

LOT 5: CLEANING: EXECUTION VERSION

		Turnover/Balance Sheet Total		
		£5.6m net(up to)/ £2.8m net (up to)	£22.8m net(up to/incl.)/ £11.4m net (up to/incl.)	£22.8m net(over)/ £11.4m net (over)
Employees	0-49	✓	<i>Employees more predominant</i>	<i>Employees more predominant</i>
	50-249	<i>Employees more predominant</i>	✓	<i>Employees more predominant</i>
	250+	<i>Employees more predominant</i>	<i>Employees more predominant</i>	✓

7.8 Ownership Categorisation

EU Commission Definition on Enterprise Ownership Categorisation

The European Commission’s Guidance published in 2005 “The New SME Definition: User Guide and Model Declaration”⁶, outlines parameters for defining an organisation’s ownership categorisation and whether an organisation is autonomous, partner or linked.

7.8.1 Autonomous

This is the most common category of ownership.

An organisation is autonomous if:

- It is totally independent, i.e. there is no participation in other enterprises and no enterprise has a participation.
- It has a holding of less than 25% of the capital or voting rights (whichever is the higher) in one or more other enterprises and/or outsiders do not have a stake of 25% or more of the capital or voting rights (whichever is the higher) in your enterprise.

If an organisation is autonomous, it means that it is not a partner or linked to another enterprise

7.8.2 Partner

An enterprise is a partner enterprise if:

- It has a holding equal to or greater than 25%, of the capital or voting rights in another enterprise and/or another enterprise has a holding equal to or greater than 25% in the other.

It is not linked to another enterprise. This means, among other things, that voting rights in the other enterprise (or vice versa) do not exceed 50%.

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7.8.3 Linked

Enterprises formed as a **group** through the direct or indirect control of the majority of voting rights. An enterprise owned by another or through the ability to exercise a **dominant influence** on another enterprise.

Two or more enterprises are linked when they have any of the following relationships:
-One enterprise holds a majority of the shareholders' or members' voting rights in another.

-One enterprise is entitled to appoint or remove a majority of the administrative, management or supervisory body of another.

-A contract between the enterprises, or a provision in the memorandum or articles of association of one of the enterprises, enables one to exercise a dominant influence over the other.

-One enterprise is able, by agreement, to exercise sole control over a majority of shareholders' or members' voting rights in another.

⁶Refer directly to the EU Commission Definitions for more guidance:

http://ec.europa.eu/enterprise/enterprise_policy/sme_definition/sme_user_guide.pdf

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SCHEDULE 17: Strategic Labour Needs And Training

1 Introduction

- 1.1 Without prejudice to the other provisions in this Contract relating to Supplier Personnel, this Schedule sets out the Supplier's obligations in respect of:
- (A) supporting the TfL Group (and Third Parties nominated by the TfL Group) 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.
- 1.2 In this Schedule, the following terms shall have the corresponding meanings:

“Apprentice” means a member of Supplier Personnel who is registered as an apprentice or technician with an industry recognised body;

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

“Initial Plan” **SLNT** 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 Services Commencement Date and to be agreed between the Parties in accordance with paragraph 2 of this Schedule;

“Monthly Monitoring Report” **SLNT** means the report to be prepared by the Supplier in the form set out at Appendix 5 (*Monthly SLNT Monitoring Report Template*) and submitted to the Company in accordance with the provisions of paragraph 5 of this Schedule;

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

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

“SLNT Coordinator” **Co-** has the meaning set out in paragraph 3.1 of this Schedule;

“SLNT Infraction” means any breach by the Supplier of any of its obligations under this Schedule;

“SLNT Output” means the minimum number of Apprentice positions or equivalent to be delivered by the Supplier (either

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directly through its own personnel and the personnel of its Sub-Contractors) under this Contract, as identified and agreed in the Agreed SLNT Plan;

“SLNT Plan Template” means the template for the SLNT Plan set out at Appendix 2 (*SLNT Plan Template*) to this Schedule, to be completed by the Supplier;

“Trainee” means a member of Supplier Personnel who is registered as a trainee with an industry recognised body; and

2 Agreed SLNT Plan and Implementation 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;
- (B) submit a revised copy of the Initial SLNT Plan to the Company for approval within twenty (20) Working Days from the Services Commencement Date; and
- (C) provide an Implementation Plan as contained in Appendix 4 (Implementation Plan) of this Schedule 17 based on the revised copy of the Initial SLNT Plan within forty (40) Working Days from the Services 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 Clause 65.

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

- (A) comply with provisions of the Agreed SLNT Plan and the Implementation 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 and Implementation Plan every twelve (12) Months following the Services Commencement Date or at other times requested by the Company, to reflect:
 - (1) Good Industry Practice;
 - (2) any changes to the nature of the Services and updates to the Asset Management System; and
 - (3) any amendments proposed by the Company.

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2.4 Any changes or amendments to the Agreed SLNT Plan shall be subject to the provisions of Clause 15 and shall not be implemented until approved in writing by the Company.

3 SLNT Co-ordinator

3.1 Within twenty (20) Working Days of the Services 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 Company nominated personnel on all matters concerning the Agreed SLNT Plan,

(the "SLNT Co-ordinator").

3.2 The Parties shall add the SLNT Co-ordinator to the list of Key Personnel set out Schedule 19 (Key Personnel).

4 Community Relations

4.1 The Supplier acknowledges and accepts that members of the TfL Group work closely with third party organisations to implement the Skills and Employment Strategy.

4.2 Accordingly, the Supplier shall:

(A) at the time of placing an advertisement for a Relevant Employment Vacancy, notify the relevant member of 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 minimum 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.

5 Monitoring and Reporting

5.1 Subject to paragraph 5.2 below, the Supplier shall provide the Company with a Monthly SLNT Monitoring Report by 15 October 2017 and on the fifteenth day of each month thereafter detailing the Supplier's performance against the Agreed SLNT Plan.

5.2 Failure to provide the Company with a copy of the Monthly SLNT Monitoring Report within the timescales set out in paragraph 5.1 above shall constitute a failure for the purposes of paragraph 4 (Escalation Procedure) of Schedule 12 (Performance Measurement).

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5.3 The Supplier shall ensure at all times that it complies with the requirements of the Data Protection Act 1998 (as may be amended) in the:

- (A) development and maintenance of Training Plans; and
- (B) collection and reporting of the information to the Company pursuant to paragraph 5.1 above.

6 SLNT Infractions

6.1 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 this Schedule 17 (*Strategic Labour Needs and Training*),

shall constitute a failure for the purposes of paragraph 4 (Escalation Procedure) of Schedule 12 (Performance Measurement).

7 SLNT Audit

7.1 The Company may from time to time undertake any audit or check of any and all information regarding the Supplier's compliance the provisions of this Schedule.

7.2 The Supplier shall maintain and retain records relating to the Agreed SLNT Plan and its compliance with the provisions of this Schedule for a minimum of seven (7) years.

7.3 The Company shall use reasonable endeavours to co-ordinate such audits and to manage the number, scope, timing and method of undertaking audits so as to ensure that the Supplier is not, without due cause, disrupted or delayed in the performance of the Supplier's obligations under this Contract.

7.4 The Supplier shall promptly provide all reasonable co-operation in relation to any audit or check including, to the extent reasonably possible in each particular circumstance:

- (A) granting or procuring the grant of access to any:
 - (1) premises used in the Supplier's performance of this Contract, whether the Supplier's own premises or otherwise;
 - (2) equipment (including all computer hardware and software and databases) used (whether exclusively or non-exclusively) in the performance of the Supplier's obligations under this Schedule 17, wherever situated and whether the Supplier's own equipment or otherwise; and
- (B) complying with TfL's reasonable requests for access to senior personnel engaged in the Supplier's performance of this Contract.

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APPENDIX 1 TO SCHEDULE 17

Skills and Employment Strategy

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

<https://www.tfl.gov.uk/cdn/static/cms/documents/skills-and-employment-strategy.pdf>

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APPENDIX 2 TO SCHEDULE 17

SLNT Plan Template

Title – SLNT Activity Breakdown

Please complete the following table outlining how you intend to meet your SLNT commitments.

Table 1:

SLNT Activity Breakdown

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

Please detail any information or assumptions relevant to the above outputs you have indicated as meeting your SLNT requirements:

Additional Information/ Assumptions (max 250 words)

Content:

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Strategic Labour Needs and Training Method Statement

Title: Delivery Against TfL Priorities

Referring to the SLNT Activity Breakdown outlined in Table 1, please describe the activities you will undertake in each of the SLNT areas. This should include further detail for each of the areas detailed below:

- The qualifications and training programmes you have identified;
- Named staff resource you will be deploying to support the activity;
- External funding streams you have identified to support the activity;
- Assumptions made in preparing proposed activities;
- Any input you require from TfL to undertake these activities.

