

The Demobilisation Manager will be responsible for ensuring activities remain on programme and will assign additional resources as necessary.

From date of notification of preferred bidder progress against the programme will be reviewed at weekly demobilisation team meetings with close liaison with the operations team as they continue to provide the service without undue distraction.

5. Demobilisation Team

The Demobilisation Team will support the Demobilisation Manager and will be comprised of current operations team members together with additional colleagues to share the workload so that normal service delivery remains unaffected. A successful demobilisation requires the specific knowledge and input from operations but their focus will remain on normal service delivery.

Subject matter experts will lead specific work-streams for handover including:

Commercial

Human Resources

Operations and Transport

IT

HSQE.

Each team will ensure that contractual requirements in respect of handover are fully met as well as providing additional resource for the operations team to draw upon as they too prepare for a seamless handover. The transfer of service provider is a distraction to normal service and will be overcome through the targeted provision of additional resources at key points.

6. Stakeholder Communication

We recognise a successful de-mobilisation will require excellent working relationships with Transport for London's representatives, the incoming provider, and other stakeholders.

Stakeholders will be identified within our De-mobilisation Plan with a separate Stakeholder Management Plan to manage messaging and collaborative working

7. TUPE

We recognise TUPE can be unsettling and will appoint an experienced HR Manager to lead the HR work-stream.

Transport for London can be assured that that all facets of the TUPE process will be managed professionally including the provision of full and accurate data.

We will work collaboratively with the incoming provider, particularly with their mobilisation team, to ensure communication is a two-way process with transferring personnel so that our personnel are properly informed about the situation and their choices.

We will provide appropriate access to staff ahead of the TUPE transfer for consultation.

8. Management of risks, issues and change

Transport for London will benefit from strategies that de-risk the transfer, including:

Using key professionals experienced in demobilising similar contracts.

Allocating sufficient resources to ensure our Demobilisation Manager and team can undertake their responsibilities in accordance with the approved Plan

Developing a detailed stakeholder engagement strategy

Maintaining sufficient stocks of suitable materials, plant and equipment to ensure normal delivery of the service up to 31st March 2022 – practically these can be re-allocated to other contracts as they support our core activities so we don't need to reduce inventory levels.

Risks will be documented in a Demobilisation Risk Register and assigned to Work-stream Leads to ensure they are mitigated effectively. The Register will be reviewed at weekly demobilisation meetings to ensure mitigating strategies are applied effectively and desired outcomes are realised to meet programme.

9. High Level Demobilisation Risk Register

Activity	Risk	Control Measures
De-mobilisation timescale	The Plan is unrealistic and therefore delays service commencement for the incoming provider	<p>Appointment of experienced De-mobilisation Manager and Team</p> <p>Application of lessons learned from previous mobilisations to test the plan and ensure it is realistic – including 2017</p>
TUPE	Provision of TUPE data	<p>Early engagement with Transport for London</p> <p>Good communication with incumbent personnel and allow access to successful provider</p>
Contract Documentation	Handover documentation	<p>Appointment of De-mobilisation Team with sufficient experience and resource to ensure all handover documentation is published to programme</p> <p>Alignment of documentation with Transport for London policies and standards, making it easier for those reviewing to follow and approve</p>
Procurement suppliers	<p>Poor service received towards the end of contract</p> <p>Inventory levels too high</p>	<p>Use of approved suppliers with track record of providing a good service used on multi-contracts</p> <p>Inventory can be switched to other contracts as core business for Lanes Group</p>
IT Systems	IT systems fail or there are integration issues	<p>Back up the system continuously to ensure no loss of data</p> <p>Work with TfL and incoming provider to facilitate a smooth transfer</p>
Skills / Staff Shortages	<p>KPI failure and financial impact on contract.</p> <p>Skilled personnel leave prior to contract ending not wanting to stay at Lanes Group or join the new provider under TUPE</p> <p>Delay to fault rectification and possible impact on Transport for London operational services</p>	<p>Lanes Group Rail Business to mobilise other business units within the group to assist in completing works. Lanes Group Assisted Services to contribute</p> <p>Long term plan and relevant training of operatives to be in line with company objectives and contract requirements to ensure Lanes Group has sufficient resources across the business</p> <p>Provide targeted HR support to those personnel expressing desire to leave</p>

