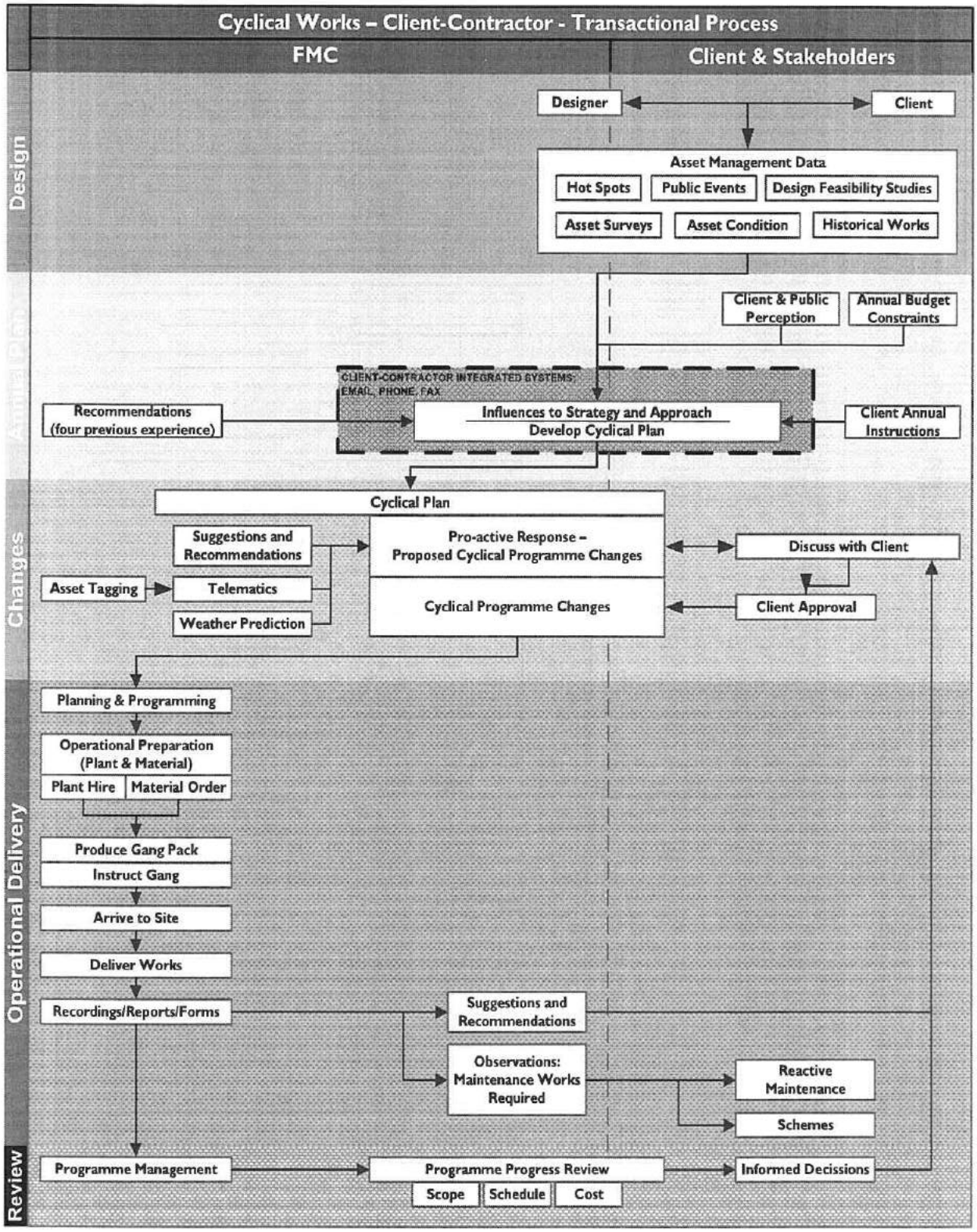

FM Convoy - Outline Programme for Operations
London Borough of Merton

FM Conway - London Borough of Merton Highways Maintenance Mobilisation Programme 2012



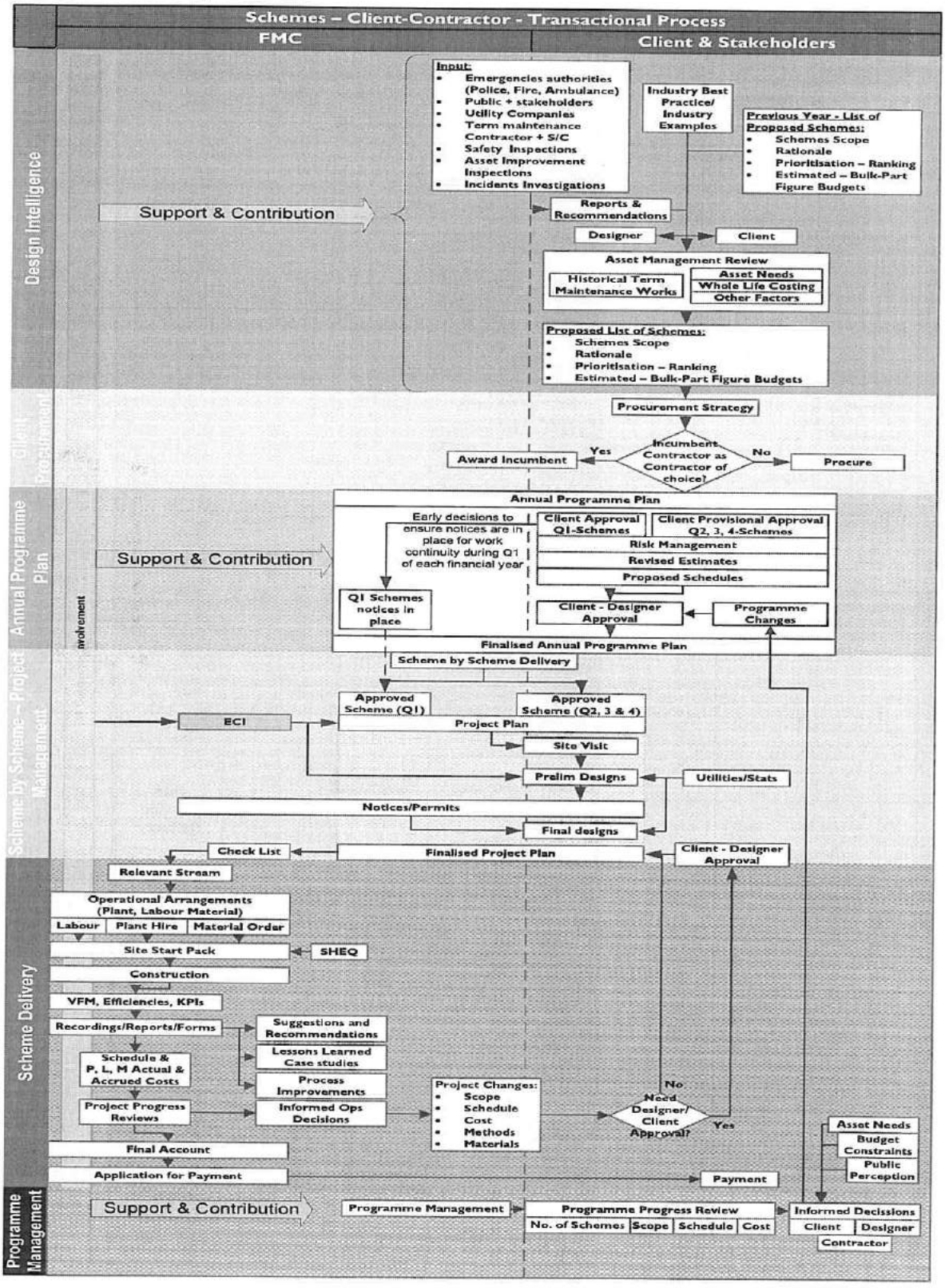
2- The Order and Timing of the Work of the Employer and Others

Cyclical Process Map



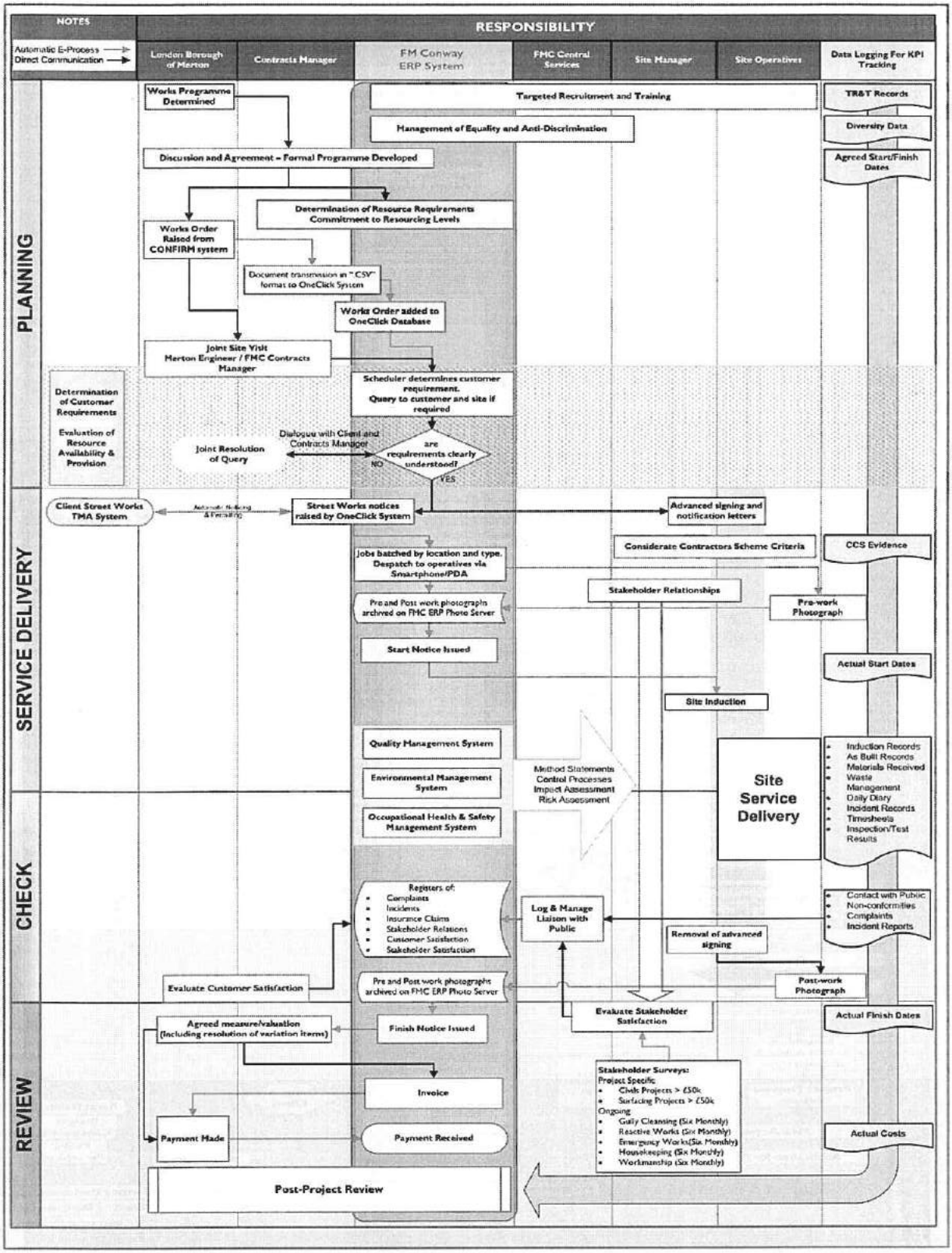
2- The Order and Timing of the Work of the Employer and Others

Schemes Process Map



2- The Order and Timing of the Work of the Employer and Others

ERP Transactional Process Map



3. The Contractors Provisions

3.1 – Time Risk Allowances

In the tendered plan this section includes the *Contractor's* proposed time risk allowances for all of the routine operations described in the Service Information. Time risk allowances are not required to show reactive maintenance works.

In the first operational plan this section includes the *Contractor's* actual time risk allowances for these routine operations and Tasks, taking account of all the information obtained by the *Contractor* and provided by the *Service Manager*.

Our Understanding

In the NEC3 Engineering and Construction Contract (ECC), it is a requirement in clause 31.2 for the contractor to show provisions for time-risk allowance (TRA) on each programme submitted for acceptance.

A TRA is the duration allowed for each activity that has been assessed by the contractor as a period of time risk necessary to ensure that the activity will be completed by the date required.

Our Allowance

The TRA for all activities within the Highways Works and Services Contract has been allocated by us as [redacted] This allows for normal contractor risks as well as specific contract-defined risks.

Planned Works

The TRA for each activity within planned works may alter depending on internal and external factors, such as location, time of work, projected weather patterns, or other factors that are specific to the works and area. The variation in TRA is not expected to vary by more than +/- 3% due to these.

Reactive Works

Reactive Works TRA will not be expected to vary. The value has been calculated from empirical work studies and allows for all risks. Project dependant factors such as weather and day/ night working have been allowed for as an overall average weighting.

3. The Contractors Provisions

3.2 – Health and Safety Requirements

In this section the *Contractor* identifies the principal health and safety legislation that is applicable and demonstrates how he complies with its requirements when Providing the Service. **This information must be provided in the tendered plan.**

Applicable Health & Safety Legislation

We have identified the following legislation, regulations, ACOPs and guides as applicable to the Merton Contract.

