

## SERVICE DELIVERY PLAN REQUIREMENTS

### SERVICE DELIVERY PLAN

The "Service Delivery Plan" (SDP) refers to the suite of documents the Supplier will submit to the Partnership, as part of their overall tender, to demonstrate how they will provide the services. The SDP shall comprise a set of 13 Method Statements (MS) documents (and associated Appendices) giving full details of the Supplier's arrangements for delivery of each element of the services.

This document sets out the Partnership's minimum expectations with regards to the contents of the SDP. The contract will be drafted to reflect the approach of the Supplier as described in his SDP. To ensure the Supplier submits a complete SDP, all individual MS are required to be submitted, in full, with all figures, tables and appendices appropriately referenced and included.

Cross referencing to the content of other MS is not encouraged and cross-referenced material has a negative impact on the evaluation scoring of the MS.

### FORMAT OF THE SERVICE DELIVERY PLAN

Set out below are details of the items that the supplier must include to demonstrate their understanding of the services required, their ability to carry out the work and the proposed resources and service delivery methodology. The SDP will be used in the evaluation of the Supplier's submission.

It is important that each individual MS is representative of the way the work will be completed and is indicative of the standards of skill, care and diligence in operation across the Supplier's organisation.

The Partnership requires a full SDP, comprising a concise set of MS, to be submitted for evaluation. The Supplier must complete their SDP in typed A4 format using Arial font size 12. Please do not include unrelated information, including organisation policy documents and marketing material, unless these are specifically asked for.

Responses are required with the following formatting applied:

1. Start each MS as a separate document.
2. The cover page must show:
  - a. The title of the MS
  - b. The name and logo (or identifying mark) of the supplier
  - c. The date of the document
3. Each section and each point referred to within a section to be contained in a contents list (on the first page of the document after the cover page) by page number.
4. Use specific numbered sections for each MS.
5. All pages are to be sequentially numbered and display the title of the MS.
6. Where tables, figures, images, etc. are included in a MS then the numbering for these must start at one (1), for example: Figure 1, Table 1, etc. The supplier **must always include** a figure or table heading explaining the table, figure or image. The heading **must appear** above the table, figure or image.

7. Where the Supplier has used a table, figure or image in another MS, then rather than a cross reference, the table, figure or image must be provided again.
8. Where any appendices or supporting documents are to be included as part of the submission, these are to be provided using the following file naming protocol: MS [Number] Title of the attachment. For example, where the supplier is required to submit an 'organisation chart' as part of MS 1 Service Management Plan, then this should be submitted as 'MS 1 Appendix X FILENAME'.

The Supplier is encouraged to outline what added value they can offer in their submission however, suppliers should note that the client is particularly focused on how the requirements of the specification will be met. The MS will be used when evaluating tenders and the contract will be drafted to reflect the approach as described in the MS.

### Overview of the Individual Method Statements

Set out below are details of the individual MS and other requirements that the supplier is required to include in his MS submission:

**Table 1: Method Statements**

MS	Method Statement Title	Weighting	Page Limit
MS1	Approach to Contract Management	10%	50
MS2	Social Value and Innovation	2%	10
MS3	Service Mobilisation and Handback, including TUPE Transfer	8%	50
MS4	Performance Monitoring, Local Management and Reporting, including Customer Care and ICT solution	8%	50
MS5	Business Continuity	5%	30
MS6	Health & Safety Management and Environmental & Quality Management	6%	40
MS7	Staff Resources, including their Management, Training and Recruitment	10%	50
MS8	Vehicle, Plant and Equipment Resources	10%	50
MS9	Depot and Waste Transfer Station Management	4%	25
MS10	Provision of Waste Services	20%	75
MS11	Food Waste Collection (optional service)	2%	25
MS12	Provision of Street and Beach Cleansing Services: WDC and RDC only	15%	50
MS13	Provision of Street and Beach Cleansing Services and Bulky Waste Collection: HBC only	0%	30

### Appendix A to the Service Delivery Plan

The supplier is also required to complete SDP Appendix A and submit it as part of their Tender (see the separate file Appendix A to the SDP.xls). This is a Microsoft Excel spreadsheet and notes on how to complete the spreadsheet are shown below.

The purpose of Appendix A is to enable analysis of the minimum daily staff resources allocated to each individual authority and is required for evaluation of the suppliers' submission.

Suppliers should note that this is the only aspect of their submission where cross-references may be made to descriptive and explanatory text in each MS.

### **Management and Supervision**

The purpose of this part of Appendix A is for an analysis of the corporate and local management, supervisory and administrative staff resources allocated to the contract as part of the evaluation of the Supplier's bid.

