Mobilisation Plan

1.1 Introduction

1.2 MOBILISATION PLAN SCOPE

1.3 Mobilisation Team
   1.3.1 Project Management
   1.3.2 Legal
   1.3.3 Planning and Permitting
   1.3.4 Technical Team

1.4 Activities within the Mobilisation Plan
   1.4.1 Transfers of Employees
   1.4.2 Staff Training Procedures
   1.4.3 Staff Recruitment
   1.4.4 Procurement of Equipment
   1.4.5 Procurement of Sub-Contractors
   1.4.6 Securing Consents
   1.4.7 Transfer of Appropriate Rights
   1.4.8 Transfer of Environmental Permits
   1.4.9 Transfer of Records and Documents
   1.4.10 Timescales and Key Tasks
   1.4.11 Mobilisation Programme including Gantt Charts
   1.4.12 Minimising Disruption to the Authority and the Public

---

Hertfordshire County Council
Residual Waste Contract
Preferred Bidder
Mobilisation Plan
Confidential
1.1 INTRODUCTION

Upon Close of Contract the Contractor will establish a Contract Mobilisation Team led by the current Project Manager to develop and coordinate all contract mobilisation tasks. This will avoid the requirement for a handover.

The Contract Mobilisation Team will prepare a fully developed and detailed Mobilisation Plan. This will take account of the particular structure of the Contract where the Planned Service Commencement Date occurs several years after Contract signature.

The Mobilisation Plan will indicate how the contract will move from Close of Contract to Service Commencement Date. At Notice to Proceed the Veolia Construction Project Manager who will start to oversee the EPC Construction Contract. At that point the Operations Team will take over the contract.
From time to time it may be necessary to change individuals in the team or to introduce new staff. Any changes in staffing of the team during the mobilisation period will be agreed with Hertfordshire’s Contract Representative.

1.2 MOBILISATION PLAN SCOPE

The Contractor will appoint and maintain a Mobilisation Team for the duration of the Project until the Service Commencement Date. It will be made up as a minimum of:

- A specific member of the Contractor’s Design, Project Management and Construction department to provide resource by means of technical support on the design, engineering and construction considerations in relation to the Contract; and

- A Communications Manager (CM) to develop a communication strategy and assist in the delivery of communication and information within the public domain.

- A Planning Manager to develop the Planning Strategy and Application and obtain Planning Permission.

- A Permitting Manager to develop the Environmental Permit Application and obtain the Permit.

- A Technology Manager to assist with resolution of any technology issues.

Specifically, the Mobilisation Team will work closely with the Project Manager to effect mobilisation of the Contract to:

- provide a smooth hand-over from all existing arrangements and activities leading up to the Commencement Date;

- develop the Special Purpose Vehicle (SPV), Veolia ES Aurora Hertfordshire that has been set up to deliver the Works and the Services;

- establish any remaining Contracts with suppliers and Sub-Contractors prior to the Planned Services Commencement Date;

- manage the EPC Contract with Vinci Environnement so that a Notice to Proceed with the Works can be issued to the Construction Contractors at the appropriate time;

- negotiate and manage the EPC Contract with [redacted] so that a Notice to Proceed with the Works can be issued to the supplier at the appropriate time;
• agree a set of activities with the Authority for all significant events during the mobilisation period;
• work with specialists within the Contractors organisation and selected advisors undertake public consultation and to use all reasonable endeavours to obtain planning permission and an operating permit, in accordance with agreed service provision, for the Facility
• work with specialists within the Contractors organisation and selected advisors to establish a business plan for a viable CHP system and
• identify and work with activity specialists within the Contractors organisation to ensure all appropriate policies and procedures are put in place in a timely and complete manner to ensure compliance with all aspects of the Contract obligations.

The Contractor will provide the Authority with opportunity to give adequate notice to existing sub-contractors where appropriate.

1.3 MOBILISATION TEAM

The Mobilisation Team will be organised by workstream.

1.3.1 Project Management

[Name] will be Project Manager of the Mobilisation Team, leading the Veolia project through Close of Contract, the Planning Application and Permit Application to Service Commencement Date. He has led the proposal since ISDS and is familiar with the Hertfordshire County Council Team and all work streams in the project.

[Name] reports to [Name] Director of Developments within Veolia Environmental Services plc. [Name] will support [Name] in development of the project and provide the resourcing necessary for the mobilisation.

The Construction Contract will be lead by [Name] of Veolia’s Project Management and Construction Group. He will manage the EPC Contract on behalf of Veolia. Vinci will be the main EPC Contractor and Vinci will undertake the day to day project management of construction.

1.3.2 Legal

The Veolia legal team is lead by [Name] with staff support from [Name] on EPC Legal and [Name] on Property.
The VES in house team is supported by Hogan Lovells in all aspects of work. [Redacted] leads the Hogan Lovells team and is supported by [Redacted] on PA and EPC Contracts and [Redacted] on EPC Contracts.

