

IS CC Process Inspection - Uncontrolled Vehicles and Loads



Information

Undertaken primarily by front line Supervisors to ensure critical controls are in place and working. Supervisors monitor each critical risk activity to verify critical controls are implemented and working in the field.

Details

Form id	70710
Created at	21/06/2018
Completed at	21/06/2018
Status	Complete
Respondent	CIC
Division	Infrastructure Services
Line of Business	IS - Road Services
Business Unit	Road Network Management
Region	Maintenance
Project / Contract	Mornington
Score	CIC

Section 1 - Completion Record

Work Activity Details:	ASE Dumped Waste Removal
Workplace / Location Details:	Mount Martha
Project Number:	
Date of Inspection:	20/06/2018
Other Participants	

Name

CIC

Section 2 - Critical Controls

1. Vehicle & Plant Servicing, Inspection & Suitability

1a. Pre-start inspections are conducted and recorded daily?	NO
1b. Service records are available for plant and vehicles used on site?	YES
1c. Vehicles and plant hold required registration?	YES
1d. A plant risk assessment is available for all mobile plant items?	YES
1e. An operators manual or summary instruction is available for all mobile plant?	YES

1. If NO or N/A, list the controls that are in place

IS CC Process Inspection - Uncontrolled Vehicles and Loads



2. Driver/Operator Licences and Competencies

2a. Drivers hold the appropriate licence for the class of vehicle/plant item operated ?	YES
2b. Plant operators hold industry recognised training?	YES
2c. Drug and alcohol testing is conducted regularly for drivers and operators?	NO
2d. Work outside standard span of hours are monitored to manage fatigue?	N/A
2. If NO or N/A, list the controls that are in place	

3. Load Limits & Restraints

3a. Loads are checked to ensure they are within allowable limits?	YES
3b. Loads are correctly restrained?	YES
3c. Load restraint equipment (chains, ropes, winches) are in good condition and legally compliant?	YES
3d. Exclusion zones are put in place during loading and unloading	YES
3e. Loading and unloading operators have completed Downer Load/Unload training?	YES
3. If NO or N/A, list the controls that are in place	

4. Secure Parking

4a. Parked or stationary vehicles/plant are on level ground where possible?	YES
4b. Park brake is fully engaged on parked vehicles?	YES
4c. Wheels on parked vehicles/plant are chocked where practical and wheels to curb where possible?	YES
4d. Vehicles/plant parked in the public domain are locked and isolated (shutdown, keys out)?	YES
4e. Handbrake warning alarms are fitted to vehicles and plant?	NO
4f. Site rules and vehicle movement plans provide for reverse parking wherever practical?	YES
4. If NO or N/A, list the controls that are in place	

5. Journey Logistics

IS CC Process Inspection - Uncontrolled Vehicles and Loads



5a. Travel routes are planned to avoid high density populated areas, height restrictions and environmentally sensitive areas? N/A

5b. Required rest breaks are scheduled with rest spots identified for drivers? N/A

5c. Site requirements for destinations (access, parking, unloading areas) are provided to drivers? N/A

5. If NO or N/A, list the controls that are in place

Inspection Signoff:

People consulted during activity:

Names of people observed, spoken to on site.
Excludes respondents name and names listed in "Other persons conducting activity" field.

CIC

Manager Evaluation

General Comments

Control The Roll was working well. (Chocks, Wheels to Kerb and Handbrake). Once quizzed about control the roll has a good understanding of controls and good practice.

List the improvements or positives from the interaction:

Positive - Control The Roll was working well.

Improvement required on the pre starts.

Critical Control Effectiveness:

Generally Sound

A SELECTION OR RESPONSE MUST BE MADE IN EACH MANDATORY FIELD FOR THIS FRM TO BE MARKED AS COMPLETED.

Signature

Personal Information

Additional

Files attached

Actions

ID	First name	Last name	Due date	Date closed	Action description	Status
4498	Matt	Weller	29/06/2018		Found ocky strap. Made sub contractor remove. Ensure its not there next audit.	Open



Tender Information Clarification

Tender Information Clarification No.: One (1)

Sent date: 21 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tenderer: Downer Edi

From: Contracts & Procurement Unit

Email: procurement@mornpen.vic.gov.au

Tender Information Clarification No.1

Thank you for your tender submission received Wednesday, 13 June 2018. Council now seeks the following additional information:

Re: Request for further information

To gain the required level of confidence we are asking the below questions in relation to your response to Schedule 7 – Tender OHS Management Systems, Question 6.3 - Has the tenderer ever been convicted of an occupation health and safety offence?

1. Has Downer suffered any further fatalities since 30 November 2011. If so what were the circumstances and outcomes.
2. Downers response states they have developed a bespoke and innovative engineering solution to address the cause of the fatality, with version V.4 currently being trialled. Please provide further information on this solution and how it applies to street sweeping activities. Will this solution be applied to activities required under this contract?
3. Has allowance been made in the tender pricing & implementation planning to ensure all Supervisors on this contract have completed the Lead Supervisor program prior to commencement?
4. Has the plant required for this contract been assessed in accordance with the 'Mission Possible' (The Red Zone) program? Please provide details on the 'Red Zone' for the appropriate plant.
5. Please provide an example of a risk examined through the Critical Risk Management program relevant to this contract and the verification tools used by Supervisors to monitor their application and adequacy.
6. What activities does Downer envisage will require the use of spotters under this contract? Has allowance been made in the tender pricing & implementation planning to ensure all spotters on this contract have completed the specialised in-house spotter training program prior to commencement?

Please provide this information to Council by electronic mail into the electronic tender box at procurement@mornpen.vic.gov.au by **2pm on 22 June 2018**.

Please Note: this Tender Information Clarification in combination with your tender submission forms your tender submission.

I/We submit the above requested information

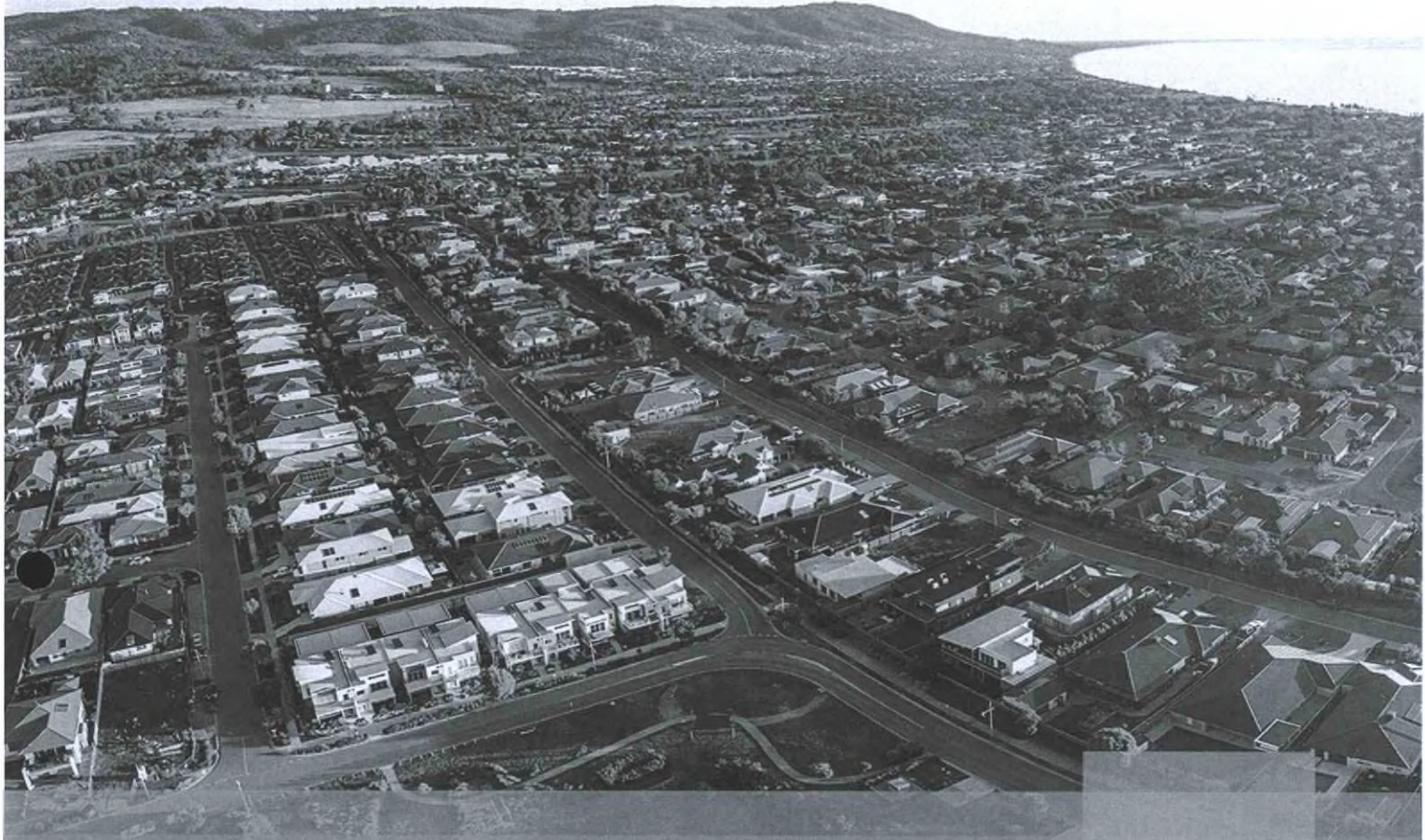
Respondent:

Name: CIC

Personal Information

Signature

Signed date: 22/06/2018



Tender Information Clarifications No. 1

Tender Number: 2328 | 22 June 2018



Downer EDI Limited
ABN 97 003 872 848

Triniti Business Campus
39 Delhi Road
North Ryde NSW 2113

1800 DOWNER
www.downergroup.com

22 June 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Contracts and Procurement Team,

As requested, please see Downer's response to the six (6) clarification questions from Clarification No. 1. We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Downer is keen to extend our working relationship with the Mornington Peninsula Shire Council and looks forward to hearing from you at your earliest convenience.