Statutory Instruments

- ☐ The Control of Asbestos at Work Regulations 2006 (No. 2739)
- ☐ The Chemicals (Hazard Info & Packages for Supply) Regulations 2005 (No. 2571)
- ☐ The H&S Young Persons Regulations 1997 (No.135)
- ☐ New Roads and Street Works Act 1991
- ☐ The Health & Safety (Display Screen Equipment) Regulations 1992 (no.2792)
- ☐ The Electricity at Work Regulations 1989 (No. 635)
- ☐ The Fire Precautions (Workplace) Regulations 1997 (No. 1840)
- ☐ The Construction (Design & Management) Regulations 2007 (No. 320)
- ☐ The Control of Noise at Work Regulations 2005 (No. 1643)
- ☐ The Control of Vibration at Work Regulations 2005 (No. 1093)
- ☐ Confined Spaces Regulations 1997 (No. 1713)

Approved Codes of Practice

- ☐ COSHH Regulations (L5)
- ☐ Management of Health and Safety at Work Regulations (L21)
- ☐ Provision & Use of Work Equipment Regulations (L22)
- ☐ Manual Handling Operations Regulations (L23)
- ☐ Workplace Health, Safety & Welfare Regulations (L24)
- ☐ Personal Protective Equipment at Work Regulations (L25)
- ☐ Safety Signs and Signals Regulations (L64)
- ☐ Reporting of Injuries. Diseases & Dangerous Occurrences Regulations (L73)
- ☐ First Aid Regulations (L74)
- ☐ Guide to H&S Consultation with Employees Regulation (L95)
- ☐ Lifting Operations and Lifting Equipment Regs (L113)
- ☐ Management of Asbestos in Non-Domestic Premises (L127)
- ☐ Control of Lead at Work Regulations (L132)
- ☐ Dangerous Substances & Explosive Atmospheres (L138)

Guides

- ☐ Guide to Health & Safety at Work Act
- ☐ Safety Representatives & Safety Committees
- ☐ Essentials of Health & Safety at Work
- ☐ Occupational Exposure Limits
- ☐ Avoiding Danger from Underground Services (HSG 47)
- ☐ Successful Health and Safety Management (HSG 65)

3. The Contractors Provisions

Providing Compliance When Providing the Service

Policy

In relation to "Care for People" we have a robust Health and Safety approach.

Our approach to provision of the Merton service delivery is based upon the following golden rules, which will ensure a safe and healthy environment for our people, and Merton client, stakeholders, road users and public:

- 'Health and Safety' within our Merton Contract is most important – no compromise. It is the most important part of our day to day delivery. Nothing in our business is so important or urgent that permits or implies a disregard for safety or a risk of injury or accident;
- 'Merton people come First' (care for ourselves and others to ensure all people's safety);
- 'Health and Safety is an everyday not just for today'. Achieving and maintaining high standards of health and safety through putting the right structures in place, developing the right systems and nurturing the right culture;
- 'Prevention is better than Cure'. We strive to achieve a pro-active culture where risks are identified and addressed before they may result in an incident.

In order to deliver to these rules we operate a Health & Safety Management System, which is fully compliant with OHSAS 18001:2007, as part of our Integrated Management System.

CONWAY HEALTH, SAFETY AND WELFARE POLICY STATEMENT

We enclose a copy of the FM Conway Health & Safety Policy Statement, overleaf, endorsed by our Chief Executive Officer. As required by section 2(3) of the Health & Safety at Work Act 1974 it covers General Policy, Organisation and Arrangements.

We have fostered a culture of Health & Safety throughout our current Merton Highway and Service Contract organisation, driven by one simple philosophy:

"Everyone is Responsible for Health & Safety"

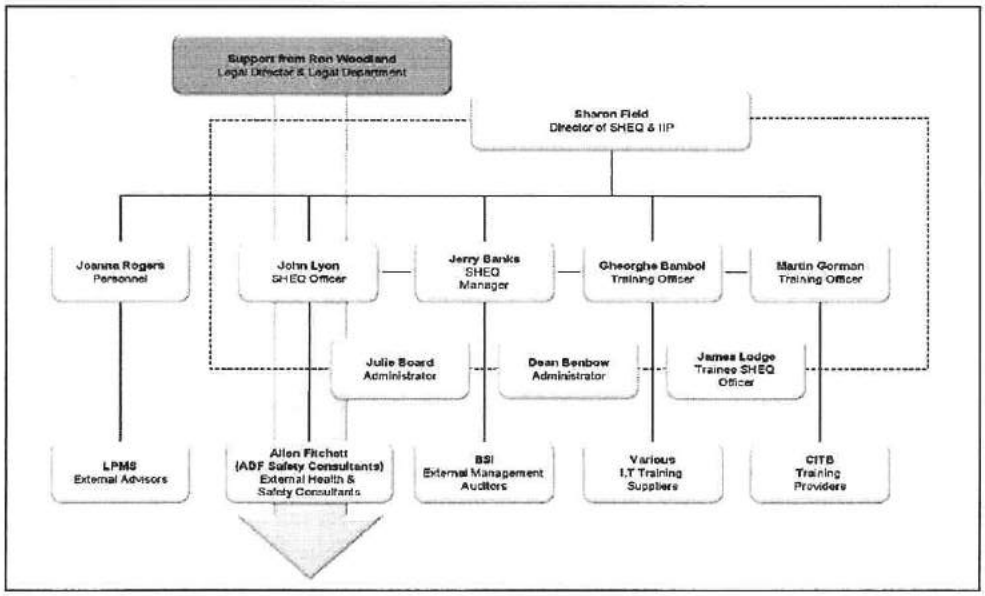
The structure for the new Merton contract will follow that well established in our current Merton contract. This is set out below.
Our site structure for responsibility at Merton starts at the Site Manager, the nominated responsibility holder. The Site Manager is responsible for ensuring that we satisfy all legal requirements, and adhere to the spirit and letter of our Health & Safety Policy.

All of our Site Managers as a minimum, hold SSSTS or IOSH Supervising Safely qualifications, and many hold SMSTS or IOSH Managing/Directing Safely qualifications. All have completed current CDM training. The Site Manager has the support of our SHEQ team. The SHEQ team provides continual expert advice and guidance and ensures a sustained high standard of Health & Safety through regular audits, toolbox talks and training. A wide proportion of our supervisors and managers are trained and hold appropriate cards and Safety Qualifications supported by NVQ's competency based qualification in Site Supervision and Management. CDM training is carried out by both internal and external training providers.

While Health & Safety driven and led on site, our SHEQ (Safety, Health, Environment and Quality) Central Services Team will continue to provides substantial support in the new contract period. This team offers a wide range of expertise including status, membership and certifications such as: chartered IOSH members, graduates IOSH, Technician IOSH, DSA driving Instructors, National Qualified Plant Instructors for CPCS,

3. The Contractors Provisions

National Qualification for Drivers CPC, NVQ Level 4 Occupational Health, Qualified Internal Auditors and Trained Trainers and a Romanian Translator/Interpreter.



We also have our own "in house" drug and alcohol testing capability, utilising Drugwipes and Breathalyser.

In addition to the members of the SHEQ Team who hold NVQ Level 4 Occupational Health we employ Safety External Occupational Health Support from Express Medicals who provide:

- A nurse to visit depots/sites and carry out health checks (as minimum twice per month);
- Regular Immunisations;
- HAVS assessments;
- Review, record and storage of health assessment questionnaires;
- Provide fit to work certificates;
- Two-hour response to on site drug / alcohol testing compliance and/or verification of internal test.

To ensure high industry standards of Health & Safety and benefit from innovative approaches we test our services and review them using external safety advisors and consultants. The external safety advice is additional independent support, enhancing our in house capability:

- External health and safety consultants, ADF Safety, to provide independent support, advice and conduct site and depot audits across the company's activities (as minimum one day per week);
- External Vitality Programme for employees from Pru-Health, which supports and rewards a healthy lifestyle.

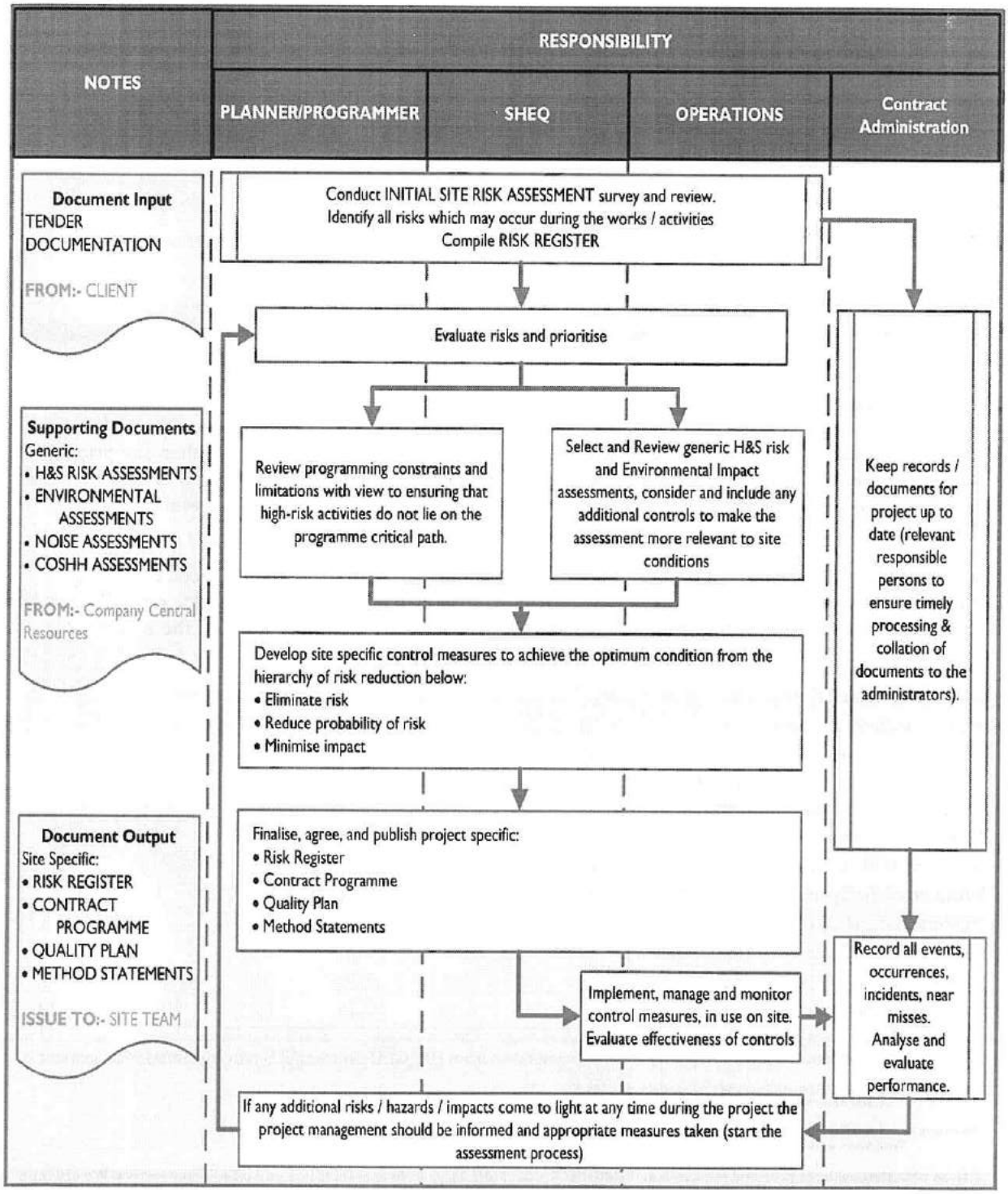
A significant contribution to the success of our Health & Safety approach is derived from our continual striving towards pro-active measures and prevention. We achieve this through application of the following:

- Risk management (See flowchart overleaf)- we robustly identify, evaluate, mitigate Risks and Hazards and manage them using the Construction Phase Health & Safety Plan, Individual Risk Assessments, Method Statements, Safe Systems of Work, Permits to Work, Tool Box Talks and Site Inductions;
- Nurturing a culture of pro-active approach to H&S. We have developed our "Say What You See" Quality and Health & Safety initiative which encourages *everyone* to be vigilant and act in preventing poor quality and incidents;

3. The Contractors Provisions

- A robust reporting mechanism of near-misses which are then fully investigated and analysed resulting in preventative measures being implemented.

Risk Management Process Used



3. The Contractors Provisions

Our Health & Safety Manual is a comprehensive electronic system of processes and documents which is available to our people through primarily the company intranet (IMS) and, where necessary, through stand-alone PCs and hardcopies (under a strict document change control regime).

Measurement of Effectiveness of Our Health & Safety Policy

The effectiveness of our H&S policy is and will continue to be measured at Merton through regular site audits and 'Code of Good Practice Inspections' (see example at right) conducted by Contract Managers, SHEQ Officers and independent Health & Safety consultants. Our Directors and senior managers from across all our business functions are also required to complete a defined minimum number of formally recorded Health & Safety audits per month and these include Merton.

We take a very active interest in ensuring effectiveness of our policy and approach. For this purpose we use our data capturing and monthly KPIs analysis to formulate informed views in respect to the effectiveness of our Health & Safety policy. These together with KPI trend analysis and external guidance and advice support our continual improvement through regular Quarterly Health & Safety Policy board reviews.

Effective Reduction in Incidents

The health and safety of our workforce and those affected by our operations is our number one priority. Operating within a zero harm environment is the only acceptable option. Developing and encouraging the zero harm culture is an ongoing challenge fully endorsed and supported by the highest levels within the company.

The success and effectiveness of our Health & Safety policy and approach can be evidenced through continual improvements reflected by our past 5 years data shown below. For reliable data comparability and trend analysis we have derived appropriate mathematical ratios which take into account the volumes of work (no. of hours worked) and size of the company (no of employees).

Information Required	2006	2007	2008	2009	2010
Average workforce (including direct employees and subcontractors/self employed)	700	1000	1200	1500	1600
Total hours worked in period (Estimated)	1809500	2585000	3102000	3877500	4136000
Number of Fatal Injury Incidents	0	0	0	0	0
Number of Major Injury Incidents (RIDDOR)	1	4	1	1	2
Number of 3-day Injury Incidents (RIDDOR)	4	5	8	10	7
Incident Rate (Major Reportable) (see below)	143	400	83	67	125
Incident Rate (Over 3 Day) (see below)	571	500	667	667	438
Incident Rate (All) (see below)	714	900	750	733	563
Frequency Rate (see below)	0.28	0.35	0.29	0.28	0.22

Calculation of Incident Rate and Frequency Rate (Method taken from HS (G) 65 'Successful Heath and Safety Management")

Incident Rate = $\frac{\text{Number of Reportable injuries in financial year} \times 100{,}000}{\text{Average number employed during year}}$

Frequency Rate = $\frac{\text{Number of Reportable injuries in period} \times 100{,}000}{\text{Total hours worked during the period}}$

Please note that we have provided full combined statistics for our staff, large in-house workforce and all sub-contractors. We ask that this should not be compared against statistics from some companies that have no in-house labour and only report staff statistics.