Any areas where you are not proposing to undertake activity should be left blank.

You may use up to 250 words in each of the following boxes.

Apprentice Job Start

Content:

Workless Apprentice Job Start

Content:

Apprentice Start (Existing Staff)

Content:

Workless Job Start

Content:

Workless Graduate Job Start

Content:

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Placement Positions

Content:

School Engagement

Content:

Job Start (non-workless)

Content:

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APPENDIX 3 TO SCHEDULE 17

Initial/Agreed SLNT Plan

SLNT Implementation Plan

1 Contact Information

TFL Contract	Pan TFL Cleaning Specification – Lot 5	Supplier Skills Manager	XXXXXX
Company	ABM GROUP UK	SLNT Co-ordinator	XXXXXX
Contract Manager	XXXXXX	Contact Phone Number	XXXXXX
TFL	XXXXXX	Contact Email	XXXXXX
Stakeholder/SRM			
Reporting Requirements	Quarterly/ Monthly/ Periodically		
Report Period	XXXXXX	Implementation Plan Review Date	XXXXXX

2. Overview and Background

2.1 - Overview: Please provide an overview of the contract / project to which the SLNT requirements have been applied

XXXXXXXXXXXXXXXX

2.2 - Method: Please outline how you will deliver your SLNT requirements with particular focus on Tfl priority outputs

ABM are mindful of the current challenges of unemployment, low skills and economic inactivity in many of the boroughs where TFL worksites are located; these indicators are particularly notable in LB Newham, Tower Hamlets, Lewisham, Lambeth, Southwark, Ealing and RB Greenwich.

Policy drivers

¹Government has set an ambition to create 30,000 new rail and road apprenticeships by 2020. Employers are working with suppliers to create a home grown workforce, equipped with the skills it needs for the long term. One that reflects the diversity of Britain’s population today and attracts the brightest and best people into long-term careers in transport.

ABM recognises the commitment to 30,000 apprenticeships is a challenge for all of those who are currently part of the TFL supply chain. ABM are already part of the TFL proactive approach to changing perceptions, broadening the diversity of its workforce and upskilling existing workers.

¹ Transport infrastructure skills strategy: building sustainable skills

Skills and Employment Strategy for London

² aims to tackle the impact of recession and to keep London's economy competitive to provide more skills and job opportunities to Londoners. It outlines the following aims (p. 7):

- a. "Strategic aim 1 – Working with employers to support them in developing their businesses and keeping London's economy competitive to provide more job and skills opportunities to Londoners"
- b. "Strategic aim 2 – Supporting Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities"
- c. "Strategic aim 3 - Creating a fully integrated, customer-focused skills and employment system".

GLA and wider policy to promote an inclusive and sustainable workforce informs the SLNT objectives and activities and also forms a framework which can be taken forward for the future assessment of the TFL contract skills and jobs requirements. Many of the skills gaps can be addressed by short term training schemes delivered at a local level by the existing job and skills centres. Below is a collective review of current best practice conducted by ABM and wider industries.

Best practice review

The best practice review, explores lessons for developing and implementing an effective SLNT, and considers other projects and initiatives which can be used as a benchmark:

- a. a clear evidence base and rationale for the strategy is important and should be used to determine strategic objectives
- b. intended beneficiaries should be identified early on with clear referral and progression routes identified
- c. activities funded must be relevant to the strategic objectives
- d. it is essential to build on existing projects and partners where a track record of success exists
- e. there should also be clear targets where appropriate
- f. there should be a clear performance management and evaluation framework to measure performance against targets and objectives

The SLNT arises from and is shaped by a number of drivers. Most fundamentally, the successful delivery of the project depends upon securing specific skills, goods and services and implementing robust Skills and Employment Strategy.

ABM's Mission statement aspires to move beyond legal compliance towards best practice with regard to maximising the economic benefits of the contract, as reflected in its corporate sustainability objectives and the Sustainability Statement accompanying the application.

Many of the communities in which TFL services would pass are characterised by indicators of high unemployment, economic inactivity and deprivation; the socio-economic context

² The London Skills and Employment Board's 'From Recession to Recovery: Skills and Employment Strategy for London 2009-2014'

therefore implies opportunities to realise considerable benefits for local communities as well as for society and the economy more widely.

Objectives and activities

Three objectives have been identified which clearly identify the high level goals of the SLNT, and feed directly into a series of SLNT activities - that is, initiatives and measures which ABM propose would lead to meeting the objectives and targets.

1. *Ensuring a suitable workforce with the right skills is available to deliver the contract*
To successfully deliver the project in a cost effective and efficient way, a workforce with the right skills must be accessible. ABM will therefore support the development of relevant skills and sectors, building the capacity of the workforce and the supply chain where gaps have been identified, and working with the extensive network of providers and stakeholders working in this field.

Activities relating to this objective are as follows:

- a. ABM will seek to ensure annually as a minimum requirement of 15 existing employees will receive an apprenticeship.
- b. ABM will maintain an on-going partnership and support to TFL and support the development of TFL Diversity and inclusion supplier forum objectives.
- c. ABM contractors and supply chain will be required to forecast, input and report on their future employee requirements where specialist contractors may be required.
- d. A Skills Planning Group will be established to identify future training requirements and potential employer interventions, bringing together ABM, our supply chain, FE colleges and training organisers as well as agencies who seek to minimise barriers to work.
- e. ABM education and job ready initiatives will commit to at least 30 days per calendar year. This will include work experience weeks, career fairs, get into schemes and general job support. Wider partnerships with those Further Education providers that are identified as target locations listed below will be formed to create a larger network of targeted future employees.

2: Promote opportunities for local people and disadvantaged groups

ABM will prioritise its activities to ensure it maximises benefits of jobs and contracts associated with TFL for local, disadvantaged and under-represented people. Any specialist contractor employed throughout the contract must meet the requirement to employ local workers.

Sustainable targets will be established for employment of local unemployed people and ex-offenders within the contractor workforce. ABM along with its own supply chain contractors will be required to use reasonable endeavours to ensure local businesses benefit from spending on goods and services during the Contract. ABM will target as a priority the following community groups that have been identified as being pertinent to TFL:

- BAME
- Single Parents
- Return to work parents
- Women
- Physical/ learning difficulties

3: *Support initiatives to promote STEM education and careers.* A key ABM initiative that has recently been launched is the change campaign to promote Science, Technology, Engineering and Maths (STEM) education in schools, and to promote STEM careers and routes into relevant occupations.

The target beneficiaries of this objective are secondary school age children and other teenagers within the London boroughs. Some beneficiaries could ultimately become part of a wider ABM network. However the key aim is to inform and inspire young people about STEM careers, ABM with our partnership with Princess Trust believe we have a key role to play to ensure young people to be job ready.

ABM will always operate in collaborative and open manor and therefore believe the monitoring of the objectives and targets should be shared as part of a wider knowledge sharing exercise with TFL supply chain. This includes monitoring of outputs and outcomes to determine whether the targets and strategic objectives - such as intended changes in the local community, environment or workforce - are being achieved. The suggested outputs and outcomes are indicative at this stage; and will need to be defined in more detail in due course.

Below is an indicative 6 month look ahead programme that identifies the key activities that will occur at this early stage of the contract.

	July	August	September	October	November	December
Early concept Stage	■	■				
SLNT targets and objectives agreed			■			
Mobilisation of strategy			■	■		
Review of current workforce – identify early opportunities				■	■	■

Table 1: Indicative 6month look ahead

Skills and training providers

There is generally a well-developed training infrastructure to meet general operative skills training needs, including numerous training organisations, Further Education (FE) and Higher Education (HE) Colleges and specialist training centres that ABM currently work with. Along with current access to FE and HE ABM training and development team offer the ability to self-deliver much of the potential training requirements.

Information on the supply of skills and training provision relevant to the delivery of the TFL contract is based on ABM’s current extensive London and UK network, where there is an existing relationship or partnership.

Further Education (FE) colleges provide general job ready skills training. There are numerous FE colleges catering for Greater London residents, with a sample of target facilities identified below.