10. Reporting

The Demobilisation Manager will attend your new Mobilisation Board meetings and present progress reports on our demobilisation as you require. The format, content and frequency of reports will be agreed with you at Preferred Bidder stage (late 2021) but will include:

Progress against the Plan

Risk management.

11. Plant, equipment and materials

All resources will remain available to the operations team until end of service on 31st March 2022 with plant and equipment being re-allocated into fleet or disposed of if at the end of their useful life.

11.1 Handover Information

The approved Demobilisation Plan will define precisely what information is to be provided, and at what stage of the handover phase. This will include final accounts prepared by our Commercial Manager.

The Demobilisation Manager will be responsible for the provision of such documentation and will remain with the Project until Transport for London has confirmed a full and successful handover from Lanes Group to the new provider.

SCHEDULE 16: STRATEGIC LABOUR NEEDS AND TRAINING

1. Introduction

1.1 Without prejudice to the other provisions in this Contract relating to the Supplier Personnel, this Schedule 16 sets out the Supplier's obligations in respect of:

- (A) supporting the TfL Group and the Company in the implementation of the Skills and Employment Strategy; and
- (B) ensuring that the Supplier attracts, develops and retains Supplier Personnel with the skills necessary to deliver the Services throughout the term of this Contract and any extended term.

1.2 In this 0, the following terms shall have the corresponding meanings:

"Apprentice" means a member of Supplier Personnel who is registered as an apprentice with an industry recognised body;

"Agreed SLNT Plan" means the Supplier's strategic labour needs and training plan set out at Appendix 3 (*Initial/Agreed SLNT Plan*) to this Schedule 16, to be prepared in accordance with the SLNT Plan Template and approved by the Company;

"Initial SLNT Plan" means the initial strategic labour needs and training plan set out at Appendix 3 (*Initial/Agreed SLNT Plan*), submitted by the Supplier prior to the Contract Commencement Date and to be agreed between the Parties in accordance with paragraph 2 of this Schedule 16;

"Monthly SLNT Monitoring Report" means the report to be prepared by the Supplier in the form set out at Appendix 4 (*Monthly SLNT Monitoring Report Template*) and submitted to the Company in accordance with the provisions of paragraph 6 of this Schedule 16;

"Relevant Employment Vacancy" means an employment vacancy within the Supplier's organisation for a member of Supplier Personnel;

"Skills and Employment Strategy" means the TfL Group's ten (10) year skills and employment strategy, as amended from time to time. A copy of the Skills and Employment Strategy dated October 2008 is provided at Appendix 1 (*Skills and Employment Strategy*) to this Schedule 16;

"SLNT Co- has the meaning set out in paragraph 3.1 of this

<u>ordinator</u>	Schedule 16;
<u>“SLNT Infraction”</u>	means any breach by the Supplier of any of its obligations under this 0;
<u>“SLNT Output”</u>	means the minimum number of Apprentice positions or equivalent to be delivered by the Supplier (either directly through its own personnel and the personnel of its Sub-Contractors) under this Contract, as identified and agreed in the Agreed SLNT Plan;
<u>“SLNT Plan Template”</u>	means the template for the SLNT Plan set out at Appendix 2 (<i>SLNT Template</i>) to this Schedule 16, to be completed by the Supplier;
<u>“Trainee”</u>	means a member of Supplier Personnel who is registered as a trainee with an industry recognised body; and
<u>“Training Plan”</u>	has the meaning set out in paragraph 4.1 of this Schedule 16.