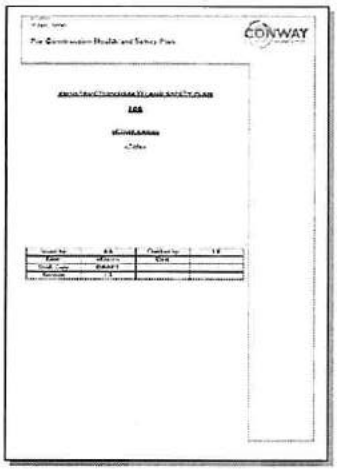
3. The Contractors Provisions

Effective Control of Health & Safety in Construction Processes

We will control Health and Safety construction processes through a planned cycle of inspection, training, toolbox talks and review.

Site controls are defined in a Site Safety Plan, which will form part of the Construction Phase Health and Safety Plan we do and will develop for each scheme in Merton.

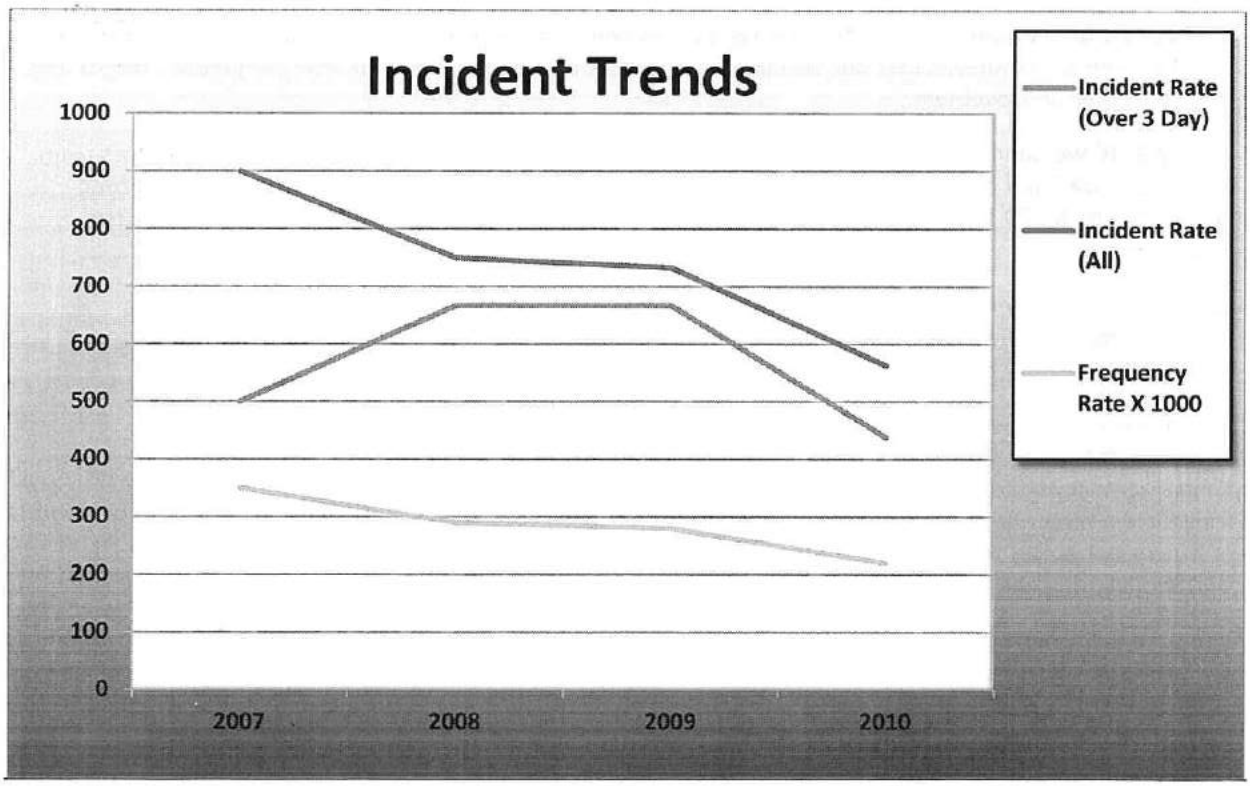
The Site Safety Plan is a controlling procedural document derived from the company Integrated Management System containing Safety Systems compliant with the OHSAS 18001 standard.



The Safety Plan will establish protocols for undertaking risk assessments and controlling method statements for all site activities. We will fully train and brief staff and operatives on all work procedures, using a permit to work system where appropriate. Managers will identify formalised classroom training needs through the annual Performance Development Reviews and these are scheduled as part of the individual's training and development plan.

Senior Management and Directors are assessed annually by external examinations ensuring training is provided for leadership and management. All our supervisors are trained and are responsible in supervising all operations to ensure compliance with agreed methods of working.

Our statistics demonstrate that we have been effectively reducing incidents, year-on-year since the introduction of our Integrated Management System during 2007.



3. The Contractors Provisions

In 2009 we implemented a targeted approach to reducing utility strike incidents. We achieved this through:

Management and supervision - through risk management we have identified all sites with high risk for potential incidents and for these sites we have intensified our site supervision and management.

Data & Technology – For all identified sites with high congestion of utility underground services we have focussed our attention in obtaining the Underground Blue prints with all services identified and where uncertain we have performed trials (CAT and Genny) and GPRS (Ground Probing Radar Surveys); this was aided by working closely with the Utility Companies in obtaining access to Stat Data and Drawings and undertaking joint site attendance where appropriate

Incentivise – Teams incentivised by way of Bonus for low count of strikes and the on-site Gang Teams fined for "avoidable" issues where there is culpability.

Weekly Surgery - All Incidents Reviewed - Every incident is reported to our Central Services division and investigated. A Root Cause Analysis is undertaken and corrective measures implemented to prevent recurrence. All gangs involved in "utility incidents" undertake a weekly surgery where cause and effects are analysed. From a desktop reconstruction of the incident, lessons learned and case studies are drawn and publicised to the entire workforce.

As a result since 2009 we have experienced a positive trend – **67%** of strikes are reported; of these **98%** are investigated (2% are from incidents that were not apparent at the time and where utilities make a claim some months after we have attended site).

The average cost of repair **per £100k of FM Conway Turnover** has come down from **just over £700 to a little over £100**. This indicates a reduction in the number of incidents and a reduction in the severity of damage leading to a reduced cost of repairs.

The incident count **per £100k of FM Conway Turnover** has reduced **from 0.67 to just 0.20**. There has been an **80% reduction on PL Claims Values** and in respect of Personal injury there has been a **fall of 70%.** We are confident that our sustained initiatives and approach will continue the positive trends and lead to further improvement.

During 2010 we conducted in excess of 587 Toolbox Talks, delivered by our SHEQ Central services team, these Toolbox Talks being in addition to Toolbox talks delivered by trained supervisors. The recorded attendance to SHEQ team delivered Toolbox Talks was 4627 attendees including 2912 Subcontractor attendees.

Our approach is to ensure that all operatives including subcontractors receive as a minimum 2 toolbox talks per month. On a regular basis we exceed this target.

To ensure a wide coverage including site toolbox talks we have invested in "state of the art" Mobile Communication Units – specially built vehicle with seating capability, toilet, fridge and a screen for training and communications. This enhances our ability to communicate to our workforce in our Beddington Lane Depot and on Merton working sites.

We have a diverse workforce including a high percentage of Eastern-Block origin employees. To ensure communication reaches all our employees irrespective of their command of the English language we have recruited multilingual management personnel and where necessary material is translated.

3. The Contractors Provisions

Continual dialogue and 2-way communication is essential to ensure sustained high levels of Health & Safety. To achieve this we have introduced our "Say What You See campaign" to the current Merton Contract.

As part of this initiative we are providing each vehicle with a "KIT" comprising a camera and all necessary information to communicate any aspects which could result in pro-active measures to improve quality and prevent accidents and incidents.

Our current Merton employees are encouraged to take photos and inform us of any aspects of the works which could lead to improvements in Quality and Health & Safety.

Communication of aspects of concern to our employees is accomplished through:

- Verbally informing the supervisor;
- Completing a form available in the KIT;
- Via telephoning the FM Conway Central Services desktop.

All such information is processed by our Central Services Division and results are translated into pro-active and preventative measures. These are in turn are communicated back to our employees through:

- Depot notice boards;
- Supervisor briefings;
- Event driven toolbox talks;
- Scheduled toolbox talks.

In addition, we are currently trialling a video camera use by supervisors, recording in 5-minute bits. This will provide us with enhanced ability to perform impromptu visual checks of site works, which will then be reviewed by our Central Services team for lessons to be learnt.

We also focus on elimination of occupational ill health. We accomplish this with help and advice from external consultants. The nature of our service delivery involves a high element of physical effort, noise and dust. To ensure there are no occupational ill-health results we undertake Safety-Ergonomic-Motion Studies and derive preventative measures implemented through:

- Revised method statements;
- Briefing, Toolbox talks, Training and;
- Provision of adequate plant, materials, structures and personal protective equipment.

Duties under CDM2007

FM Conway will act as the Principal Contractor for the Merton Highways Works and Services Contract, as defined by CDM 2007. The Divisional Director or senior manager for the department carrying out this role will ensure adequate manpower and resources are allocated to carry out the following duties required by law:

- Plan, manage and monitor health, safety and welfare during the construction phase in liaison with other contractors;
- Prepare and implement a written Construction Phase Plan and site rules prior to construction, as defined by CDM 2007. Further develop this as necessary throughout the construction phase. This will include comprehensive emergency procedures;
- Provide contractors with relevant parts of the Construction Phase Plan;

3. The Contractors Provisions

- Provide suitable welfare facilities for the entire duration of the construction phase;
- Check competence and resources of all appointees. We will use the FM Conway Approved Suppliers List to assist in this;
- Ensure all workers have site inductions and any further information and training needed for the work;
- Consult with the workers. Within FM Conway, consultative discourse is a key element of our regular toolbox talks. Direct consultation is an inherent characteristic of the close and effective supervision we apply to all our work. On larger sites, safety meetings or committees may be appropriate;
- Liaise with CDM Coordinator regarding ongoing design;
- Provide the CDM Coordinator with relevant information for inclusion in the Health & Safety File. As early as possible, management shall agree with the CDM Coordinator a schedule of the information that will be required in order that required information is properly documented and made available without undue delay;
- Display a copy of the F10 on site;
- Secure the site to prevent unauthorised access during works and out of normal working hours.

Health & Safety Advisors

FM Conway has a dedicated Safety, Health, Environmental and Quality (SHEQ) Director to ensure the implementation of appropriate procedures and methods of working, training and provision of information. A specialist SHEQ Department has been established in order to fully manage the Health and Safety requirements of the Company. All SHEQ personnel are trained, qualified experts in their fields and have the necessary credentials and experience to provide H&S advice or assistance to the business. We supplement their knowledge through the contracted services of Specialist Safety Consultants - ADF. The team includes:

- SHEQ Manager – Jerry Banks
- SHEQ Officers – John Lyon; James Lodge
- SHEQ Training Officers – Gheorge Bamboi; Martin Gorman
- SHEQ Administrators – Julie Board; Dean Benbow

We are affiliated (subscribe to, are accredited by, members of) with a number of industry bodies that represent current best practice in construction safety. These include:

- British Safety Council;
- CHAS;
- ConstructionLine;
- Exor;
- LinkUp.

Regular participation in industry forums by our SHEQ team members, ensures that we remain abreast of all news and developments pertinent to the construction sector. The SHEQ team has the overall responsibility of leading through example and nurture a SHEQ culture with focus on due care to safeguard not only their own health and safety but also that of other persons that may be affected by everything we do on a daily business. The Chief Executive Officer, through the SHEQ Director, will ensure that full facilities are afforded to the appointed SHEQ Managers and SHEQ Officers to enable them to carry out their duties in a proficient manner and fully support the Merton Contract..

SHEQ External Consultants (ADF)

SHEQ External Consultants, ADF, are employed to provide independent knowledge, expertise and to ensure FM Conway complies with all relevant standards and legislation. They also provide an independent audit and review function to ensure the continuous improvement of our H&S system and organisation. Their expertise is also utilised to deliver core SHEQ functions and training during peaks in workload.

3. The Contractors Provisions

3.3 – Procedures Set Out in This Contract:

3.3a – Accessing and using the *Employer's* CONFIRM System

This section outlines how the *Contractor* accesses and uses the *Employer's* CONFIRM system for receiving instructions and Task Orders, responding to customer queries, submitting details of costs, and maintaining and updating the *Employer's* asset inventory information. It also details the information about, and the level of access to, the *Employer's* system that the *Contractor* requires to enable his systems to properly link with those systems. **This information must be provided in the tendered plan.**

Integrated Access Arrangements

FM Conway has been working with Confirm both directly and indirectly for the last fifteen years and has considerable experience with systems use and integration in contract management. Our flowchart overleaf captures the processes for:

- Receiving Instructions;
- Receiving Task Orders;
- Responding to Customer Queries;
- Submitting details of Costs;
- Maintaining and Updating the Employer's asset inventory information.

We have worked with the London Borough of Merton since the borough installed the system using both WAN and LAN interfaces. We have a number of operational staff with extensive functional knowledge of the system in addition FM Conway have an internal IT department which s able to work with the Borough teamand their system providers to further enhance current processes and application interfaces. Recent developments allow us to import and export in SQL, XML, CSV or TXT file formats.

An appropriate level of access to Merton's employers Confirm system will be an integral part of FM Conway's service delivery ensuring that both parties are viewing the same information, thereby, ensuring clear lines of communication for the receipt of task orders and instructions and the receipt of works status and invoicing. In addition, we envisage that the management of costs and budgets will be further enhanced in mobilisation for the new Contract to provide the management information needed by both parties to drive service improvements, efficiencies and savings.

Access to the system can be either local via the Merton's local area network or remotely via a Citrix thin client connection, utilising FM Conway's Wide Area Network and Virtual Private Network.

The level of access required will be defined by the level of functionality required to meet both the Merton and FM Conway requirements. We will explore with the Merton team any increased access requiremnts for the new contract but envisage that we would typically receive enquiries and task orders via the system utilising Confirm's automated notification system as at present.

