

Appendix 2 – Mobilisation Milestones

Ref	Milestone Description	Priority level	Proposed Start Date	Proposed Completion Date	Comments
	Veolia Structure and Support				
1	Veolia structure to be fully populated and shared with client including day one and transition to align with structure proposed in bid document	1	25/04/2019	31/07/2019	Current structure shared and all management posts in place apart from Apprentice Technician and one Afternoon EM. Recruitment to be completed by target date of 31/07/19. Additional posts are currently in place to support the mobilisation.
2	Veolia to confirm post of Innovation and recycling officer and identify who will fill it	1	07/09/2019	14/09/2019	Current graduate leaving. Next graduate post to be in place from September who will fill this role.
3	Regional comms manager and officer to work with client on 'Extensive communications' strategy re food waste on estates (eg Brent plan). Will this be included in wider improvement plan?	1	22/04/2019	30/09/2019	Conversation has started between Veolia Regional Communications and CoL to discuss the years plan. Plan to commence from September and to be incorporated within the improvement plan.
4	Timeline for Trade Union engagement and pay award	3	13/05/2019	30/09/2019	To commence as part of the wider union consultation. To be completed by September and all employees will receive backdated pay.
5	Confirmation of local management resources and subsequent monitoring. Detailed schedule for out-of-hours cover	3	06/06/2019	26/04/2019	Completed- Email is now sent out every Thursday detailing weekend cover
6	Regional Veolia support scope to be outlined including what areas and how the CoL accesses this support	3	06/04/2019	30/09/2019	Regional support has been utilised to achieve mobilisation across all business areas. Annual improvement plan (finalised in September) will address projects for the year and will identify the regional support required to draw down on for project implementation.
	Systems Review				

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7	Delivery of fully functioning and integrated Echo	1	06/04/2019	31/07/2019	The first phase of echo is in place and being utilised by the contact. Next phase has commenced. The last bit of functionality will be in place following the Radio Frequency Identification (RFID) bin weighing capability that will come with the electric vehicles when they arrive. Integration has commenced and to be completed by June 2019
8	Client access to vehicle servicing records including daily driver inspections and defect corrections	3	06/04/2019	13/04/2019	Everything is now available and subject to client audit on request.
9	Client review of operational data – access arrangements and limitations	3	06/04/2019	30/06/2019	Veolia currently use the ECHO system to identify activity and operations on a daily basis. Initial training to client has been provided along with access to data. Final data sharing and familiarisation of system for the client to be completed by June.
10	Review in what format the public can access data to see current position/complain/order services	3	06/04/2019	31/10/2019	Firmstep (City customer relation management software) integration has commenced with anticipated completion in September. A review of public access to data can then be completed.
	Operational Review				
11	RFID weighing fully operational	1	01/07/2019	30/09/2019	RFID functionality with receipt of electric vehicles anticipated in September. This will be subject to vehicle availability from suppliers.
12	Full review of schedules	1	15/05/2019	20/05/2019	Initial meeting between Veolia and the City to review full schedules, to be kept under review and revisited as necessary.
13	Current arrangements with European Recycling platform and Recolight (which relates to the recycling of electric goods) to be embedded with Veolia in new contract	1	06/04/2019	26/04/2019	First WEEE collection has been completed in partnership. Veolia to notify City when

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					collection of each waste stream is needed going forward.
14	Implementation of Garden Waste Collection	1	01/07/2019	31/07/2019	Garden Waste trial to commence in June on four main estates. Communal bin in each estate.
15	Diarise emergency drills (6 monthly and annual simulated incident exercise)	1	01/06/2019	30/09/2019	Desktop audit to be completed on business continuity plan twice a year. Veolia to work with City Surveyors to be included in internal fire alarms and terrorist attack ENVAC practices.
16	Timeline needed for confidential waste shredding i.e. installation of shredder and start of service.	1	06/04/2019	31/10/2019	Compliant confidential waste operation in place. Veolia are currently monitoring the service and the tonnage generated and following this will review timeline for shredder. This will be then be incorporated into the annual improvement plan. Veolia will initially work with client officers to target areas where on street shredding has caused pollution, noise and congestion/road safety issues.
17	Timeline to be confirmed for electric fleet	1	06/04/2019	30/08/2019	End of August subject to supplier availability.
18	Proposed procedure for reporting accidents/health and safety issues to the client	2	06/04/2019	14/04/2019	Completed. RIVO health and safety monitoring system in place. Serious H&S incidents will be reported directly to the client following incident. Otherwise trend analysis monitored as part of a report in the monthly meeting.
19	Full schedule of food waste and other collections (times etc) to be provided to client prior to contract commencement	2	18/04/2019	06/07/2019	Completed and agreed with client team. To be reviewed at first quarterly review.