- a. Lewisham College
- b. Lewisham / Greenwich Christ the King College
- c. Greenwich Community College
- d. Newham College

- e. Newham Sixth Form College
- f. Tower Hamlets College
- g. Southwark College
- h. Westminster Kingsway College
- i. Richmond upon Thames College
- j. City of Westminster College
- k. Richmond Adult Community College
- l. Kensington and Chelsea College
- m. Lambeth College
- n. Ealing, Hammersmith and West London College
- o. Hackney College
- p. Wandsworth – South Thames College.

Below is an indication of the proposed SLNT strategic framework. The below framework identifies a collaborative approach early objective setting. ABM will have a key focus on monitoring, measuring and evaluating all effectiveness of activities and their outcomes. ABM with the skills planning group will share all lessons learnt to the TFL supply chain and supplier forums.

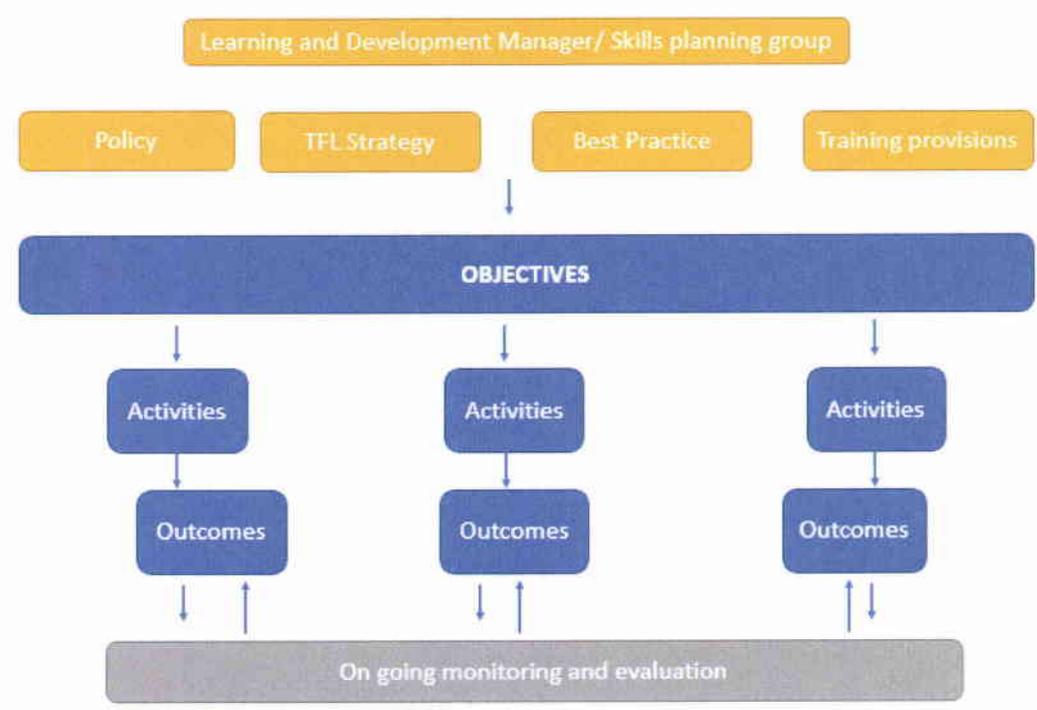


Figure 1: SLNT Strategic framework.

ABM's internal learning and development team will be the drivers of this framework strategy. We believe that our ability to self-deliver apprenticeships will give us early opportunity to internal beneficiaries to upskill and motivate staff at our introductory period.

- Providing Security Services - Intermediate
- Facilities Management – Intermediate, Advanced & Higher
- Business Administration – Intermediate & Advanced
- Customer Service – Intermediate & Advanced
- Cleaning & Support Services – Intermediate & Advanced
- Leadership & Management – Intermediate, Advanced & Higher

ABM proactively seeks to upskill all employees and as part of the ABM culture work to build a skilled, diverse and motivated workforce.

2.3 - Forecasted Outputs: Please indicate in the table below forecasted SLNT outputs

	Worklessness			New Entrants			Trainees		Current workforce		Educational Activities
	Apprentice ship (FTE)	Job Starts (FTE)	Placement Positions	Apprentice ship (FTE)	Job Starts (FTE)	Graduates (FTE)	Placement Positions (Nos)	Taster Positions (Nos)	Adult Apprenticeships	Workforce Skills (days)	
Previous Year											
March		3							3		
April	1	3		2					3		
May		3			1						
June		3		2	1				3		
July	2	3			1						
August		3			1				3		
September	2	3		2	1	1					5
October		3					4		3		
November		3									
December											
January											
February		3									5
March				2							
Annual Total	5	30		8	5	1	4		15		10
Future Years											
TOTAL	0	0	0	0	0	0	0	0	0	0	0

2.4 - Milestones: Please detail key milestones related to the delivery of your SLNT outputs

Milestone 1	Assess the current workforce	Milestone 6	Measure results
Milestone 2	Analyse the future workforce	Milestone 7	Execute and monitor
Milestone 3	Identify gaps	Milestone 8	Engage with our partners more
Milestone 4	Develop strategies on the gaps	Milestone 9	
Milestone 5	Identify risks	Milestone 10	

2.5 - Partners: Please detail any partner organisations that will assist you in your SLNT delivery (Organisation and Key Contact)

Partner 1	Black and White Training – Terry Cheese	Partner 6	London Schools Job Welfare – We engage with the department
Partner 2	Jigsaw – employment and skills centre - James	Partner 7	London Job Centres – We engage with the department
Partner 3	Princes Trust – Corporate partner	Partner 8	Mencap – We engage with the department
Partner 4	Movement To Work – Barrier to work scheme– Sophie Brook	Partner 9	Route Into Work – Lee Bird
Partner 5	Ethos Farm – Perception change scheme - Sally Allington	Partner 10	TFL D&I supplier forum – TFL led

3. Risks: Please detail any risks and associated mitigation measures for the delivery of your SLNT requirements

	Risk	Likelihood	Risk Mitigation
1	Brexit	HIGH	Sponsorships Using UK Naric to assess employee’s qualifications obtained in other countries and compare to what is required in the UK
2	Exploitation by third party partner	LOW	Carrying out thorough checks to ensure they are working in line with our company policies and working ethically

3	Data Protection Law changes in 2018	HIGH	Not receiving enough employee data from our partners. Working with our lawyers on what this will look like and what action we need to take to comply with the law.
4	Work force planning	HIGH	Understanding tomorrows workforce today in order to effectively plan and manage the workforce for the right people in the right place with the right skills at the right time
5	Retention	HIGH	Making them feel like they are a valuable asset

4. Communications: Please outline any planned SLNT communication, events or publications (internal and external) and how TFL will be notified

ABM will once the contents of the SLNT is agreed create an annual SLNT strategy roadmap to identify the key events, campaigns and participation days. This will take into account both internal and external factors of seasonal periods and TFL reporting dates.

Any and all publications for either internal or external use will follow both ABM and TFL marketing and social media policies. ABM will not share any external information to social media platforms without TFL prior agreement.

ABM has a strong culture of knowledge sharing and uses internal communication as a key tool when notifying its staff of change and or good news stories.

All reports will be given to TFL at monthly or quarterly reviews.

5. Monitoring: You are required to complete the two monitoring templates attached to this document (Sheets 1 and 2 of this document)

- 1. SLNT Monitoring Form - Outlines SLNT outputs for each reporting period
- 2. Job Start Monitoring Form - Outlines specific information for TfL Priority SLNT outputs

6. Sign Off:

Suppliers' SLNT Co-Ordinator (Name)

Signature

Date

TfL Supplier Skills Manager (Name)

Signature

Date

Implementation Plan Review Date:

Monthly SLNT Monitoring Report Template

SLNT Activity Area	SLNT Activity	Priority Output	Annual Target	Annual Forecast	Outputs this period	Outputs to date	Additional Details/Information
Apprenticeships	Apprentice Job Start	Y	5		n/a	0	
Apprenticeships	Workless Apprentice Job Start	Y	5		n/a	0	
Apprenticeships	Apprentice Start (existing staff)	Y	15		n/a	0	
Worklessness	Workless Job Start		30		n/a	0	
Worklessness	Workless Graduate Job Start		1		n/a	0	
Educational/Career Support	Placement Position	[days]	1		n/a	0	
Educational/Career Support	School Engagement	[days]	1		n/a	0	
Job Creation	Job Start		5		n/a	0	