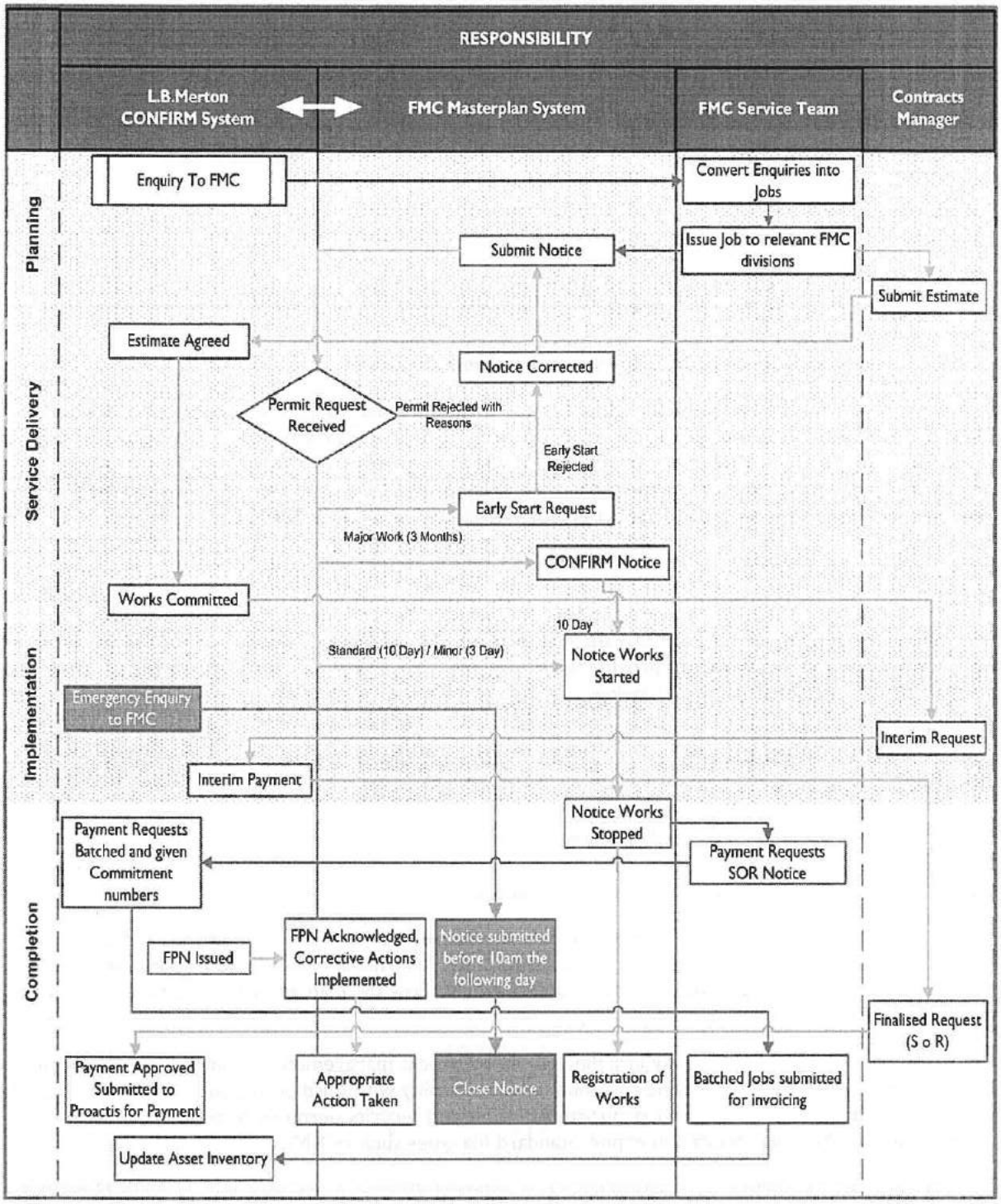
We will utilise the Maintenance Management Module to receive and administer instructions and task orders including the submission of estimates, cost input and requests for payment. In addition, appropriate access to the Asset Register and Customer Services Modules would allow the management of customer enquiries and updating of the asset inventory.

All of the systems used by FM Conway including our street works management system (**Masterplan**) and **ERP** platforms are designed to provide maximum interoperability with third party applications. We are able to provide full integration where the appropriate API tools and security permissions are made available, or, we can utilise our ability to import and export standard file types such as XML and CSV.

3. The Contractors Provisions

We propose that our dedicated Business Systems Manager, Jayne Stratford, will continue to be co-located with the Merton team and responsible for facilitating the day-to-day use of the Confirm system, engaging directly with Merton's Engineers and Business Systems Operations Manager, Declan Stegner.

The flow chart below, illustrates the present access and use of Merton's **CONFIRM** system which will be taken into the new contract.



3. The Contractors Provisions

3.3b – Notifying Early Warning

In this section the *Contractor* describes his procedures for notifying early warnings. **This section must be completed in the tendered plan.**

The early warning process is an important aspect of the NEC contract that provides a formal mechanism, for the mutual benefit of both parties, to identify potential problems at the earliest possible stage that they become aware of a matter that could affect quality, time or cost. Clause 16 of NEC3 makes binding the obligation on both parties to give early warnings as soon as they become aware of anything that may:

- Affect the contract/service/project price;
- Delay completion;
- Impair the performance of the works;
- Delay the meeting of a key date.

Normally, as the Contractor, we would tend to raise more early warnings. We would hope that with the development of a strong collaborative relationship, built on mutual trust, the Service Manager and his senior staff would be equally motivated to give early warnings in order to maximise the time available to jointly consider the problem and increase the likelihood of finding the best solution to meet the Merton's needs.

Our process in submitting Early Warnings will follow the requirements of Clause 16 of the NEC3 Term Service Contract:

- Use CMF3 (Contractor Notification) to make the Service Manager aware of the nature of the Early Warning;
- The Service Manager will record all Early Warnings onto the Risk Register;
- New Early Warnings will be discussed at the next Contract Progress meeting, as set out in Clause A3.6 of the Contract.

Also discussed at that meeting with the Service Manager will be the Risk Reduction Register and the maintenance of the Risk Register Documents. These meetings will establish how we deal with each Early Warning and in the spirit of mutual trust and cooperation it would be our intention to help mitigate, avoid or reduce future risks arising from any Early Warning.

We fully believe this process should reflect the core values of mutual trust and co-operation and be open and transparent. It should not be concerned with who is at fault but should focus on early identification of problems that might impact upon the project or service. These can then be jointly discussed with the aim of collectively minimising (or eradicating altogether) the effects that the issue could have.

Similarly, the Risk Register, which is the summary of all early warnings raised about the service/ project, should focus on two pieces of information – a description of the risk, and the actions that should be taken to avoid or reduce the risk. It should not consider who is liable for the event.

We would also aim to ensure lessons learnt are properly communicated, to seek solutions which can be adopted and incorporated into culture of the contract, to monitor actions to be taken and who will take them, and assist in deciding which risks have been avoided or have passed and then can be removed from the Risk Register.

We embrace this approach, which we believe can significantly increase the chance of a successful resolution of issues for both parties. We will deliver this through regular, formalised Contract Management and Contract Progress meetings.

3. The Contractors Provisions

Contract Management meetings will include:

- performance of both parties generally, and our performance against the Key Performance Indicators;
- health, safety and welfare issues;
- any potential improvements to the performance of the contract;
- the suitability and currency of the Service Information;
- any potential technical innovations;
- shared training and joint workshops needs and opportunities

Contract Progress meetings will include:

- the performance of the routine elements of the service;
- our achievement against the contract's Key Performance Indicators (KPI);
- the overall performance of Task Order instructed work;
- Emergency Call Out (ECO) responses;
- health, safety and welfare matters;
- the status of invoices, payments and budget availability;
- any potential opportunities for service improvements and innovation;
- discussion of any new early warnings issued, and the review of matters on the Risk Register;
- discussion of operational matters;
- any other business.

3. The Contractors Provisions

3.3c – Ensuring that the *Contractor* Properly Notifies his Activities to the *Service Manager's* Network Co-ordinator

In this section the *Contractor* describes the procedures for issuing street work notices or permit applications in accordance with NRSWA1991, TMA2004, and the London Permitting Scheme (LoPS) under relevant legislation. **This section must be completed in the tendered plan.**

FM Conway's street works and permitting team operate from a central Hub based in Conway House in Dartford Kent. This full time team manages over 100 reactive and planned maintenance gangs across eight London Boroughs.

The team use FM Conway's *MasterPlan* planning, permitting and noticing system which has been developed to meet the requirements of the NRSWA 1991, TMA2004 and the London Permit Scheme (LoPs). This system also has an integrated mobile working platform

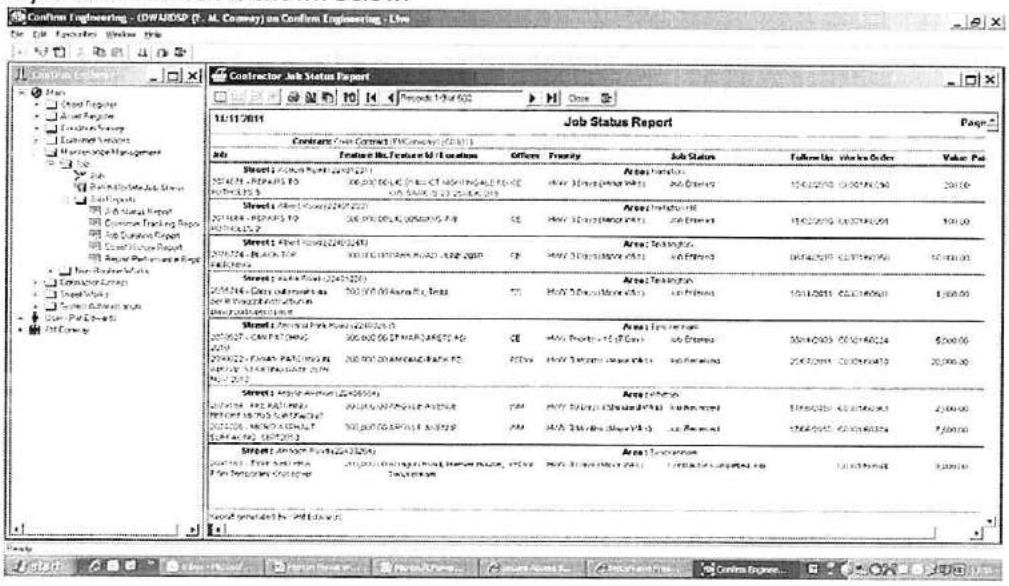
Major standard and minor works orders are delivered from the London Borough of Merton's asset management system (**Confirm**) in CSV or XML format or a combination of both and then imported into the **MasterPlan System.** For Emergency jobs, they are telephoned by District Officers to the central Hub's dedicated emergency number during normal working hours, where they are allocated to the gang nearest to the incident (this is ascertained using GPS tracking on the operatives handheld device) and out of hours directly to the duty gang. Out of hours jobs are notified to the Hub and noticed before 10am the next working day.

These arrangements, which have been successfully dealing with over 5,000 jobs a year in Merton will continue into the new contract period subject to any changes required by the London Borough of Merton.

Works Order Generation from FM Conway MasterPlan System

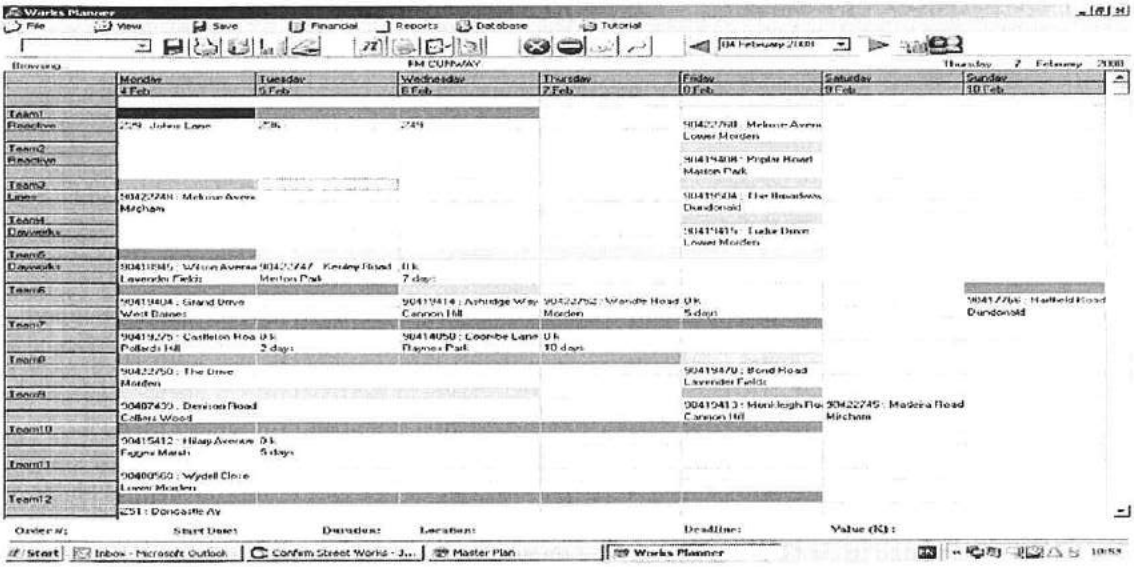
Once imported into the system the FM Conway team are able to plan the works using our Integrated Planning Tool (see overleaf) and assign the works to the appropriate operatives. Once the relevant operative is selected, the appropriate notice or permit request is sent from the planning tool to the authority's Street Works/Asset Management System. Notices/Permit Requests sent are fully compliant to ETON 5. When permits are granted or refused or variations are requested from the client, these are received via the systems return path.

An example job status screen is shown below.



3. The Contractors Provisions

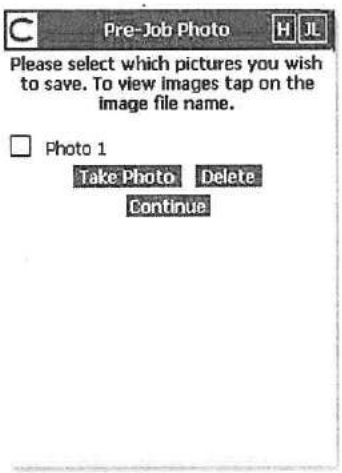
Our Integrated Planning Tool

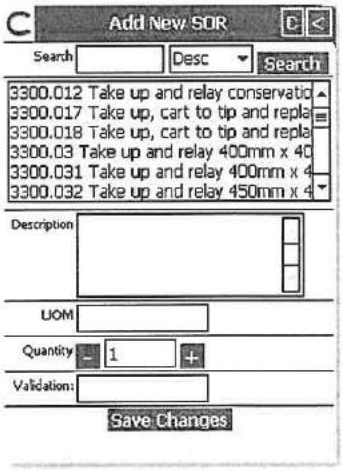


Once the permit/notice period has been met, the jobs are sent to the works operative's mobile device. The operative is sent a list of works in priority order (listed by nearest permit expiry date). They have the option to decline a job if they are unable to access for any reason. This is then returned to the hub to be re-planned. There is a warning changing colour to red when there is one day left to complete the job within the 28 days allotted.