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20	Asset register to be provided 1 month prior to commencement. Include condition of all transferring assets	2	06/04/2019	30/06/2019	Vehicles and equipment asset register completed. Containers signed off at handover of contract. Full comprehensive list of office equipment to be completed by end of June.
21	Timeline for security training module for operatives in high risk areas	2	06/04/2019	31/08/2019	Basic training complete. To speak with City of London police to provide a briefing to frontline staff over the summer.
22	Identify workforce skills shortage and timeline to rectify	2	20/05/2019	31/07/2019	Skills analysis complete and training needs identified. DCPC (Statutory driver training) needs identified and sessions scheduled in to rectify this. Management training needs plan being built by Veolia people development department.
23	Proposals for maximising diversion of bulky waste to reuse	2	06/04/2019	30/09/2019	Audit underway of bulky waste to identify reuse potential in the City. Following a 6 month audit an understanding of the potential for and level of reuse will be established. From this, a proposal will be set out in detail in next years Improvement Plan which will follow a 12 month plan.
24	Availability of stores management system and confirmation of all assets to be included (bins, bags, diesel, LAT stock etc.) Discussion with CoL around minimum stock levels	3	06/04/2019	01/06/2019	Full audit of stock is being completed to be uploaded into Veolia's stock management system by the beginning of June. Minimum stock levels to be shared with the City by mid May.
25	Arrangements for transfer of stock including number and status of bins in use/store	3	18/03/2019	06/04/2019	Completed
26	Agree depot cleansing schedule and monitor	3	06/04/2019	26/04/2019	Completed- being done at night.
27	Event plan and lead Veolia manager for London Marathon 2019	3	15/04/2019	28/04/2019	Complete
28	WASP asset management programme-date to be agreed for loading all assets	3	06/04/2019	01/06/2019	Stock management system built. Data upload in June following full audit of stock. Training on system to be provided to users.

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29	Review of power washing at nights and more generally working within night time noise constraints	3	22/04/2019	31/05/2019	A couple of complaints have been received due to the hot power washing occurring at nights. Veolia are sitting with the City to review this and will produce a programme of activities that is complaint free by the end of May.
30	Confirmation that deal with Bright Sparks for Bulky Reuse will be extended into the City	3	01/09/2019	30/09/2019	Audit to take place in September. Given the outcome of this Veolia will liaise with Brightsparks as to their involvement.
31	Review of Clinical Waste Service	3	01/07/2019	30/09/2019	Working group including social services to be established. To commence from July.
32	Implementation of use of foam padded brooms	3	01/06/2019	30/06/2019	Trial to be commenced in June to establish feasibility of their use.
33	Monitoring of provision of graffiti wipes, pliers and scrapers	3	06/04/2019	31/05/2019	These have been made available for frontline operatives. A toolbox talk will be provided as to their correct use.
34	Complete review of effectiveness of ambassador reporting	3	01/09/2019	30/09/2019	Veolia have a shared report to monitor this. Joint review in September as to active use of the echo functionality.
35	Complete review of allocation and effectiveness of working supervisors	3	01/08/2019	31/08/2019	Review of operations including achievement of SLAs to be carried out prior to KPIs going live in September. August operational review meeting.
36	Review of excess waste/spillage reports, bin weights, collection times	3	01/08/2019	31/08/2019	To be included in August operational review.
37	Review of fly tipping procedure	3	01/08/2019	31/08/2019	To be included in August operational review.
38	Review the success of operatives in ambassadorial role	3	01/08/2019	31/08/2019	To be included in August operational review.
39	Avoid long term damage to pavements from power washing by training all the staff involved.	3	06/04/2019	13/10/2019	Complete. All staff using the equipment have been trained. All new staff are inducted and trained prior to use. After 6 months of operation Veolia will meet with the City highways team to review if they have noticed