Contract over 1 year (m)	63
Contract over 4 years (m)	252

Total SLNT Activity	63
Priority Activities	17
	26%

Highlights

Xxxxx

Issues / Concerns / Risks

Xxx

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APPENDIX 4 TO SCHEDULE 17

Implementation Plan

SLNT Implementation Plan

1. Contact Information

TfL Contract

Supplier Skills Manager

Company
Contract Manager
TfL Stakeholder / SRM

SLNT Co-ordinator
Contact Phone Number
Contact Email

Reporting Requirements: Quarterly / Monthly / Periodically

Report Period

Implementation Plan Review Date

2. Overview and Background

2.1 - Overview: Please provide an overview of the contract / project to which the SLNT requirements have been applied

[Redacted area for 2.1 - Overview]

2.2 - Method: Please outline how you will deliver your SLNT requirements with particular focus on TfL priority outputs

[Redacted area for 2.2 - Method]

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2.3 - Forecasted Outputs: Please indicate in the table below forecasted SLNT outputs

	Worklessness			New Entrants			Trainee's		Current workforce		Educational Activities
	Apprenticeship (FTE)	Job Starts (FTE)	Placement Positions	Apprenticeship (FTE)	Job Starts (FTE)	Graduates (FTE)	Placement Positions (Nos)	Taster Positions (Nos)	Adult Apprenticeships	Workforce Skills (days)	
Previous Year											
March											
April											
May											
June											
July											
August											
September											
October											
November											
December											
January											
February											
March											
Annual Total	0	0	0	0	0	0	0	0	0	0	0
Future Years											
TOTAL	0	0	0	0	0	0	0	0	0	0	0

2.4 - Milestones: Please detail key milestones related to the delivery of your SLNT outputs

Milestone 1	Milestone 6
Milestone 2	Milestone 7
Milestone 3	Milestone 8
Milestone 4	Milestone 9
Milestone 5	Milestone 10

2.5 - Partners: Please detail any partner organisations that will assist you in your SLNT delivery (Organisation and Key Contact)

Partner 1	Partner 6
Partner 2	Partner 7
Partner 3	Partner 8
Partner 4	Partner 9
Partner 5	Partner 10

3. Risks: Please detail any risks and associated mitigation measures for the delivery of your SLNT requirements

	Risk	Likelihood	Risk Mitigation
1			
2			
3			
4			
5			

4. Communications: Please outline any planned SLNT communication, events or publications (internal and external) and how TFL will be notified

5. Monitoring: You are required to complete the two monitoring templates attached to this document (Sheets 1 and 2 of this document)

1. **SLNT Monitoring Form** - Outlines SLNT outputs for each reporting period
2. **Job Start Monitoring Form** - Outlines specific information for TFL Priority SLNT outputs

6. Sign Off:

Suppliers SLNT Co-ordinator (Name)	Signature	Date
TfL Supplier Skills Manager (Name)	Signature	Date

Implementation Plan Review Date

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APPENDIX 5 TO SCHEDULE 17

Monthly SLNT Monitoring Report Template

SLNT Monitoring Form

Organisation
 TfL Contract / Project
 Date
 SLNT Reporting Period

SLNT Category	TfL Priority	Numbers				Additional Detail / Information
		Annual Target	Annual Forecast	Outputs this Period	Outputs To Date	
Apprenticeships						
- Apprentices Job Start (FTE)	Y	0	0	0	0	
- Workless Apprentices Job Start (FTE)	Y	0	0	0	0	
- Apprentice Start (Existing Staff)	Y	0	0	0	0	
Worklessness						
- Workless Job Starts (FTE)		0	0	0	0	
- Workless Graduate Job Start (FTE)		0	0	0	0	
Educational/Career Support						
- Placement Positions (Days)		0	0	0	0	
- School Engagement (Days)		0	0	0	0	
Job Creation						
- Job Start (non-workless) (FTE)		0	0	0	0	
Total SLNT Activity				0	0	
Priority Activities				0	0	

Additional Information

Highlights

Issues / Concerns / Risks

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SCHEDULE 18: Mobilisation Requirements

1. The Supplier shall comply with:
 - (A) the Contract Mobilisation and Transition Plan set out at Appendix 1 (Contract Mobilisation and Transition Plan) to this Schedule 18 (Mobilisation Requirements); and
 - (B) the Business Continuity Plan set out at Appendix 3 (Business Continuity Plan) to Schedule 21 (Contract Management).
2. Without prejudice to the generality of paragraph 1:
 - (A) the Supplier's mobilisation team shall attend mobilisation/transition meetings chaired by the Company as will be scheduled by the Company and notified to the Supplier; and
 - (B) the Parties shall hold a daily conference call at a set time. The Supplier shall participate in this call and provide daily verbal updates.
3. In the event that the Supplier considers that there is likely to be a delay in carrying out any of the activities contained within the Contract Mobilisation and Transition Plan or Business Continuity Plan, it shall immediately notify the Company and provide its proposals to the Company for review and approval as to how it will mitigate the impacts of any such delay. The Supplier will thereafter comply with any such proposals as approved by the Company. Any failure by the Supplier to comply with this obligation shall be dealt with in accordance with Schedule 12 (Performance Measurement).
4. In the event that the Company considers at any time that there is likely to be a delay in carrying out any of the activities contained within the Contract Mobilisation and Transition Plan it may ask the Supplier to identify the reasons for such delay and immediately provide its proposals to the Company for review and approval as to how it will mitigate the impacts of any such delay. The Supplier will thereafter comply with any such proposals as approved by the Company. Any failure by the Supplier to comply with this obligation shall be dealt with in accordance with Schedule 12 (Performance Measurement).
5. Not used.
6. Without prejudice to the generality of the above, the Supplier shall at all times:
 - (A) establish and maintain a statutory aspects inspection and compliance schedule and register; and
 - (B) ensure it understands and applies the Company's permit to work system.

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Appendix 1: Contract Mobilisation and Transition Plan

Schedule 18 Appendix 1 is the document titled Lot 5 (Cleaning) - Schedule 18 (Mobilisation Requirements) - Appendix 1 - Contract Mobilisation and Transition Plan and stored on the CD-ROM at Schedule 23 (Documents on CD-ROM).

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SCHEDULE 19: Key Personnel

A table with four rows of redacted content, represented by solid black bars. The redaction covers all text within the table's boundaries.

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SCHEDULE 20: Contract Innovation Efficiency

1. Overview

This Schedule 20 (Contract Innovation Efficiency) sets out the process for the management and measurement of Contract Innovation Efficiency.

2. Definitions

“Annual CIE” has the meaning given to it in paragraph 4.2 of this Schedule 20 (Contract Innovation Efficiency);

“CIE Initiative” means those initiatives set out in the CIE Initiative Plan;

“CIE Initiative Plan” means the plan set out in Appendix 1 (CIE Initiative Plan) to this Schedule 20;

“CIE Initiative Sponsor” means the individual identified by the Company pursuant to paragraph 3.3.1 of this Schedule 20 (Contract Innovation Efficiency);

“CIE Review Form” means the form set out in Appendix 2 (CIE Review Form) of this Schedule 20 (Contract Innovation Efficiency);

“CIE Review Meeting” means the meeting between the Company and the Supplier to discuss the on-going achievement of CIE Initiatives and which takes place on a bi-annual basis;

“CIE Review Process” means the process set out in paragraph 3.2 of this Schedule 20 (Contract Innovation Efficiency);

“CIE Status Report” means the report to be produced by the Company on a Quarterly basis and which sets out the Working CIE Initiatives and the Completed CIE Initiatives;

“CIE Target” has the meaning given to it in paragraph 4.1 of this Schedule 20 (Contract Innovation Efficiency);

“Completed CIE Initiative” means those CIE Initiatives completed by the Supplier in accordance with the processes set out in this Schedule 20 (Contract Innovation Efficiency);

“Contract Innovation Efficiency” or “CIE” means a reduction to the Contract Price realised through the implementation of agreed CIE Initiatives;

“Contract Year” means each period of 12 consecutive calendar months starting on the Services Commencement Date.

“Period” means the Company’s accounting periods as notified from time to time by the Company to the Supplier each such period being of between 25 and 32 days and one of 13 periods during the Company’s financial year;

“Proposed CIE Initiative” means those CIE Initiatives set out in the Proposed CIE Initiatives section of the CIE Initiative Plan; and

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“Working CIE Initiative” means those CIE Initiatives set out in the Working CIE Initiatives section of the CIE Initiative Plan.

3. CIE Initiative Process

3.1. Within the first three (3) months following the Services Commencement Date, the Company shall select a minimum of three (3) Proposed CIE Initiatives from the CIE Initiative Plan and these shall be recorded by the Company as Working CIE Initiatives in the Working CIE Initiative section of the CIE Status Report and shall be recorded by the Supplier in the Working CIE Initiative section of the CIE Initiative Plan.