When the operative has reviewed the works they are given various options. The first requires them to accept or decline the works. With either option they **must** take a photograph of the job using their PDAs in-built camera. The photo is connected to the job and is sent back to the scheduling software. The photos are also sent to FM Conway's TMA web portal in real time where they can be viewed and downloaded. These images are referenced and searchable by the job number, gang ID, date time and street name. Receipt of photos in real time also allows the supervisor to ensure section 74 compliance.

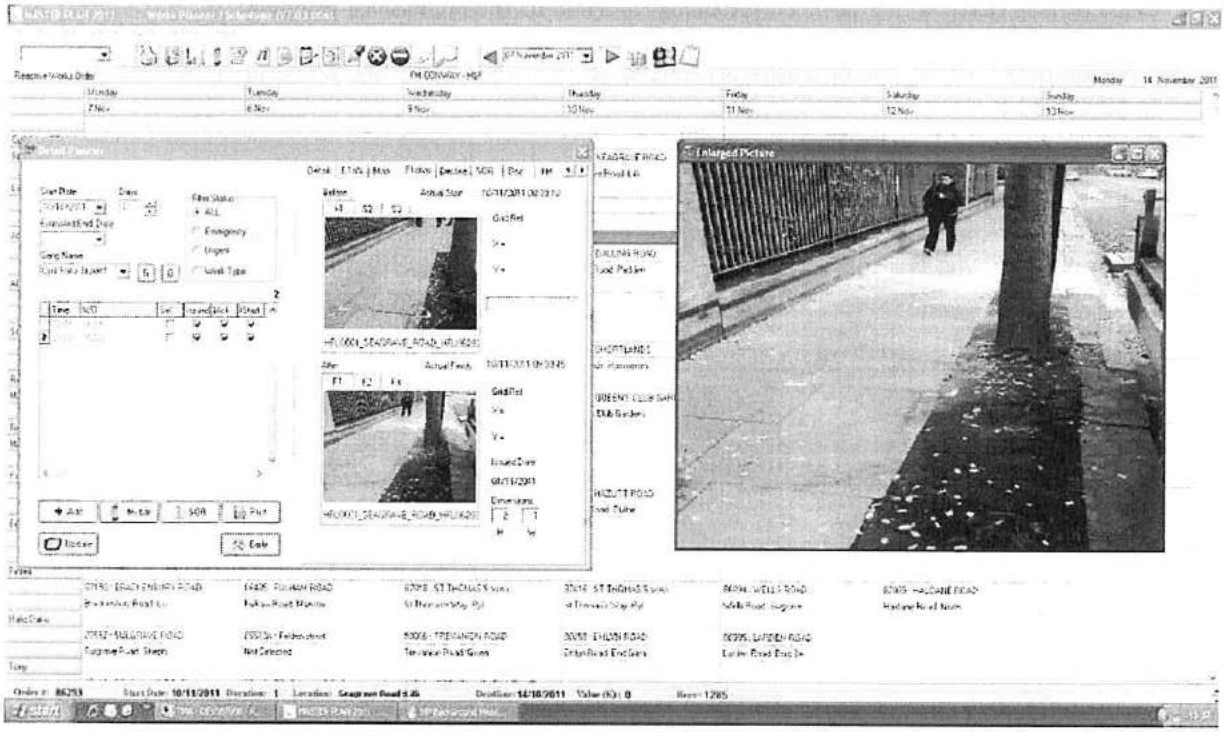
Examples of Works on Mobile Working Application



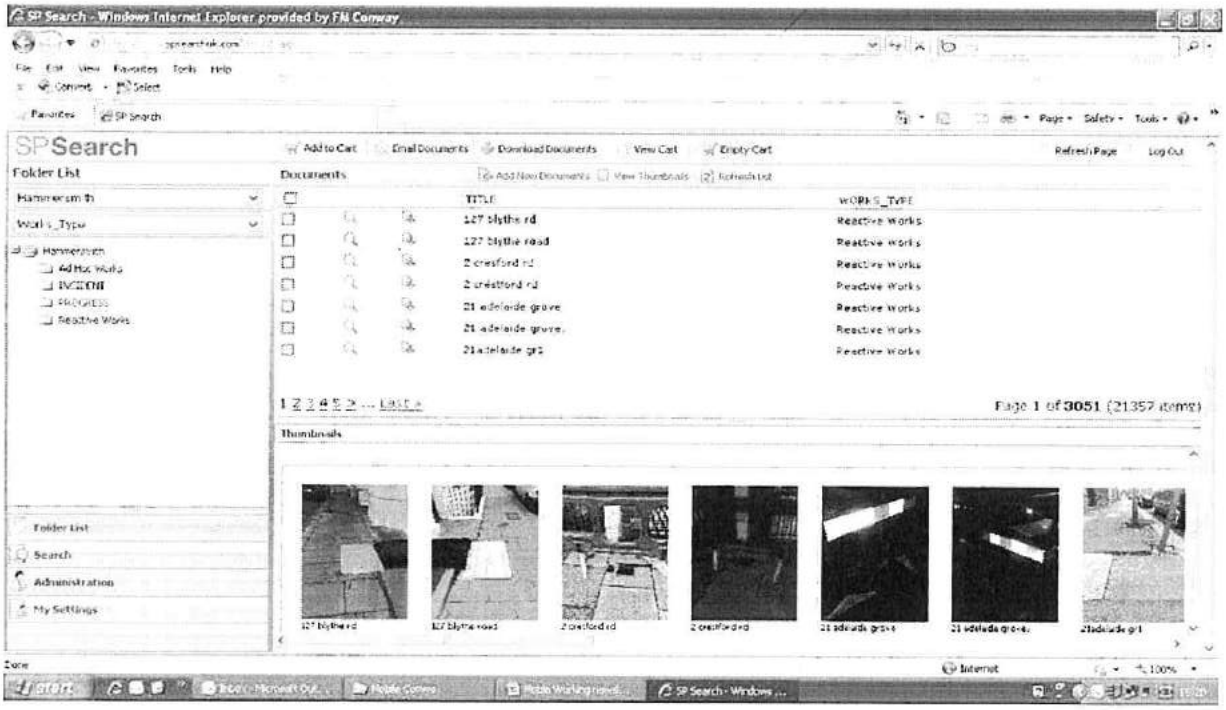


3. The Contractors Provisions

Examples of Images Received in Real-Time



Example of TMA Web Portal



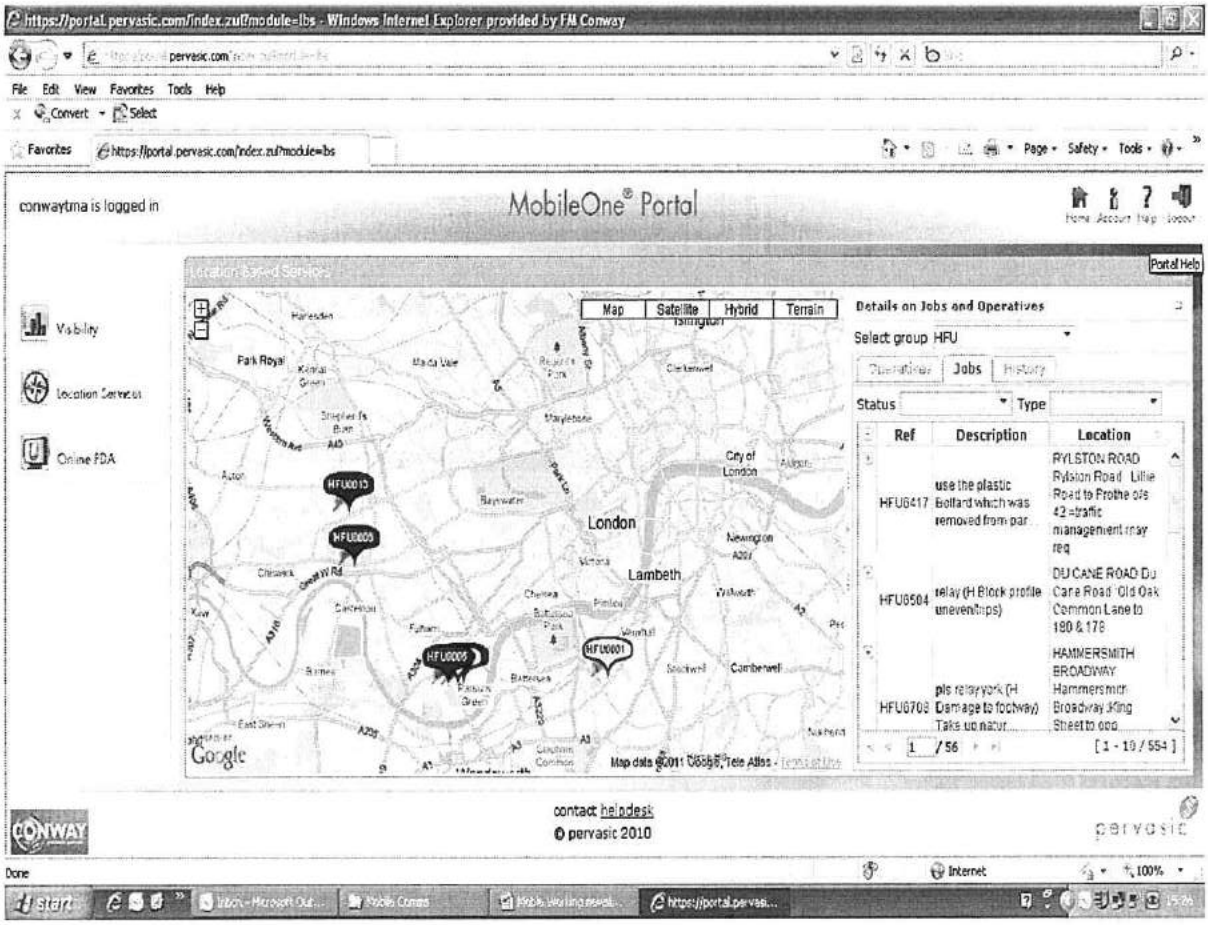
3. The Contractors Provisions

Once the works are accepted by the operative the works start notice is automatically sent when the start photo is taken. A similar process is followed where a job has to be declined (reasons selected from pull down menu or free text), with a declined job being returned to the Hub for re-planning.

On completion of the works, the operative is required to confirm job information including dimensions, detailing exactly what work has been completed on site. If this has varied from the original job then additional SOR items can be added (from pull down menu).

Before a job is fully completed a final photograph **is taken**, at this stage the system will send a works stopped and reinstatement registration notice. In the event a second trade skill is required the job is routed to the next operative who will subsequently take the finish photo and send the works stopped notice. Receipt of photos in real time also allows the supervisor to ensure section 74 compliance.

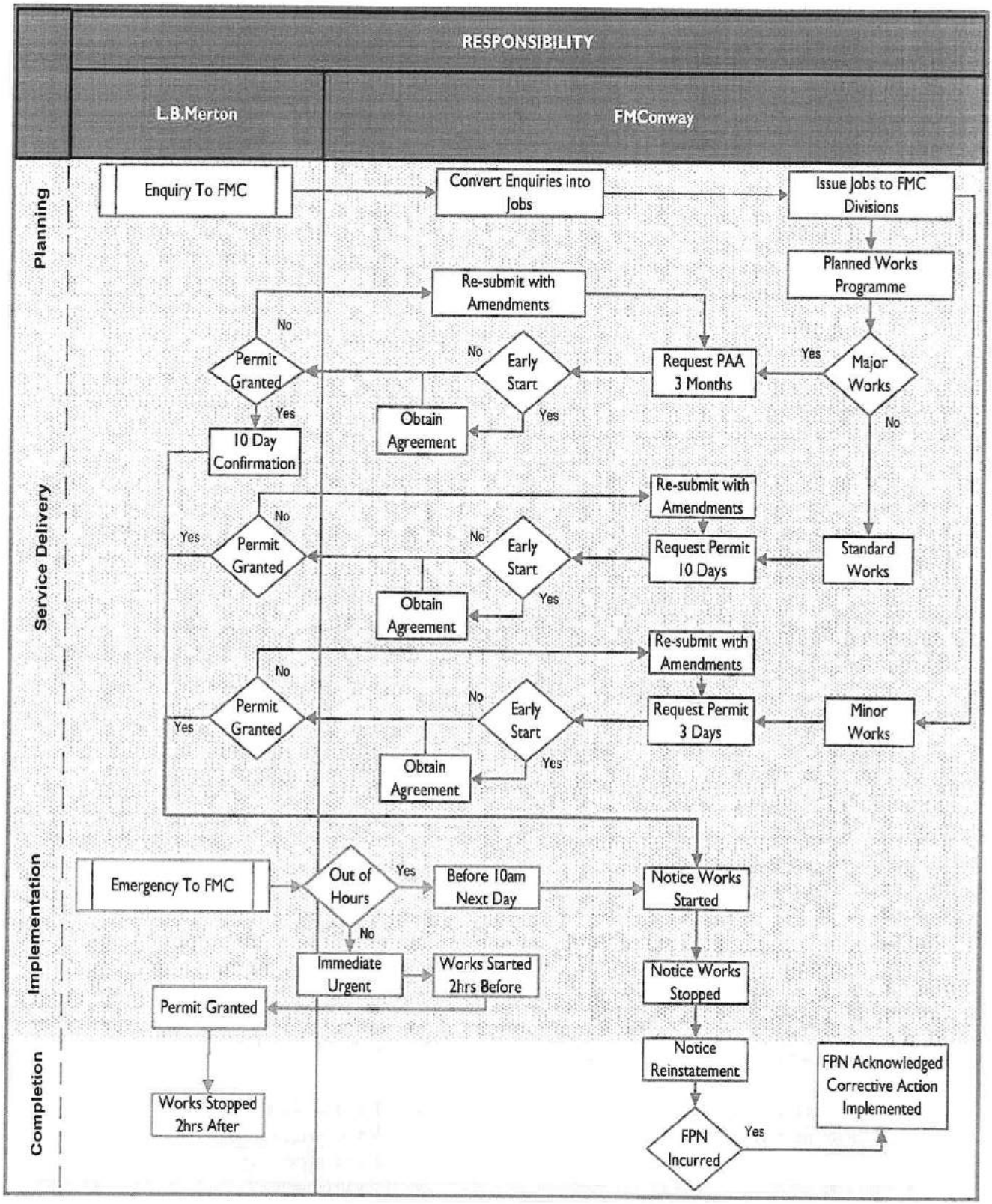
Example of Operative Location Service Available for Merton



Flowchart of Process

A flowchart of our process used in Merton is given overleaf:

3. The Contractors Provisions



4. Dates for Required Information, etc.

4.1 – Access to the Affected Property

The dates by when, in order to Provide the Service in accordance with this plan, the Contractor will need certain items and information are as described below:

4.1.1 In the tendered plan the *Contractor* confirms the dates by when he will require other things from the *Service Manager* during the Mobilisation Period. **This information must be provided in the tendered plan.**

4.1.2 In the operational plan, the *Contractor* states in this section the dates by when he will require other things from the *Service Manager*, taking account of all the information obtained by the *Contractor* and provided by the *Service Manager*..

