

Input

New employees / agency staff / associates / sub-contractor activities

References

Induction information pack & PPE issue form

Output

New recruits previous training and qualification records. New recruits aware of the hazards, safety policy and quality policy.

5.3 Produce training plan	Responsible	Consult
	Line Manager	Staff

A simple training plan will be developed for each staff member to identify additional training and coaching in specific skills.

Input

Training requirements identified

References

Business needs

Output

Training plan developed

5.4 Book training & keep records up to date	Responsible	Consult
	Line Manager	Staff

Training will be scheduled for individuals depending on the business needs, work levels, cost and available funds, the training plan will be approved by a member of the senior management team.

A training matrix is maintained for all operational employees to identify their training and qualifications and expiry / recertification dates.

A copy of the staff training and qualification records will be retained for each employee / agency member for reference purposes. These records will be updated as and when additional training is provided and when new employees / agency staff commence work with the company.

Training, awareness & competence Plan



Input

Employees training records

References

None

Output

There is evidence of training & qualification

5.5 Evaluate training

Responsible

Consult

Line Manager

Staff

Training is evaluated with regards to the feedback from the candidate directly after completing the training, to establish whether they thought it was good

The individual's on the job performance will also be monitored pre and post course to see if their performance has improved by attending the course to establish whether the course has improved their performance.