3.2. The Supplier shall, using reasonable endeavours, ensure that:

3.2.1. it is at all times working on the implementation of a minimum of three (3) Working CIE Initiatives;

3.2.2. there is always a minimum of ten (10) Proposed CIE Initiatives in the CIE Initiative Plan; and

3.2.3. it shall keep the CIE Initiative Plan updated at all times.

3.3. Following selection of a Working CIE Initiative by the Company, whether in the first three (3) months of the Contract or thereafter, the following CIE Review Process shall apply prior to implementation of the Working CIE Initiative:

3.3.1. Stage 1 – Initiative Commencement

a. The Company shall identify a CIE Initiative Sponsor from within the Company who shall be responsible for overseeing the delivery of the Working CIE Initiative for the Company.

b. The Company’s Representative shall issue the Supplier with a CIE Review Form as set out in Appendix 2 (CIE Review Form) of this Schedule 20 (Contract Innovation Efficiency) and the Supplier shall complete Stage 1 – Initiative Commencement.

3.3.2. Stage 2 – Feasibility Review Plan

a. Within 28 Working Days of the Supplier being issued with the CIE Review Form, the Supplier shall complete the Stage 2 – Feasibility Review Plan section of the CIE Review Form, setting out the actions and requirements needed to complete the Stage 2 - Feasibility Review Plan for the relevant Working CIE Initiative, and shall submit this to the Company for review.

b. The Company shall review the completed Stage 2 – Feasibility Review Plan section of the CIE Review Form and shall agree a final version with the Supplier. In the event that agreement cannot be reached within a reasonable time period, the Company shall have the sole discretion to nominate the terms of the Stage 2 – Feasibility Review Plan for that Working CIE Initiative.

c. The CIE Review Form, which has been agreed or nominated pursuant to paragraph 3.3.2b, shall be signed by the Company’s Representative,

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the CIE Initiative Sponsor and the Supplier's Representative. The Supplier shall then proceed with Stage 2 – Feasibility Review Plan in accordance with the signed CIE Review Form.

3.3.3. Stage 3 – Proposal and Implementation Plan

- a. Following the completion by the Supplier of the Stage 2 – Feasibility Review Plan, the Supplier shall complete Stage 3 – Proposal and Implementation Plan of the CIE Review Form, setting out the actions and requirements needed to complete Stage 3 – Proposal and Implementation Plan for the relevant Working CIE Initiative, and shall submit this to the Company for review.
- b. The Company shall review the completed Stage 3 – Proposal and Implementation Plan section of the CIE Review Form and shall agree a final version with the Supplier. In the event that agreement cannot be reached within a reasonable time period, the Company shall have the sole discretion to nominate the terms of Stage 3 - Proposal and Implementation Plan for that Working CIE Initiative.
- c. The CIE Review Form, which has been agreed or nominated pursuant to paragraph 3.3.3b, shall be signed by the Company's Representative, the CIE Initiative Sponsor and the Supplier's Representative. The Supplier shall then proceed with Stage 3 – Proposal and Implementation Plan in accordance with the signed CIE Review Form.

3.3.4. Stage 4 - Benefits Realisation

- a. Following completion of Stage 3 – Proposal and Implementation Plan by the Supplier, the Supplier shall complete Stage 4 - Benefits Realisation section of the CIE Review Form, setting out the anticipated cost saving to be achieved through implementation of that Working CIE Initiative and the actions and requirements needed to complete the Stage 4 – Benefits Realisation for the relevant Working CIE Initiative, and shall submit this to the Company for review.
- b. The Company shall review the completed Stage 4 – Benefits Realisation section of the CIE Review Form and shall agree a final version with the Supplier. In the event that agreement cannot be reached within a reasonable time period, the Company shall have the sole discretion to nominate the terms of Stage 4 – Benefits Realisation for that Working CIE Initiative.
- c. The CIE Review Form, which has been agreed or nominated pursuant to paragraph 3.3.4b, shall then be signed by the Company's Representative, the CIE Initiative Sponsor and the Supplier's Representative. The Supplier shall then proceed with Stage 4 – Benefits Realisation in accordance with the signed CIE Review Form.
- d. Following completion of Stage 4 – Benefits Realisation, the Supplier shall then proceed to implement the Working CIE Initiative in accordance with Stages 1 – 4 of the CIE Review Form, as agreed between the parties.
- e. To the extent that any variations to the Contract are required as a result of the implementation of a CIE Initiative by the Supplier, these

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will be made in accordance with Part A of Schedule 6 (Contract Variation Procedure).

- 3.4. Following completion of a CIE Initiative by the Supplier:
 - 3.4.1. it shall be moved to the Completed CIE Initiative section of the CIE Status Report; and

a further CIE Initiative shall be selected by the Company from the CIE Initiative Plan and the Company shall include this in the Working CIE Initiative section of the CIE Status Report and the Supplier shall include this in the Working CIE Initiative section of the CIE Initiative Plan.
- 3.5. On-going achievement of CIE Initiatives shall be reviewed at the CIE Review meeting.
- 3.6. The CIE Status Report shall be updated by the Company on a Quarterly basis and shall be reviewed at the CIE Review Meeting.

4. Annual CIE Target and Contract Variation

- 4.1. The target CIE for each Contract Year (except the first Contract Year) is a reduction of 1% of the Contract Price and the target CIE for the first Contract Year is a reduction of ■ of the aggregate amount of those cost elements of the Contract Price that relate solely to the London Underground TfL Business Area and are set out in Matrix 4 of Appendix 1 (Pricing Matrix) to Schedule 2 (Payment) (such targets for the first Contract Year and each subsequent Contract Year together, the "CIE Target").
- 4.2. In order to measure achievement of the CIE Target, the applicable CIE for any Contract Year (the "Annual CIE") shall be calculated against the Contract Price at the start of each Contract Year and is the sum total of all savings made under the Contract from Completed CIE Initiatives. The CIE Target does not include CIE Initiatives that have been unsuccessful or are not approved by the Company.
- 4.3. Except for savings made from Completed CIE Initiatives in the first Contract Year, any savings made from Completed CIE Initiatives shall be subject to a 50/50 gain share between the Company and the Supplier. The Parties agree that the Company shall be entitled to all savings made from Completed CIE Initiatives in the first Contract Year and the 50/50 gain share shall not apply to such savings. In relation to each Completed CIE Initiative, the Supplier shall set out the gain share (or, for the first Contract Year, the Company saving) based on the savings achieved by the Completed CIE Initiative (and as agreed between the parties under Stage 4 (Benefits Realisation) of the CIE Initiative Process) in each Payment Application submitted to the Company pursuant to Clause 18 so that such Payment Application takes into account the gain share (or, for the first Contract Year, the Company saving) to be applied for Completed CIE Initiatives implemented in that Period.
- 4.4. At the end of each Contract Year, the Company will carry out a reconciliation of the total aggregate savings made as a result of Completed CIE Initiatives against the CIE Target for that Contract Year to assess whether the CIE Target has been achieved by the Supplier. In the event that the CIE Target is not met, the Company shall have the right to invoke paragraph 4.7 of this Schedule 20 (Contract Innovation Efficiency).

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- 4.5. The CIE Target will not be applied to the final year of the Contract. By way of illustration, in the event that the Contract is extended pursuant to Clause 2 (Duration and Option to Extend):
- 3.3.1 for the maximum Extension Period of three (3) years, the CIE Target shall be applied to Contract Years 5, 6 and 7. The CIE Target shall not be applied to Contract Year 8;
 - 4.5.1. for an Extension Period of two (2) years, the CIE Target shall be applied to Contract Years 5 and 6. The CIE Target shall not be applied to Contract Year 7; or
 - 4.5.2. for an Extension Period of one (1) year, the CIE Target shall be applied to Contract Year 5. The CIE Target shall not be applied to Contract Year 6.
- 4.6. In the event that the Extension Period ends during a Contract Year, the CIE Target shall apply to the last full Contract Year.
- 4.7. The Company shall have the right to use the Escalation Procedure set out in paragraph 4 of Schedule 12 Part A (Performance Measurement Mechanism) in the event of any failure by the Supplier to comply with this Schedule 20 (Contract Innovation Efficiency).
- 4.8. A persistent breach of this Schedule 20 by the Supplier shall entitle the Company to terminate this Contract in whole or in part with immediate effect in accordance with Clause 44 (Termination for Supplier Default), as if such persistent breach were a Supplier Default.