The Supplier must show the minimum numbers and designations of all permanent management, supervisory and staff that will be employed on the contract.

The Supplier must also indicate in the appropriate parts of the MS (Approach to Contract Management) how these staff will be organised, provide a structure chart at a local level for the contract and demonstrate how this relates to their organisation at a regional or national level. Specific detail is required for how Supervisors will be allocated to manage the services included in the contract and the number of permanent and agency staff utilised for each individual authority.

The Supplier must also indicate in the comments column details of all staff (management) resources that will work at weekends, bank and public holidays.

### **Waste Collection**

The Supplier must show in **XXX** (Core Services), the minimum numbers of staff (identifying whether permanent or agency) across all shifts (equivalent to an eight hour shift or working day equivalent) employed on a daily basis, Monday to Friday (staff actually working, not spare or pool staff) allocated to each individual authority. For example: a refuse collection driver working a full eight hour shift Monday to Friday equals one unit in the appropriate column; a recycling operative working a four hour shift Monday to Friday equals 0.5 units and a bulky waste collection driver working a full eight hour shift for one day per week equals 0.2 units.

Where any work category has a unit that is not a whole number or is a whole number that is a sum of fractions (for example: two staff equivalent to 0.5 units), the Supplier must provide an explanation in the comment cell (for example: bulky waste driver = one unit comprised of 2 x 4 hour shifts over two days [Monday and Tuesday]) and cross reference this to the appropriate section of the MS where a detailed explanation must be provided.

The Supplier must show in **XXXX** (Non-Core Work and Provisional Items), the numbers of staff across all shifts (equivalent to an eight hour shift or working day equivalent) employed on a daily basis, Monday to Friday (staff actually working, not spare or pool staff).

Working Supervisors and/or Chargehands should be separately identified and a full description of their role must be included in the comment cell, or a cross reference to the relevant section of the MS inserted.

Any "Other" Staff used in any of the services must have their description and numbers included in the comment cell.

The Supplier must clearly state in the MS 7 (Staff Resources) their arrangements for staff availability / manning. This must include the number and type or category of operative they intend to make available as spare or pool staff to cover holidays, sickness and other absence in any of the services. A fuller explanation of the weekend and bank holiday arrangements and any shift systems intended must also be included in MS 7.

### **Street & Beach Cleansing**

The Supplier must show in **XXX** (Core Services), the minimum numbers of staff (identifying whether permanent or agency) across all shifts (equivalent to an eight hour shift or working day equivalent) employed on a daily basis, Monday to Sunday (staff actually working, not spare or pool staff). For example: a mechanical sweeper driver working a full eight hour shift Monday to Friday equals one unit in the appropriate column; a manual sweeping operative (barrow round) working a four hour shift Monday to Friday equals 0.5 units and a small mechanical sweeper driver working a full eight hour shift for one day per week equals 0.2 units. The arrangement for Saturday and Sunday working must be explained.

Where any work category has a unit that is not a whole number or is a whole number that is a sum of fractions (for example: two staff equivalent to 0.5 units), the Supplier must provide an explanation in the comment cell (for example: mechanical sweeper driver = one unit comprised of 2 x 4 hour shifts over two days [Monday and Tuesday]) and cross reference this to the appropriate section of the MS where a detailed explanation must be provided.

The Supplier must show in **XXXX** (Non-Core Services and Provisional Services), the numbers of staff across all shifts (equivalent to an eight hour shift or working day equivalent) employed on a daily basis, Monday to Sunday (staff actually working, not spare or pool staff).

Working Supervisors and/or Chargehands should be separately identified and a full description of their role must be included in the comment cell, or a cross reference to the relevant section of the MS inserted. Any "other" staff used in any of the services must have their description and numbers included in the comment cell.

The Supplier must clearly state in the MS 7 (Staff Resources) their arrangements for staff availability/manning in the Rother and Wealden areas and separately in the Hastings area. This must include the number and type or category of operative they intend to make available as spare or pool staff to cover holidays, sickness and other absence in any of the services. A fuller explanation of the weekend and bank holiday arrangements and any shift systems intended must also be included in MS 7.

### **Vehicle Resources**

The purpose of these parts of Appendix A is for an analysis of the vehicle and plant resources (for both Waste and Street & Beach Cleansing Services) allocated to the contract as part of the evaluation of the Supplier's bid.

The Supplier must provide details of the different types of vehicles and plant to be used to carry out the services. They must identify separately all vehicle types to be used in any one service area, the spreadsheet allows for up to three separate vehicle types. Where the Supplier has identified more than three different types of vehicle in any one service (e.g. recycling collections) they may add additional columns to the appropriate worksheet in the spreadsheet provided with Appendix A.