Input

Training course

References

None

Output

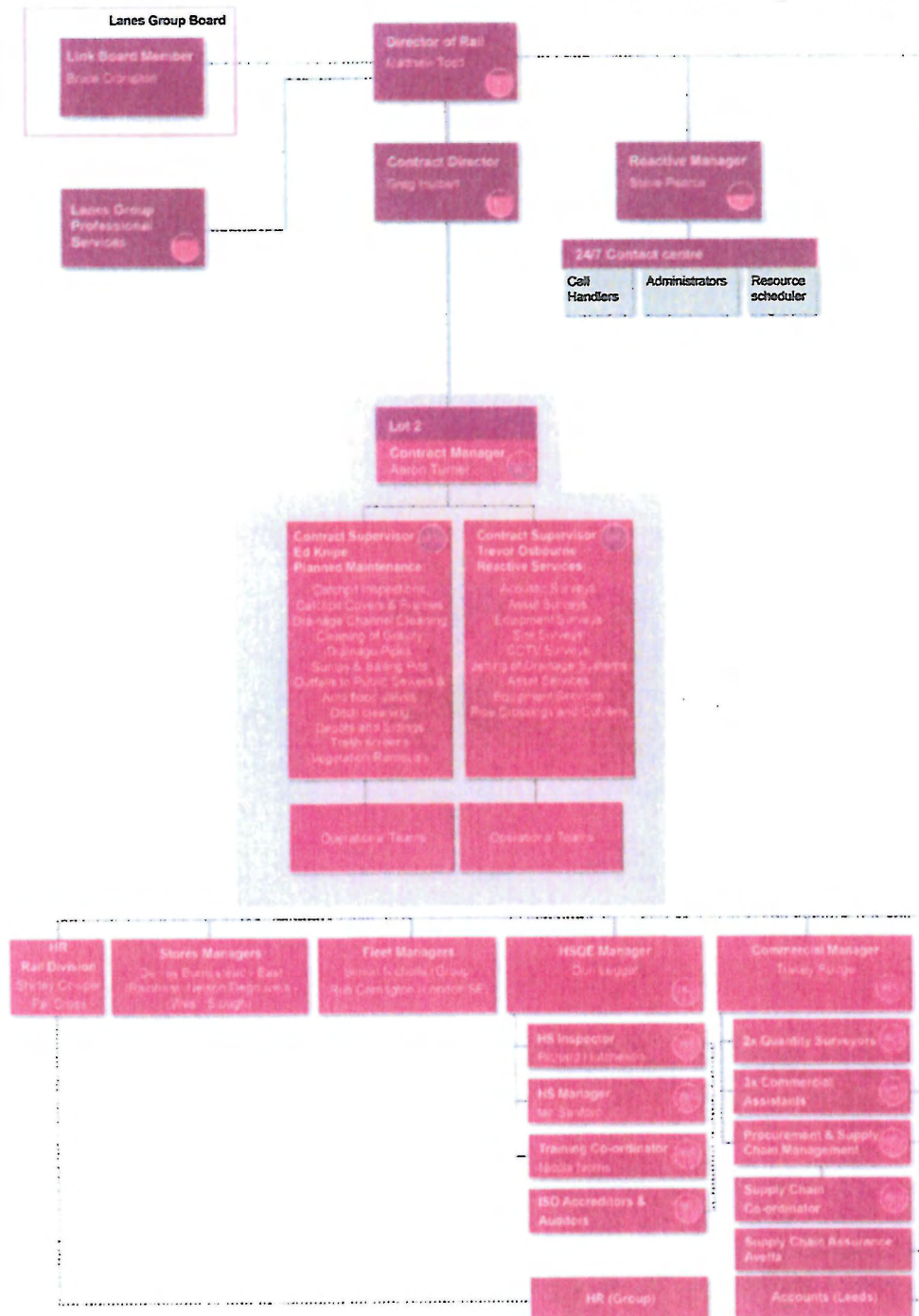
Output prior to and after the course

[illegible]

Quality Management Plan

6.4 Contract management structure

Lot 2 - Overview Organisation Chart



5.4.1 Director of Rail

The Director of Rail is ultimately responsible for all aspects of the contract, including quality. He will:

- Holds overall management responsibility for health, safety & environmental matters, including policy review
- Provides leadership for the contract
- Ensures that the Health, safety and Environmental Objectives are set and closely monitored on the contract.
- Ensures there are adequate resources available on the contract to ensure that health, safety and environment requirements of the contract are met.
- Chairs the monthly progress meetings with the management team
- Fosters good client relationships and encourage people to work closely with the TFL staff on the contract
- Identifies and implement areas for improvement.
- Carries out managerial and administrative staff appraisal and discipline (Safety-related matters)
- Reviews and approve the Client Contract Health, Safety & Environmental Plan.
- Determines procurement strategies with regard to suitability of equipment and materials, (e.g. British/International Standards, CE approval etc)
- Assesses whether activities are regulated by CDM
- Reviews the Health Safety & Environmental Policy
- Carries out management reviews of Health, Safety and Environmental Management System

5.4.2 Contract Director (Contract Quality Representative)

The Contract Director reports into the Director of Rail and is responsible for the day to day running of the contract, including quality. He is the Quality Representative for the contract and will:

- Ensure that adequate resources are put in place on the contract to achieve the contract objectives and deliverables.
- Manage the commercial aspects of the contract to ensure that adequate finance is available to obtain the necessary resources.
- Ensure that the Quality Objectives are closely monitored on the contract and put in place action plans where shortfalls occur.
- Ensure that the information is gathered on a monthly basis for reporting on the contract performance.
- Ensure that adequate auditing of the processes and the deliverables takes places.
- Review the results of the audits and identify and trends that may be present.

- Review the contract quality plan to ensure that is kept up to date during the life of the contract
- Monitoring the performance of the team's output both quantitatively and qualitatively
- Reporting the contract performance to the Lanes management team and to the Client.

Contract Manager

The Contract Manager reports into the Contract Director and is responsible for:

- Interpreting the scope of works involved
- Estimating the costs associated with the works
- Managing the construction and engineering aspects of the work
- Establishing the quality assurance and other management procedures
- Managing the resources on the contract
- Procuring and managing the materials required for the contract
- Liaising and interfacing with sub-contractors
- Implementing and monitoring of safety and environmental procedures
- Allocating work to the teams
- Managing the KPIs
- Coordinating the planning, production and maintenance schedules for the contract in accordance with the contract requirements
- Reviewing the schedule with the Operations Manager and the DER, determine all logical activity sequencing and resource requirements that are applicable to meet the client's defined KPIs.
- Creating and updating the management of the contract schedule
- Producing weekly, fortnightly and monthly look ahead schedules
- Monthly schedule reporting and measuring actual performance achieved against the activity for planned works.
- Fault rectification, KPI measurement and reporting.
- AS Fault assessment and reporting.
- SDI assessment and reporting.
- Scheduling change control management

Health, Safety, Quality and Environmental Manager

The Health, Safety Quality and Environmental Manager reports into the Director of Rail and is responsible for advising management and staff in the requirements of health and safety. He will:

- Carry out health, safety and environmental audits and inspections
- Identify training needs of staff and partners
- Deliver health and safety training and tool box talks
- Attend contract review meeting where input from accounts is required