APPENDIX 1: CIE INITIATIVE PLAN



Contract Initiative
Efficiency (CIE)
Initiative Plan

Contract:						Period:	
Company Representative:						Value completed to date:	
Company Representative summary of Period - Achievements, Challenges, Concerns, Risks etc							
<u>Working Initiatives</u>							
Initiative Title	Number	Status	Baseline date for completion	Actual / Forecast Completion	Comments & Key Actions		

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<u>Proposed Initiatives</u>					
Initiative Title			Number	Date Created	Comments

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<u>Completed Initiatives</u>			
Initiative Title	Number	Targets - fully, partially, not met	Comments

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APPENDIX 2: CIE REVIEW FORM

STAGE 1 – INITIATIVE COMMENCEMENT

Contract:		Company's Representative:	
Initiative Title:		Supplier's Representative:	
Initiative Reference:		CIE Initiative Sponsor:	

Target Completion Date:		Target Efficiency:	
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Description of Initiative:	
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STAGE 2 - FEASIBILITY REVIEW PLAN

Key Milestones	Date	Comments

Requirements to Undertake Feasibility Review		
Supplier's Resources:		
Company's Resources:		
Key Enablers:		

Stage 1 Sign off	Name	Signature	Date
Supplier's Representative			

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Company's Representative			
CIE Initiative Sponsor			

STAGE 3 - PROPOSAL & IMPLEMENTATION PLAN

Target Completion Date:		Target Efficiency:	
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Details of Proposal	
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Key Milestones	Date	Comments

Requirements for Implementaion	
Supplier's Resources:	
Company's Resources:	
Key Enablers:	

Stage 2 Sign off	Name	Signature	Date
Supplier's Representative			
Company's Representative			

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CIE Initiative Sponsor		
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STAGE 4 - BENEFITS REALISATION

Comments

Date Implemented			
Savings Value			
Contract Varied			

Details	
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Stage 2 Sign off	Name	Signature	Date
Supplier's Representative			
Company's Representative			
CIE Initiative Sponsor			

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SCHEDULE 21: Contract Management

1. Definitions

“Business Continuity Plan” means the plan prepared by the Supplier and delivered to the Company in accordance with this Schedule 21 (Contract Management) as Appendix 3 (Business Continuity Plan);

“CIE Initiative Plan” means the plan set out in Appendix 1 (CIE Initiative Plan) to Schedule 20 (Contract Innovation Efficiency);

“Competency Management and Training Plan” means the plan set out in Schedule 3 (Specification).

“Contract Management Groups” means the groups set out in Table 1 (Contract Management Groups) of this Schedule 21 (Contract Management);

“Demobilisation Plan” means the plan prepared by the Supplier and delivered to the Company in accordance with Schedule 15 (Obligations on Handover);

“Forward Maintenance Plan” means the plan set out in Schedule 3 (Specification);

“Health, Safety, Quality and Environmental Plan” means the plan prepared by the Supplier in accordance with Schedule 7 (Health, Safety, Quality and Environmental);

“Organisational Chart” means the chart of Supplier Personnel set out in Appendix 1 (Organisational Chart) to this Schedule 21 (Contract Management);

“Quarterly Contract Scorecard” has the meaning given to it in Appendix 2 to Schedule 12 (Performance Measurement);

“Service Delivery Plan” means the plan prepared by the Supplier and delivered to the Company in accordance with this Schedule 21 (Contract Management);

“Strategic Labour Needs and Training Delivery Plan” means the plan set out in Schedule 17 (Strategic Labour Needs and Training); and

“TfL Contract Owners” means a designated senior manager or director representing the Company.

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2. Governance/Management Groups and Meetings

- 2.1. The Supplier shall establish and maintain an account management team suitable for the Services required, both technically and managerially, to be responsible for but not limited to:
- 2.1.1. the satisfactory execution and day to day management of the Services on a timely basis, and to the standard required as described within Schedule 3 (Specification);
 - 2.1.2. ensuring proactive and pre-emptive management of all Services;
 - 2.1.3. providing strategic advice and support in the provision of the Services;
 - 2.1.4. acting as the liaison point between the Company's Representative and the Supplier; and
 - 2.1.5. ensuring that the Services provided are carried out in accordance with the Contract and to the satisfaction of the Company's Representative.
- 2.2. The Supplier shall comply with the organisational chart attached at Appendix 1 (Organisational Chart) to this Schedule 21 (Contract Management). The Supplier shall populate such organisational chart with the names of relevant Supplier Personnel within twenty (20) Working Days of the Services Commencement Date. The Supplier shall update such organisational chart and submit to the Company for approval Quarterly. Such organisation chart cannot be varied unless agreed by the parties in writing.
- 2.3. The Supplier shall set up, implement and maintain Contract Management Groups to govern the Contract at a strategic, tactical and operational level as set out in Table 1 (Contract Management Groups) of this Schedule 21 (Contract Management).
- 2.4. The Contract Management Groups shall meet, as a minimum, in accordance with the frequencies set out in Table 2 (Contract Management Group Frequencies) of this Schedule 21 (Contract Management).
- 2.5. The Supplier shall ensure that all Supplier Personnel attending meetings have the necessary delegated authority to act on behalf of the Supplier. In the absence of the Supplier's Account Director or other Key Personnel, a suitable qualified replacement must be provided.
- 2.6. The Company shall, prior to each anniversary of the Services Commencement Date, develop and issue an annual schedule of meetings to monitor and manage the performance of the Services by the Supplier.
- 2.7. The Company shall develop and issue agendas for all meetings no later than two (2) Working Days prior to each meeting and shall take minutes of all meetings. The Meeting Chair (as set out in Tables 3-7 of this Schedule 21 (Contract Management)) shall be responsible for issuing the minutes of all meetings for agreement with the Company within five (5) Working Days of each meeting taking place.
- 2.8. All meetings shall be held at the Company's premises unless agreed otherwise by the Company.
- 2.9. The Supplier shall, in addition to all meetings and plans specified in this Schedule 21 (Contract Management), attend any meeting and produce reports in accordance with Schedule 2 (Payment).

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2.10. The Supplier shall attend, with the Company in each Contract Year, the meetings set out in Tables 3-7 of this Schedule 21 (Contract Management), in the frequencies stated below:

Table 3	Annual Strategic Review	Annually
Table 4	Contract Innovation Efficiency Review	Bi-Annually
Table 5	Quarterly Review	Quarterly
Table 6	Period Progress Meeting	Each Period
Table 7	Service Delivery Review	Daily, Weekly (as required)

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Table 1: Contract Management Groups

	Company - Contract Management	Supplier – Contract Management
Strategic	<ul style="list-style-type: none"> Contract Owner(s) 	<ul style="list-style-type: none"> [REDACTED] [REDACTED]
Tactical	<ul style="list-style-type: none"> Senior Operational Contract Management Representatives Senior Commercial Contract Management Representatives 	<ul style="list-style-type: none"> [REDACTED] Operations Director Operations Manager Delivery Unit Managers
Operational	<ul style="list-style-type: none"> Operational Contract Management Representatives Commercial Contract Management Representatives 	<ul style="list-style-type: none"> Operations Manager Delivery Unit Managers Group Managers Shift Managers

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Table 2: Contract Management Group Frequencies

	Attendees	Frequency
Strategic	<ul style="list-style-type: none"> TfL Contract Owner(s) [REDACTED] [REDACTED] 	Annually
	<ul style="list-style-type: none"> Senior Operational Contract Management Representatives [REDACTED] 	Annually
Tactical	<ul style="list-style-type: none"> Senior Commercial Contract Management Representatives Operations Director Operations Manager 	Biannually
	<ul style="list-style-type: none"> Delivery Unit Managers 	Quarterly
Operational	<ul style="list-style-type: none"> Operational Contract Management Representatives Operations Manager 	Each Period
	<ul style="list-style-type: none"> Commercial Contract Management Representatives Delivery Unit Managers Group Managers 	Each Period
	<ul style="list-style-type: none"> Shift Managers 	Weekly

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Table 3: Annual Strategic Review