In respect of different types of Vehicle, the Supplier must show separately:

- Individual Refuse Collection Vehicle type with bin lifting equipment.
- Individual Refuse Collection Vehicle type without bin lifting equipment.
- Individual Refuse Collection Vehicle type by size (e.g. 17 or 24 tonne or other; two or three axle).
- Individual Refuse Collection Vehicle type by manufacturer of body (and chassis where appropriate).
- Tipping Vehicle type by size or capacity (e.g. three or seven tonne or greater).
- Tipping Vehicle type by body type or style (open, enclosed (specify)).
- Road and pedestrian sweepers by size, type and capacity.
- Other Vehicle type by size or capacity (e.g. three or seven tonne or greater).
- Other Vehicle type by body type or style (open, enclosed (specify)).
- Van / car by size, model or type.
- Other ancillary vehicles.

The Supplier, in identifying types of vehicle to be used, must also indicate the fuel type for the vehicle. To assist the Partnership with identifying the costs of fuel, the Supplier must also supply an estimated annual fuel usage (in Litres) for each vehicle type.

Any Plant to be used must also be identified.

The Supplier must also indicate in MS 8 (Vehicles, Plant and Equipment Resources) how these vehicles will be used in the services for the Rother and Wealden areas and separately for cleansing work in the Hastings area. The Supplier must illustrate what spare vehicles/plant or equipment will be available on a daily basis.

**N.B. The Supplier is reminded:** The Food Waste Collection option will be a weekly collection service.

### Evaluation

Each evaluation team member will independently evaluate the elements of each submission that relates to their area of expertise and score them utilising the scoring system set out in Table 2: Scoring System below, scoring each MS as a whole.

**Table 2: Scoring System**

Score	Definition
0	No answer
1	Well below expectations
2	Below expectations
3	Meets expectations
4	Above expectations
5	Significantly above expectations

In preparing their submissions for all MS, the Supplier shall refer to the requirements of the specification. The Supplier is encouraged to submit charts and diagrams to outline processes, along with relevant case studies to support their submission. Responses shall include, but shall not be limited to, the following by way of a guide:

### MS 1 – APPROACH TO CONTRACT MANAGEMENT

- 1.1 The Supplier is required to submit a detailed statement as to how he intends to support and manage the contract in line with the requirements of the Specification. The Supplier should detail how he will ensure the contract is

managed effectively with robust management systems implemented from the contract start date and throughout the contract period.

- 1.2 The Supplier is required to provide a comprehensive explanation of his management structure and corporate processes, including any relevant accreditations.
- 1.3 The Supplier should describe how he shall work with the Partnership to promote continuous improvement throughout all service areas, describing how he will ensure high performance on this contract through effective management and service delivery.
- 1.4 The Supplier should provide details of his staff management structure (up to Chief Executive Officer), support functions, its organisation and reporting lines, including:
  - a) A chart indicating the management structure throughout the entirety of the organisation identifying key Staff roles.
  - b) A chart indicating the corporate management structure.
  - c) A chart indicating the local management structure to be provided for the duration of the contract.
  - d) CVs for all key staff – where this is not possible due to TUPE transfer, please state this.
  - e) A 'Person Specification' and job description for each key staff member.
- 1.5 The Supplier should provide referenced case study examples demonstrating the level of staff turnover and sickness experienced with comparable contracts.

## **2 MS 2 – SOCIAL VALUE AND INNOVATION**

- 2.1 The Supplier is required to provide details of how his operational model can contribute to the values of the Social Value Act (2012)
- 2.2 The Supplier should describe how he intends to contribute to the local economy and environment through delivery of this contract. The Supplier should focus on the benefits he is able to bring to the community. This could include:
  - a) Providing apprenticeships to local people
  - b) Employing people from within the local area
  - c) Contribution to local charities and initiatives
- 2.3 The Supplier is invited to consider the particular demographics and challenges the Partnership area faces (for example recruitment of HGV drivers), and how he can contribute positively through engagement with the local community.
- 2.4 The Supplier should outline any innovative ideas, schemes or delivery methods that would improve the overall efficiency of the contract and/or positively contribute to the Partnership and its customers.