2. **Agreed SLNT Plan**

2.1 Based on the Initial SLNT Plan, the Supplier shall:

- (A) further develop the Initial SLNT Plan to reflect the comments and requirements of the Company; and
- (B) submit a revised copy of the Initial SLNT Plan to the Company for approval within twenty (20) Working Days of the Contract Commencement Date.

2.2 If the Initial SLNT Plan is:

- (A) approved, it shall be adopted immediately and become the Agreed SLNT Plan; or
- (B) not approved, the Supplier shall amend the Initial SLNT Plan and re-submit it to the Company for approval within the time period agreed in writing between the Parties. If the Company does not approve the Initial SLNT Plan following its resubmission, the matters preventing such approval shall be resolved in accordance with the Escalation Procedure set out in Schedule 12 (Supplier Performance).

2.3 Without limiting any other provision of this Contract, the Supplier shall:

- (A) comply with the provisions of the Agreed SLNT Plan; and
- (B) at no additional cost to the Company and subject to the provisions of paragraph 2.4 below, review and amend the Agreed SLNT Plan:

- 1) three (3) Months prior to the Contract Commencement Date;
and
- 2) annually not later than each anniversary of the Contract Commencement Date or at such other times requested by the Company, to reflect:
 - a) good industry practice;
 - b) any changes to the nature of the Services; and
 - c) any amendments proposed by the Supplier or the Company.

2.4 Any changes or amendments to the Agreed SLNT Plan shall be subject to the Contract Variation Procedure and shall not be implemented until approved by the Company.

3. SLNT Co-ordinator

3.1 Within twenty (20) Working Days of the Contract Commencement Date, the Supplier shall nominate a member of Supplier Personnel with the necessary skills and authority to:

- (A) be responsible for the implementation and on-going development and maintenance of the Agreed SLNT Plan; and
- (B) act as the single point of contact between the Company nominated personnel on all matters concerning the Agreed SLNT Plan.

3.2 The Parties shall add the SLNT Co-ordinator to the list of Key Personnel set out in Schedule 1.

4. Training of Trainees and/or Apprentices

4.1 Within five (5) Working Days of the date of a Trainee's and/or Apprentice's commencement with the Supplier, the Supplier shall prepare and complete a written training plan for such member of the Supplier Personnel. The training plan shall include:

- (A) details of the skills and competencies to be developed and acquired by the Trainee and/or Apprentice; and
- (B) the timescales by which the Trainee and/or Apprentice should acquire the defined skills and competencies.

4.2 The Supplier shall:

- (A) review and update Training Plans for all Trainees and/or Apprentices each month; and
- (B) make copies of completed and up to date Training Plans available to the Company for their inspection.

5. Local Community Relations

5.1 The Supplier acknowledges and accepts that members of the TfL Group work closely with the Company and Third Party organisations to implement the Skills and Employment Strategy.

5.2 Accordingly, the Supplier shall:

(A) at the time of placing an advertisement for a Relevant Employment Vacancy, notify the relevant member of the Company personnel (and/or any third parties nominated by the TfL Group) of such advertisement, providing details of the:

- 1) relevant employment vacancy;
- 2) date of the advertisement; and
- 3) publication in which the advertisement is scheduled to appear or appeared (as applicable); and

(B) attend a maximum of two (2) events each year, at a time and location specified by the Company, to publicise employment and training opportunities arising from the provision of the Services.

6. Monitoring and Reporting

6.1 Subject to paragraph 6.2 below, the Supplier shall provide the Company on a monthly basis with a Monthly SLNT Monitoring Report in the form set out in Appendix 4 to this Schedule 16 detailing the Supplier's performance against the Agreed SLNT Plan.

6.2 Failure to provide the Company with a copy of the Monthly SLNT Monitoring Report within the timescales set out in paragraph 6.1 above shall constitute a failure to meet the performance levels in accordance with Schedule 12 (Supplier Performance).