- A member of Lanes Group, Rail Division internal Health & Safety consultative committee with specific focus on safety, health and environment matters
- Investigate incidents at work, and implements any changes necessary
- Co-ordinate with the London Underground Ltd, and conduct joint investigations of accidents/incidents.
- Arranges incident investigations if required
- Review reports of all accidents and co-ordinates statutory reporting for RIDDOR 1995
- Advise on CDM related issues
- Regularly review client Contract Plans
- Provide specialist HSE advice.
- Undertake both site and system health and safety audits.
- Prepare and/or reviews and approves Method Statements, Risk Assessments and COSHH Assessments.
- Ensure that requirements relating to relevant new or existing safety legislation are brought to the attention of the Directors
- Carry out a safety audit of the depot's Health, Safety & Environmental system at least annually.
- Provide health and safety audit reports to the Directors, which details performance and raises current important issues.
- Run health and safety training courses and advises on training needs.
- Ensure that incident investigations are thorough and reviews 'lost time accidents'.
- As the Management Representative, ensure that the Directors are informed of the performance of the Management System, and any changes required
- Ensure that there is communication with employees on Management System awareness, its performance, and client requirements

16.4.2 Commercial Manager

The Commercial Manager reports into the Director of Rail and is responsible for the day to day running of the office administration team. She will be responsible for:

- Managing the internet related accounts application for payment
- Supervising the authorisation of and issue of purchase orders
- Supervising the pricing of jobs for application/invoicing
- Submitting quotations
- Attending contract review meeting where input from accounts is required
- Dealing with accounts queries from the Client
- Liaising with head office on accounting/administration issues relating to the contract

Reactive Manager

The Reactive Manager reports into the Director of Rail and he:

- Manages the reactive works and ensures that the resources are in place to meet the KPIs.
- Ensures that audits and inspections on staff and partners are carried out
- Delivers tool box talks
- Identifies training needs for staff and partners
- Is a member of Lanes Group, Rail Division internal Health & Safety consultative committee with specific focus on safety, health and environment matters.
- Has specific responsibility for operational health, safety & environmental matters, with the aid of the HSE Manager
- Manages contract personnel and is responsible for ensuring the following are conducted:
 - Employee Induction
 - Employee Training
 - Employee Medical and DAMSP test.
- Ensures "Site Persons in Charge" are issued with approved risk and COSHH assessments, method statements, and work instructions prior to work commencement.
- Reviews employee exposure to physical hazards on their scope of work.
- Organises and undertakes supervisory site safety inspections.
- Obtains all consents, station access bookings (including Landlords Works Approval), and permits to work.
- Recruits operational staff ensuring suitability and training requirements are met.
- Carries out operational staff appraisal and discipline in relation to safety matters.
- Regular reviews training requirements.
- Organises operatives training, including keeping of Safety Critical records
- Monthly review of equipment calibration or testing
- Carries out accident or incident investigation with the assistance of the HSE Manager.
- Will suspend work on site if working conditions are unsafe.
- Reviews personnel working hours
- Controls waste disposal from sites and from Lanes Group, Rail Division yard
- Reviews and administers training
- Attends monthly client progress meetings with all aspects of Safety being a specific agenda item.
- Attends regular internal progress meetings with Safety as a specific agenda item.

Contract Supervisor (Planned Works)

The Contract Supervisor (Planned Works) reports into the Contract Manager he:

- Ensures that the planned works are managed and resources are in place to ensure that the KPIs are met.
- Develops a rolling programme of works
- Ensures that audits and inspections on staff and partners are carried out
- Delivers tool box talks
- Identifies training needs for staff and partners
- Is a member of Lanes Group, Rail Division internal Health & Safety consultative committee with specific focus on safety, health and environment matters.
- Has specific responsibility for operational health, safety & environmental matters, with the aid of the HSE Manager
- Manages contract personnel and is responsible for ensuring the following are conducted:
 - Employee Induction
 - Employee Training
 - Employee Medical and DAMSP test and DAMSP test.
- Ensures "Site Persons in Charge" are issued with approved risk and COSHH assessments, method statements, and work instructions prior to work commencement.
- Reviews employee exposure to physical hazards on their scope of work.
- Organises and undertakes supervisory site safety inspections.
- Obtains all consents, station access bookings (including Landlords Works Approval), and permits to work.
- Recruits operational staff ensuring suitability and training requirements are met.
- Carries out operational staff appraisal and discipline in relation to safety matters.
- Regular reviews training requirements.
- Organises operatives training, including keeping of Safety Critical records
- Monthly review of equipment calibration or testing
- Carries out accident or incident investigation with the assistance of the HSE Manager.
- Will suspend work on site if working conditions are unsafe.
- Reviews personnel working hours
- Controls waste disposal from sites and from Lanes Group, Rail Division yard
- Reviews and administers training
- Attends monthly client progress meetings with all aspects of Safety being a specific agenda item.
- Attends regular internal progress meetings with Safety as a specific agenda item.