### **3 MS 3 – SERVICE MOBILISATION AND HANDBACK, INCLUDING TUPE TRANSFER**

3.1 The submission should include details of proposals to mobilise the Services for the Contract. This shall include:

- a) A Gantt chart detailing those activities which will be undertaken in mobilising the Contract (both between Contract Award and the Contract Start Date and following the Contract Start Date until Services are fully mobilised).
- b) A description of activities which will be undertaken prior to the Contract Start Date of the relevant Services including (without limitation):
  - i. Procuring vehicles, plant and equipment required to deliver the service.
  - ii. Procuring and securing use of depots required.
  - iii. Finalising the programme of work for the services.
  - iv. Procuring and storage of all materials, containers etc.
  - v. Managing the TUPE transfer of staff, including provision for pensions.
  - vi. Managing staff training including any bespoke mobilisation training.
- c) Details of how the Supplier will secure required consents (including the transfer of environmental permits and access to water hydrants).
- d) Details of how the Supplier will ensure co-ordination with the Partnership's Customer Contact Centres.
- e) Details of any communications with residents/customers.
- f) Details of how any sub-supplier and supply chain arrangements will be secured and confirmed.
- g) Proposals for communicating any new service arrangements to service users.
- h) Full details, including CV's of the Supplier's personnel who will be involved in mobilising and handing back the services.

3.2 The mobilisation element of the submission should clearly detail the interface between the Supplier's bidding team and the mobilisation/contract management team. This should include how the Supplier will ensure the mobilisation team are fully conversant with the bid, any handover between key staff from bid team to mobilisation team, key contacts and risk mitigation.

3.3 The Handback submission should identify how the Supplier intends to ensure that there is no disruption to the supply of the services and no deterioration of the partnership premises nor of the quality of delivery of the services during the contract period on either expiry of the contract or its early termination, as applicable. This shall include the following items as a minimum:

- a) The transfer of the services from the Supplier to the Partnership and/or any new Supplier, including deMobilisation and vacation of partnership premises and other sites and the deMobilisation of other assets, including vehicles.
- b) The transfer of Supplier assets and partnership assets to the Partnership or its new Supplier on expiry or in the event of termination of the contract.
- c) The transfer of ownership of any containers (if applicable).
- d) The process for transfer for staff to the Partnership and/or any new Supplier.
- e) Management of ICT, including of third-party software licences and sub-contracts that are capable of novation at the request of the Partnership.
- f) The transfer of information related to the health and safety performance of the delivery of the services.

- g) The provision of any Partnership data, including TUPE data, required by the Partnership and or its new Supplier to facilitate the preparation of any invitation to tender and/or to facilitate any potential new Supplier undertaking due diligence.
  - h) The provision of any Partnership data to allow migration of the data to the Partnership and/or its new Supplier prior to/on expiry or termination of the contract to support a seamless transition to any new service.
- 3.4 The Supplier should include comprehensive detail regarding the proposed mobilisation of this contract. Where possible, the Supplier should utilise diagrams, project plans and charts to highlight key areas such as overarching processes and resources allocation. The Supplier should pay attention to how he proposes to mitigate potential transition problems.
- 3.5 The Supplier should provide referenced examples (case studies) of recent successful and comparable mobilisations together with a summary analysis of the primary issues experienced.
- 3.6 The Supplier should include detail regarding the proposed handback of this contract. Where possible, the Supplier should utilise diagrams, project plans and charts to highlight key areas such as overarching processes and resources allocation.
- 4 MS 4 – PERFORMANCE MONITORING, LOCAL MANAGEMENT AND REPORTING, INCLUDING CUSTOMER CARE AND ICT ARRANGEMENTS**
- 4.1 The Supplier should provide proposals for performance monitoring, management and supervision of the services as delivered on a day-to-day basis, including how he intends to facilitate clear lines of communication with the Partnership and its representatives;
- 4.2 The Supplier should detail all managerial, supervisory and administration resources to be deployed on the contract.
- 4.3 The Supplier should detail how the Supplier will minimise and resolve customer dissatisfaction, including how he will ensure the services are delivered in a way that does not disadvantage any service user.
- 4.4 The Supplier should detail how he will meet the Partnership’s reporting requirements, ensuring all elements of **section XX** of the specification are covered.
- 4.5 The Supplier should outline how he intends to comply with the Partnership’s customer care policies and standards, particularly the conduct of the Supplier’s Staff along with the Supplier’s methodology for dealing with customer complaints, including any proposals for improving customer satisfaction.
- 4.6 Proposals as to how the Supplier intends to manage customer complaints in line with authority policies (see **appendices XX**).
- 4.7 The Supplier should detail how the ICT system and technology will support the monitoring, management and supervision of the contract, including:

- a) Mobilisation of Supplier contract management system (CMS) and all ICT integration (including with customer relationship management [Firmstep CRM] systems), along with details of the resources to be used during the Mobilisation period.
- b) Details of how the CMS will be tested to ensure the suitability of the system to deliver the service requirements set out in the specification and provide evidence of how the system will operate in accordance with the Partnership's security and system standards.
- c) Approach to the migration of legacy data from the Partnership's systems and/or current Supplier's system to the Supplier's CMS system.
- d) Approach to data management, including the ability to interrogate information, ability to produce reports and the frequency, nature and responsibility for administration of data updates (e.g. for LLPG address data and collection round changes).
- e) Approach to managing the capacity, continuity and availability of the CMS system to ensure its ability to deliver the service requirements set out in the Specification for the whole of the contract period.
- f) Details of any third parties the Supplier intends to use, including all qualifications and accreditations.
- g) Any relevant industry standards that will be adhered to.