7. SLNT Infractions

7.1 Failure to:

- (A) ensure that each SLNT Output for the monitoring period is delivered in accordance with Agreed SLNT Plan; and/or
- (B) review the Agreed SLNT Plan in accordance with paragraph 2.3 of Schedule 16,

shall constitute a failure to meet the Service Delivery Indicators "SDI" in accordance with Schedule 12 (Supplier Performance).

APPENDIX 1 TO SCHEDULE 16

Skills and Employment Strategy

A copy of the Skills and Employment Strategy can be obtained from:

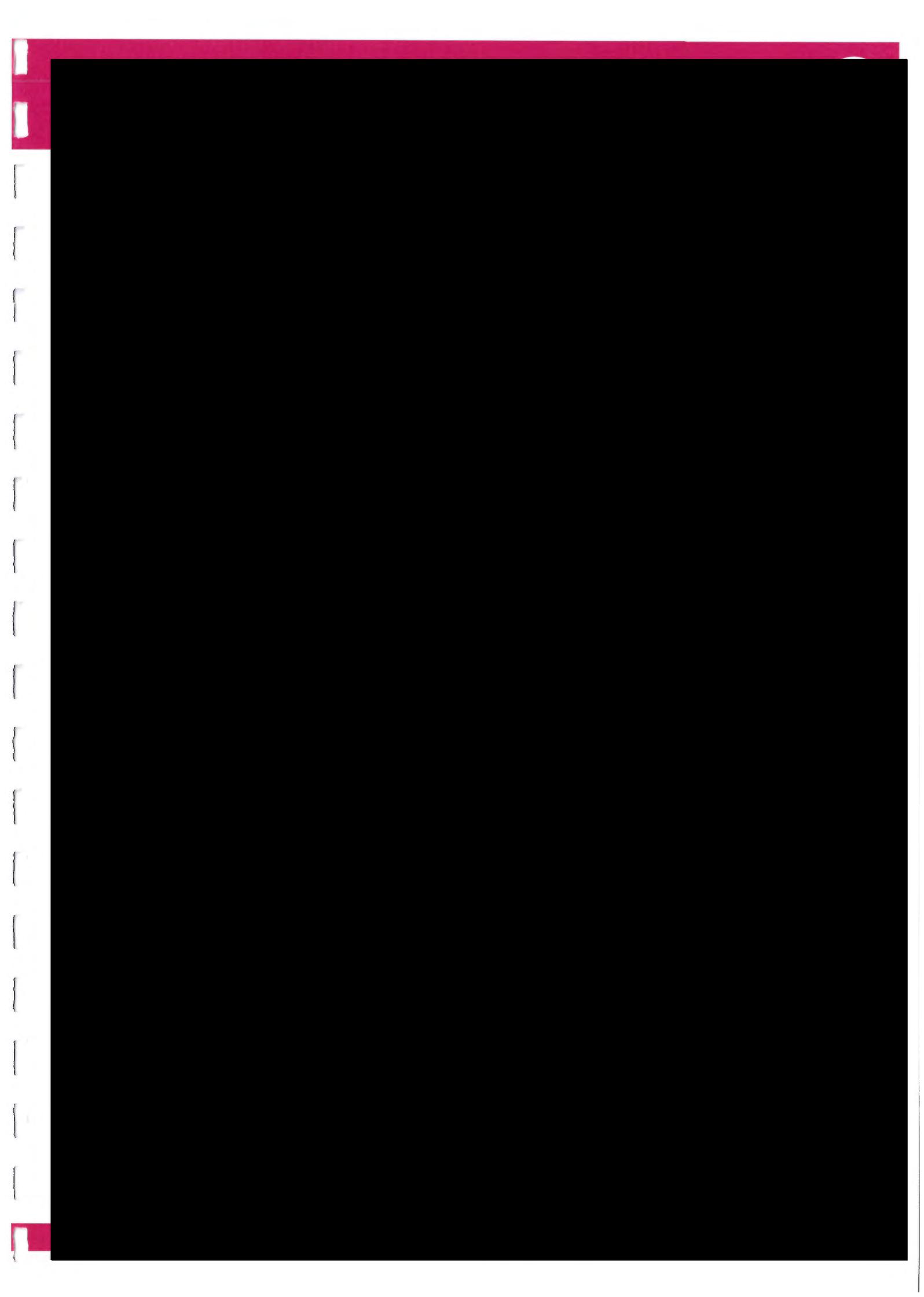
<http://www.tfl.gov.uk/assets/downloads/corporate/Skills-and-employment-strategy-march09.pdf>