Yours sincerely,

Personal Information

General Manager – Road Network Management

Request for Further Information

1. Has Downer suffered any further fatalities since 30 November 2011. If so what were the circumstances and outcomes

No, Downer has had no additional fatalities since this incident. Further, Downer has closely reviewed this incident and established critical controls designed to prevent incidents like this from occurring in future.

2. Downers response states they have developed a bespoke and innovative engineering solution to address the cause of the fatality, with version V.4 currently being trialled. Please provide further information on this solution and how it applies to street sweeping activities. Will this solution be applied to activities required under this contract?

Downer is currently working with a supplier to develop a Smart Hazardous Zone Monitoring System, which detects pedestrians entering an exclusion zone and automatically triggers the brake mechanism to engage on the working machine.

This product is currently being trialled in our Queensland Asphalt Laying business. Results indicate a high level of accuracy in detection of pedestrians and stopping plant items in safe work distances. Subject to satisfactory testing Downer anticipates fitting these devices to high-risk mobile plant.

While this solution is finalised for a nationwide rollout across Downer's business, another solution, called Reverse Smart, was implemented in 2016 by way of a joint investment from Downer and its street sweeping maintenance partner, Metro Urban.

The Reverse Smart AEB System uses high-frequency Radar to detect objects i.e. pedestrians entering the path of a reversing vehicle, and provides a visual warning to the driver, inside the cabin. When the object is within a set distance, the AEB system applies the brakes to stop the vehicle, thereby preventing impact with pedestrians or objects.

All street sweepers operating on this contract are fitted with the Reverse Smart system, including equipment appointed to this contract over the past six months.

Please see *Attachment 1 – Reverse Smart AEB System*, enclosed with this document, for additional information on the Reverse Smart Technology solution.

3. Has allowance been made in the tender pricing & implementation planning to ensure all Supervisors on this contract have completed the Lead Supervisor program prior to commencement?

Downer creates a contract-specific onboarding plan that provides staff with a list of all tasks to be completed, and their responsibilities, throughout the onboarding process.

Throughout the employee's first year of employment, Human Resources and their manager/supervisor will support and orient the employee to the position, program, and organisation. Specifically, this process is designed to make the new employees:

- Feel welcomed to the organisation

- Understand their job responsibilities and expectations
- Be empowered to contribute immediately, to the contract and Downer's delivery
- Fully understand all training requirements
- Complete a development plan and actively participate in regular support sessions
- Learn about the history and culture of the organisation
- Develop a network of peers and the support structure
- Understand the diversity of staff and services offered by the organisation.

A critical part of the Supervisors' development plan is to complete the *LEaD1 - Leadership in Action* training program within the first six months of the contract.

Please see *Attachment 2 – Downer Onboarding Plan*, enclosed with this document, for more information on the Downer Onboarding Plan and the tasks contained within, including the LEaD training series that has been allocated within the tender submission.

4. Has the plant required for this contract been assessed in accordance with the 'Mission Possible' (The Red Zone) program? Please provide details on the 'Red Zone' for the appropriate plant.

The 'Red Zone' is a critical element of Downer's Mission Possible education program, designed to reduce and ideally prevent pedestrian / plant injuries. The Red Zone is a 10-meter exclusion zone (a perimeter around working plant) in which pedestrians are restricted from entering.

Within this contract, working plant includes:

- Utility vehicles
- Tractors
- Street Sweepers
- Tipper Trucks
- Bobcats.

While all Red Zones are 10 meters in size, the layout of these Red Zones changes as per the working direction of each plant or vehicle, please see Figure 1 and Figure 2 below for the Red Zones of a Tipper Truck and a Skid Steer.

Details of all plant Red Zones are documented in the Safe Work Method Statements (SWMS) for the work to be undertaken; these have been included with this document as:

- Attachment 3 - SWMS Asset Inspection
- Attachment 4 - SWMS Drainage Infrastructure Maintenance
- Attachment 5 - SWMS Litter and Road Hazard Removal
- Attachment 6 - SWMS Toilet and BBQ Cleaning.

Tipper

- 10m applies in the possible direction of travel
- Working direction is forward and backward
- must be adhered to at all times
- When tipping, a NGZ applies to the sides of the truck in case of roll over

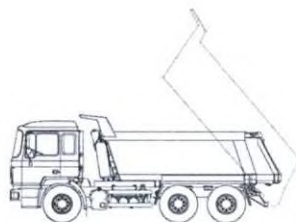


Figure 1. The Red Zone for Tipper trucks, designed to prevent plant / pedestrian injuries

Skid Steer

- 10m applies in the possible direction of travel
- 10m applies in all directions when working

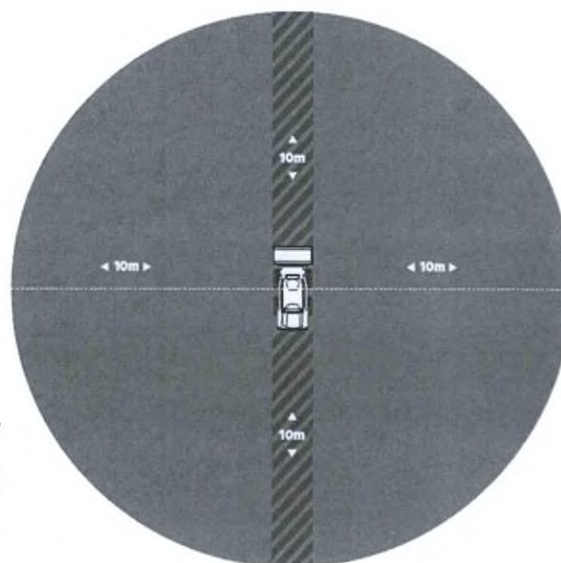
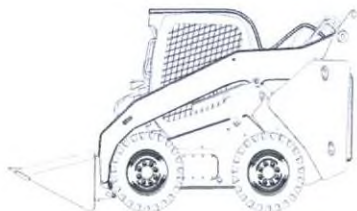


Figure 2. The Red Zone arrangement maintained for a working Skid Steer

5. Please provide an example of a risk examined through the Critical Risk Management program relevant to this contract and the verification tools used by Supervisors to monitor their application and adequacy

Critical risks at the Supervisor level are managed through positive Zero Harm engagements, in the field with work crews, in line with Downer's Zero Harm Management Plan. Every Supervisor has a target of four Zero Harm engagements per month, two of which must be based on Critical Risks.

Downer uses a web-based application called Lucidity Inform to record and measure these Critical Risk observations.

Downer targets 44 Zero Harm engagements per month on the Safer Local Roads and Cleansing and Drainage Cleaning Contract, as illustrated in Figure 3 below.

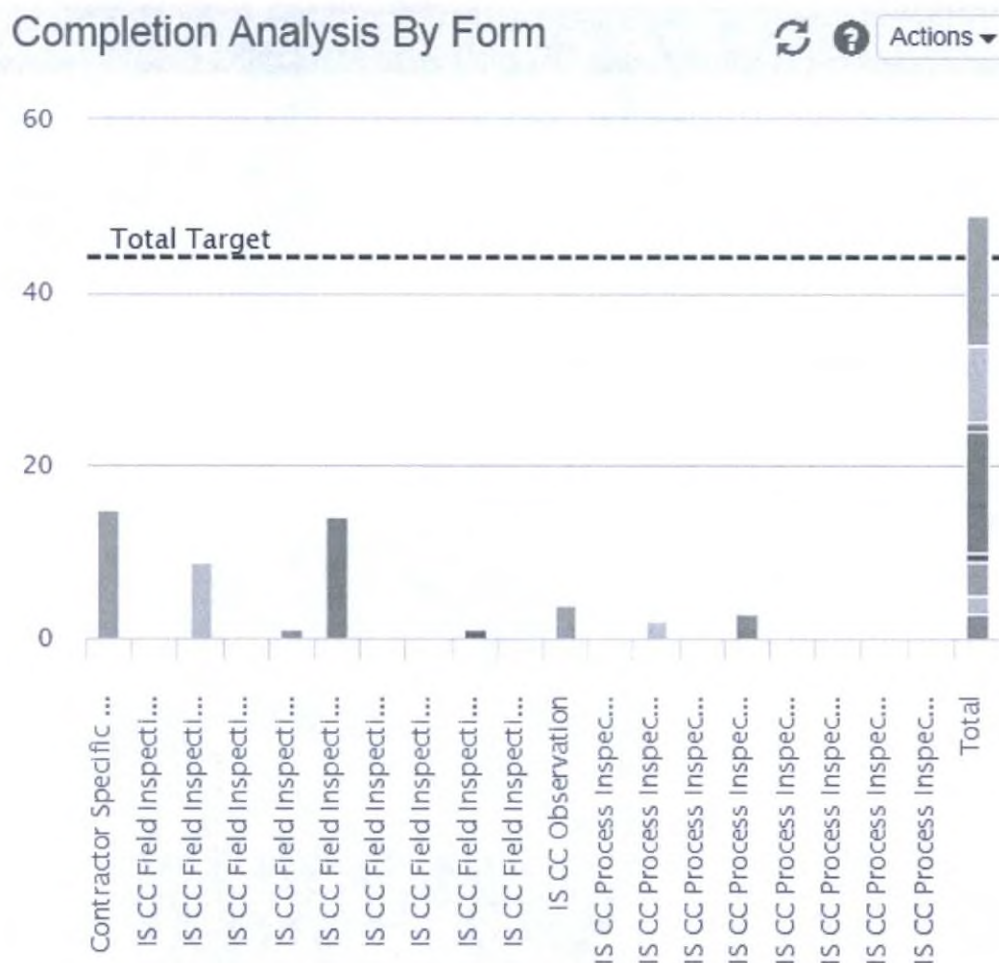


Figure 3. A Lucidity Inform screenshot, showing Downer's commitment and progress in achieving 44 Zero Harm incidents

Please see *Attachment 7 – Critical Risk Inspection*, which consists of a Supervisor critical risk inspection conducted on a subcontractor operating on the existing Mornington Peninsula Shire Cleansing and Drainage Cleaning Contract.