4.8 The Supplier is required to refer to the performance management framework and provide a proposed template and process for rectification notices and default notices as they would appear on their CMS as part of this submission. (Including remediation timescales and location based factors such as categories of land use intensity).

## **5 MS 5 – BUSINESS CONTINUITY**

5.1 The Supplier is required to submit details as to how he will ensure business continuity is maintained throughout the contract period.

5.2 The Supplier shall address risks including but not be limited to the following:

- a) Exceptionally inclement weather (including heavy snow, flooding and high winds).
- b) Emergency situations (such as chemical spillages, temporary road closures etc.).
- c) The loss of access to Supplier's staff.
- d) The loss of access to Partnership premises, delivery points/disposal sites or other areas.
- e) Failure of vehicles, mechanical plant and equipment.
- f) Failure of the supply chain.
- g) Fuel shortages.
- h) Staffing levels and the loss of staff, for example: pandemic flu.
- i) Short, medium and long-term loss of IT equipment or electricity supply affecting: IT interfaces; ability to communicate with the Partnership; send or receive information; In-Cab technology system; weighbridge operations; etc.
- j) Lack of capacity at delivery points/disposal sites.

5.3 The Supplier shall explain how he will assist the Partnership in dealing with any emergency, special event or other exceptional circumstance, as directed by the Supervising Officer and how the Supplier will make resources available for immediate mobilisation in such an event including outside of normal hours.

## **6 MS 6 – HEALTH & SAFETY MANAGEMENT AND ENVIRONMENTAL AND QUALITY MANAGEMENT**

- 6.1 The Supplier should provide details of his corporate Health & Safety structure along with central support provided to deliver this contract along with a copy of his Health & Safety Policy.
- 6.2 Details of the ISO 18001 accredited scheme proposed by the Supplier for the contract.
- 6.3 Details of the Supplier's proposed arrangements for managing Health & Safety risks of service users, neighbours, the public, visitors and sub-Suppliers. This should include the Supplier's approach to monitoring and recording for audit purposes. This should include details of the Supplier's safety management systems including arrangements for inspection, monitoring of Health & Safety standards, and the methodology and frequency of reviewing safe working practices, safe operational procedures and risk assessments to ensure continual compliance with best practice or any emerging legislation or Health & Safety guidance. In addition, Suppliers should identify how the safety management systems will be managed to maintain service delivery e.g. the need for traffic management will not delay cleansing activities.
- 6.4 Referenced case study examples of the Suppliers experience managing trends, accidents and incidents.
- 6.5 The Supplier must provide details of how he will keep abreast of health and safety best practice and changes in legislation through activities such as tool box talks. This must also contain a statement on how the contract will monitor and measure staff Health & Safety awareness, training needs and the Supplier's first aid and staff welfare policies.
- 6.6 Details of any health screening for Supplier's staff: for example, in accordance with the HSE guidelines on 'Health Surveillance', and the Supplier's approach to drug and alcohol testing for staff.
- 6.7 The ongoing arrangements for staff Health & Safety training and the monitoring and assessment of the competence of Supplier's staff and any sub-Suppliers and recording for auditing purposes. This should include the approach to undertaking any Disbarring and Closure (DBS) checks on staff.
- 6.8 The Supplier shall set out details of how they will supply, maintain and make available an accident book for accidents and dangerous occurrences reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (1995) (RIDDOR) at the depot.
- 6.9 The environmental and quality management submission should include, but not be limited to the following items: Carbon Management; Environmental Management System (EMS) and Quality Management System.
- 6.10 The Supplier should set out the following information in the form of an Environmental Management submission:

- a) Details of the Supplier's proposed EMS to be used in the provision of the services, including proposals for obtaining and maintaining EMS ISO14001:2015 certification or equivalent.
- b) How the EMS is to be implemented for the contract and its integration with the Supplier's CMS.
- c) A statement regarding compliance with all relevant environmental legislation, permissions and consents.
- d) Details of accreditation, auditing and certification protocols for the EMS.
- e) Procedures for the assessment of all potential environmental aspects and impacts that could result from service activities.
- f) Evidence of how depots will be managed and monitored to ensure minimum environmental impact on the local neighbourhood (environment and residents) in terms of:
  - i. excessive noise, including bulk loading and container exchange implications;
  - ii. odour control;
  - iii. visual intrusion from all activities;
  - iv. dust and windblown Litter;
  - v. discharges to water;
  - vi. discharges to land; and
  - vii. movement of vehicles and mechanical plant, in particular those outside of normal working hours.
- g) Provide a plan to identify how site workers shall be encouraged to reduce the number of vehicle journeys to / from the site on a daily basis. The plan should incorporate the use of cycles, local public transport or multiple person vehicles to minimise the impact on the general environment.
- h) An organisation chart identifying the key environmental responsibilities of individuals associated with the contract.

