

Lot 2 SLNT Plan



6. SLNT Outputs Monitoring Forms

We will provide full monitoring information for all SLNT outputs reported in the SLNT Table on Sheet 3 below, excluding apprentice outputs which should be reported on Sheet 4 'Apprentice Monitoring'

Completed by:		Email:	
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Reporting Period	Financial Year	Period from	Period to
	2016-17		

Note: Financial periods run from April-March

Employer name	Supplier Tier in Supply Chain. Select from list	SLNT Output Type Select from list	Start Date	Job Title	Duration (for placement outputs)	Workless Yes/No	Ethnicity Select from list	Gender Select from list	Disability Yes/No	Criminal Conviction Yes/No	Date of Birth	Home postcode of apprentice (first section only e.g. CB12)	Unique identifier (self calculating field)
Road Repair Ltd	Tier 1 - Direct Supplier	Placement Position	01/04/2016	Engineering Placement	10 days	Yes	Mixed / Multiple ethnic groups	Female	No	No	01/01/1970	CB12	CB1201-01-70
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APPENDIX 3 TO SCHEDULE 16

Initial/Agreed SLNT Plan

NOTE TO SUPPLIERS:

Suppliers are required to submit their proposed Strategic Labour Needs and Training Plan in accordance with the requirements described in [Insert details].

The Initial SLNT Plan will be inserted in this Appendix 3. When the content of such plan is approved by the Company such plan shall become the Agreed SLNT Plan and shall replace the Initial SLNT Plan.

**Appendix 4 to SCHEDULE 16
Periodic SLNT Monitoring Report Template**

SCHEDULE 17: MOBILISATION REQUIREMENTS

1. The Supplier shall comply with:
 - 1.1 the Contract Mobilisation and Transition Plan set out at Appendix 1 to this Schedule;
and
 - 1.2 the Business Continuity Plan set out at Appendix 2 to this Schedule.
2. Without prejudice to the generality of paragraph 1:
 - 2.1 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
 - 2.2 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, 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 (Supplier Performance).
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(Supplier Performance).
5. Within six (6) weeks of the Contract Commencement Date or such other period as the Parties acting reasonably may agree, the Supplier shall submit in such final details as the Company's Representative may reasonably require, method statements setting out:
 - 5.1 the Supplier's arrangements for providing the Services; and
 - 5.2 details of the equipment, and other resources that the Supplier proposes to use in the delivery of the Services.
6. The Supplier shall, no later than four (4) weeks before the Services Commencement Date, submit to the Company's Representative a list of the names of those issued or to be issued with passes or entry permits, and any other information which the Company's Representative may reasonably require in connection with the issue of passes or entry permits. Without prejudice to the generality of the above, the Supplier shall at all times:
 - 6.1 establish and maintain a statutory aspects inspection and compliance schedule and register; and
 - 6.2 ensure it understands and applies the Company's permit to work system.

Appendix 1: Contract Mobilisation and Transition Plan

[Note to Bidders: This shall be provided by the Bidder as part of the tender process as detailed in the ITT. This shall be in MS Project format and shall detail all stages of the pre-contract start activity, and post-contract start activity extending to a minimum of twelve calendar months but up to eighteen months from contract start date. The plan shall identify as a minimum the key dates; milestones; activities identify those to deliver each activity. The plan shall include a sub-plan for each business unit.]

Contents

1. Mobilisation Plan Overview
2. Mobilisation Team
3. Stakeholder Communication
4. TUPE
5. Training Needs Analysis
6. Management of Risks, Issues and Change
7. Mobilisation Risk Register
8. Reporting
9. Standards
10. Procurement

1. Mobilisation Plan Overview

Our Mobilisation Plan details:

- Work-streams and activities
- Resources
- Documents for approval.

Mobilisation within nine weeks will require pace but is achievable. The Plan provides time and resources across activities, with some contingency and commissioning time. It starts with Preferred Bidder (PB), moves through Contract Award (CA) and extends beyond Service Commencement (SC) until steady state is achieved.

The following table summarises key milestones.