Contract Supervisor (Reactive Works)

The Contract Supervisor (Reactive Works) reports into the Contract Manager and:

- Co-ordinates the works
- Identifies training needs for staff and partners
- Stops work if it is deemed unsafe to start/carry on
- Ensures that the planned works are managed and resources are in place to ensure that the KPIs are met.
- Develops a rolling programme of works
- Ensures that audits and inspections on staff and partners are carried out
- Delivers tool box talks
- Identifies training needs for staff and partners
- Is a member of Lanes Group, Rail Division internal Health & Safety consultative committee with specific focus on safety, health and environment matters.
- Has specific responsibility for operational health, safety & environmental matters, with the aid of the HSE Manager
- Manages contract personnel and is responsible for ensuring the following are conducted:
 - Employee Induction
 - Employee Training
 - Employee Medical and DAMSP test.
- Ensures “Site Persons in Charge” are issued with approved risk and COSHH assessments, method statements, and work instructions prior to work commencement.
- Reviews employee exposure to physical hazards on their scope of work.
- Organises and undertakes supervisory site safety inspections.
- Obtains all consents, station access bookings (including Landlords Works Approval), and permits to work.
- Recruits operational staff ensuring suitability and training requirements are met.
- Carries out operational staff appraisal and discipline in relation to safety matters.
- Regular reviews training requirements.
- Organises operatives training, including keeping of Safety Critical records
- Monthly review of equipment calibration or testing
- Carries out accident or incident investigation with the assistance of the HSE Manager.
- Will suspend work on site if working conditions are unsafe.
- Reviews personnel working hours
- Controls waste disposal from sites and from Lanes Group, Rail Division yard
- Reviews and administers training
- Attends monthly client progress meetings with all aspects of Safety being a specific agenda item.
- Attends regular internal progress meetings with Safety as a specific agenda item.

4.3.3 Team Members

The Team Members report into their Line Manager and are responsible for ensuring:

- Their work is carried out to the required standard
- Work is carried out in accordance with the work instructions and procedures
- Issues are identified and reported back to their line manager
- Work is stopped if it is deemed unsafe to start/carry on

4.4 All staff

- All personnel involved with the contract are to be made aware of the company's Total Quality Management philosophies and are to achieve quality throughout the contract by adhering to quality procedures, method statements and maintaining a high level of workmanship.
- All personnel are made aware that they are responsible for the quality of work they undertake.

4.5 Subcontractors

Increasingly and whenever possible, Lanes Group will operate a policy of primarily using its own, in-house personnel for all works under the Transport for London Structural Maintenance contract. Specialist subcontractors will be used where appropriate. These subcontractors will report into the relevant Lanes representatives who are responsible for ensuring:

- Their work is carried out to the required standard
- Working is carried out in accordance with the work instructions and procedures
- Issues are identified and reported back to the Lanes Representative line manager
- Work is stopped if it is deemed unsafe to start/carry on

7. Personnel Training/Qualifications

7.1 Specialist Subcontractor Competencies

There are specific competency requirements when working on Transport for London sites. All specialist subcontractor staff will be trained and competent in the activities they are to carry out and the locations they are to work in.

7.2 Line Managers

All line managers that are involved in this contract shall have the necessary qualifications and experience to allow them to competently discharge their duties to the satisfaction of the client.

8. Transport for London Interface

8.1 The Client Points of Contact

Transport for London Points of Contact

Name	Role	Email	Contact No.
Brian Sequeira	Commercial Manager	brian.sequeira@tube.tfl.gov.uk	020 7126 3584
Fouad Loughreit	Maintenance Manager Drainage	fouad.loughreit@tube.tfl.gov.uk	020 7918 6027

9. Design

It is not envisaged that design work will be required on this contract, however if there becomes a need to carry out design work a suitably qualified engineer will be used and suitable design controls will be implemented.

10. Information and communication technologies

10.1 IT software

Microsoft Dynamics and Oculus systems

The electronic system used by Lanes for the reporting of works called Oculus, which receives faults and planned works information, raised in the Lanes Group corporate system (Microsoft Dynamics AX), issues the information to a 3G enabled tablet pc, directly to the engineer on site.