6.11 The Supplier should set out the following information in the form of a Quality Management Plan:

- a) Details of the Supplier's proposed Quality Management System (QMS) to be used in the provision of the service, including proposals for obtaining and maintaining QMS ISO9001:2015 certification or equivalent.
- b) How the QMS is to be implemented for the contract and its integration with the Supplier's CMS.
- c) Details of accreditation, auditing and certification protocols for the QMS.
- d) Procedures for the assessment of all potential quality issues and impacts that could result from service activities.
- e) Evidence of how the QMS will be managed and monitored to ensure minimum impacts on the delivery of the services.
- f) An organisation chart identifying the key quality responsibilities of individuals associated with the contract.

6.12 The Supplier is required to outline their approach to producing a Carbon Management Plan and submit this annually to the Supervising Officer and shall include the following areas:

- a) a quantitative assessment of the direct carbon footprint of the proposed services including:
  - i. Direct carbon footprint from the delivery of the service, and any measures the Supplier proposes to reduce the carbon footprint.
  - ii. Direct carbon footprint from the use of vehicles, mechanical plant and equipment movements or operation by service area.

- b) Carbon metric reporting based on fuel, materials used and utility usage including how the Supplier will report the carbon emissions annually.
- c) Measures the Supplier will introduce to annually monitor carbon emissions and the carbon footprint of the services.
- d) Details of the Supplier's rolling programme to ensure a continued reduction in the carbon footprint throughout the term of the contract.

## **7 MS 7 – STAFF RESOURCES, INCLUDING THEIR MANAGEMENT TRAINING AND RECRUITMENT**

- 7.1 The Supplier should provide a detailed statement as to how their proposed resources will ensure the requirements of the specification are met, with mitigation to deliver service continuity throughout the contract period.
- 7.2 Also, complete Service Delivery Plan requirements Appendix A and provide it with your submission.
- 7.3 Details of the Supplier's proposed resourcing. Each service area should include:
  - a) Staffing levels, detailing how Supplier's Staff resources including any expected level of agency staff will be allocated to deliver the service requirement identified in the specification.
  - b) How staffing levels and resources will be allocated across the services, including manning the depots.
  - c) Details of all service productivity levels proposed, including, where appropriate, referenced examples to support this.
  - d) The working hours, including any scheduled weekend, bank holiday or regular overtime.
  - e) Levels of competency of the Supplier's staff resources.
  - f) The numbers of posts with service supervision and management responsibilities, the services covered by each post and whether this is a sole or shared responsibility and if the post is dedicated or provides other management or supervision within the contract or on other contracts.
  - g) Staffing numbers, working hours, shift patterns (if applicable) for each service area.
  - h) The experience and qualifications relevant to each management and supervision post.
  - i) Contingency arrangements to cater for planned staff absences and seasonal holidays.
  - j) Contingency arrangements to cater for unanticipated staff absences, staff shortages and exceptional staffing requirements.
- 7.4 For each service area, the nominated post and substitute post for reporting to the Partnership:
  - a) Day to day liaison
  - b) Formal reporting
  - c) Liaison meetings
  - d) Out of hours and emergency reporting.
- 7.5 Procedures for the management and supervision of the workforce to ensure that the service is delivered in accordance with the specification and the MS.

- 7.6 Evidence of an ongoing commitment to training and development for all staff, to include comprehensive induction, and customer care training, NVQ's, performance appraisals, driver competencies etc. This should include:
- a) Details of any training plans that will be in place to up-skill and, where appropriate, induct staff.
  - b) Detail any training that will take place prior to the contract start date, including but not limited to:
    - i. Health and safety training.
    - ii. Tool box talks.
    - iii. Area familiarisation training.
    - iv. Equality and diversity training to include an Equalities Impact Assessment for the provision of all aspects of the Services.
    - v. Professional, technical and personal development.
  - c) Details of any training that any sub-Supplier may need
  - d) Details of any further training that shall be given at regular intervals in accordance with good management practice.
- 7.7 The Supplier will ensure that all staff are suitably trained in dealing with Complaints from Service users.
- 7.8 Evidence of leadership and management training for key personnel in strategic positions to oversee the delivery of the contract, along with the relationship management between staff and trade unions.
- 7.9 Details of staff identification and uniform proposals, staff welfare arrangements, including incentive and reward schemes, company code of conduct and disciplinary/absence management procedures.
- 7.10 A description of the Supplier's recruitment policy, the use of recruitment agencies and methods of staffing the services (including commitment to staff retention).