4.1.1 This section defines the information required by the Contractor during mobilisation.

FM Conway fully recognise the importance of effective planning and programming of activities by both parties in the mobilisation period so as to provide a smooth and successful transition into the new service delivery for Merton with seamless continuation of the present quality service levels for residents.

As the incumbent service delivery partner with fully deployed team, plant, and depot we will be able to plan and deliver the mobilisation programme and service commencement date efficiently and effectively. In many areas the activities will be review and confirmation by both parties of existing arrangements as fit for purpose for the new contract arrangements or identification and agreement of necessary changes identified for improving service delivery from previous experience in Merton.

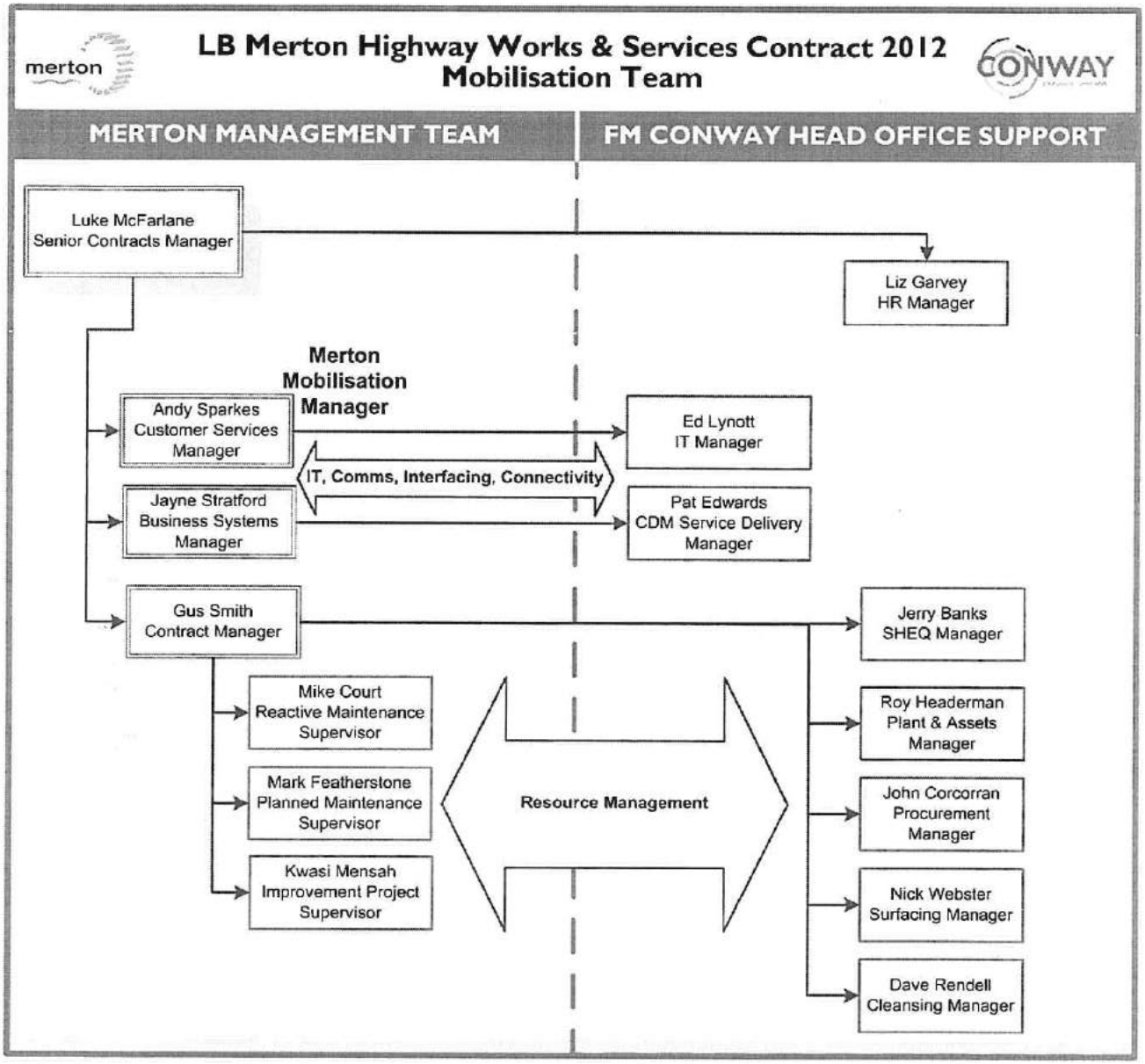
We propose that the activities start with senior team meetings that confirm and set the basis for the way forward, then cascading down into detailed service delivery elements:

- Delivering Authority objectives;
- Partnership working;
- Governance including scope, timelines, cost setting and control;
- Performance measurement and reporting;
- Optimising Works programmes and value for money eg moving to a 2 year planned works programme;
- Process changes – eg moving to LoPS bookings;
- Scope changes – integration and delivery of the Drainage and Cleansing service.

Recognising that we will continue to deliver the services up to the service commencement date, we will mobilise additional resources to augment our existing Merton team in preparing for the start of the new contract. Our mobilisation activities will be led by our nominated Service Delivery Manager, Andy Sparkes, who brings experience of managing NEC contract, most recently in the London Borough of Lambeth. Andy will be supported by experienced individual work stream leaders with previous experience of working in or providing support for operations in Merton:

- Contract Management
- Management systems
- HR
- IT
- Depot
- Fleet and plant
- Works programmes
- Drainage cleaning
- Procurement

4. Dates for Required Information, etc.



In section 4 we have provided a detailed mobilisation programme setting out the FM Conway and London Borough of Merton activities envisaged from initial award date of 22nd May 2012 to Day 1 of service delivery of 00.00 hours on 1st September 2012. As indicated above this allows for all aspects of the service delivery to be reviewed, amended or introduced in consultation with the London Borough of Merton so that they are fully appropriate for the new contract period. We envisage this as a joint exercise undertaken with the Merton team so that the service will be fully aligned with their needs and requirements.

To allow us to most effectively plan and deliver the mobilisation for Merton we would like the following information to be available at formal award notification date. Items marked as **required** are those that FM Conway does not currently have access to and will require during mobilisation. Items marked **existing** are those that FM Conway already has access to (either within the Contract documents or from previous experience) but will require checking for accuracy and completeness during mobilisation.

4. Dates for Required Information, etc.

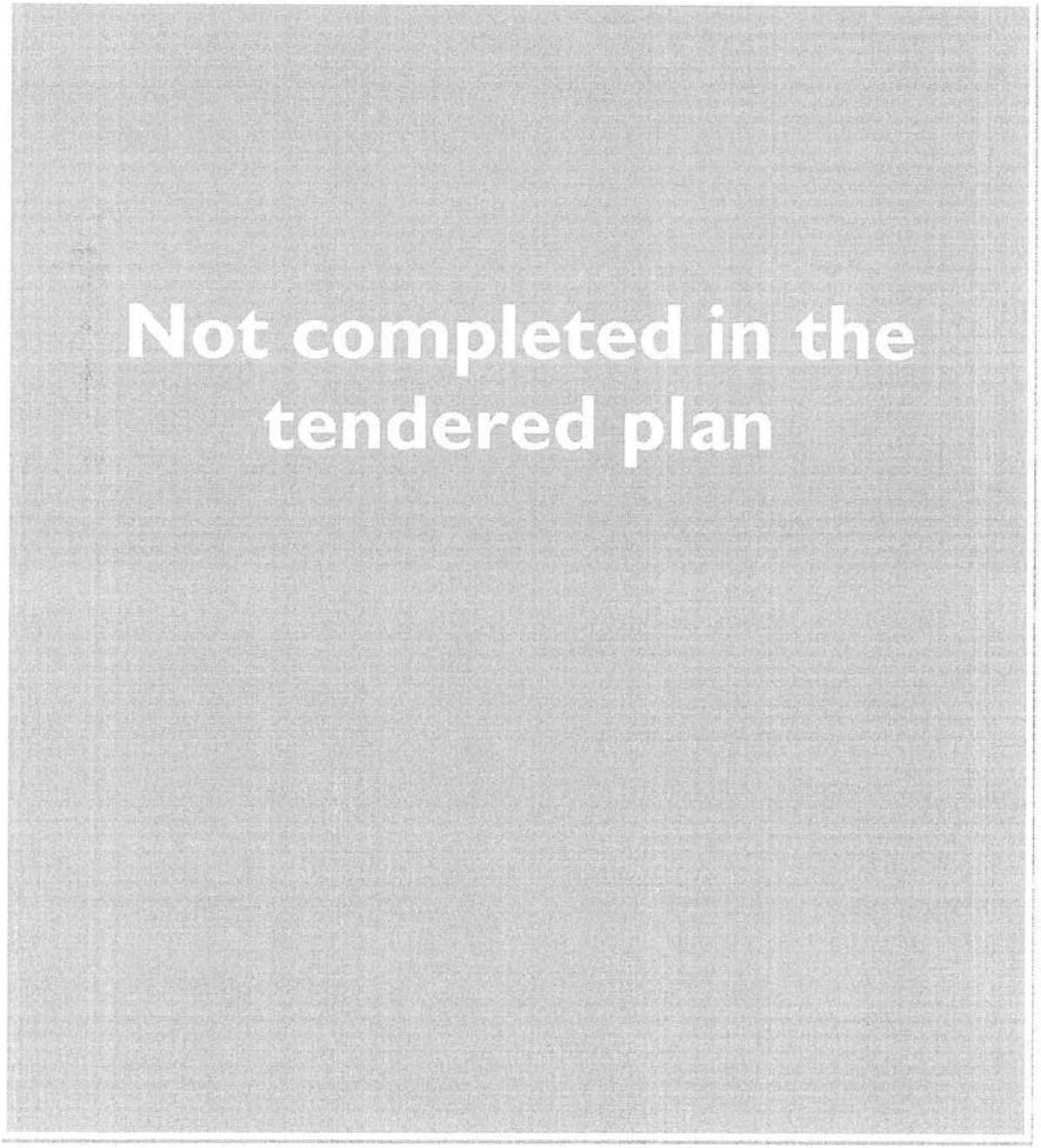
INFORMATION REQUIREMENTS CHECKLIST – FROM CLIENT		
ITEM	**REQUIRED**	**EXISTING**
Location of Hospitals and Emergency Services		✓
Ordnance Survey Data and Licensing	✓	✓
Local Bus Routes		✓
Planned Maintenance Programme	✓	
Details of Proposed Schemes	✓	
Definitive Borough Map	✓	
Network Hierarchy and Lengths		✓
Asset Condition Data (including structures) & esp Drainage	✓	
GIS drainage asset data (location and condition)	✓	✓
Budget Information (breakdown)	✓	
Winter Maintenance Plan and Gritting Routes	✓	
Working Restrictions		✓
Key Events & Dates	✓	✓
Stakeholder Information	✓	✓
Conservation Areas		✓
Air Quality management Areas		✓
Structures - Weight and Width Restrictions	✓	
Key Risk Issues (such as contaminated ground)	✓	
Key Contacts (such as EHO and Network Assurance)	✓	✓
IT Systems (Interface and Protocols)		✓

4. Dates for Required Information, etc.

4.2 – Acceptances

The dates by when, in order to Provide the Service in accordance with this plan, the Contractor will need certain items and information are as described below:

4.2.1 The *Employer's* acceptance of the *Contractor's* tender is deemed to be acceptance of the *Contractor's* tendered plan, pending the submission by the *Contractor* of his first operational plan in accordance with the conditions of contract. The *Service Manager's* acceptance of the first operational plan, or his notification of the reasons for its non-acceptance, is required within two week's of submission.