Preferred Bidder Announced	Mobilisation Team established	Q1 2017
Stakeholder engagement	Commence engagement with previous contractor	6 February
Procurement	Engage enabling suppliers	Q1 2017
Contract Award		February 2017
TUPE	Initiate pre-TUPE plan, including validation of data and transferring staff engagement	Q1 2017
Training Needs Analysis	Establish qualifications, skills, and accreditations to inform TNA, book training as required	February – March 2017
Contract Documents	Submit contract documents to Transport for London	13 March 2017
IT	System updates completed to reflect contract requirements and transferring staff	17 March 2017
Supplier Contract Agreements in place	Inventory levels and resilience measures with existing suppliers agreed	17 March 2017
New staff (operational) training	Skills gaps identified and time and training resources provided from Service Commencement date	From 1 st April 2017
New staff (IT) training	Skills gaps identified and time and training resources provided from Service Commencement date	From 1 st April 2017
New vehicles / Uniforms issue		20 March 2017 Uniforms for TUPE transferees
Set up of Commercials	Establishment of Contract commercial	17 March 2017

2. Mobilisation Team

The Mobilisation Team has already been identified and involved throughout this tender. It will start preliminary work from PB announcement and will be led by Matthew Todd supported, by an experienced Mobilisation Manager (to be appointed).

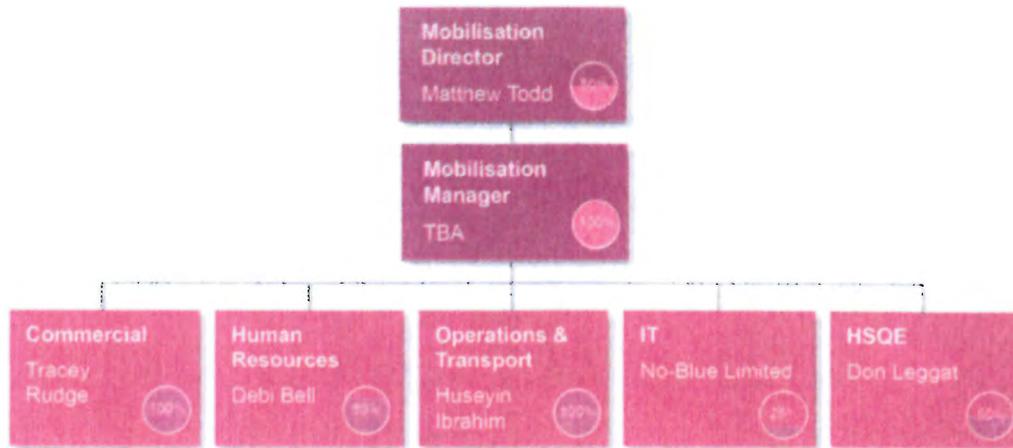


Figure 4: The contract will be mobilised within eleven weeks by an experienced team

Subject matter experts will lead work-streams including Commercial, HR, Operations and Transport, IT and HSQE.

Other experts will be seconded into the team as required.

The table below shows activities required during the mobilisation period together with relevant work-streams.

Activity / Roles & Responsibilities	Operations	Transport	HR	IT	H&S	Commercial
Validity to Work Checks			✓			
Qualifications & References Checks	✓		✓			
Communications Programme – Presentations / Open days	✓		✓		✓	
Staff Assessments and Training Needs Analysis & Skills Matrix	✓		✓		✓	

Activity / Roles & Responsibilities	Operations	Transport	HR	IT	H&S	Commercial
Training – Mandatory & Lanes specific policy training (SPC)	✓	✓	✓		✓	
Stations & Site Visits for RAMS					✓	
Updating & Amendments to Policies and Procedures	✓				✓	
Uniforms	✓					
Staff Inductions			✓			
Systems Upgrading & Office alterations for Management & Admin Team	✓			✓		✓
Vehicle Check, Readiness & Sign Writing		✓				
Installation of safety Equipment (Masternaut, limiters etc.)		✓				
Contractual terms adjustments						✓
Cost Accounting System adjustments						✓
Audit Plans						✓

Figure 5: Mobilisation activities showing relevant work-stream involvement

3. Stakeholder Communications

We recognise a successful mobilisation will require excellent working relationships with your representatives, Skanska, and other stakeholders.