The programme for legal close is to complete by 30th June 2011. Hertfordshire County Council has indicated that the close of the PA contract requires the main EPC Contract with Vinci to be closed at the same time. The EPC Contract in turn requires the sub contract with [Redacted] to be closed at the same time.

All teams are working to close the PA, the main EPC and the technology sub contract to the EPC as soon as possible.

The SPV for the project, Veolia ES Hertfordshire Ltd, was incorporated on 25th May 2011 with a Companies house registration number 7646801.

Following Close of Contract the team will work to develop the EPC Contract with [Redacted] to the agreed point, including finalising the Vinci / [Redacted] interface agreement in the [Redacted] EPC Contract.

1.3.3 Planning and Permitting

[Redacted] leads the Veolia planning team and is supported internally by [Redacted] has led the planning team throughout the development of the proposal, supported by [Redacted] of Barton Wilmore.

External advisers have been contracted to support this team:

- Counter Context, will provide Public Consultation services. Veolia successfully worked with Counter Context on the Staffordshire Planning Application. The Counter Context team will be lead by [Redacted].

- URS Scott Wilson have been appointed to provide EIA services. [Redacted] will lead the team with [Redacted] as Project Manager.

- Barton Wilmore have been appointed to prepare the Planning Application and Alternative Sites Assessment. The BW team will be lead by [Redacted] who has led the BW team in support of the proposal planning issues to date.

Public Consultation has already started with the production of an information leaflet, establishment of a helpline, dedicated email address, web site and a Public Exhibition.

This team will work with the Project Manager to gain planning permission for the development.

[Redacted] will prepare the Environmental Permit application with assistance as required from external consultants to be appointed.
1.3.4 Technical Team

The Technical Team will continue to be lead by Project Manager in the Project Management and Construction Group at Veolia Environmental Services plc. has lead the team through the proposal and worked closely with the Project Architect, and the EPC Contractors, Vinci and . is familiar with the Vinci and teams and all technical aspects of the project.

will be supported by the Veolia in house Design, Technical and Operations Group lead by who will provide technical and operations support to the team.

1.4 ACTIVITIES WITHIN THE MOBILISATION PLAN

1.4.1 Transfers of Employees

All Employees to work at the Treatment Facility will be recruited. No transfer of staff via TUPE is envisaged.

1.4.2 Staff Training Procedures

During the mobilisation phase the Contractor will initiate its training programme. A skills matrix will be produced that will identify the training needs of Employees. Assessment of the skills matrix will form the basis of the training programme, which will be developed to cater for the training needs of Employees.

The training programme will outline specific measurable realistic objectives and set timeframes by which these objectives are to be achieved by.

The training programme will be reviewed on an annual basis against the original objectives set, and areas for improvement and new specific measurable realistic objectives set to timeframes for the following year.

Veolia’s in house, regional training centre, “Campus Veolia”, will play a central role in training staff recruited for Veolia ES Hertfordshire.

1.4.3 Staff Recruitment

See also the Contractor’s Contract Management Method Statement MS, section 6.5.

Veolia will start recruitment of staff required early in the contract soon after Close of Contract. The first permanent staff member will be the Communications Officer. Whilst the Treatment Facility is under construction, the Contractor will
commence the staffing and recruitment processes to ensure that Commissioning of the Treatment Facility can be carried out under the supervision of the Contractor’s Treatment Facility employees.

Key individuals for management of the Treatment Facility will also be recruited, either internally within Veolia, or externally, to fill the roles of Treatment Facility Manager, Operations Manager, and Maintenance Manager. The recruitment process will be concluded such that these roles are appointed prior to the Service Commencement Date.

The Contract General Manager will be in place not less than 1 year prior to Service Commencement Date. Supervisors and team leaders will be appointed and in place not less than 6 months prior to the Service Commencement Date. The full compliment of operatives will be in place not less than 3 months prior to the Service Commencement date.

The Contractor’s recruitment activities will also identify potential candidates in the local area to be employed and trained as plant operatives, who will be taken on with sufficient time to gain experience of the workings of the Treatment Facility prior to the Contract “going live”. Whilst familiarisation and experience can be gained at the Treatment Facility during the commissioning phase, plant operatives will also be trained at other Veolia Treatment Facility sites.

1.4.4 Procurement of Equipment

All procurement will be carried out to be compliant with the Contractors procurement policies and methods.

1.4.5 Procurement of Sub-Contractors

The Contractor will not let sub-contracts that would subsist beyond the Expiry of the project term without the co-operation and approval of the Authority.

Where the duration of a subcontract goes beyond the Expiry of the project term, then in such circumstances provision will be made within such subcontracts to allow the Authority or any New Contractor to step in to such subcontracts and take over the Contractor’s obligations through the process of novation. Where it is necessary for the Contractor to assign the benefit of any supplier contracts to the Authority/New Contractor at Expiry, then the necessary arrangements will be made.