6. What activities does Downer envisage will require the use of spotters under this contract? Has allowance been made in the tender pricing & implementation planning to ensure all spotters on this contract have completed the specialised in-house spotter training program prior to commencement?

Downer requires suitably-trained spotters working onsite at any time plant or a vehicle is reversing, and when a pedestrian is within the vicinity of a working vehicle.

During our time servicing this contract, Downer has completed a Training Needs Analysis for this contract every month; from this we develop an individualised training plan. Using this approach, Downer completed *Vehicle/Mobile Plant Spotter (Level 1)* in March 2018 for its entire workforce on the *Safer Local Roads* and *Cleansing and Drainage Cleaning* contracts. This training is repeated annually.

Downer has made an allowance for this training within its tender price.

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Jenny Richardson

From: Shaun Greenwood <Shaun.Greenwood@Downergroup.com>
Sent: Thursday, 28 June 2018 11:18 AM
To: Procurement
Cc: **CIC**
Subject: CN2328: Clarifications 2 - Downer Response
Attachments: Mornington Cleansing Clarifications 2 - Downer Response.pdf

Categories: With Julie

ATT: Procurement Department: Mornington Peninsula Shire Council

Downer writes to submit its responses to Tender Information Clarifications No.2 for tender CN:2328.

Please see all responses enclosed within the document attached.

Downer is more than happy to provide additional queries or clarifications if Mornington Peninsula Shire Council requires.

Many thanks

Shaun Greenwood
 Bid Director - Road Network Management
 Infrastructure Services



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Think before you print

Downer

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Tender Information Clarifications No. 2

Tender Number: 2328 | 28 June 2018



Tender Information Clarification

Tender Information Clarification No.: Two (2)

Sent date: 27 June 2018

Tender: CN2328: Cleansing & Drainage Cleaning Services

Tenderer: Downer Edi

From: Contracts & Procurement Unit

Email: procurement@mornpen.vic.gov.au

Tender Information Clarification No.2

Thank you for your tender submission received Wednesday, 13 June 2018. The Shire may require a tenderer to submit additional information concerning its tender before any tender is accepted. As such, the Shire seeks the following additional information:

Re: Request for further information

Plant and Equipment

In relation to your response to Tender Schedule 3, Section 7.5 can you please provide the number of Utility Vehicles to be used as well as a detailed breakdown of how these Utility Vehicles will be used across each of the service activity areas?

Sub-Contractors

In your response to Tender Schedule 3, Section 7.7, you have listed two sub-contractors. The tender evaluation panel has noted in Appendix S3 - 6.2 and Appendix S3 - 7.6 that other sub-contractors are mentioned. Can you please indicate the number of sub-contractors you intend to use for the provision of services?

Customer Satisfaction

Please explain the methodology you propose to use to measure customer satisfaction?

Hi Visibility Activity – Alternative proposal

In your alternative proposal, you propose a reduction in the number of hours of Hi Visibility presence. In Appendix S3 - 7.6 (Beach Sweeping/Cleaning Services), you mention that the Street & Drain Litter team and Hi Visibility service would assist in delivering the Beach Sweeping / Cleaning Services.

Please explain how you propose to allocate your resources across the Hi Visibility and Beach Sweeping / Cleaning Services?

Inspection and Condition Monitoring

In Appendix S3 - 7.6 you indicate that inspections for this contract will be carried out by existing Safer Local Roads inspectors. Please explain how you propose to undertake inspections for pits and BBQs and conduct an audit of the quality of works using only Safer Local Roads inspectors.

In relation to your response in the Drainage Asset Validation and Condition Assessment (Annexure 4-11), you propose to remove all references to the drainage pipes condition assessment. Can you please verify how the other components of this activity will be delivered (i.e. the condition assessment of all other constructed drainage structures)?

Street Sweeping Activity

In your response to the Pricing Template – assumption and in Appendix S3 - 7.6, you note the recovery of street sweeping material for reuse. Can you please provide further detail about this process and the disposal of this waste?



Tender Information Clarification

Detailed Costing for Activities

Please provide detailed costing workings (including the work sub-contracted) to enable the Shire to better understand the pricing for the following activities:

- Street Sweeping
- Footpath Sweeping & Cleaning
- Sanitary Cleaning
- Barbeque Maintenance
- Street & Drain Litter Collection
- Foreshore Camping Sanitary Cleaning
- Maintenance of GPT's
- Clear Culverts, Pipes and Pits
- Customer Service

Please respond to this information via electronic mail into the electronic tender box at procurement@mornpen.vic.gov.au by **2pm on Tuesday, 3 July 2018**.

Please Note: this Tender Information Clarification in combination with your tender submission forms your tender submission.

I/We submit the above requested information

Respondent:

Name: CIC

Personal Information

Signature _____

Signed date: 28/06/2018



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28 June 2018

Mornington Peninsula Shire Council
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Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Contracts and Procurement Team,

Re: Clarifications No. 2

As requested, please see Downer's response to the seven (7) clarifications questions enclosed within Tender Information Clarification No. 2.

We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Downer is keen to extend our working relationship with the Mornington Peninsula Shire Council and looks forward to hearing from you at your earliest convenience.

Yours sincerely,

Personal Information

General Manager – Road Network Management



Request for Further Information

Plant and Equipment:

1. In relation to your response to Tender Schedule 3, Section 7.5 can you please provide the number of Utility Vehicles to be used as well as a detailed breakdown of how these Utility Vehicles will be used across each of the service areas?

Downer missed detailing the number of utility vehicles to be used in its tender response within Schedule 3, Section 7.5. This information was provided within the Excel document Pricing Template under *tab 7. Operating Other*.

As such, Downer has provided a breakdown below.

Supervisors	Public Sanitary Cleaning / BBQ Cleaning	High-Visibility Street Presence	Street and Drain Litter Collection / Dead Animal Collection	Foreshore Camping Sanitary Cleaning
3 utility vehicles	Six (6) to seven (7) utility vehicles (off-peak and peak)	One (1) utility vehicle	Two (2) utility vehicles	Four (4) to six (6) utility vehicles (off-peak and peak)

Sub-Contractors

2. In your response to Tender Schedule 3, Section 7.7, you have listed two sub-contractors. The tender evaluation panel has noted in Appendix S3 - 6.2 and Appendix S3 - 7.6 that other sub-contractors are mentioned. Can you please indicate the number of sub-contractors you intend to use for the provision of services?

Downer intends to outsource the following services to these two subcontractors:

Services / Tasks	Sub-Contractor
Street Sweeping	Metro Urban
Footpath Sweeping	
Footpath Cleaning	Enviro Sweep

Downer is currently investigating whether it will complete the following services with its in-house specialist drainage division (as was proposed in our original tender response).

- Maintenance of GPTs
- Clearing culvert pits and pipes.

If it is determined more effective to outsource this task, Downer will sub-contract Environmental Services Group to complete this work.



Downer will complete the following services with its own in-house resources:

- Contract Management
- Beach Cleaning
- Sanitary Cleaning
- Barbecue Maintenance
- High-Visibility Presence
- Street & Drain Litter Collection
- Dead Animal Collection
- Foreshore Camping Sanitary Cleaning
- Customer Service
- After Hours Call Outs.

Customer Satisfaction

3. Please explain the methodology you propose to use to measure customer satisfaction?

Downer proposes to produce a Customer Satisfaction Survey, which will be issued after the closure of a customer service case, using a web-based tool such as Survey Monkey.

In addition, Downer plans to work collaboratively with the Mornington Peninsula Shire Council and residents, developing a set of questions and completing an agreed volume of surveys to provide a suitable sample to accurately assess our Customer Service performance for the relevant contract year against Schedule 2 of the Contract *PS5 Performance Standards Review*.

Hi Visibility Activity – Alternative Proposal

4. In your alternative proposal, you propose a reduction in the number of hours of Hi Visibility presence. In Appendix S3 - 7.6 (Beach Sweeping/Cleaning Services), you mention that the Street & Drain Litter team and Hi Visibility service would assist in delivering the Beach Sweeping / Cleaning Services.

Please explain how you propose to allocate your resources across the Hi Visibility and Beach Sweeping / Cleaning Services?

Downer understands there is no hand-cleaning requirement under the Beach Cleaning activity specification, except in adjacent environmentally/culturally sensitive areas.

In our experience, some additional hand cleaning will be required in key tourist townships, such as Rye, to minimise and eradicate visual hand litter. Downer also proposes to use hand-cleaning resources in beach precincts to adequately maintain cleanliness and appearances in the area.

In addition, the street and drain litter crews will assist in hand cleaning adjacent environmentally / culturally sensitive areas, to maximise the productivity and outcome of the mechanical cleaning.



Downer's experience, acquired as the incumbent service provider on this contract over the past six months, gives us confidence that this proposal will enhance the level of service over what was included in the contract specification. This methodology is in line with how we delivered last summer's work, which was effective and well received by the community.

Inspection and Condition Monitoring

5. In Appendix S3 - 7.6 you indicate that inspections for this contract will be carried out by existing Safer Local Roads inspectors. Please explain how you propose to undertake inspections for pits and BBQs and conduct an audit of the quality of works using only Safer Local Roads inspectors.