We have already identified key stakeholders, their roles and responsibilities and level of engagement required. Each has been assigned to a MT member to engage their counterpart, understand requirements, and deliver mobilisation outcomes

4. TUPE

We have identified personnel likely to transfer and plan no redundancies of operational staff. This will be confirmed at SC post TUPE transfers.

We recognise TUPE can be unsettling and have therefore appointed an experienced Manager to lead the HR work-stream. We have successfully managed TUPE transfers for cohorts of over 200 staff on different terms and conditions.

Transport for London can therefore be assured that that all facets of TUPE will be managed professionally. Our approach demonstrates we are an employer of first choice and that working for us brings opportunity, not uncertainty. In turn, the contract will benefit from continuity of knowledge and experience and the development of a highly motivated workforce for the long-term.

We will work with Skanska's demobilisation team to facilitate communication with transferring personnel. We will be visible before and after they transfer, providing assurance, explaining processes and detailing milestones. At the same time, we will provide space for questions.

Work-stream leads will deliver briefings, supported by subject matter experts such as HR.

Information packs for transferring personnel will include:

- Our vision for the contract
- Corporate information
- High-level mobilisation plan
- HR and TUPE information
- Transfer forms.

Bulletins and Joint Newsletters with Skanska will supplement briefings and demonstrate a joined-up approach.

Group briefings will be supplemented by 1:1 meetings to provide re-assurance and

capture ideas for the future.

This approach has made the transfer process as straightforward as possible in the past and prevented destabilising rumour and misinformation.

5. Training Needs Analysis

HR will determine roles, skills, accreditations, competencies, experience and training needs. This exercise will start at PB and will ensure personnel are competent to deliver the contract, compliant with your requirements, and that they understand contract deliverables. We will review transferring personnel first before moving to existing Lanes Group personnel.

6. Management of risks, issues and change

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

- Self-delivering all elements of the contract
- Using professionals experienced in mobilising similar contracts
- Leveraging existing relationships with suppliers
- Developing a stakeholder engagement strategy
- Offering two operational depots with sufficient capacity and resilience
- Maintaining stocks of materials, plant and equipment
- Using a vehicles, plant and equipment to provide long-term resilience.

Mobilisation risks will be identified, documented in a Risk Register, and assigned to Work-Stream Leads to mitigate them. The Register will be reviewed weekly and updates given to you. A copy of the draft Mobilisation Risk Register follows.

7. Mobilisation Risk Register

Activity	Risk	Control Measures
Project Plan	The Plan is unrealistic and therefore delays SC	<p>Appoint experienced Mobilisation Team</p> <p>Apply lessons from previous mobilisations to test the plan and ensure it is realistic</p> <p>Use experienced suppliers</p> <p>Mobilisation Director with authority to divert additional resource to the project</p>
TUPE	<p>Shortfall of operational staff if not all personnel transfer</p> <p>Culture change</p>	<p>Early engagement with incumbent to communicate with transferring staff</p> <p>Joined up communication with incumbent staff to present benefits of transferring</p> <p>Buddy mentoring system</p> <p>Promote good working conditions</p> <p>Promote previous positive experience of TUPE transferees</p> <p>Use of other business units to undertake works, ensuring sufficient numbers have accreditations</p>
CA delayed but SC remains as planned	<p>Unable to mobilise properly due to shortened timescale</p> <p>Unable to secure sufficient staff</p>	<p>We have allowed 2 weeks' contingency in Plans</p> <p>Accelerated mobilisation programme to be discussed with Transport for London</p> <p>Use engineers from wider part of the business</p> <p>Use approved sub-contractors</p> <p>Agency staff as last resort</p>
Documentation Sign-Off	Contract documentation (e.g. HSQE Plans) not approved in time for SC	<p>Deliver documentation early</p> <p>Align documentation with Transport for London policies and standards, making it easier for those reviewing to follow and approve.</p>
Procurement suppliers	<p>Enabling suppliers unable to deliver services, in time for SC</p> <p>Cash-flow issues</p> <p>Lead-in times</p>	<p>Development of procurement schedule as part of bid with clear requirements and lead-in times</p> <p>Easy access to capital - good ongoing commercial relationships with the nominated suppliers</p> <p>Use of approved suppliers with excellent track record of meeting our requirements</p>
Training	Inability to cover all elements of training required to deploy staff to the service	<p>Adequate training provided to far wider pool of Lanes Group staff than required for the contract</p> <p>Book Sentinel training early</p> <p>Use of purpose-built training suite in Rainham to deliver sub-contractor training</p>