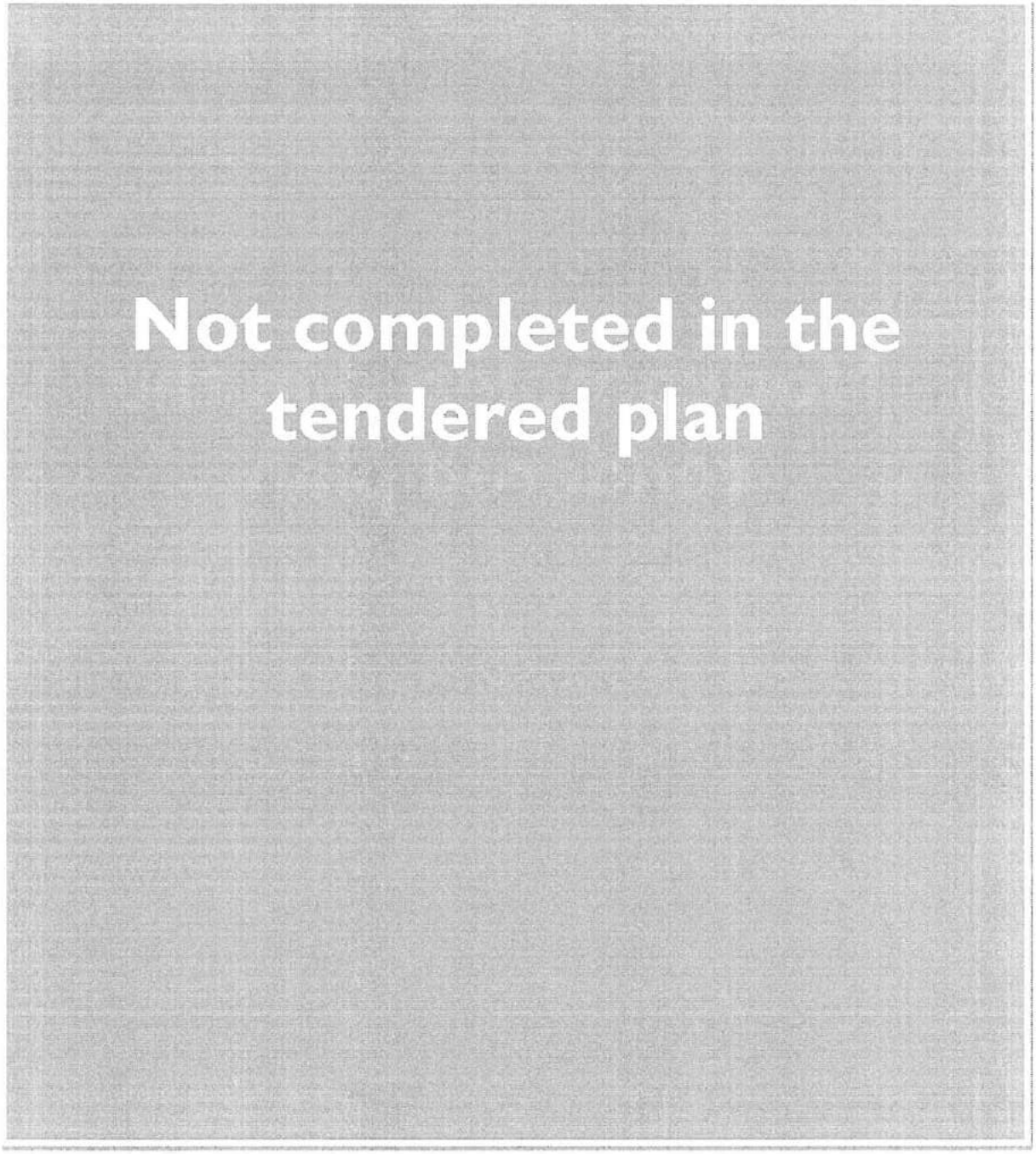


4. Dates for Required Information, etc.

4.3 – Plant and Materials, equipment and other things to be provided by the *Employer*

The dates by when, in order to Provide the Service in accordance with this plan, the Contractor will need certain items and information are as described below:

4.3.1 Any Plant and Materials, equipment and/or other things to be provided by the *Employer* are as agreed between the *Contractor* and the *Service Manager*. **This section is not completed in the tendered plan.**



4. Dates for Required Information, etc.

4.4 – Information from Others

The dates by when, in order to Provide the Service in accordance with this plan, the Contractor will need certain items and information are as described below:

4.4.1 In this section the *Contractor* states what information he will need from Others, the dates by when he need it, and his proposals for acquiring it. **This information must be provided in the tendered plan.**

This section defines the information required by the Contractor from others.
We will commence gathering data upon contract award. As the incumbent we have an intrinsic knowledge of the contract so are well positioned to gather the required information.

Items marked as **required** are those that FM Conway does not currently have access to and will require prior to and during mobilisation. Items marked **existing** are those that FM Conway already has access to (either within the Contract documents or from previous experience) but will require checking for accuracy and completeness. The **By Date** is the latest date that the information must be in place by. Our proposals for acquiring the information are also outlined below.

INFORMATION REQUIREMENTS CHECKLIST – FROM OTHERS			
ITEM	REQUIRED	EXISTING	BY DATE:
Utility Asset Information (websites and contacts)	✓	✓	**mobilisation**
This information will be acquired directly from all known utilities with authorisation from the Council where required. FM Conway currently has access to online asset databases for all major utilities in Merton although login and authorisation details will need to be confirmed during mobilisation.			
Emergency Services - Key Contacts	✓		**mobilisation**
Direct contact will be made with various emergency services following consultation with the Council to discuss key facilities, routes, and contacts.			
Local HSE Contacts	✓		**mobilisation**
Direct contact will be made with the HSE to establish contact with the relevant local inspectors prior to commencement of any works.			
Environmental Information	✓		**mobilisation**
Direct contact will be made with the Environment Agency to gain an understanding of key issues relevant to the delivery of the contract such as waste management, flood risk areas, potential contamination sites and protected species.			
Public Transport Operators	✓		**mobilisation**
Direct contact will be made with local public transport operators to establish all relevant contact information and discuss any local issues.			

5. Method Statements for Each Operation

5.1 – Reactive Maintenance Operations

In this section the *Contractor* provides detailed Service Information, in the form of method statements for each of the reactive maintenance activities listed. **This information must be provided in the tendered plan and must be cross-referenced to corresponding items in the Reactive Maintenance Price List.**

The *Contractor's* Service Information includes method statements for each of the following activities:

5.1.1 Taking up or down and setting aside for re-use; fencing and pedestrian guardrails, chambers covers, gratings and frames, kerbs, setts, slabs, and blocks, traffic signs and street name plates, and street furniture.

5.1.2 Taking up or down and removing to store off site; fencing and pedestrian guardrails, chambers covers, gratings and frames, kerbs, setts, slabs, and blocks, traffic signs and street name plates, and street furniture.

5.1.3 Taking up or down and removing from site for recycling or disposal; fencing and pedestrian guardrails, chambers covers, gratings and frames, kerbs, setts, slabs, and blocks, traffic signs and street name plates, and street furniture.

5.1.4 Taking from store and re-erecting fencing.

5.1.5 Taking from store and re-erecting any type of pedestrian guard railing.

5.1.6 Supplying, installing and replacing pipes and ducts, etc.

5.1.7 Installing pipe connections.

5.1.8 Installing gullies.

5.1.9 Replacing covers and frames.

5.1.10 Repairing covers and frames.

5.1.11 Taking from store and re-using covers and frames.

5.1.12 Adjusting levels of covers and frames and chamber cleaning.

5.1.13 Excavating; Class 5A material (Topsoil), other acceptable excavated material, unacceptable excavated material (general), unacceptable excavated material (hazardous waste), hard material; and excavating material by hand.

5.1.14 Processing unacceptable material into acceptable material.

5.1.15 Disposal of; acceptable excavated material, unacceptable excavated material (general), and unacceptable excavated material (hazardous waste).

5.1.16 Importing; fill material, topsoil, and sub-base.

5.1.17 Filling of soft spots and voids with concrete.

5.1.18 Completion of formation level.

5.1.19 Providing, laying and compacting bituminous materials.

5.1.20 Applying tack coat.

5.1.21 Applying high friction surfacing.

5.1.22 Carrying out the repave process.

5. Method Statements for Each Operation

5.1.23 Carrying out trench reinstatements.

1.1.24 Carrying out JRC saw-cutting.

5.1.25 Cutting joint in bituminous surfacing.

5.1.26 Filling or over-banding of cracks.

5.1.27 Carrying out the repave process.

5.1.28 Carrying out patch repairs.

5.1.29 Supplying and installing kerbing, channels, edging and quadrants.

5.1.30 Supplying and installing concrete slab, brick and block paving.

5.1.31 Taking from store and installing kerbing, channels, edging and quadrants.

5.1.32 Taking from store and installing concrete slab, brick and block paving.

5.1.33 Providing, laying and compacting sub-base.

5.1.34 Laying in-situ concrete footways.

5.1.35 Constructing bituminous surface footways.

5.1.36 Overlaying bituminous surface footways.

5.1.37 Relaying concrete footway slabs.

5.1.38 Constructing footway crossovers.

5.1.39 Cutting tree roots.

5.1.40 Trim grass edging from paving.

5.1.41 Collecting, erecting and removing public notices.

5.1.42 Removal of road markings.

5.1.43 Application of road markings.

5.1.44 Installation of road studs.

5.1.45 Supply and erection of posts, traffic signs, street nameplates, and non-illuminated bollards.

5.1.46 Take from store and re-erection of posts, traffic signs, street nameplates, and non-illuminated bollards.

5.1.47 Re-fix loose traffic sign face.

5.1.48 Preparation and application of protective systems to steelwork.

5. Method Statements for Each Operation

Approach to Reactive Maintenance / Emergency Service Delivery

Together with the London Borough of Merton team we have in place tried and tested processes for reactive maintenance services in the Borough that have efficiently and effectively dealt with between 8,500 to 6,000 emergency events a year over the last six years, with our performance securing a two year extension of the contract. These processes are linked to timely and prompt response to emergencies and follow-up reactive maintenance where the emergency response has been make-safe.

Our nominated Reactive Maintenance / Emergency personnel are highly experienced and know the Borough well allowing use to optimise the programming and delivery of service.

Our Beddington Lane Depot, established to serve Merton, is fully operating to the current contract requirements and needs and the only addition required for the proposed service will be bringing in the drainage cleaning team and equipment. All manpower, management, fleet, plant and systems required for the new service are in place.

Our key focus will be to provide a service in which we:

- Provide a responsive, reliable and comprehensive service in accordance with the Contract Specifications,
- Continually monitor and improve the Health and Safety performance, protecting the public, our staff and London Borough of Merton staff;
- **Transparently demonstrate and deliver best value** in a manner which can be audited and understood easily by all parties to the Contract, improving performance, lowering costs and raising further the satisfaction levels of Merton stakeholders and residents;
- Continually appraise our performance and continually strive for joint improvement from the commencement of the Contract.

For the new contract we propose to build on our current reactive service to further enhance our service provision to Merton by:

a) Further improving monitoring and measurement to provide the management information to drive efficiency and innovation while increasing customer satisfaction and value for money;
b) Providing asset information to the Merton asset managers through data gathered in our activities and our "eyes and ears" on the Network;
c) Assisting Merton in optimising highways asset condition through selection of timely and cost effective interventions;

METHOD STATEMENTS

FOR

FM CONWAY – TERM MAINTENANCE DIVISION

TO UNDERTAKE

RE-ACTIVE/EMERGENCY WORKS

AT

VARIOUS LOCATIONS WITHIN LONDON BOROUGH OF MERTON

ON BEHALF OF

Rev	Date	Author	Distribution	Company
Org	04/01/10	Jerry Banks	[redacted]	FM Conway SHEQ Department
				FM Conway Term Maintenance
				FM Conway Term Maintenance
				FM Conway Term Maintenance
				FM Conway Term Maintenance

Matrix of Reactive Maintenance Activities and Task Method Statements for Merton Highway Works and Services Contract 2012

Methodology Employed

Activities described within the Contractor's Plan Template, Section 5, are listed, by number, in the left column.

Descriptions of each activity are provided in the right hand column.

Each activity has been separated into individual tasks. Each task, numbered 1 to 27, has a column.

When an activity is addressed by a Method Statement an "X" has been placed.

The 27 numbered Method Statements are included in the subsequent pages of this Method Statement Folder.

Section No.	Method Statement Number																											Activity Description
	Street Furniture	Kerb Laying	Slab Paving	Gratings Covers Installation	Drainage Installation	Gully Installation	Cutting and Lifting	Trial Holes	Processing unacceptable material into acceptable material	Disposal of unacceptable material	Importing fill material, reinstatement of formation	Machine Planing	Hand Laid Surfacing	Applying High Friction Surfacing	Thermo Reinstatement	Kilnes Point Repairs	Filling or Emulsion Bag of Cracks	Concrete Lowering	Constructing Bituminous Surface Footway	Overlaying Bituminous Surface Footway	Crossing Construction	Public Notices	Bollards Barrier Traffic Signs	Road Studs Installation	Thermoplastic Lines Removed by Scrubbing	Resurfacing	Application of protective system to road base	
	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	
5.1.1	X	X	X				X																					Taking up or down and storing units for re-use; fencing and pedestrian guardrails, chambers covers, gratings and frames, kerbs, setts, slabs, and blocks, traffic signs and street name plates, and street furniture.
5.1.2	X	X	X				X																					Taking up or down and surrounding as waste off site; fencing and pedestrian guardrails, chambers covers, gratings and frames, kerbs, setts, slabs, and blocks, traffic signs and street name plates, and street furniture.
5.1.3	X	X	X				X																					Taking up or down and surrounding from site for recycling or disposal; fencing and pedestrian guardrails, chambers covers, gratings and frames, kerbs, setts, slabs, and blocks, traffic signs and street name plates, and street furniture.
5.1.4	X																											Taking from store and re-erecting fencing.
5.1.5	X																											Taking from store and re-erecting any type of pedestrian guard railing
5.1.6				X																								Supplying, installing and replacing pipes and ducts, etc.
5.1.7					X																							Installing pipe connections.
5.1.8						X																						Installing gullies.
5.1.9							X																					Replacing covers and frames.
5.1.10							X																					Repairing covers and frames.
5.1.11							X																					Taking from store and re-using covers and frames.
5.1.12							X																					Adjusting levels of covers and frames and chamber cleaning.
5.1.13								X																				Excavating; Class 5h material (Topsoil), other acceptable excavated material, unacceptable excavated material (general), unacceptable excavated material (hazardous waste), hard material; and excavating material by hand.
5.1.14									X																			Processing unacceptable material into acceptable material
5.1.15										X																		Disposal of; acceptable excavated material, unacceptable excavated material (general), and unacceptable excavated material
5.1.16											X																	Importing fill material, topsoil, and sub-base.
5.1.17												X																Filling of soft spots and voids with concrete.
5.1.18											X																	Completion of formation level.
5.1.19													X															Providing, laying and compacting bituminous materials.
5.1.20													X															Applying tack coat.
5.1.21														X														Applying high friction surfacing.
5.1.22															X													Carrying out the repairs process.
5.1.23															X													Carrying out trench reinstatement.
5.1.24																												Carrying out JRC non-coring.
5.1.25													X		X													Cutting joint in bituminous surfacing
5.1.26																	X											Filling or over-banding of cracks.
5.1.27																X												Carrying out the repairs process.
5.1.28													X			X												Carrying out patch repairs.
5.1.29		X																										Supplying and installing kerbing, channels, edging and quadrants.
5.1.30			X																									Supplying and installing concrete slab, brick and block paving.
5.1.31		X																										Taking from store and installing kerbing, channels, edging and quadrants.
5.1.32			X																									Taking from store and installing concrete slab, brick and block paving.
5.1.33												X																Providing, laying and compacting sub-base.
5.1.34												X						X										Laying in-situ concrete footways.
5.1.35																			X									Constructing bituminous surface footways.
5.1.36																				X								Overlaying bituminous surface footways.
5.1.37			X																									Relaying concrete footway slabs.
5.1.38																					X							Constructing footway crossovers.
5.1.39		X																										Cutting tree roots.
5.1.40			X																									Trim grass edging from paving.
5.1.41																						X						Collecting, erecting and removing public notices.
5.1.42																									X			Renewal of road markings.
5.1.43																										X		Application of road markings.
5.1.44																								X				Installation of road studs.
5.1.45	X																											Supply and erection of posts, traffic signs, street nameplates, and non-illuminated bollards.
5.1.46	X																											Taken from store and re-erection of posts, traffic signs, street nameplates, and non-illuminated bollards.
5.1.47																							X					Re-fix loose traffic sign face.
5.1.48																											X	Preparation and application of protective systems to roadwork.