## **8 MS 8 – VEHICLE, PLANT AND EQUIPMENT RESOURCES**

- 8.1 Provide a detailed list of vehicles, plant, and equipment outlining the service they are to be used on, including numbers, age and age profile, make, model, net and gross weights and axle configuration, lifting equipment, fuel type (including bio diesel percentage). Complete Service Delivery Plan Requirements Appendix A and provide it with your submission.
- 8.2 Please detail a proposed joint livery approach to the vehicle fleet that fits in with the Partnership's branding as described in the specification.
- 8.3 The Supplier must describe how he will implement any on-board ICT, including In-Cab technology and how it will be utilised.
- 8.4 The Supplier must describe how he will ensure that the fleet is in place for the contract start date and provide full details of a contingency plan should the new fleet be unavailable including:
- a) Full details of temporary vehicle types including ages.
  - b) Length of time these vehicles will be used for prior to introduction of the new fleet on a vehicle by vehicle basis.
  - c) A vehicle and plant maintenance and replacement plan.

- 8.5 Please provide a detailed solution to how you will provide maintenance of vehicles, mechanical plant and equipment including but not limited to:
- a) Routine maintenance of vehicles, mechanical plant and equipment.
  - b) Proposed hours of maintenance operation.
  - c) Arrangements including storage and availability of frequently used spare parts.
  - d) Tyre repair arrangements including any service level agreements on attendance time if subcontracted.
  - e) Breakdown and/or recovery response:
    - i. During operational hours.
    - ii. Outside of operational hours.
  - f) Number of spare vehicles available to cover breakdowns and planned maintenance.
- 8.6 The Supplier should state its policy with regard to security and prevention of the inappropriate use of vehicles, plant and equipment.
- 8.7 The Supplier should state its policy on vehicle, plant and equipment driver / operator maintenance training for staff. The statement should also state how additional training will be undertaken should new employees be taken on later into the contract.
- 8.8 Please provide a full list of equipment to be used in the delivery of the services.

## **9 MS 9 – DEPOT MANAGEMENT**

- 9.1 The Supplier must provide a copy of their proposed site working plans for the operational depots; this must include their arrangements for safe working practices and the health, safety and welfare of all depot users and visitors. The steps to be taken to ensure that, where appropriate, the services are provided in accordance with all consents, permissions, etc.
- 9.2 The Supplier must provide details of all rules and conditions relating to the use of all Depots, all authorised vehicles, plant and equipment under the Supplier's control.
- 9.3 The Supplier must supply details of the arrangements to be put in place to facilitate the temporary or permanent parking of vehicles from any of the authorities.
- 9.4 The plan must include details of the arrangements that the Supplier will put in place in circumstances that may require an emergency evacuation of a depot.
- 9.5 The Supplier shall set out details of their proposals for site security to ensure that the depot is secure to prevent unauthorised access when not in operation, and managed to prevent unauthorised access when in operation. If site CCTV is installed, the Supplier shall ensure that activity on site is recorded 24 hours a day, seven days a week and that recordings are maintained for a period agreed by the Partnership.
- 9.6 The Supplier shall set out details of how any depot maintenance shall be carried out in a safe manner, compliant with good industry practice and the requirements of law.

- 9.7 The Supplier shall set out details of how they will supply all necessary fire-fighting, first aid, health and safety facilities at the depot, commensurate with the requirements of the fire and other relevant authorities.
- 9.8 The Supplier must prepare and maintain a fire emergency plan for the depot and this must be notified to and agreed with the Partnership and all relevant authorities. The plan must set out details of how the Supplier will minimise the risk of fire spreading.