Activity	Risk	Control Measures
Force Majeure (e.g. fire, flooding, terrorism, etc.)	Inability to access network impacting on planned and reactive works	Unforeseen delays to be recorded All assistance offer to Transport for London – focus on fixing the issue even if not contractual.
Variations to contract conditions or scope during mobilisation	Changes and variations to activities impact on delivery of works	Documented scope agreed with Transport for London at PB Close on-going dialogue with Transport for London during mobilisation Apply agreed change control to manage changes and identify impacts and dependencies
Access arrangements	Failure to submit access requests in a timely fashion.	Operations Manager to complete forward look over for initial 12 months and identify access requirements Access request submitted in line with planned works programmes
IT Systems	IT systems fail or there are integration issues	Develop requirements with IT provider during bid development Testing during mobilisation Back-up system continuously to ensure no loss of data Use Multiprotocol Label Switching (MPLS) connection to re-route traffic in event of long-term issues Phone/fax to receive and distribute faults (contingency)
Skills / Staff Shortages	KPI failure and financial impact on contract. Insufficient TUPE transfers to deliver the contract	Positive engagement throughout mobilisation to encourage sufficient transfers with intelligence-led reporting Mobilise other business units to assist in completing works Ensure adequate Training Needs are established and implemented Long term plan and relevant training of operatives to be in line with company objectives and contract requirements to ensure Lanes Group / Divisions has sufficient resources

8. Reporting

The Mobilisation Director and Manager will attend your Mobilisation meetings to report progress. The format, content and frequency of reports will be agreed with you at PB but will include:

- Progress against the Plan
- Risk management
- Budget management
- Forward look.

Work-stream Leads will communicate with other stakeholders such as your operational managers, Skanska, and your other suppliers. You will be provided with a schedule of stakeholder meetings.

9. Standards

As an experienced supplier to Transport for London, we appreciate your expectations, operational and engineering standards. Project plans, method statements, risk assessments, reports, policies, procedures and processes will therefore reflect these. For example, Quality, Environmental and Health and Safety Plans provided have been prepared in accordance with your QUENSH standards.

10. Procurement

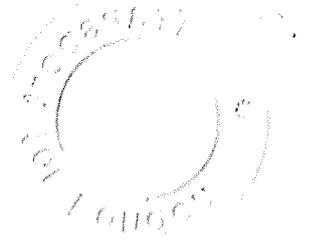
Directly-employed staff will deliver all works, including professional services.