With reference to the procurement of Sub-Contractors, this process is intended to broadly match that identified on the Detailed Project Programme.
Planning consultants have been procured and planning activities are currently underway, as reflected in the Detailed Project Programme.

Sub-contracts for the operational phase of the Contract are listed in the Contract map attached to the Contractors legal response and identify arrangements for key operational sub-contracts for-

- Delivery of Third Party Waste to the Treatment Facility, VES (UK) Ltd
- Processing of APC, Ballast Phoenix, VES(UK) Ltd
- Processing of IBA residues, Ballast Phoenix, VES(UK) Ltd
- Processing of Recycled materials as indicated in MS 4???
- Electricity Sales will be undertaken via Veolia Power Sales

1.4.6 Securing Consents

The Contractor will apply for and obtain Consents in its own name to carry out the Services in accordance with the Detailed Project Programme.

As part of the preliminary arrangements the Contractor will liaise with the Authority and the regulatory bodies accordingly to ensure that it is provided with all necessary data and information to enable application to be made to the relevant authorities for required Consents.

The applications for Planning Permission and the Environmental Permit will be prepared and submitted in parallel to the relevant bodies.

Consents and easements for the power connection to the grid will be obtained through the connection sub contract Veolia will let to the Local Network Operator. Veolia will provide the connection in this way in order to maximise the value of the Network Operators powers to obtain the planning permission and easements required.

1.4.7 Transfer of Appropriate Rights

Land interests will be dealt with by way of a lease in favour of the SPV (formed by Veolia) for the duration of the Project Agreement, which would terminate automatically at the Expiry Date or early termination of the Project Agreement.

The Authority will grant such a lease at the Notice to Proceed with the Construction Contract.

1.4.8 Transfer of Environmental Permits

There are no existing Environmental Permits to be transferred.
1.4.9 Transfer of Records and Documents

Prior to the Contract Commencement Date, the Contractor will establish a local project office, from where it will administer “a transfer of records” programme, subject always to relevant data protection principles, where applicable.

The Contractor will, as part as the overall mobilisation plan, make arrangements for all relevant records, drawings, IT licences and relevant software applicable and dedicated solely to the Project to be made available in order to arrange a smooth handover.

The Contractor will ensure that from the early stages of the Contract, the flow of information and data is effective, accurate and auditable, so that informed management decisions can be made and Contract Key Performance Indicators correctly reported in a timely manner.

Matching of data sets and external information to the central waste flow from which the NI and KPI calculations are made will be developed by the Contractor in the form of a specific programme tailored to reporting of waste flows in the Contract.

1.4.10 Timescales and Key Tasks

Key Project Dates will be as indicated in Schedule 8 to the project Agreement and the Project Programme (MS1.2 Attachment 1.2.2.4 (f)).

1.4.11 Mobilisation Programme including Gantt Charts

The Contractor will set out (in the form of a Gantt chart) a timed approach to mobilisation which makes reference to the activities mentioned in this Mobilisation Plan.

A clearly defined programme for the start up of the Treatment Facility will be developed in consultation with the Authority, to be completed and effective at least 12 months prior to the Readiness Date.

1.4.12 Minimising Disruption to the Authority and the Public

The Contractor will provide an effective and efficient mobilisation/transition plan, formulated in such a way as to cause minimal disruption to the Authority’s workforce and the general public, who are the end users of the services in question.

During the mobilisation/transition period and in accordance with its communications strategy developed for this project, the Contractor will
communicate from an early date with key service stakeholders in order to achieve a smooth transition of the provision of the services, from one organisation to another. On the basis of these communications, the Contractor will tailor the mobilisation/transition plan to meet the individual needs of stakeholders. This plan will provide for sufficient time for training, service/site awareness briefings and the updating of stakeholders on the progress being made by all concerned towards the full transition of the provision of the services from the Authority to the Contractor, which might affect the operational decisions being made by some stakeholders.

The Contractor’s communication strategy will during the mobilisation/transition phase, allow for communications with its workforce and managers, the Authority’s workforce and managers, elected politicians (where appropriate), and the public with regard to how the Contractor’s plans for providing the services will alter, effect and transform any current service provided, once the transition process from the Authority to the Contractor is complete.

The Contractor will establish and implement management procedures for the SPV and will establish an SPV Management Committee comprising staff members from the Contractor’s senior management team, members of the Contractor’s Development and Technical tender teams, Communications staff and any other staff whose participation is deemed to be beneficial. The Management Committee will meet and report to both the Contractors Head Office and the client on a monthly basis with a progress report of an agreed format which measures and reports on actual against planned progress in mobilisation activity.

The Contractor will apply Mobilisation/transition performance measures to gauge:

- Whether communications during the Mobilisation/transition phase are managed in accordance with the Stakeholder and Community Engagement Plan;
- there will be bi-weekly, or other periods agreed with the client, update meetings with the Authority during the Mobilisation/transition phase; and
- that the Authority will be given a monthly report during the Mobilisation/transition phase, providing update on the aspects listed in this Service Delivery Plan.