Strategic - Annual Strategic Review	
<p>Purpose - A strategic assessment of the relationship between the parties, including:</p> <ul style="list-style-type: none"> • business updates from the Company and the Supplier; • achievement of the Company's objectives for the Contract; • significant risks and issues affecting the Supplier's performance; • Supplier performance with agreement of actions for improvement; • success of Contract Innovation Efficiency objectives by the Supplier and actions for improvement; • review of the Supplier's Service Delivery Plan; • Supplier's compliance with Specification and the service level requirements set out in Schedule 12 (Performance Measurement); • review of the Supplier's progress in respect of strategy, health, safety and environmental issues (including a review of the Strategic Labour Needs and Training Plan (as set out in the Service Delivery Plan) and compliance with QUENSH); and • developments within the parties and changes in the facilities management market and industry that affect the Contract. 	
Title:	Annual Strategic Review
Frequency	Annual
Business Level	Pan TfL - Strategic
Main Agenda Items	<ul style="list-style-type: none"> • Annual performance review • Annual financial review • Contract Innovation Efficiency objectives • Business and marketplace developments
Attendees (Company)	<ul style="list-style-type: none"> • TfL Contractor Owner(s) • Supplier - Account Director • Senior Operational and Commercial Management Representatives
Attendees (Supplier)	<ul style="list-style-type: none"> • Supplier - Account Director • Senior Operational and Commercial Management Representatives
Meeting Chair	<ul style="list-style-type: none"> • Company's Representative
Reports Required	<ul style="list-style-type: none"> • Quarterly Contract Scorecard summarising Supplier performance in accordance with Schedule 12 (Performance Measurement) • Forward Maintenance Plan (as defined and in accordance with Schedule 3 (Specification)) • Annual Maintenance Plan (as defined and in accordance with Schedule 3 (Specification))
Decisions/ Reports/ Outputs	<ul style="list-style-type: none"> • Minutes • Actions with responsibility for completion allocated and target dates for completion

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Table 4: Contract Innovation Efficiency Review

Tactical – Contract Innovation Efficiency Review	
Purpose – A review to identify opportunities for cost reduction and Contract Innovation Efficiency objectives.	
Title:	Contract Innovation Efficiency Review
Frequency	Bi Annual
Business Level	Pan TfL - Tactical
Main Agenda Items	<ul style="list-style-type: none"> • Contract Innovation Efficiency objectives • Review Contract Innovation Efficiency objectives for previous Contract Year • Modify and set out Contract Innovation Efficiency objectives for the following Contract Year • Supplier performance review • Financial review • Cost reduction analysis
Attendees (Company)	<ul style="list-style-type: none"> • Senior Operational Management Representatives • Senior Commercial Management Representatives
Attendees (Supplier)	<ul style="list-style-type: none"> • Senior Operational Management Representatives • Senior Commercial Management Representatives
Meeting Chair	<ul style="list-style-type: none"> • Company's Commercial Representative
Reports Required	<ul style="list-style-type: none"> • Report on compliance with Schedule 20 (Contract Innovation Efficiency) • Quarterly Contract Scorecard summarising Supplier performance in accordance with Schedule 12 (Performance Measurement)
Decisions/ Reports / Outputs	<ul style="list-style-type: none"> • Minutes • Actions with responsibility for completion allocated and target dates for completion

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Table 5: Quarterly Review

Tactical – Quarterly Review	
<p>Purpose - An operational review of performance of the Services by Supplier, including:</p> <ul style="list-style-type: none"> • review of progress by Supplier in respect of strategy, health, safety and environmental issues (including a review of the Strategic Labour Needs and Training Plan (as set out in the Service Delivery Plan) and compliance with QUENSH); • updates to the Forward Maintenance Plan; • Quarterly review of Supplier performance; • review of Relief Events; and • review of Contract Innovation Efficiency objectives. 	
Title:	Quarterly Review
Frequency	Each Quarter
Business Level	Pan TfL - Tactical
Main Agenda Items	<ul style="list-style-type: none"> • Performance review • Financial review • Business and marketplace developments
Attendees (Company)	<ul style="list-style-type: none"> • Commercial Contract Management Representatives • Operational Contract Management Representatives
Attendees (Supplier)	<ul style="list-style-type: none"> • Commercial Contract Management Representatives • Operational Contract Management Representatives
Meeting Chair	<ul style="list-style-type: none"> • Company's Representative
Reports Required	<ul style="list-style-type: none"> • Quarterly Contract Scorecard summarising Supplier performance in accordance with Schedule 12 (Performance Measurement)
Decisions/ Reports/ Outputs	<ul style="list-style-type: none"> • Minutes • Actions with responsibility for completion allocated and target dates for completion

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Table 6: Period Progress Meeting

Operational – Period Progress Meeting	
<p>Purpose - An operational review of performance of the Services by the Supplier, including:</p> <ul style="list-style-type: none"> • review of Supplier performance in previous Period; • review of Payment Applications and payment adjustments; • evaluation of the Supplier's skills and resourcing requirements; • resolution of on-going Supplier performance issues; and • review of Additional Works and Variation Orders. 	
Title:	Period Progress Meeting
Frequency	Each Period per business unit
Business Level	Operational business unit specific
Main Agenda Items	<ul style="list-style-type: none"> • Key Performance Indicator review • Financial review • Operational updates
Attendees (Company)	<ul style="list-style-type: none"> • Operational Contract Management Representatives
Attendees (Supplier)	<ul style="list-style-type: none"> • Operational Contract Management Representatives
Meeting Chair	<ul style="list-style-type: none"> • Company's Representative
Reports Required	<ul style="list-style-type: none"> • Quarterly Contract Scorecard summarising Supplier performance in accordance with Schedule 12 (Performance Measurement) • Update on remedial actions undertaken by the Supplier • Update on achievement of planned and reactive maintenance activities • Reports on faults • Update on any resource/technical/safety issues
Decisions/ Reports/ Outputs	<ul style="list-style-type: none"> • Minutes • Actions with responsibility for completion allocated and target dates for completion

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Table 7: Service Delivery Review

Operational – Service Delivery Review	
<p>Purpose - A brief discussion to address operational concerns for that Period, including:</p> <ul style="list-style-type: none"> • day to day operational issues; • Additional Works; • brief update on operational priorities for that day/week (as applicable); • set-out actions and key objectives for the following 24 hours; and • review of progress by Supplier in respect of health, safety and environmental issues (including in compliance with QUENSH) and waste and resources management. 	
Title:	Service Delivery Review
Frequency	Daily/Weekly (as required or requested by the parties)
Business level	Business unit - Operational
Main Agenda Items	<ul style="list-style-type: none"> • Review of Schedule 12 (Performance Measurement) • Outstanding jobs • Action plan • Weekly update
Attendees (Company)	<ul style="list-style-type: none"> • Operational Contract Management Representatives
Attendees (Supplier)	<ul style="list-style-type: none"> • Operational Contract Management Representatives
Meeting Chair	<ul style="list-style-type: none"> • Company's Representative
Reports Required	<ul style="list-style-type: none"> • Update on remedial actions undertaken by the Supplier • Update on achievement of planned and reactive maintenance activities • Update on faults • Report on waste and resources management • Update on assessment of risks
Outputs	Any decisions, reports or other outputs

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3. Supplier's Plans

3.1. The Supplier shall comply with the plans listed in this paragraph 3 and as set out in the Service Delivery Plan, which are:

3.1.1. Service Delivery Plan;

3.1.2. Quality Management Plan, in accordance with Schedule 7 (Health, Safety, Quality and Environmental Requirements);

3.1.3. Health and Safety Plan, in accordance with Schedule 7 (Health, Safety, Quality and Environmental Requirements);

3.1.4. Environmental Management Plan, in accordance with Schedule 7 (Health, Safety, Quality and Environmental Requirements);

3.1.5. Corporate Social Responsibility (CSR) Plan;

3.1.6. Competency Management and Training Plan;

3.1.7. Strategic Labour Needs and Training Plan, in accordance with Schedule 17 (Strategic Labour Needs and Training);

3.1.8. Business Continuity Plan; and

3.1.9. Demobilisation Plan.

3.2. The Supplier shall review and submit to the Company for approval updated copies of such plans as per the frequencies specified in paragraph 3.4 of this Schedule 21 (Contract Management).

3.3. The Company shall provide the Supplier with comments on the plans within thirty (30) Working Days of receipt. The Supplier shall incorporate the comments and suggestions of the Company and shall issue a revised copy of the plans to the Company within fourteen (14) Working Days of receipt. No amended plan shall take effect until the Company's Representative has confirmed the Company's approval of the amended plan(s).

3.4. The Supplier shall be required to provide the above plans in the frequencies stated below:

Plan	Frequency
Service Delivery Plan	Annually
Health, Safety, Quality and Environmental Plan	Annually
Competency Management and Training Plan	Annually
Strategic Labour Needs and Training Plan	Annually
Business Continuity Plan	Annually
Demobilisation Plan	Annually

3.4.1. Service Delivery Plan

3.4.1.1. The Supplier shall comply with the Service Delivery Plan. The Supplier shall provide such Service Delivery Plan in accordance with the requirements of paragraph 3.4.1 of this Schedule 21 (Contract Management) at least twenty (20) Working Days before the Services Commencement Date. The Supplier shall update the Service Delivery Plan and submit to the Company for approval annually. The Service Delivery Plan cannot be varied unless agreed by the parties in writing.