In relation to your response in the Drainage Asset Validation and Condition Assessment (Annexure 4-11), you propose to remove all references to the drainage pipes condition assessment. Can you please verify how the other components of this activity will be delivered (i.e. the condition assessment of all other constructed drainage structures)?

Downer makes no reference to using Safer Local Roads inspectors to complete the works. Downer has outlined a detailed approach to how it will conduct its inspections of all assets under *Appendix S3 - 7.6 Inspections and Identifying Work*. We have made allowance to complete all inspections within the contract resources.

A comprehensive methodology on how Downer will complete the Drainage Asset Validation and Condition Assessment is detailed within *Appendix S3 - 7.6 Contract Methodology*, under the heading *Drainage Asset Validation and Condition Assessment* (page 19), included in our original tender response.

This approach does not change if drainage pipes are removed from the condition assessment.

Street Sweeping Activity

6. In your response to the Pricing Template – assumption and in Appendix S3 - 7.6, you note the recovery of street sweeping material for reuse. Can you please provide further detail about this process and the disposal of this waste?

Downer has detailed how it will manage street sweeping waste, specifically its recycling and environmentally sustainable practices, within its original tender response in *Appendix S3 - 7.6 Contract Methodology* under the heading *Street Sweeping* (page 8).

Street sweeping waste will be collected via the triple interceptor pit at the Council Dromana depot. The waste will be dewatered and taken away in large skip bins and deposited to a nearby recycling facility, where it will be screened and repurposed into clean fill in accordance with Victorian EPA guidelines.

Detailed Costing for Activities

7. Please provide detailed costing workings (including the work sub-contracted) to enable the Shire to better understand the pricing for the following activities:
 - Street Sweeping



- Footpath Sweeping & Cleaning
- Sanitary Cleaning
- Barbeque Maintenance
- Street & Drain Litter Collection
- Foreshore Camping Sanitary Cleaning
- Maintenance of GPT's
- Clear Culverts, Pipes and Pits
- Customer Service

Downer has provided detailed costing breakdowns within *Attachments 11 and 12 Pricing Templates* at a higher level of detail than typically requested under a lump-sum contract.

If Mornington Peninsula Shire Council has any queries related to a specific activity within this response, Downer are more than happy to give additional detail on this in discussions at the next tender review.



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Jenny Richardson

From: Shaun Greenwood <Shaun.Greenwood@Downergroup.com>
Sent: Friday, 6 July 2018 10:23 AM
To: Procurement
Cc: CIC
Subject: Mornington Peninsula Shire Tender CN2328: Cleansing & Drainage Cleaning Services - Tender Information Clarification No.3 - Downer Response
Attachments: Mornington Cleansing Clarifications 3 - Downer Response.pdf
Categories: With Julie

Att: Procurement

Thank you for your recent clarification request (no. 3).

Please see Downer's response to this attached.

We trust this provides all required information; however, if Mornington Peninsula Shire Council requires more information or clarification, please do not hesitate to contact us again.

Many thanks

Shaun Greenwood
 Bid Director - Road Network Management
 Infrastructure Services



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Downer

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Tender Information Clarifications No. 3

Tender Number: 2328 | 6 July 2018



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6 July 2018

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Dear Contracts and Procurement Team,

Re: Clarifications No. 3

As requested, please see Downer's response to the clarification question requested within Tender Information Clarification No. 3.

We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Yours sincerely,

Personal Information

General Manager – Road Network Management



Request for Further Information

BBQ Maintenance:

1. You have indicated one resource to deliver this service however the operating costs (see pricing template Alternative, 3. Operating Costs) show \$25,961.00 per month for wages/salaries. This seems inconsistent with the resourcing allocation in 5. Staffing Structure, can you please clarify the costing of one resource at \$25,961.00 per month

Downer has detailed how it will resource barbecue cleaning, within its original tender response in *Appendix S3 - 7.6 Contract Methodology* under the heading *Cleansing Services* (page 9).

Column A, under the heading *Staffing Position List* within 5. *Staffing Structure* of the *Pricing Template* details the resource type *Public Sanitary & BBQ cleaner*.

The resources are proposed to be shared across activities; A4-5. *Barbecue Facility Cleaning and Maintenance* and A4-8. *Sanitary Cleaning*.



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Jenny Richardson

From: Chris Godsil <Chris.Godsil@downergroup.com>
Sent: Thursday, 2 August 2018 8:29 PM
To: Procurement
Cc: CIC
Subject: RE: Mornington Peninsula Shire Tender CN2328: Cleansing & Drainage Cleaning Services
Attachments: Mornington Cleansing Clarifications 4.pdf
Categories: CIC

Good evening,

As requested, please see Downer's response to the clarification requested in the below thread.

Regards

Chris Godsil
 Manager, Mornington
 Transport and Infrastructure



T | +61 3 5950 1538 M | Personal Information
 E | Chris.Godsil@downergroup.com
 10 Pound Road
 Hastings VIC 3915
www.downergroup.com



Think before you print

From: Procurement [<mailto:procurement@mornpen.vic.gov.au>]
Sent: Tuesday, 31 July 2018 4:00 PM
To: Shaun Greenwood <Shaun.Greenwood@Downergroup.com>
Subject: Mornington Peninsula Shire Tender CN2328: Cleansing & Drainage Cleaning Services
Importance: High

Good Afternoon,

Thank you for attending the recent interview to discuss the alternative tender with the evaluation panel.

Under the principles of the Local Government Act the Shire is now seeking best quality and value for money as per the conditions of tender (5.1 Evaluation Criteria)

As an outcome of the interview process we invite you to participate in a discussion centred around the objectives of:

- Maintaining the level of service provided in the alternative tender
 - Identifying opportunities for better value through either cost efficiencies and or additional service

We invite you to respond in writing by 10am Friday, 3 August. We intend to follow your response up with the phone conference to be with **CIC** (Project Manager) ar **CIC** 'roject Sponsor).

We will be available tomorrow between 8:30am and 11am to clarify and discuss any questions if required, please call 5950 1270.

Regards



Contracts & Procurement Unit

email: procurement@mornpen.vic.gov.au

Private Bag 1000, Rosebud VIC 3939 | 90 Besgrove Street, Rosebud VIC 3939

www.mornpen.vic.gov.au | Twitter [@MornPenShire](https://twitter.com/MornPenShire) | Facebook [@MornPenShire](https://www.facebook.com/MornPenShire)



Mornington Peninsula Shire acknowledges and pays respect to the Bunurong/Boon Wurrung people, the traditional custodians of these lands and waters.

Committed to Carbon Neutrality

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Tender Information Clarifications No. 4

Tender Number: 2328 | 2 August 2018



Downer EDI Limited
ABN 97 003 872 848
Triniti Business Campus
39 Delhi Road
North Ryde NSW 2113
1800 DOWNER
www.downergroup.com

2 August 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Contracts and Procurement Team,

Re: Clarifications No. 4

As requested, please see Downer's response to the clarification question requested within Tender Information Clarification No. 4.

We hope this provides Mornington Peninsula Shire Council with sufficient information, however, Downer is happy to provide additional information if this is not the case.

Yours sincerely,

Personal Information

General Manager – Road Network Management



Request for Further Information

Alternative offer:

Under the principles of the Local Government Act the Shire is now seeking best quality and value for money as per the conditions of tender (5.1 Evaluation Criteria)

As an outcome of the interview process we invite you to participate in a discussion centred around the objectives of:

- Maintaining the level of service provided in the alternative tender
- Identifying opportunities for better value through either cost efficiencies and or additional service

We invite you to respond in writing by 10am Friday, 3 August. We intend to follow your response up with the phone conference to be with Jessica Wingad (Project Manager) and Niall McDonagh (Project Sponsor).

Maintaining the level of service provided in the alternative tender

Downer views the Mornington Peninsula Shire as a long term valued partner and approaches our partnership in a collaborative way, built on trust and transparency.

Our alternative solution is reflective of this approach. Our alternative tender provides our most cost effective delivery methodology to provide the Mornington Peninsula Shire a high level of service. The level of service has been refined from the current high level of service we are providing in our role as incumbent service provider.

Identifying opportunities for better value through either cost efficiencies and or additional service

Downer is confident our alternative solution provides best value for money. In our experience we do not see any further opportunity to reduce scope without having detrimental impacts on the level of service.

After careful consideration the only opportunity we see worth exploring relates to the transfer of risk on waste disposal.

The tender required Downer to take on the full scope of waste collection and disposal for Activities A4-7 Street Sweeping and A4-18 Clear Culverts, Pits and Pipes. In our incumbency since late November 2017, Downer inherited a network that had been neglected for several years and after resourcing adequately are just beginning to understand the volume of waste on the network.

Furthermore, we observed the landscape of the waste recycling industry to be rapidly changing with several new and innovative recycling technologies to be introduced to the market within the life of this contract making. This made it difficult to obtain a clear line of sight on market rates for waste disposal.

Our rates for street sweeping and pit waste reflect our best assessment of the average cost of waste disposal over the next 5 years.



Our street sweeping price is hedged between current market rates and below market rates recently secured.

Our pit waste disposal price is based on an anticipated market rate over the next 5 years.

Downer proposes to pass on the cost of waste disposal for Activities A4-7 Street Sweeping and A4-18 Clear Culverts, Pits and Pipes on a cost plus 6% margin arrangement until June 30, 2019 whereas a mutually agreed volume and rate will be agreed to and locked in under a lump sum arrangement.

Our tender allowed for 5,000T a _____ for Activity A4-7 Street Sweeping and 960T at _____ on Activity A4-18 Clear Culverts, Pits and Pipes

Downer's current cost for disposing of street sweeping waste is approximately _____ and _____ for pit waste. By adopting this proposal the Mornington Peninsula Shire could realise a significant saving in the first year.