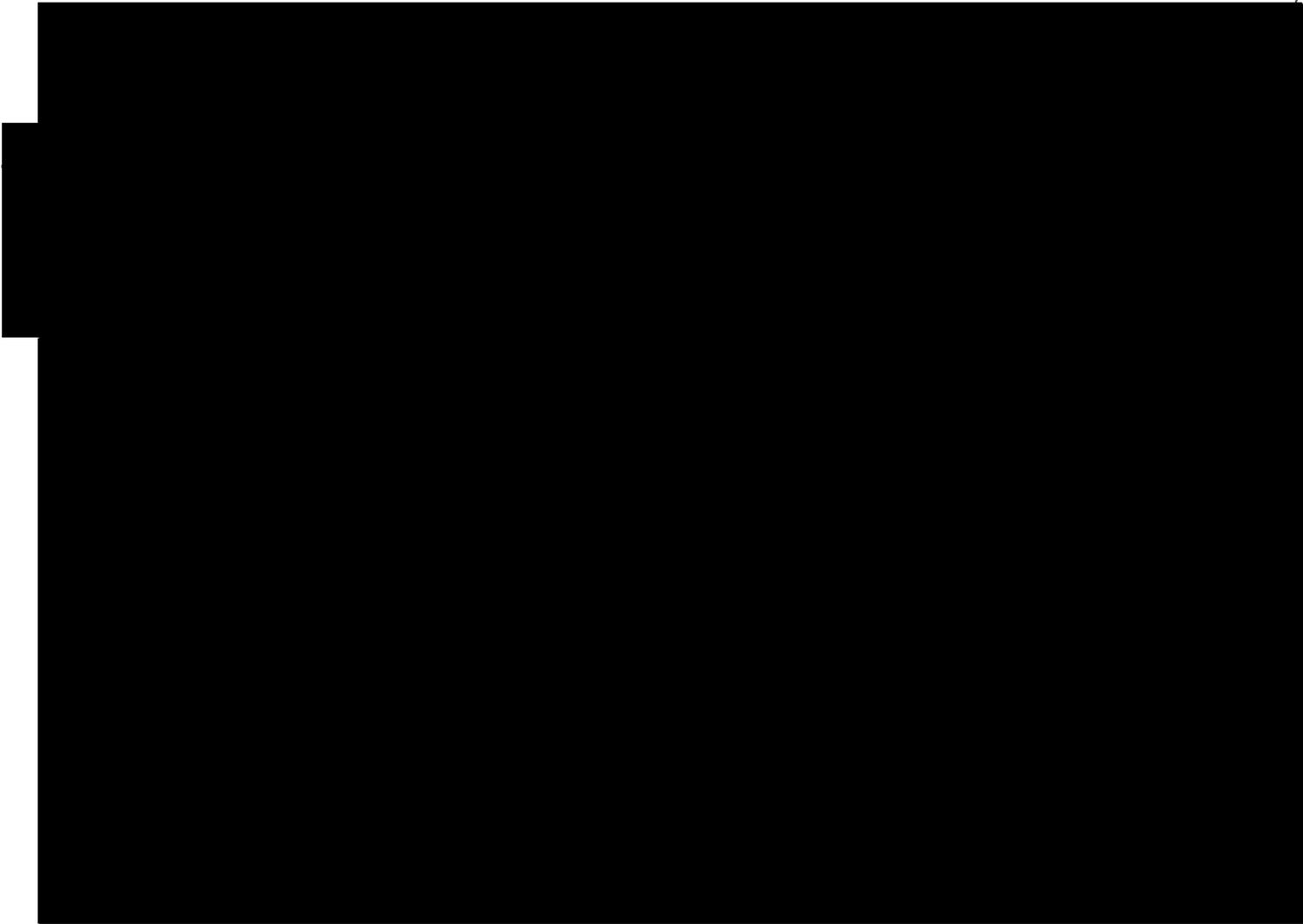
Sub-contractors will provide enabling services such as materials, plant, equipment, vehicles, and IT.

Our Commercial Manager will validate a procurement schedule at PB and select suppliers for their experience, compliance, and demonstration of value for money.

Lead-in periods will inform purchasing decisions and critical items ordered immediately at PB. Secondary suppliers will mitigate risks of one supplier failing.

Appendix 2: Business Continuity Plan







[REDACTED]

Contents

1. Lanes Rail Strategy
2. Demobilisation Manager
3. Planning for Demobilisation
4. Demobilisation Plan
5. Demobilisation Team
6. Stakeholder Communication
7. TUPE
8. Management of risks, issues and change
9. High Level Demobilisation Risk Register
10. Reporting
11. Plant, Equipment and materials
12. Handover Information

1. Lanes Rail Strategy

Lanes Group Plc are committed to the delivery of a seamless service to all our clients through clear concise policies, diligent allocation of resources, careful monitoring and oversight of the values of the client and Lanes alike.

It is incumbent on the management of any contract delivery team to take appropriate steps to identify all the aspects of a contract which may have the potential to cause loss.