APPENDIX 2 TO SCHEDULE 16

SLNT Template

NOTE TO SUPPLIERS:

***The SLNT Template shall take the form of the document provided in the [insert details].
The Supplier's completed SLNT template shall be inserted in this Appendix 2.***



Lot 2 SLNT Plan

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Lot 2 SLNT Plan

1. Lanes Rail Strategic Labour Needs and Training Activity Breakdown

SLNT Activity Area	Priority Output	Year 1	Year 2	Year 3	Year 4	Year 5	Cross Check	
							SLNT Value	SLNT Totals
Apprenticeships								
- Apprentices Job Start (FTE)	Y		1			1	1	2
- Workless Apprentices Job Start (FTE)	Y						1	0
- Apprentice Start (Existing Staff)	Y						1	0
Worklessness								
- Workless Job Start (FTE)				1			1	1
- Workless Graduate Job Start (FTE)							1	0
Educational / Career Support								
- Placement Positions (Days)							20	0
- School Engagement (Days)							20	0
Job Creation								
- Job Start (non-workless) (FTE)		1	1	1	1	1	1	5
Total SLNT Activity								8
Priority Activities							25%	2

Table 1: SLNT Activity Breakdown

1.1 Additional Information/ Assumptions

Table 2 below sets outputs expected. Table 1 above uses the requirement to provide 1 SLNT output for each £ 1M of Contract value

SLNT OUTPUT	DEFINITION	SLNT VALUE	PRIORITY
Apprenticeships			
Apprentice Job Start	A new entrant who is recruited as an apprentice and enrolled on an approved Apprenticeship Framework. The apprentice must live within London. The apprentice can be any age from 16+.	1 SLNT Output	✓
Workless Apprentice Job Start	A new entrant who is recruited as an apprentice and enrolled on an approved Apprenticeship Framework, and who was previously workless before starting the apprenticeship. The apprentice must live within London. The apprentice can be any age from 16+.	1 SLNT Output	✓
Apprentice Start (existing staff)	An existing staff member who is enrolled onto an approved Apprenticeship Framework in order to up skill the workforce. The apprentice	1 SLNT Output	

Lot 2 SLNT Plan

	must live within London. The apprentice can be any age from 16+.		✓
Worklessness			
Workless Job Start	A new job start where the candidate was workless (economically inactive) prior to starting work. The candidate must live within London.	1 SLNT Output	
Workless Graduate Job Start	A graduate job start where the candidate was workless (economically inactive) prior to starting work. The candidate must live within London.	1 SLNT Output	
Educational/Career Support			
Placement Position	A position intended to enable an individual to learn, develop or enhance their knowledge and skills in an industry or job role by providing a short work experience placement. A placement is expected to last a minimum of 1 week. A placement position could be paid or unpaid and the individual must live within London.	20 Days = 1 SLNT Output (e.g. 4 individual s each complete a 1 week placement: 4 x 5 days = 20 days = 1 output)	
School Engagement	Education activities that support schools and school students, by raising awareness of the educational and employment opportunities in the industry. This could include attending career fairs, school visits, ambassador programmes etc. Schools supported should be within London.	20 Days = 1 SLNT Output (e.g. 2 staff members attend 10 careers fairs: 2 x 10 days = 20 days = 1 output)	
Job Creation			
Job Start	A new job start for an individual who lives within London, recruited as a result of the contract. This could include a graduate job start (non workless).	1 SLNT Output	

Lanes Group are familiar with the SLNT requirements of Transport for London and have worked successfully with your team at Palestra House in setting and achieving our targets.