The above proposed amendments would result in the following monthly service charge in year 1. The cost of waste disposal could be incorporated into the contract from July 1, 2019 through an agreed variation.

Schedule 1.1 - Monthly Service Charge (MSC)

Item No.	Lump Sum Amount (ex GST)
Monthly Service Charge (MSC)	Commercial In Confidence

Schedule 1.2 - MSC Calculation Schedule (Contract Year 1)

Item No.	Description of Work	Lump Sum Amount (ex GST)
	SWEEPING SERVICES	
NSS	Street Sweeping	Commercial In Confidence
	DRAINAGE SERVICES	
DCP	Clear Culverts, Pipes and Pits	Commercial In Confidence

Downer does not see any further opportunity for cost efficiencies without compromising the level of service.

The proposal above is Downer's final amendment to our alternative tender submission and its validity is subject to the whole offer being taken and agreed modifications to the contract specification.



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Downer EDI Limited
ABN 97 003 872 848

Triniti Business Campus
39 Delhi Road, North Ryde NSW 2113

www.downergroup.com

Annexure 12

Tender Submission

Cleansing & Drainage Cleaning Services
Contract No. 2328



MORNINGTON
PENINSULA
Shire

Mornington Peninsula Shire Council

Cleansing & Drainage Services

Tender No: 2328

Downer EDI Limited
ABN 97 003 872 848

Triniti Business Campus
39 Delhi Road
North Ryde NSW 2113

1800 DOWNER
www.downergroup.com

13 June 2018

Mornington Peninsula Shire Council
Private Bag 1000
Rosebud, Victoria 3939
Lodgement: www.tenderlink.com/mornpen

Dear Sir / Madam,

Re: Cleansing and Drainage Cleaning Services – Request for Tender No: 2328

Downer writes to respond to the Mornington Peninsula Shire Council Cleansing and Drainage Cleaning Services tender.

As required, Downer's response consists of:

1. Completed Tender Schedules
2. Eight (8) x Schedule 3 clause questions (attached as separate documents)
 - a. Appendix S3-6.2 Contract Non-Compliance
 - b. Appendix S3-7.2.2 Downer Organisational Chart
 - c. Appendix S3-7.6 Contract Methodology
 - d. Appendix S3-9.2 Customer Enquiries Referrals and Complaints
 - e. Appendix S3-9.3 Customer Satisfaction
 - f. Appendix S3-9.4 Changing Delivery Needs
 - g. Appendix S3-10 Continuous Improvement
 - h. Appendix S3-11 ES and E Contribution.
3. Completed Pricing Templates (Microsoft Excel sheets included with tender documents)

Downer has responded to this tender by leveraging on our existing knowledge of the Mornington Peninsula network, acquired from our experience servicing this specific contract, in a caretaker role for the past six months, and our service provider role for the Mornington Peninsula Safer Local Roads contract.

This knowledge and experience working on the network has better equipped us to provide the quality service provision as well as specialist advice on how we can provide a better service, often for less money.

This is part of Downer's commitment, to work not just as a service provider but as a trusted, expert advisor and steward of the network, working together with Council to achieve common goals for local residents.

In this role, we have completed this tender response with both a **Conforming Proposal**, which meets all tender specifications, and an **Alternative Proposal**, consisting of a solution designed to deliver all Council requirements with greater efficiency and cost effectiveness. A summary of the benefits delivered from this Alternative Proposal appear below.

Alternative Proposal	Optimised benefits
A4-14 Footpath Sweeping and Cleaning Footpath sweeping all paths that front onto shops and abut roadways within the high-profile precincts only. This aligns with the deep-cleaning program of 54,480m². Remaining paths would be serviced on a reactive basis. Please refer to <i>Appendix S3-6.2 Contract Non-Compliance</i> for full details of Downer's Alternative Proposal. A4-14 Footpath Sweeping and Cleaning Remove the requirement for 20,000m² of additional footpath deep cleaning per annum. Downer believes this allocation is best managed by Mornington Peninsula Shire on an as-needed basis rather than a blanket amount per annum. A4-10 High-Visibility Street Presence Optimise work hours by 6,650 hours and reinvest 720 hours (an average of five additional resources) to cover an eight-hour shift into critical events that demand a higher level of service. This will deliver a total saving of 5,930 hours. A4-18 Clear Culverts, Pipes and Pits Optimise pit categorisation and inspection frequencies to deliver a more cost-effective outcome. A4-11 Drainage Asset Validation and Condition Assessment Redirect the pipe structural condition assessment into more cost-effective maintenance solutions by removing this item from the scope.	Irrelevant & Sensitive

Ultimately, the Alternative Solution does not take away from the level of service but rather, enhances the level of service by optimising work activities and directing resources more effectively to achieve all required outcomes in a more cost-effective way. Please refer to Appendix S3-6.2 Contract Non-Compliance, enclosed with this response, for details of every abovementioned item and Downer's alternative solution.

In addition to cost and work efficiencies, Downer's solution is designed to deliver security and peace of mind. The crew proposed to service this contract consists of all 36 to 61 people currently working on the contract. This ensures Downer can transition with minimal to no risk, no disruption of service, and delivery of the same quality service currently provided from Day One of the new contract commencing.

If selected as the service provider for this contract, Downer will continue providing the high level of service we currently provide, and continue making additional improvements when identified, through our 'hot spot mapping' methodology and open engagement with Council and residents.

Since taking over this contract, Downer has responded and actioned all outstanding customer requests and reduced the number of overdue customer requests from more than 100 to 0.

We take the same customer-driven approach with our other contracts such as the Yarra Ranges, following our proven work methodologies but delivering with a flexible approach. This enables us to modify service delivery to meet the requests of residents – the ultimate customer – and reduce the number of complaints received by Council.

This flexible approach has also enabled Downer to mobilise quickly to take over this contract, in a caretaker role, and will be followed while servicing the contract, enabling us to respond quickly to emergency incidents and reactive cases.

Downer is invested in the Mornington Peninsula. As part of our Safer Local Roads contract, we support the Mornington Peninsula community by employing local residents, procuring products from local suppliers and engaging locally-based subcontractors.

We extend this support by providing training for local residents, work opportunities for Indigenous and disadvantaged people, together with WISE, and supporting local events. This is part of Downer's company commitment to work with and support every community in which we work.

Further, if selected for this contract, Downer will bring our commitment to Zero Harm and providing environmentally sustainable operations. We recently opened our Reconomy facility in Sydney, which diverts more than 85% of material collected from our sweeping and cleaning operations from landfill into road construction material. Downer is currently in discussions to open a similar facility in Victoria and will commit to operating this service for the Mornington Peninsula contract.

Downer is keen to extend our working relationship with the Mornington Peninsula Shire Council and looks forward to hearing from you at your earliest convenience.

Yours sincerely

Irrelevant / Sensitive

General Manager – Road Network Management

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**MORNINGTON
PENINSULA**
Shire

MORNINGTON PENINSULA SHIRE COUNCIL

Tender Description: Cleansing & Drainage Cleaning Services

Tender No: 2328

TENDER SCHEDULES

Schedule 1 - Tender

1 Tender Prices

The party ~~/parties~~ [delete whichever is not applicable] specified below hereby tender to undertake the contract nominated on the cover sheet to the Tender Schedules in consideration of payment under the following rates:

1.1 Monthly Service Charge (MSC)

Conforming Proposal

Item	Rates or prices (exclusive of GST)
Monthly Service Charge (MSC)	Irrelevant & Sensitive

1.2 MSC Calculation Schedule (Contract Year 1)

Item No.	Description of Work	Lump Sum Amount (ex GST)	Total (ex GST)
	MANAGEMENT AND OVERHEADS		
1.	Contract Management		
2.	Integrated Management Plan		
3.	Data Collection and Transfer		
4.	Provision of Depot		
	SWEEPING SERVICES		
CBE	Beach Cleaning		
NSS	Street Sweeping		
NFS	Footpath Sweeping & Cleaning		
	CLEANSING SERVICES		
CSA	Sanitary Cleaning		
BBC	Barbecue Facility Cleaning & Maintenance		
HVP	High-Visibility Street Presence		
	LITTER SERVICES		
RLC	Street and Drain Litter Collection		
NDA	Dead Animal Collection		
	FORESHORE CAMPING SERVICES		
NFM	Foreshore Camping - Sanitary Cleaning		
	DRAINAGE SERVICES		
NPT	Maintenance of GPT's		
DCP	Clear Culverts, Pipes and Pits		
	MISCELLANEOUS		
NCS	Customer Service		
MEC	After Hours Call Out		
DCA	Drainage Assessment Validation & Condition Report		
	Total Lump Sum Amount		

Irrelevant & Sensitive

1.1 Monthly Service Charge (MSC)

Alternative Proposal

Item	Rates or prices (exclusive of GST)
Monthly Service Charge (MSC)	Irrelevant & Sensitive

1.2 MSC Calculation Schedule (Contract Year 1)

Item No.	Description of Work	Lump Sum Amount (ex GST)	Total (ex GST)
	MANAGEMENT AND OVERHEADS		
1.	Contract Management		
2.	Integrated Management Plan		
3.	Data Collection and Transfer		
4.	Provision of Depot		
	SWEEPING SERVICES		
CBE	Beach Cleaning		
NSS	Street Sweeping		
NFS	Footpath Sweeping & Cleaning		
	CLEANSING SERVICES		
CSA	Sanitary Cleaning		
BBC	Barbecue Facility Cleaning & Maintenance		
HVP	High-Visibility Street Presence		
	LITTER SERVICES		
RLC	Street and Drain Litter Collection		
NDA	Dead Animal Collection		
	FORESHORE CAMPING SERVICES		
NFM	Foreshore Camping - Sanitary Cleaning		
	DRAINAGE SERVICES		
NPT	Maintenance of GPT's		
DCP	Clear Culverts, Pipes and Pits		
	MISCELLANEOUS		
NCS	Customer Service		
MEC	After Hours Call Out		
DCA	Drainage Assessment Validation & Condition Report		
	Total Lump Sum Amount		

Irrelevant & Sensitive

Pricing in all following sections (clause 1.3 to 4) is the same across both the Conforming and Alternative Tenders.