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					any significant damage since use of the equipment.
40	Review of Big Belly Bin emptying schedules and performance against KPI	3	01/08/2019	31/08/2019	To be included in August operational review.
41	Review of Cigarette and gum bins washing at least once per month	3	01/08/2019	31/08/2019	To be included in August operational review.
42	A minimum of 6 operational LGV drivers available at all times Oct – Mar (Winter maintenance stand by). Work with neighbouring contracts	3	01/08/2019	31/08/2019	Schedules will reflect cover over these periods. Winter maintenance planning meeting to be held in August.
43	Review provision, cleansing and maintenance of salt bins	3	01/08/2019	31/08/2019	In conjunction with winter service plan and will form part of the winter maintenance planning meeting in August.
44	Review of resources to ensure scheduling is addressing removal of staining from bus stops and outside fast food shops	3	01/08/2019	31/08/2019	To be included in August operational review.
	Contract Manual				
45	Methodology required for specialist cleaning for street furniture that is over-height and for bridges	1	06/04/2019	30/09/2019	Veolia will use extendable poles with operatives trained in use of the equipment. Veolia will comply with the 26 week rolling schedule for cleansing of infrastructure above height. 26 weeks to complete all infrastructure above height. To be included in August operational review.
46	Schedule for recharging batteries for the electric fleet and methodology for managing power within supply constraint	1	06/04/2019	20/04/2019	Complete. Charging plan shared with the City and will be configured into the electrical charging infrastructure power management system. Final schedule will be released after the electrical infrastructure in place.
47	Agree attendees at each stage of governance	1	22/04/2019	26/04/2019	Complete
48	Agree key mobilisation milestones	1	22/04/2019	03/05/2019	Complete

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49	Agree KPIs including full implementation and monitoring	1	01/02/2019	31/05/2019	Implementation date set. KPIs subject matter agreed and signed off. Final KPI reporting specifics being discussed in conjunction with the City. KPIs to go live from September.
50	Suite of reports to be finalised relating to KPIs and other essential management information.	1	06/04/2019	01/09/2019	Some reports in place with the rest to be complete by end of June. KPI reports to be finalised prior to September.
51	Within 3 months Veolia to produce 'Development timeline' covering the 8 years of contract.	1	06/04/2019	30/06/2019	To be complete by the end of June.
52	Agreement on emergency use of resources from other contracts and define types and numbers of such resources.	3	06/04/2019	26/04/2019	Agreed in principle with neighbouring contracts. Water tanker from Camden already in use to fill the gap prior to vehicle arrival.
53	Winter Maintenance Plan training for Veolia Management	1	01/08/2019	31/08/2019	To be included in August operational review.
	Compliance				
54	All operators trained/ inducted in dangers of working in the road way	1	23/04/2019	06/04/2019	Completed as part of induction. To be refreshed biannually.
55	Business Continuity Plan to be in place at contract start	1	06/04/2019	30/06/2019	First draft in place and complete. Draft to be finalised during first few months of contract.
56	O license in place	1	01/03/2019	06/04/2019	Complete
57	Time line for skill set mapping and detail of first 6 month training programme	1	06/04/2019	26/04/2019	Complete- Management training and driver training assessed. Further review and training programme will be required following the restructure.
58	Agree risk register	1	01/04/2019	15/05/2019	To be agreed and signed off in conjunction with the City
59	FORS bronze achieved in first 6 months	1	06/04/2019	30/09/2019	Target for accreditation to be in place by the end of September
60	Timeline for Veolia's external accreditation to ISO 145001 H&S system (Including details of staff training)	1	06/04/2019	01/04/2020	Target by end of Year 1.
61	Provide regular updates on impact of Brexit	2	06/04/2019	20/04/2019	City added onto Veolia briefing list.