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- 3.4.1.2. The Supplier shall provide, on a Service-by-Service basis and in accordance with the Contract, including the structure and content of Schedule 3 (Specification), details of how the Supplier shall deliver the Services.
- 3.4.1.3. The Supplier shall submit method statements setting out the Supplier's arrangements for providing the Services and details of the equipment and other resources that the Supplier proposes to use in the delivery of Services.
- 3.4.1.4. The Supplier shall describe its overall approach to managing the Contract. This shall include, but shall not be limited to:
- the names and positions of the Supplier's Key Personnel for each of the Contract Management Groups (as set out in Table 1 of this Schedule 21 (Contract Management));
 - the Supplier's address for serving of notices;
 - the management organisational structure for the Contract, showing full time equivalent allowances;
 - roles, responsibilities and key skills and competencies of each member of the Supplier's management structure;
 - the Supplier's approach to the management of the Services;
 - the Supplier's approach to collaborative working;
 - the Supplier's reporting processes;
 - the Supplier's approach to recruitment, training and development of Supplier Personnel; and
 - how the Supplier will manage Supplier Personnel and Sub-Contractors.

3.4.2. **Health, Safety, Quality and Environmental Plan**

The Supplier shall set out its approach to health, safety, quality, environment and corporate social responsibility in accordance with Schedule 7 (Health, Safety, Quality and Environmental Requirements).

3.4.3. **Competency Management and Training Plan**

The Supplier shall provide a plan demonstrating how the Supplier will meet all training requirements for itself and its Sub-Contractors in accordance with section 3.3 of Schedule 3 (Specification).

3.4.4. **Strategic Labour Needs and Training (SLNT) Delivery Plan**

The Supplier shall provide a plan demonstrating how the Supplier will meet the minimum Strategic Labour Needs and Training outputs for itself and its Sub-Contractors in accordance with Schedule 17 (Strategic Labour Needs and Training).

3.4.5. **Business Continuity Plan**

- 3.4.5.1. The Supplier shall comply with the Business Continuity Plan attached at Appendix 3 (Business Continuity Plan) to this Schedule 21 (Contract Management). The Supplier shall provide such Business Continuity Plan in accordance with the requirements of paragraph 3.4.8 of this Schedule 21 (Contract Management) within twenty (20) Working Days of the Services Commencement Date. The Business Continuity Plan cannot be varied unless agreed by the parties in writing.

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- 3.4.5.2. The Business Continuity Plan shall detail how the Supplier will fulfil its responsibilities and obligations to the Company under the terms of the Contract in the event of an incident affecting the Supplier's ability to provide the Services, including its business recovery arrangements and testing regime.
- 3.4.5.3. The Supplier shall review and update, in conjunction with the Company's Representative, its Business Continuity Plan on a six (6) monthly basis, unless an alternative frequency is agreed between the parties.
- 3.4.5.4. The Supplier shall review and test the robustness of its Business Continuity Plans annually (unless an alternative frequency is agreed between the parties) or following any incident or business change and implement changes to the plan based on test outcomes.
- 3.4.5.5. The Supplier shall be responsible for providing assurance to the Company that its Business Continuity Plan is fit for purpose to recover, within reasonable timescales, parts of the Supplier's business so as to provide continuity in performance of the Services in accordance with the Contract.
- 3.4.5.6. The Supplier shall provide to the Company, upon request, evidence that its Business Continuity Plan is tested on an annual basis. The Company reserves the right to ask for further details regarding the Supplier's Business Continuity Plan.
- 3.4.5.7. The Supplier shall identify risks to continuity of delivery of the Services to the Company and develop a specific Business Continuity Plan to ensure that all Services are available to the Company as required, and there is minimum disruption to the Company in the event of incidents where the Business Continuity Plan is enacted.
- 3.4.5.8. Within the Business Continuity Plan, the Supplier shall set out its approach to managing operational and commercial risk. This shall include, but shall not be limited to, the Supplier's Contract-specific plan for business continuity, incorporating the potential risks to business continuity, its mitigation strategies, how the Services will be delivered in the event of a disruption to normal operations and how the Business Continuity Plan will be tested.

3.4.6. Demobilisation Plan

The Supplier shall deliver a Demobilisation Plan in accordance with Schedule 15 (Obligations on Handover).

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APPENDIX 1: ORGANISATIONAL CHART

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APPENDIX 2: NOT USED

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APPENDIX 3: BUSINESS CONTINUITY PLAN

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SCHEDULE 22: Training

Company Mandatory Training of Supplier Personnel

Training Course	Company Reference	Required For	Delivery Unit(s) Required For (Reference to Specification Section)
Sentinel ICI (with LU endorsement)	Sentinel ICI	All Supplier Personnel undertaking maintenance activities in the railway environment	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
Industry Common Induction & LU endorsement	ICILU	All Supplier Personnel undertaking maintenance activities	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TfL Basic Track Awareness	BTA	All Supplier Personnel undertaking maintenance activities in the railway environment	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TfL Equipment Room Awareness	QAF	All Supplier Personnel undertaking maintenance activities in Equipment Rooms	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TfL Lift & Escalator Machine Room Awareness General	LEG Gen	All Supplier Personnel undertaking maintenance activities in Lift & Escalator Machine Rooms	5. LU Stations
TFL Industry Common Induction Invigilated E-Learning & Assessment & LU Endorsement	ICIE	Site Person in Charge (SPC) or nominated responsible person only	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TFL LU Endorsement	LU	All Supplier Personnel undertaking maintenance activities in the railway environment	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TFL Track Hazard Training	Track Hazard	All Supplier Personnel undertaking maintenance activities in the railway environment	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TFL Fire Warden	FW	Site Person in Charge (SPC) or nominated responsible person only	All Delivery Units
TFL Fire Watchperson	FWP	Site Person in Charge (SPC) or nominated responsible person only	All Delivery Units

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Training Course	Company Reference	Required For	Delivery Unit(s) Required For (Reference to Specification Section)
TFL Basic Track Awareness Walk	BTAW	All Supplier Personnel undertaking maintenance activities in the railway environment	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TFL Depot Track Access Walk	DTAW	All Supplier Personnel that undertaking maintenance activities within the depot track environment	6. LU Fleet 7. LU Depots and Ops Facilities
TFL London Underground Individual Working Alone	LUIWA	All Supplier Personnel undertaking maintenance activities in the railway environment	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TFL Local Induction Tour of Depot	Area A Tour	All Supplier Personnel undertaking maintenance activities within the depot track environment	6. LU Fleet 7. LU Depots and Ops Facilities
TFL Passport to Depots (Core & Tour)	AREA A	All Supplier Personnel undertaking maintenance activities within the depot track environment	6. LU Fleet 7. LU Depots and Ops Facilities
TFL Protecting Workers on the Track – Engineering Hours	PWT-EH	All Supplier Personnel undertaking maintenance activities within the station track environment	5. LU Stations
TFL Protecting Workers on the Track – Depots	PWTD	Site Person in Charge (SPC) or nominated responsible person only	6. LU Fleet 7. LU Depots and Ops Facilities
TFL Lift & Escalator Room Awareness Engineering Level	LEE Eng.	All Supplier Personnel undertaking maintenance activities within the LU Stations environment	5. London Underground Stations
TFL Manual Handling	MH	All Supplier Personnel undertaking maintenance activities	All Delivery Units

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Training Course	Company Reference	Required For	Delivery Unit(s) Required For (Reference to Specification Section)
TFL Site Person in Charge (Non Track)	SPCNTk	Site Person in Charge (SPC) or nominated responsible person only	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities
TFL First Aid at Work	FAW	Site Person in Charge (SPC) or nominated responsible person only	All Delivery Units
TFL Controller of Site Safety	COSS	Site Person in Charge (SPC) or nominated responsible person only	All Delivery Units
TFL Personal Track Safety with Direct Current Conductor Rail	PTS DCCR	All Supplier Personnel undertaking maintenance activities in the railway environment where track access is required	5. LU Stations 6. LU Fleet 7. LU Depots and Ops Facilities

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SCHEDULE 23 : Documents on CD-ROM

The documents on the CD-ROM titled "Contract Reference Number: TFL-00929 – 1FM Bundle 5 – Cleaning and Associated Services – Documents on CD-ROM" are incorporated into the Contract.