1.3 Daywork Rates**1. Plant And Equipment Rates**

Item No.	Description	Description	Normal Rate	Standby Rate
		(Make, model and year) Description	\$/ hour (Ex GST)	\$/ hour (Ex GST)
MANDATORY SERVICES:				
1.	Street Sweeper (suction type)	MacDonald Johnston VT651		
2.	Flat Surface Cleaner	Pressure Washer - Rotar Walk Behi 4000PSI		
3.	Utility vehicle	Holden Colaradc		
4.	Tractor & Mechanical Beach Cleaner	John Deere 6230 and Barbe Surf Rake 600HD		
5.	High Pressure Water Jet Cleaner	Spoutvac SV3750JB		
6.	Easement Reel	DCS Dingo unit Trailer Mounted		
OTHER RESOURCES:				
7.	Skid steer loader; up to 0.5m ³ , bucket and trailer	Bobcat 753		
8.	Loader; up to 1.5m ³ bucket	CAT 5' Excavator		
9.	2WD Tractor	John Deere 6230		
10.	Truck with Crane	Fuso Canter 4x 815 Wide Cab		
11.	Flex Drive Pump	Honda Flexi Drive Pump		
12.	Sedan/Light Vehicle	Holden Colaradc		
13.	Truck with Crane & Bobcat	Fuso Canter 4x 815 Wide Cab · Bobcat 753		
14.	Hook Truck	Hino FE 1426 500		
15.	Van Vehicle	Holden Colaradc		

Irrelevant & Sensitive

Irrelevant & Sensitive

Schedule 1
Tender**2. Activity Rates**

Item No.	Description	Unit	Rate
1.	Dumped waste greater than 4m ³	Cum	Irrelevant & Sensitive
2.	Sanitary Cleaning – Cycle A	Hour	
3.	Sanitary Cleaning – Cycle B	Hour	
4.	Portable hydration station	Day	
5.	Portable toilet	Day	
6.	Portable outdoor surveillance system	No.	
7.	High pressure cleaning	Hour	
8.	Barbeque facility cleaning	Hour	
9.	Beach cleaning	Hour	
10.	Street sweeping	Hour	
11.	Litter collection in roads	Hour	
12.	Litter collection at Facilities, Reserves & beaches	Hour	
13.	Footpath sweeping	Hour	
14.	Footpath deep cleaning	m2	
15.	Gross Pollutant Trap (GPT) cleaning	No.	
16.	Culvert & pipe cleaning	Lm	
17.	Pit cleaning	No.	
18.	Soak pit cleaning	No.	

3. Labour Rates

Item No.	Description	Normal Rate
1.	Technical Officer	Irrelevant & Sensitive
2.	Supervisor	
3.	Plant Operator	
4.	Maintenance Labourer	
5.	Office Admin	
6.	Traffic Controller	
7.	High-Visibility Street Presence	

Schedule 1
Tender

4. Rates for Asset Inventory Changes

Activity	Description	Unit	Contract Rate (CR) (excl GST)
A4-5 Barbecue Facility Cleaning and Maintenance	Barbecue Facility Cleaning & Maintenance	No.	
A4-6 Beach Cleaning	Beach Cleaning	Sq. m	
A4-7 Street Sweeping	Street Sweeping Car park Sweeping	Lin. m Sq. m	
A4-8 Sanitary Cleaning	Sanitary Cleaning – Cycle A Sanitary Cleaning – Cycle B Fish Cleaning Facility cleaning	No. No. No.	
A4-9 Street and Drain Litter Collection	Litter collection in Roads Litter collection at Facilities, Reserves & Beaches	Lin. m Area	
A4-11 Drainage Asset Validation & Condition Assessment	Condition assessment pits Condition assessment GPTs Condition assessment pipes	No. No. Lin. m	Irrelevant & Sensitive
A4-14 Footpath Sweeping & Cleaning	Footpath Sweeping Deep Cleaning	Sq. m Sq. m	
A4-15 Foreshore Camping Sanitary Cleaning	Sanitary Cleaning – Cycle A Sanitary Cleaning – Cycle B	No. No.	
A4-17 Maintenance of Gross Pollutant Traps	Gross Pollutant Trap cleaning	No.	
A4-18 Clear Culverts, Pipes and Pits	Culvert & Pipe cleaning Pit cleaning Soak Pit cleaning	Lin. m No. No.	

Cleansing Contract Pricing

The tenderer is required to complete all the sections in the Excel Spreadsheet "Pricing Template.xlsx". The Spreadsheet is requested for tender evaluation purposes only and will not form part of the Contract.

2 Status of Tender

It is acknowledged that, until the execution of a formal agreement, these Tender Schedules and the Tender Documents shall evidence the contract between the parties.

The tenderer warrants that it has not submitted the tender -

2.1 as agent for a third party; or

2.2 as trustee of a trust -

unless expressly stated otherwise in Schedule 2.

Name and Address of Tenderer(s):

Downer EDI Works

567 Collins Street

Melbourne VIC 3000

DATED this 13th day of June 2018

Schedule 1
Tender

1 Tenderer is a company:

EXECUTED by _____)
 _____)
 in accordance with section 127(1) of the)
Corporations Act 2001 by being signed by)
 authorised persons: _____)

Irrelevant & Sensitive

Irrelevant & Sensitive

 Chief Executive Officer – Infrastructure
 Services (as 'Authorised Officer')

Commercial In Confidence

 General Manager – Road Network
 Management

Commercial In Confidence

Full Name_____
Full Name

 567 Collins Street, Melbourne VIC 3000
 Usual Address

 567 Collins St, Melbourne VIC 3000
 Usual Address

2 Tenderer is an individual:

SIGNED SEALED AND DELIVERED _____)
 _____)
 by _____)
 in the presence of: _____)

Witness

3 Tenderer is partnership (add extra execution clauses as necessary):

SIGNED SEALED AND DELIVERED _____)
 _____)
 by _____)
 in the presence of: _____)

Witness

SIGNED SEALED AND DELIVERED _____)
 _____)
 by _____)
 in the presence of: _____)

Witness

Schedule 2 - Tenderer Information

1 Contract Details

1.1 The initial Senior Representatives

Principal's initial Senior Representatives _____

Tenderer's initial Senior Representatives Marcus Stephens, General Manager, Road Network Management

1.2 Initial members of the Service Management Team

Principal's representatives

Position 1, Manager (Title) _____

Position 2, Manager (Title) _____

Position 2, Manager (Title) _____

Tenderer's representatives

Position 1, Manager (Title) Commercial In Confidence General Manager

Position 2, Manager (Title) Commercial In Confidence National Delivery Manager

Position 3, Manager (Title) Commercial In Confidence Contract Manager

1.3 Initial members of the Tenderer Operations Team

Position 1 Commercial In Confidence Contract Manager

Position 2 Commercial In Confidence Operations Manager

Position 3 Commercial In Confidence Manager Projects

1.4 Initial members of the Principal Operations Team

Position 1 _____

Position 2 _____

Position 3 _____

1.5 Initial Superintendent

Name _____

1.6 Initial Contract Manager

Name Commercial In Confidence

Schedule 2
Tenderer Information

1.7 The addresses for service of notices

Principal

By Mail _____

By Fax _____

Superintendent

By Mail _____

By Fax _____

1.8 Details of Service Management Team

Contract Manager

By mail 10 Pound Road, Hastings Victoria 3915

By hand 10 Pound Road, Hastings Victoria 3915

By fax No fax. Email: **Commercial In Confidence**

Principal's Senior Representative

By mail _____

By hand _____

By fax _____

Tenderer's Senior Representative

By mail 10 Pound Road, Hastings Victoria 3915

By hand 10 Pound Road, Hastings Victoria 3915

By fax No fax, email: **Commercial In Confidence**

Tenderer

By mail 10 Pound Road, Hastings Victoria 3915

By hand 10 Pound Road, Hastings Victoria 3915

By fax No fax, email: **Commercial In Confidence**

Schedule 2
Tenderer Information

2 Tenderer Details

Tenderer's ABN 66 008 709 608

Tenderer's Full Name: Downer EDI Works Pty Ltd
(must be the registered holder of ABN i.e. legal entity (name of individual, partnership, company or other body corporate))

ACN Number
(if applicable): 008 709 608

If the tenderer is submitting its tender as agent for a third party or trustee of a trust, it must nominate the relationship and the name of the principal for which it is the agent or the trust of which it is the trustee:

Downer is submitting this tender as a self-performing party under the entity listed above

Business (Trading)
Name
(if applicable): Downer EDI Works
(only business names linked to the tenderer's ABN & registered at ASIC will be accepted)

Business Name
Registration Number: Downer EDI Works
(ASIC registration number for the business name must be provided)

Principal Place of
Business: Level 10, 567 Collins Street,
Melbourne, VIC 3000,
(address of principal location at which business is conducted)

Postal Address
(if different): As above

Post Code: 3000

Contact Person: Commercial In Confidence

Telephone No: (03) 9278 5100

Mobile Tel No: 0436 005 836

Facsimile No: No facsimile machine

E-mail Address: Commercial In Confidence

Generic E-mail address
of the tenderer: 567collinsstreet-level10@downergroup.com

Note: Tenderers must fully complete details required in Item 1 above.