By working with the supplier skills manager and following meetings held at our offices we have successfully engaged in NVQ training courses for our administrative staff and recruited over 30 people from a variety of the areas listed in Table 1.

Going forward we have assumed that this support will still be provided to Lanes Group to help us continue to provide work to young people and those encountering worklessness.

In addition, we look to Transport for London to assist with access to local educational facilities wherein we can showcase our industry.

Within our HSQE team we have just engaged our first placement position and within our Waterflow division we have a new apprenticeship. As we have recently expanded our service offering to the rail industry with re starting the lining division, this has provided us an ideal opportunity to expand the number of apprenticeships we are able to provide.

This is a specific industry in which there is high demand for the service, but a low availability of skilled resource. In addition to this the resource base is centred on older personnel and as part of our succession planning we need to engage and train.

2. Strategic Labour Needs and Training Method Statement

Below we detail our SLNT Method Statement for each appointment.

2.1 Apprentice Job Start

The training programme will be determined according to the apprenticeships chosen by the trainees to tailor it to their requirements.

2.1.1 CCTV Engineer

This programme will take up to 2 years and will include the following training as a minimum:

- Sentinel (LU & Network Rail)
- Industry training: X019, X020 and possibly X021 CCTV training
- First Aid
- Manual handling, asbestos awareness, confined space (Full rescue), working at height
- Office systems – Excel / Word / Project to NVQ standard
- AutoCAD (Optional).

2.1.2 UV & CIPP Lining Engineer

This programme is normally completed over the course of one year and will include the following training as a minimum:

- Sentinel (LU & Network Rail)
- Industry training: WRc lining training
- First Aid
- Manual handling, asbestos awareness, confined space (Full rescue), track trolley, fire-watchman
- Office systems – Excel / Word / Project to NVQ standard

The courses will be funded from our work with Transport for London and will also be part funded through the Government's Apprenticeship Levy to which we contribute.

Our HSQE Manager Paul McParland will be tasked with taking these training opportunities forward and will be assisted by Debi Bell our Head of HR.

2.2 Workless Apprentice Job Start

The training programme will be determined according to the apprenticeships chosen by the trainees to tailor it to their requirements.

2.2.1 CCTV Engineer

This programme will take up to 2 years and will include the following training as a minimum:

- Sentinel (LU & Network Rail)
- Industry training: X019, X020 and possibly X021 CCTV training
- First Aid
- Manual handling, asbestos awareness, confined space (Full rescue), working at height
- Office systems – Excel / Word / Project to NVQ standard
- AutoCAD (Optional).

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2.3 Apprentice Start (Existing Staff)

Not applicable.

2.4 Workless Job Start

This element is usually filled with our general labour requirement, although we always place every person on a wide range of vocational and industry training over the course of 1 to 2 years depending on circumstances. This training includes:

- Sentinel (LU and occasionally NWR)
- Manual handling
- Confined Spaces
- Working at Height
- Asbestos awareness
- First aid
- Site set up and site safety.

2.5 Workless Graduate Job Start

Our graduate job starts will most likely find themselves working within our Professional Services Division based in central London.

We currently support our graduate engineers with full travel-cards and salaries above the Living Wage.

The head of Professional Services, Andrew McQueen, provides professional mentoring accredited by the Institute of Civil Engineers.

We also subscribe to the ICE CPD programme for any graduate that wishes to do it and it is actively encouraged.

Funding for this will come from the fees earned by senior representatives of the Lanes Group Professional Services Division.