Introduction

These Method Statements and site specific Risk Assessments will form the basis of the Safe Systems of Work to be adopted during reactive and emergency works in the London Borough of Merton and will be supplemented by various other documentation including Health and Safety check sheets and further assessment processes.

Using our experience and expertise our approach to developing Method Statements for the reactive maintenance activities listed in 5.1.1 to 5.1.48 has been to produce:

a) A General Activities Statement that covers general activities related to all reactive maintenance activities, such as traffic management;
b) 27 no. Task Method Statements that set out our corporate methodology for reactive maintenance operations addressing all of the 48 reactive maintenance activities listed in 5.1.1 to 5.1.48;

An A3 table in the document above sets out the relationship between the Task Method Statements (the columns) and the reactive maintenance activities (the rows). A description of each activity is given in the right hand column of the matrix.

Note: the Reactive Maintenance Method Statements also apply to the Emergency Call Out services.

The Method Statements are cross-referenced to the London Borough of Merton activities and pricing items.

Quality Management

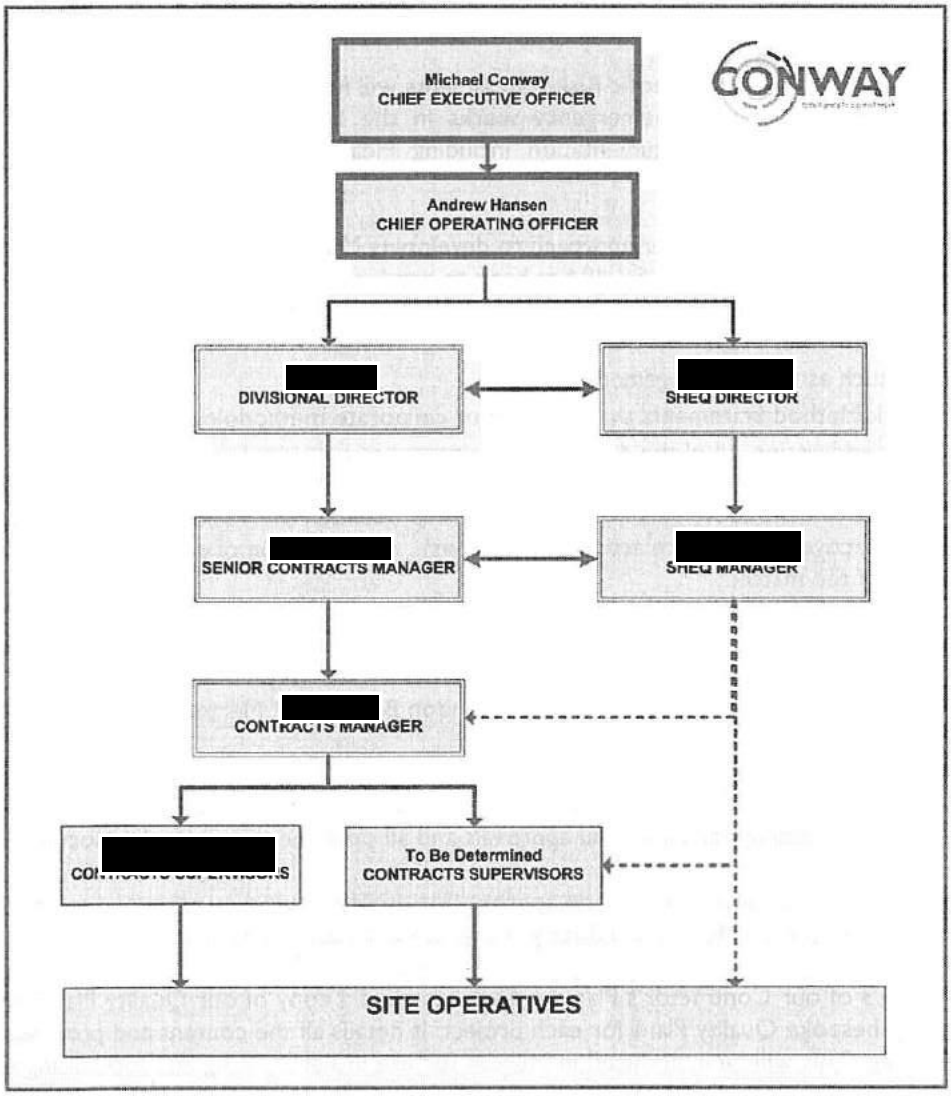
All works will be subject to production and implementation of a defined Quality Plan that will include quality records, inspection and testing plans, material approvals and all other necessary quality documentation.

All works will be subject to full inspection and approval for quality of workmanship and materials employed, prior to completion, with any defects immediately addressed and rectified as appropriate.

Within Section 6.5.3 of our Contractor's Plan, we have attached a copy of our Quality Plan Template which is used to develop bespoke Quality Plans for each project. It details all the content and processes for Quality Management on site. This will be introduced in Merton for use in determining and formalising the necessary criteria for Employer acceptance including task specific inspection and test plans for the works.

Quality Management Governance

The accountability for Quality Management for the works in the London Borough of Merton is shown on the diagram below. Central FM Conway quality specialists will support and audit our activities.

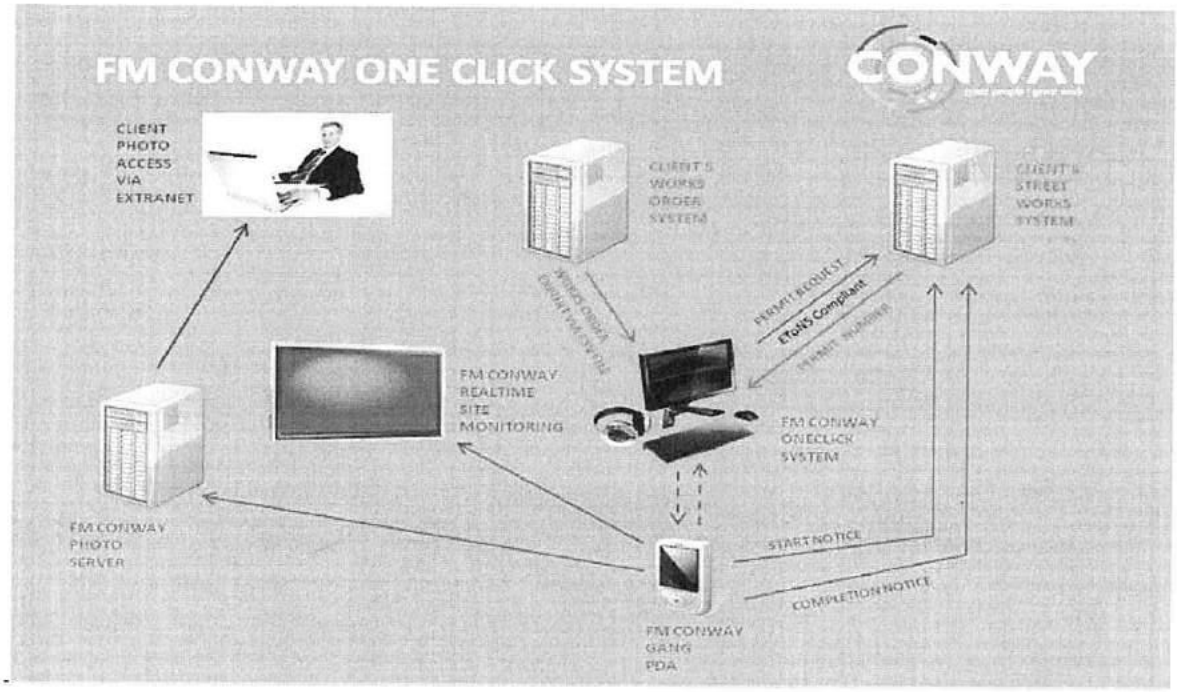


Reactive (and Emergency) Works Management

The Reactive Works Supervisor, [redacted] will manage the reactive and emergency maintenance services from our bespoke Beddington Lane Depot. He has successfully delivering this aspect of the Merton services for the last year dealing with 500 works a month on average (almost 6,000 completed jobs in 2010 and 2090 to end April 2011).

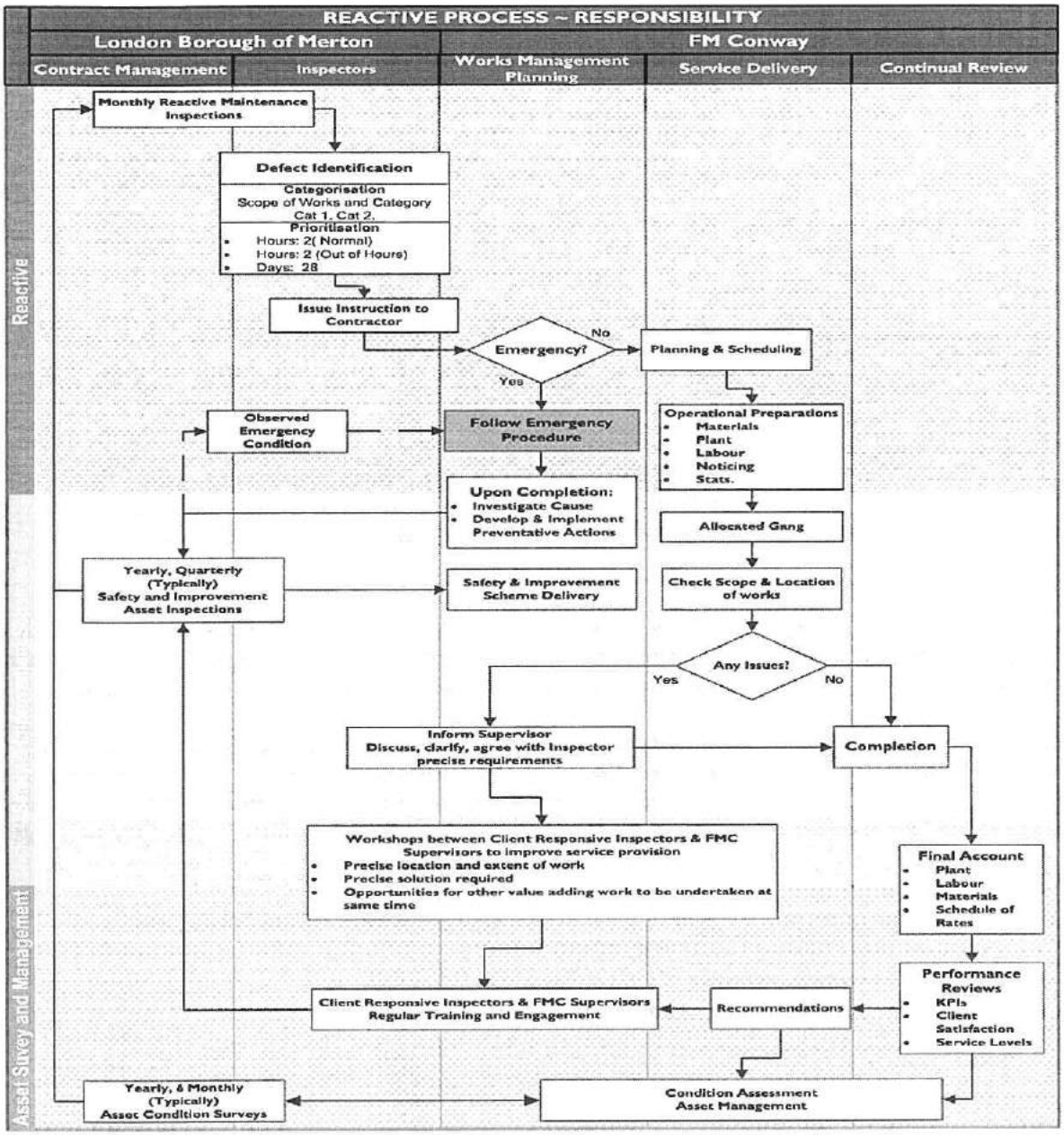
We propose to continue to use of the highly successful and proven combination of Confirm and our OneClick works management system in delivering the reactive maintenance services. This will ensure accurate and timely receipt and response by Mike and his team to the London Borough of Merton work orders generated within Confirm and close-out of the event back into Confirm, and accurate and timely invoicing.

Upon receipt and download of all works from the London Borough of Merton we will upload full details of works orders into the OneClick system to the assigned gang. The assigned gang will record arrival at site and start of the job and completion of the works within the OneClick system, also taking timed photographs before commencement and after completion of works, so providing a full audit trail of our response and transparency for the Service Manager and his team. We will interrogate the transparent system information to monitor and measure our performance and to report against the London Borough of Merton KPI's, especially KPI 8. The information will also be used to assist in identifying possible efficiency improvements.



[redacted] our Business Systems Manager, will continue and further enhance the efficient and effective working practices established with the London Borough of Merton to date, with timely flow of management information such that the Merton team have an accurate and up to date status on the service delivery.

[redacted] will, subject to London Borough of Merton approval, remain co-located with the Borough team to ensure we continue and indeed enhance our awareness of Merton's needs and improve our level of support. It is our intention during the mobilisation period to work with the Borough to identify, agree and implement changes to working practices to enhance the flow of service management information, especially with regard to areas such as:

- Prioritisation of the more urgent of the non – emergency reactive maintenance works;
- Action on sites requiring repeat visits due to access;
- Prompt and accurate recording of job completion in Confirm;
- Timely and accurate invoicing of completed works.

Our reactive works methodology for Merton is shown in the flowchart below.