Tenderers may be required to provide additional information, to the satisfaction of the Principal, should the above details conflict with those details currently registered at the Australian Taxation Office or the Australian Securities and Investment Commission.

Schedule 2
Tenderer Information

3 Organisational Profile:

3.1 What type of business / legal entity is the tenderer? (indicate below)

Company limited by shares ☒ Individual ☐ Partnership ☐

Other Body Corporate ☐ Trustee of a Trust ☐

If a partnership, give name and address of partners:

If the tender is submitted by the tenderer in its capacity as the trustee of a trust, provide the full names of trust and the trustee of the trust, as well as a copy of the trust deed.

Trust Name: N / A

Name of trustee of the trust: _____

3.2 How many years has the tenderer been in business as a contractor under its present business name?

Downer EDI Works has been in business for first years, first starting in April 1968

3.3 In what other type of business has the tenderer a financial interest?

Downer has a financial interest in construction and maintenance of infrastructure, including roads and railways, and the production and sale of asphalt and bituminous products.

3.4 Please provide details of the insurance cover which the tenderer has in respect of the insurances required under the Contract (include name of insurer, dollar value of cover, excess and any exclusions).

Public Liability Insurance:

Insurer: Allianz

Level of Cover: I & S (any one claim)

Excess: NA

Exclusions: No unusual exclusions.

Professional Indemnity Insurance (if applicable):

Insurer: Liberty International Underwriters

Level of Cover: I & S (any one claim)

Excess: I & S

Exclusions: No unusual exclusions.

[Insert details for any other required insurances]

Schedule 2
Tenderer Information

Motor vehicle comprehensive insurance (if applicable):

Insurer: Zurich Australian Insurance Limited

Level of Cover: Legal Liability **I & S**

Excess: **I & S**

Exclusions: No unusual exclusions.

Construction Risks Insurance (if applicable):

Insurer: HDI Global SE Australia and Allianz Global Corporate & Speciality

Level of Cover: 1. Contract Works **I & S**
2. Existing Structures **I & S**

Excess: **I & S**

Exclusions: No unusual exclusions.

Work Cover Registration Number: 11046943

4 Bank Details

4.1 Bank Name: ANZ

4.2 Account Name: Downer EDI Services

4.3 BSB Number: **I & S**

4.4 Account Number:

5 Referees

Referee checks are undertaken by the Principal in evaluating tenders. It is important that referees are able to be contacted during normal business hours on the telephone number supplied.

The Principal reserves the right to contact persons other than those listed by the tenderer, if it so determines. Any such persons may be treated as referees in the evaluation of tenders.

The Principal shall not be obliged to give a tenderer any opportunity to respond to the comments of any referee.

List three referees for current or recently completed contracts of a similar nature:

5.1 Name Commercial In Confidence

Position: Contract Coordinator, Roads

Organisation: Department of State Growth, Tasmania

Telephone: **I & S**

Schedule 2
Tenderer Information

5.2 **Name:** Commercial In Confidence

Position: Executive Officer Infrastructure Maintenance

Organisation: Yarra Ranges Council

Telephone: (03) 9294 6291

5.3 **Name:** Commercial In Confidence

Position: Business Support Manager

Organisation: North Eastern Maintenance Alliance

Telephone: **I & S**

Schedule 3 - Tender Evaluation Criteria

1 Financial Viability

The tenderer must demonstrate its accounting/financial controls and financial strengths.

1.1 Particulars of Bank or Financial Institution:

1. Bank Name: ANZ
2. Branch: Sydney City
3. Account Name: Downer EDI Services
4. Address: 242 Pitt Street, Sydney NSW 2000
5. Phone Number: (02) 8937 7999
6. Facsimile Number: No fax number

1.2 Particulars of Accountant:

1. Name: KPMG Commercial In Confidence
2. Address: Level 38, International Towers, 300 Barangaroo Avenue NSW 2000
3. Phone Number: (02) 9335 7000
4. Facsimile Number: (02) 9335 7001

Are officers of the Mornington Peninsula Shire Council authorised to seek details from the above bankers or accountants if so required?

YES

- 1.3 Has the tenderer or any organisation managed and/or controlled by the tenderer or directors of the tenderer, in the last five years been placed in administration, been placed in liquidation, entered into any composition with creditors, had a mortgagee or other creditor take possession of any of its assets, had a receiver or receiver and manager appointed with respect to it or otherwise become insolvent?

NO (if Yes, give details)

- 1.4 Has the tenderer or any organisation similarly managed/or controlled ever failed in the past five years to complete a contract, had a contract partially or fully taken over or had a contract varied to delete substantial work to overcome poor performance under the contract?

NO (if Yes, give details)

2 Electronic Maintenance Management System

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Does the tenderer have an electronic Maintenance Management System?

YES (if Yes, give details)

Yes, Downer uses AMIS Enterprise, a fully GIS-enabled maintenance management system that enables users to create, perform and track routine maintenance activities, directly linked to all geospatial and State Road Linear referencing systems.

AMIS was developed by Downer, is fully supported by Downer, and remains fully customisable to the requirements of the contract, easily customisable with more than 200 customised modules, including:

- Specialised inspection forms, scheduling and vehicle track logging
- Defect logging, prioritisation and works packaging
- Task creation, work effort, cost estimation and recording actual costs.

AMIS Enterprise is able overlay many different pieces of information within its GIS display such as different asset types, defects, tasks, accidents, environmental sensitive areas, enabling users to make fully-informed decisions when planning and performing routine maintenance activities.

This is the maintenance management system currently used by Downer and VicRoads on the North Eastern Maintenance Alliance and Mornington Peninsula's Safer Local Roads contract.

3 Occupational Health and Safety Management

Please refer to and complete Schedule 7.

4 Insurance

Please refer to and complete Schedule 2, C.3.4.

5 Supplier verification system

Does the tenderer consent to qualifying with the Shire's verification system prior to the commencement of the contract or when required by the Shire?

YES (if No, provide justification)

6 Contract Compliance

6.1 Please tick the relevant box:

☒ **"Will comply"** – Consultant accepts the terms and conditions of the Contract in every respect

☐ **"Will not comply"** – Consultant does not accept all terms and conditions of the Contract (please complete 6.2)

6.2 Full details of the non-compliance with the Contract (including the nature and extent of the non-compliance and any reasons for such) must be stated in a

Schedule 3
Tender Evaluation Criteria

tabulated response **(Please attach this information as a separate tabulated document)**

Consultants must demonstrate clear and persuasive justifications to warrant any change to the Contract being agreed by Council. Council will not agree to requested changes regarding termination, liability or indemnity matters.

Whilst non-compliance with the contract conditions will not preclude your response from being evaluated, Council reserves the right to consider the volume and/or type of changes requested as part of its overall quotation consideration.

7 Project Delivery and Asset Management & Methodology

7.1 Introduction

The tenderer must provide sufficient information to demonstrate the tenderer's understanding of the tender documentation and its ability to perform the Contract.

Tenders should include, as a minimum, the information set out below.

7.2 Management and administration capabilities and experience;

1. Provide a brief description of the names and qualifications of the major personnel who will be directly involved in the management and administration of the work under the Contract.

Name	Professional/Technical Qualifications	Present Position	Experience
Commercial In Confidence	Masters of Pavement Technology Bachelor of Engineering (Civil) and Commerce (Finance)	Contract Manager	Nine years
Commercial In Confidence	Nine years' experience working on like contracts, including Mornington Peninsula Shire Safer Local Roads Project.	Operations Manager	24 years
Commercial In Confidence	Certificate III in Financial Services Certificate III in Business 10 years' experience working on like contracts, including Mornington Peninsula Shire Safer Local Roads Project.	Customer Service Team Leader	10 years

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Commercial In Confidence	Cert IV in Training and Assessment. 23 years' experience working on like contracts.	Supervisor	23 years
Commercial In Confidence	14 years' experience working on this specific contract with Mornington Peninsula Shire Council.	Supervisor	25 years
Commercial In Confidence	15 years' working on like contracts, including with Mornington Peninsula Shire Safer Local Roads contract.	Administrator	20 years

2. Illustrate, via a detailed organisational chart, how all personnel to be employed in the execution of work under the Contract, are to relate to the overall management of the organisation tendering.

(Please insert this information as a separate document.)

Please see the Downer / Mornington Peninsula organisational chart proposed for delivery of this contract enclosed with this response as *Appendix S3-7.2.2 Downer Organisational Chart*.

7.3 Past performance and experience over at least the last three years;

1. How many years direct experience has the tenderer had in the type of work required to be performed under the Contract?

Downer has been conducting road maintenance activities for more than 25 years, including all works required under this contract.

Further, we have been performing road maintenance activities in Mornington Peninsula for more than 12 years, which gives us extensive local knowledge of the area and the services requirements. Much of this knowledge and experience has been acquired from our long incumbency as the service provider for Mornington Peninsula Shire Council Safer Local Roads Project.

In addition, Downer has serviced the Mornington Peninsula Shire Council Cleansing and Drainage Cleaning Services contract for the past six months, providing the services required within this contract on an emergency, caretaker basis.

2. List all current and past experience that would be directly applicable to the work to be performed under the Contract.