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62	Confirmation of H&S training for all staff	2	23/03/2019	06/04/2019	Complete. Regular toolbox talks to be provided with a biannual refresher system.
63	Compliance with management systems ISO 9001,14001, 18001	2			Date to be advised
64	Evidence of all insurance documents and provision of these annually	2	01/03/2019	10/04/2019	Completed for 2019. To be sent each year.
65	We need evidence of how twice yearly manual handling training will be tracked and same for wider training and induction proposals	3	06/04/2019	31/05/2019	Each employee has a file that contains all training received as well as a log sheet held for all employees that is monitored by the contract team. Dedicated resource will monitor this. Log sheet can be shared with the City.
66	All cleansing agents and chemicals to be agreed by client before contract commencement. Are they environmentally friendly?	3	06/04/2019	15/05/2019	Review complete and final list supplied to City.
67	Clients to sign off risk assessments, coshh, Environmental impact assessments and sustainability/ Environmental Impact Assessments re all chemicals	3	06/04/2019	31/05/2019	Information provided and currently being reviewed by the City
68	Confirmation that operational managers have IOSH qualification	3	06/04/2019	05/04/2020	Training programme across Year 1 of the contract.
69	Confirmation that first aid needs assessed and first aiders trained and in place	3	06/04/2019	01/10/2019	First aiders identified. Training to be refreshed for all. Additional first aiders have been nominated and training will be provided.
70	Ensure that Contract Manager or other senior management holds a Waste Management Industrial Training Board Certificate of Technical Competence at NVQ level 4 or equivalent.	3	01/03/2019	06/04/2019	Complete
71	All environmental permits in place	1	01/02/2019	06/04/2019	Complete
72	Implementation of process to ensure all personnel and visitors comply with on site H&S	3	01/03/2019	06/04/2019	Complete
	Annual Improvement Plan				

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73	Opening position and subsequent monitoring of Equality/diversity initiatives and sustainability measures	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
74	Draft annual Recycling Improvement Plan-part of wider Improvement Plan	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
75	Veolia will work with markets and client team to develop improvement plan. This will be led by Veolia's Recycling and Innovation manager	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
76	Relocation of Projects and Innovation team-date required	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
77	Proposals for recycling initiatives and trials including timelines e.g. Reverse vending machine, Estate league tables for recycling, Digital screens to promote recycling, Bar coding trial	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
78	Details of annual recycling celebration (to be sponsored by Veolia) to promote recycling. Need agreement of when, how and how much	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
79	Regular 2 monthly audits of recycling to identify participation rates and contamination. Led by Veolia. Need to agree timetable of meetings to consider resultant actions from both client and contractor	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
80	Agree date for London innovation den and establish membership of innovation board and date for first meeting	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
81	Veolia to produce annual stakeholder engagement plan	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
82	Community workshops to be diarised (per annum)	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.

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83	Comms plan with target dates for specific initiatives needed.	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
84	First Annual Improvement plan to be developed following initial mobilisation period of 6 months	1	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
85	Review of Carbon Calculator - old fleet versus current and ant recommendation of carbon efficiencies.	3	01/09/2019	30/09/2019	Date of first annual improvement plan to be agreed. Will be incorporated within this and baseline data will be provided prior to this.
	Added value				
86	Time line for polystyrene baler	2	06/04/2020	N/A	Year 2 offering
87	Veolia and City Partnership ' deep cleanse service' what is the timeline for this	1	01/09/2019	31/09/19	Following finalisation of valuation of the commercial portfolio after 6 months a plan to promote this service will be put in place.
88	Time line for recycling of Coffee Grounds	2	01/07/2019	30/09/2019	Veolia will explore with the current customer base of the portfolio the appetite for coffee ground collection. This review will commence July- September. Veolia are exploring solutions for widening their coffee ground collection service and therefore will align this project with that. Timeframes TBC.
89	Proposals for additional Give and Take days	3	01/08/2019	30/09/2019	Veolia to undertake first 2 Give and Take days and assess requirements. Following this will review possibilities for additional events.
90	What progress have Veolia made with their work with the GLA to introduce New York style 'material for Art' programme?	3	N/A	N/A	The GLA have currently abandoned their plans for the material for the arts facility due to a lack of funding. They are in the process of looking at alternative ways for fulfilling this project. Veolia remain committed to assisting the GLA wherever possible.

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91	Timeline and business case for Cup Club and Container recycling	3	01/09/2019	31/09/19	To be discussed at the first annual improvement plan meeting. Will require City sign off of funding.
92	Timeline and business case to introduce PPE recycling.	3	01/09/2019	31/09/19	To be discussed at the first annual improvement plan meeting. Will require City sign off of funding.
93	Use of handheld devices and body worn technology for data input	3	01/09/2019	31/09/19	All employees are carrying handheld devices that allow communication as well as live monitoring of the performance. At annual improvement plan further body technology will be discussed and will be subject to City sign off of additional funding.
94	Relocation of Centre of Excellence to Walbrook Wharf	1	01/08/2019	30/09/2019	To be reviewed after additional power upgrade.