2.6 Placement Positions

We see this element of our SLNT journey being of benefit to our Professional Services Division and office-based staff.

To support this, we have just started a placement position for 3 months within our HSQE team. Training will consist of practical and supervised site based visits, training in method statement preparation, risk assessment preparation and how to undertake site audits.

Should this develop into an apprentice start (existing staff) position then we would train our apprentices to industry leading standards including IOSH & NEEBOSH.

2.7 School Engagement

Lanes Group has established links with local schools and colleges to explain the benefits of a career in this industry. We will, with the Local Authorities' support, expand this programme further across other boroughs, working with careers staff to identify students who have the potential to join the company as apprentices.

2.8 Job Start (non-workless)

This element is usually filled with our general labour requirement, although we always place every person on a wide range of vocational and industry training over the course of 1 to 2 years depending on circumstances. This training includes:

- Sentinel (LU and occasionally NWR)
- Manual handling
- Confined Spaces
- Working at Height
- Asbestos awareness
- First aid
- Site set up and site safety.

3. Supply Chain Compliance

Sub-contractors are selected following careful assessment of a number of different criteria, including their commitment to the training and development of their staff and to corporate social responsibility, including support for local economies and the disadvantaged.

Once appointed, contracts are put in place that include relevant clauses from our own contract with Transport for London. This will include SLNT in this particular case.

Our corporate HSQE Manager, Paul McParland will be responsible for engaging with each of the suppliers to agree the minimum SLNT numbers with them, actions to implement over the life of the contract and to then monitor progress. He will also provide them with information about opportunities for support and funding streams that become available and help them to make applications.

Single points of contact in each organisation will be provided to Transport for London and we will facilitate any other contact and engagement you require with them, including the collation of data and other evidence to demonstrate compliance.

4. Monitoring and Co-ordination

Below we summarise each of the roles.

4.1 HSQE Manager

Our HSQE Manager, Don Leggatt, will fulfil the role of SLNT Co-ordinator for the Rail Division. With a passion for training and development, his existing responsibilities include the operation of our Training Department. There is therefore a natural fit. He will oversee delivery of existing SLNT programmes and ensure we engage with as broad an audience as possible to develop the programme established under this contract.

Specifically, he will:

- Ensure that the SLNT requirements are met
- Act as primary point of contact for Transport for London's Supplier Skills Manager
- Collate the monitoring information required and present it in a monthly SLNT report
- Manage supply chain compliance with the requirements.

Don will be your initial point of contact for SLNT matters.

4.2 HR Manager

Debi Bell will develop training plans tailored to each trainee/ apprentice, including:

- Details of skills and competencies to be developed and acquired
- Timescales for doing so
- Minimum standards to be achieved.

4.3 Training Co-ordinator

Our Training Co-ordinator, Nicola Norris, will create training records for each individual, review and update their training plans each month. These will be available for Line Managers and for Transport for London on request.

4.4 Monitoring and Reporting

The SLNT Periodic Monitoring Report will be completed by the HR Team and provide the primary means for measuring progress against targets.

The SLNT Co-ordinator will provide specific activity reports.

A Periodic Monitoring Report (PMR) will be submitted to Transport for London each month.

5. SLNT Implementation Arrangements

At Lanes Group Rail division we have been engaged in SLNT activities for the past 6 years and our bid team will also be our project team so transfer of knowledge will be straight forward. We have forged relationships with the Transport for London skills teams over this time and undertaken meetings at our offices and also within your offices.

Our HSQE Manager, Don Leggatt will undertake the role of co-ordinator in addition to his other duties as he sees this role as important to the future of the company. His duties will include the continuing work from previous SLNT endeavours and ensuring we engage with as wide an audience as possible to meet our targets.

We have included SLNT in our monthly reporting data with Transport for London and also within our periodic management and directors meetings within the division. This will become even more pertinent to the group as the new Government levy starts in April 2018.