It is therefore essential that we identify, recognise and effectively manage all instances where loss may occur in the delivery of the Operational undertakings by Lanes Group Plc and effectively manage those instances to remove them or reduce them to an acceptable level which all parties can work with.

Historically Risk has been defined as the realisation of a Potential Hazard to cause harm or loss. This definition when used in the Health and Safety theatre of operations is the founding principle of Risk Assessment and is used effectively to identify hazards, realise the potential for loss from those hazards and to then measure or evaluate the potential outcomes to arrive at an assessment.

Lanes Group Plc will be responsible for the delivery of the Lot 2 Drainage Maintenance Contract. In order to deliver, it will be necessary to create a strategy based upon expected and perceived Hazards associated with associated works. This strategy must therefore make provisions for all loss potential arising from the Lanes Group Operation when delivering. We must therefore consider the following aims:

- **The alignment of Lanes Group Values with that of the Drainage Team.**
- **The understanding of stakeholder expectations for the overall delivery.**
- **The development of an open and honest working culture between the parties.**
- **The enhancement of knowledge and understanding at all levels of the delivery.**
- **The maintenance of enthusiasm and progressive thought.**
- **The cross utilisation of resource to affect overall positive outcome in delivery.**

The Risk strategy of the Lanes Group Plc will therefore be to assess all circumstances which may lead to loss or dissatisfaction and focus all our efforts independently or with the help of the Drainage Team to remove those circumstances.

2. Time

All operational aspects of the contract will be subjected to timings. The times are broken down into two main categories:

1. Planned Works
2. Reactive Works

There will be a great emphasis on the Contract Management Team to attend and complete the works within the agreed time period and this must be complied with.

With Reactive Works, if the work is unable to be completed within the first visit, there is an additional requirement to make the work site safe before leaving the site.

There are many known existing factors which can affect the ability of the Lanes Group or any of its contractors to comply with the agreed times and these may be summarised as the following:

- Poor Access to the location of the works
- Transport Infrastructure Problems (Road Works / Traffic Accidents)
- Lanes Asset Problems (vehicle Breakdown / Equipment Failure etc)
- Client Issues (changes in works requirements / variance to original order)
- Disruption to transport routes

It is clear that there are external forces which will conspire to produce failure in the compliance with the time aspects of the contract.

The transport situation in London is historically known and Lanes Group will ensure that a greater emphasis be placed on the planning of the works and the co-ordination of the works in order that delays may be avoided.

Lanes will co-ordinate the issue of all works from a central control office in Rainham, and we believe that we will address some of the fundamental issues by changing the current methods of operations.

In relation to Reactive Works, prevention will be a key aspect to the strategy in this section and this will be reflected in the following table;

ITEM	RISK	MITIGATION
1.	Delay caused by traffic congestion / accidents	<ol style="list-style-type: none"> 1. Lanes control centre will monitor traffic conditions prior to despatch of the working team. 2. Alternative entry routes will be formally disseminated to all drivers. 3. Lanes control will advise client at earliest opportunity. 4. All contractors will be so placed as to facilitate attendance
2.	Delay caused by vehicle breakdown	<ol style="list-style-type: none"> 1. Lanes will ensure that all vehicles involved in the contract are suitably serviced and maintained to a high standard to minimise occurrence 2. Lanes Control will re-allocate the works to standby team. 3. Lanes control will initiate recovery procedures
3.	Delay caused by Lanes personnel Late Attendance	<ol style="list-style-type: none"> 1. Lanes Group will now fit out vehicles and allow staff to drive from home directly to the first job. 2. All vehicles are fitted with tracking telemetry and can therefore be tracked and whereabouts attained. Lanes Control can also re-direct assets to compensate for call out requirements. 3. All personnel attendance will be controlled from one central location making it easier to monitor attendance.
4.	Delay caused by sub-contract personnel Late Attendance.	<ol style="list-style-type: none"> 1. Lanes will co-ordinate all operational run outs daily and will ensure that all sub-contractors report on staffing and personnel matters on a weekly basis. 2. Trends will be identified and dealt with in a timely manner and the personnel departments will be requested to take a firm view on repetitive late attendance.