## 10 MS 10 – PROVISION OF WASTE SERVICES

- 10.1 The provision of waste services includes the following services:
- a) Household residual waste collection.
  - b) Household recyclable waste collection.
  - c) Household garden waste collection.
  - d) Bulky waste collection.
    - i. **The Supplier should note that the submission for Bulky Waste collection should clearly identify the separate arrangements for Wealden District Council, Rother District Council and Hastings Borough Council**
  - e) Household clinical waste collection.
  - f) Container management (including procurement, storage, delivery, removal refurbishment and disposal of containers).
- 10.2 The Supplier must supply a detailed statement as to how the specification will be met and service levels maintained for the duration of the contract term for **each of the services** outlined in **para XX** above. This should include:
- a) Details of all resources to be deployed on the service, including staff of all levels (including Manager and Supervisors), vehicles, mechanical plant and equipment.
  - b) Details of proposed productivity levels.
  - c) A detailed collection methodology.
  - d) Details of how the CMS and any associated ICT will be used to conduct services.
  - e) Health & Safety implications and mitigation, paying particular attention to the household clinical waste service.
  - f) Contingency planning.
- 10.3 The Supplier should detail how he will: avoid, manage, report, rectify and reduce the number of reported missed collections, non-return of bins to the correct location and other service failures. This must include details of how the Supplier will meet or exceed the Key Performance Indicators as set out in the Performance Management Framework.
- 10.4 The Supplier should detail how he intends to approach cross-boundary working to seek efficiencies and how he will deal with the reporting implications of this e.g. apportionment and reporting in line with Waste Data Flow requirements.
- 10.5 The Supplier shall provide specific details of how the following service requirements will be managed:
- assisted collections;

- narrow and restricted access;
  - communal properties using bulk containers; and
  - communal properties using multiple standard sized containers.
- 10.6 The Supplier should detail how he will work with the Partnership to enforce its policies e.g. no side waste, correct presentation of waste in town centres
- 10.7 The Supplier must describe how he will work with the Partnership to set goals and performance targets to promote continuous improvement for the Service, including approaches to communication, reporting and Service Improvement Plans.
- 10.8 The Supplier must supply details of how their staff (including any agency staff) and sub-Suppliers will adhere to the site rules of all delivery points/disposal sites.
- 11 MS 11 – HOUSEHOLD FOOD WASTE COLLECTION (OPTIONAL SERVICE)**
- 11.1 The Supplier should submit a detailed methodology for the collection of separate household food waste, addressing the specification requirements and the elements outlined in para **XX to XX** outlined above.
- 12 MS 12 – PROVISION OF STREET AND BEACH CLEANSING SERVICES: WDC AND RDC ONLY**
- 12.1 The Supplier must supply a detailed statement as to how the specification will be met and service levels maintained for the duration of the contract period for Wealden District Council and Rother District Council areas and separately for Hastings Borough Council. This should include:
- a) Details of all resources to be deployed on the service, including staff of all levels (including management and Supervisors), vehicles, mechanical plant and equipment.
  - b) Program of works for each cleansing service area.
  - c) Details of proposed productivity levels.
  - d) A detailed cleansing methodology.
  - e) Details of how the CMS and any associated ICT will be used to conduct services.
  - f) Health & Safety implications and mitigation.
  - g) Contingency planning.
- 12.2 The Supplier should outline how he intends to ensure standards are maintained in line with the Code of Practice on litter and refuse.
- 12.3 The Supplier should detail how he intends to approach cross-boundary working to seek efficiencies and how he will deal with the reporting implications of this e.g. apportionment and reporting in line with Waste Data Flow requirements.
- 12.4 The Supplier should provide detail as to his approach to maintaining cleansing standards on Highways, particularly the requirement for traffic management to be deployed and how this will be provided to minimise impact on service delivery.

- 12.5 The Supplier should provide detail as to how he will maintain standards on beaches, paying particular attention to the specific requirements outlined in the specification, seasonal variations and access during the peak tourist seasons.
- 12.6 The Supplier should detail how he will: avoid, manage, report, rectify and reduce the number of service failures. This must include details of how the Supplier will meet or exceed the Key Performance Indicators as set out in the Performance Management Framework.
- 12.7 The Supplier must describe how he will work with the Partnership to set goals and performance targets to promote continuous improvement for the service, including approaches to communication, reporting and Service Improvement Plans.
- 12.8 The Supplier must supply details of how their staff (including any agency Staff) and sub-Suppliers will adhere to the site rules of all delivery points/disposal sites.

**13 MS 13 – PROVISION OF STREET & BEACH CLEANSING SERVICES AND BULKY WASTE COLLECTION: HBC ONLY**

- 13.1 The Supplier should provide a detailed methodology as to how he intends to meet the requirements of the Hastings Borough Council Cleansing Specification following the guidance laid out in para **XX-XX** above
- 13.2 Hastings Borough Council's Household Bulky Waste Services will be delivered as part of Street & Beach Cleansing Services, which may not be awarded. The Supplier is advised to make allowances for this in his resourcing plan.
- 13.3 The Supplier should note the requirements of Appendix A with regards to Street & Beach Cleansing in Hastings Borough. This Service is a Provisional Item and the Supplier should ensure that all management, staffing and vehicle requirements are clearly indicated in the event this provisional item is taken up, or not, by Hastings Borough Council.