The tablet contains all of the company's health & safety paperwork, approved generic or site specific method statements including the appropriate COSHH and risk assessments. The engineers and SPC's complete reports and take photographs of the works in progress, obtain signatures where appropriate and send data back to the office from the field.

All information is then made available via the internet to the client with a dedicated portal, which details reports, photos, delays, recommendations and materials used.

Transport for London Maximo System

The Lanes IT system can, if desired, be either linked or integrated with our suppliers with links into the Transport for London controlled Maximo system through an interface gateway. Alternatively, *.csv or *.xml apps can be created by our software designer to create upload tools. All computer generated documentation generated at the point of works (including photographs) can also be sent electronically in a format which Maximo will support.

Additional back up information may also be sent in excel / word / pdf.

10.2 Phone Deployment

The single point of contact for Transport for London is our Management and Reporting Centre, which is fully operational 24/7.

All teams and supervisors are issued with mobile phones to ensure that when they are above ground they are contactable. In addition, text messages can be sent to their portable tablet pcs.

11. Contract Quality Objectives

Lanes Group is committed to ensuring complete compliance with the delivery criteria and standards as detailed in the contract documents.

12. Delivery Performance

12.1 General

It is essential that all contract staff and divisions fully understand the importance of achieving the required response times for reactive works on the contract and subsequently understand the rectification times for each fault type. A clearly defined separation will be made regarding the difference between Response time (the time allotted to a call out from the time of the call to the time of arrival on site) and the rectification time the time allotted to the closing out of the works or the making safe of the works.

In line with our mobilisation plan the Lanes Group will deliver a full contract seminar to all the requisite contract management teams taking part in the delivery of the contract, and communicate the requirements of the performance Schedule at that seminar. Further training events will be organised and delivered to all operational personnel from all organisations involved in the contract to ensure complete understanding of the requirements of the contract prior to commencement of the contract

The training events, seminars and communications will be repeated regularly to ensure all personnel have attended and have understood their role in the delivery performance process.

APPENDIX 4: LIQUIDATED DAMAGES

Liquidated Damages for Disruption (Clause 22.1)

THE NACHS Tables, including the NACHS Tables Calculation Rules, are contained in the attached USB stick marked "NACHS Tables".



SCHEDULE 2: PAYMENT

The Company shall pay the Supplier the Service Payment in the following manner:

- 1.1 At the end of each Accounting Period calculated from the Contract Commencement Date, the Supplier shall submit an Application for Payment ("AFP") in respect of the Service Payment for the Services in the preceding Accounting Period pursuant to Clause 20.1. Such Service Payment shall be calculated on the basis of the Service Charges and in the manner set out in Paragraph 1.2 below.
- 1.2 The Service Payment ("SP") for an Accounting Period n shall be calculated using the following formula:

$$SP_n = APSP_n + APQ_n + ARSP_n$$

where:

$$APSP_n = (PS_n \times 0.8\text{£PSC}_n) + (UCW_n \times 0.8\text{£PSC}_{n-1})$$

and:

$$APQ_n = (PQ_n \times 0.2\text{£PSC}_n) + (PSQ_n \times 0.2\text{£PSC}_{n-1})$$

and:

$$\begin{aligned} \text{£RSD}_n &= (0.8\text{£RSC}_n (1 - \text{RPF}_n^i)) \\ &\quad + (0.2\text{£RSC}_n (1 - \text{RQ}_n)) \text{ if:} \end{aligned}$$

$\text{£RSD}_n \geq \text{CAP}$ then:

$$ARSP_n = (\text{£RSC}_n - \text{CAP}_n) + (\text{RSQ}_n \times 0.2\text{£RSC}_{n-1})$$

but where:

$\text{£RSD}_n < \text{CAP}$ then:

$$\begin{aligned} ARSP_n &= (0.8\text{£RSC}_n \times \text{RPF}_n^i) + (0.2\text{£RSC}_n \times \text{RQ}_n) \\ &\quad + (\text{RSQ}_n \times 0.2\text{£RSC}_{n-1}) \end{aligned}$$

where:

$APSP_n$ = Actual Planned Service Payment for Accounting Period n ;

$ARSP_n$ = Actual Reactive Services Payment for Accounting Period n ;

APQ_n = Actual Planned Services Quality inspections payment for Accounting Period n ;