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Tender Evaluation Criteria

Client, Company and Contact Person	Location of Service	Value and term of contract	Year and Contract Duration	Brief Description of Service
Current Services	CN1744 SIMS2 Cleansing and Drainage Services	Irrelevant / Sensitive Six months	2018 Six months	Completion of sweeping, cleansing, litter removal, foreshore camping, and pit and pie cleaning services provided for Mornington Peninsula.
	CN1218 Mornington Peninsula Safer Local Roads Project	Irrelevant / Sensitive 15 years	June 2006 to June 2021 (15 years)	Provision of road maintenance services for the Mornington Peninsula
Previous Services	Yarra Ranges Road Maintenance Services	Irrelevant / Sensitive Six years	Jan 2011 – Feb 2017 (extended due to successful retendering)	Road maintenance activities, unsealed road maintenance, emergency response, drain and pit cleaning
	North East Sydney Performance Specified Maintenance Contract (PSMC)	Irrelevant / Sensitive 10 years	October 2008 – ongoing	All road maintenance activities from inspections and emergency response, reactive and cyclical maintenance, pavement condition modelling and design of refurbishment programs.
	VicRoads Metropolitan North West Region	Irrelevant / Sensitive Six years	2009 ongoing	Network inspections (more than 860kms of road), pavement repair, maintenance of

Schedule 3
Tender Evaluation Criteria

				unsealed shoulders, kerb and channel, clearing of drains and sub-drainage.
--	--	--	--	--

7.4 Proposed staffing levels (names of key staff, skills, qualifications and numbers)

Provide a list of all staff to be used in the execution of the Contract.

Staff Member	Qualifications	Years' Experience
Commercial in Confidence	Masters of Pavement Technology. Bachelor of Engineering (Civil) and Commerce (Finance).	Nine years
	Nine years' experience working on like contracts, including the Mornington Peninsula Shire (Safer Local Roads)	24 years
	Certificate III in Financial Services. Certificate III in Business. 10 years' experience working on like contracts, including the Mornington Peninsula Shire Safer Local Roads contract.	10 years
	Cert 4 in Training and Assessment. 23 years' experience working on like contracts.	23 years
	14 years' experience working on this specific contract, with the Mornington Peninsula Shire Council	25 years
	15 years' experience working on like contracts, including with the Mornington Peninsula Shire Safer Local Roads contract.	20 years
	10 years' experience on similar contracts	10 years
	Three years' experience working on like contracts, including on the Mornington Peninsula Shire Safer Local Roads contract.	Four years
	25 years' experience working on like contracts.	25 years

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7.5 Proposed plant and equipment levels

Provide a list of all plant and equipment to be used in the execution of the Contract.

Item	Description and Capacity	Numbers Proposed
Utility Vehicle	2018 Holden Colorado	TBC
Tractor	John Deere 6230 Tractor	One (1)
Beach Rake	Barber Beach Rake 600HD and trailer	One (1)
Tipper Truck	Izuzu GIGA Series II Tipper Truck	One (1)
Street Sweeper	Johnston VT651 Road Sweeper	Eight (8)
Combo Units	Industrial vacuum and drain cleaning combination truck	Four (4)

7.6 How the tenderer will carry out the Contract

Tenderers are required to detail their methodology in undertaking the work under the Contract with a particular demonstration of their ability to comply with the key terms of the Contract. Provide a program of scheduled works produced by your electronic Maintenance Management System.

(Please attach this information as a separate document)

Please see details on how Downer intends to carry out the Cleansing and Drainage Cleaning Services contract, enclosed with this response as *Appendix S3-7.6 Contract Methodology*.

7.7 What will be undertaken by others (sub-contractors/suppliers/consultants).

Provide a list of all sub-contractors, suppliers or consultants proposed to be used in the execution of the Contract.

Subcontractors, Suppliers, Consultants Etc.	Field of Expertise	Years Experience
Metro Urban	Street Sweeping	33 years
Milestone Chemicals	Cleaning products	70 years

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Tender Evaluation Criteria

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8 Integrated Management Systems (Safety, Environment and Quality)

8.1 Introduction

The tenderer is required to demonstrate its capacity to undertake the work under the Contract by providing the information on quality requested in this Schedule.

This information is intended to assist the evaluation of the tenderer's capabilities in the management of quality and environmental issues associated with the work under the Contract. The tenderer may be required to verify responses given below by providing objective evidence on its quality and environmental systems and work practices.

YES

NO

8.2 Policy and Management

Because of the broad similarities between quality management and environmental management the following table requires responses to both systems.

- | | | | |
|----|--|-------------------------------------|--------------------------|
| 1. | Is there a written company quality and/or environmental policy? | ☒ | ☐ |
| 2. | Does your company currently have a quality and/or environmental system that is compliant with an Australian or International Standard? (eg ISO 9001 or ISO 14001)? | ☒ | ☐ |

8.3 Systems

- | | | | |
|--|---|-------------------------------------|--------------------------|
| | Is there a company quality and/or environmental manual? | ☒ | ☐ |
|--|---|-------------------------------------|--------------------------|

8.4 Document and Process Control

- | | | | |
|----|--|-------------------------------------|--------------------------|
| 1. | Does the company have documented procedures available for all employees likely to be engaged on the work under the Contract? | ☒ | ☐ |
| 2. | Are these documents reviewed and approved by authorised personnel on a regular basis? | ☒ | ☐ |
| 3. | Are documented works instructions defining the sequence of work, type of equipment, work methods, materials and acceptance criteria in place for the type of | ☒ | ☐ |

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work under this Contract?

YES

NO

8.5 Inspection and Testing

Does the quality manual include inspection and testing requirements for final delivery and work by others?

☒
☐

8.6 Non-Conformance and Corrective Action

1. Does the quality manual include details on how non-conformances are identified, documented, evaluated and notified?

☒
☐

2. Does the quality manual detail how corrective action is to occur once a non-conformance is identified and documented?

☒
☐

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YES

NO

8.7 Environmental Work Practices and Procedures

1. Has the company prepared environmental procedures or specific environmental instructions relevant to its operations?

☒
☐

If Yes, provide a summary listing of procedures or instructions.

Comments.....

Downer has an extensive set of environmental instructions within our Integrated Management System, and these instructions cover every single work activity we undertake, from Waste Management, Greenhouse Gas and Energy Reporting, Heritage Site Management, Soil and Water Management, Air Quality Management and Flora and Fauna Management.

In addition, Downer creates an Environmental Management Plan, before work commences, for every project on which we work; this plan details the procedures required for effectively dealing with all environmental features and potential incidents unique to that contract works and area.

2. Is there a documented incident investigation procedure?

☒
☐

If Yes, provide a copy of a standard incident report form.

As part of its commitment to Zero Harm, Downer uses a standard incident report form for the reporting of any workplace injury or environmental incident. A copy of this form has been enclosed with this document as *Attachment S7-2.3 Incident Hazard Report Form*.

3. Are there procedures for maintaining, inspecting and assessing the environmental aspects of the company's operations by the company?

☒
☐

If Yes, provide details

Downer operates under a certified Integrated Management System (IMS), which provides guidance Downer follows to minimise the environmental impacts of its activities, to meet its legislative and contractual obligations, and to provide a means of continually improving environmental performance.

The IMS is used by Downer staff and contractors during the design, procurement, construction and commissioning of projects.

This IMS has been developed in accordance with the requirements of ISO 14001:2015 and

Schedule 3
Tender Evaluation Criteria

YES

NO

satisfies the following principles:

- Clearly and unambiguously stating the requirements of Downer and its employees, contractors and consultants to ensure all environmental obligations are met
- Specifying technically-sound control measures
- Defining specific tasks that must be carried out to meet our requirements
- Assigns tasks to the appropriate personnel
- Confirms, ratifies and/or verifies that the measures adopted are being implemented and are effective in meeting the requirements.

The IMS includes procedures and standards for Zero Harm Management and the environmental management of specific aspects, including waste, soil and water, biosecurity, fill material management, Acid Sulfate Soils, noise and vibration, Air and flora and fauna.

To support this, IMS also includes an environmental inspection checklist.

4. Does the company have procedures to identify legal requirements in relation to the environmental aspects of its activities?

☒
☐

If Yes, provide brief outline.....

☐
☐

Downer's IMS includes a Legal and Other Requirements Procedure, which describes and specifies how Downer identifies, monitors, communicates and accesses legal, regulatory and other related requirements relevant to its operation.

To support this, the IMS also includes an environmental legal compliance register.

5. Has the company established documented environmental objectives and targets?

☒
☐

If Yes, provide brief a list.....

Downer reports monthly on progress towards set environmental and sustainability objectives and targets, including energy, waste and water data.

The Environmental Sustainability Action Plan provides the specific actions required to help drive progress towards environmental sustainability excellence for the period 2016 to 2019, and to achieve the vision - "We believe the pursuit of environmental sustainable excellence will lower our risk profile, improve environmental sustainability awareness, enable to us to secure future work and make us more efficient and effective".

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YES

NO

Downer has targets in place to reduce greenhouse gas emissions and energy consumption by 30% of 2012 levels by 2019.

8.8 Implementation and Operations of Environmental System

1. Are the responsibilities and authorities clearly defined, documented and communicated?

☒
☐

If Yes, describe how this is carried out.....

All positions in the Project Team have a clearly defined role and set of responsibilities that are included in either the Project Management Plan or relevant subordinate management plans.

All members of the Project Team are made aware of, and understand their responsibilities prior to commencing work on the project.

2. Is the performance of the IMS regularly reported to top management for review

☒
☐

If Yes, describe the process.....

Yes, the Top-Down Review is completed on a monthly basis and regularly reviewed by senior management.

3. Does the company have an emergency response procedure to identify and respond to accidents and emergency situations?

☒
☐

Schedule 3
Tender Evaluation Criteria

YES**NO**

If Yes, provide details of frequency of review, testing, etc.....

In accordance with Downer procedure document *DA-ZH-PR015 Emergency Preparedness and Response*, the Project Team establishes an Emergency Preparedness Management Plan (EPMP) for the project which addresses all emergency response scenarios. Common types of environmental emergencies include:

- sewage spills (to land or to water)
- emulsion spills (to land or to water)
- hydrocarbon spills (to land or to water)
- sediment discharge (to land or to water)
- unexpected finds (cultural heritage)
- damage to heritage items or protected flora and fauna.

In the event of an incident that may have resulted in a near miss or an impact to the environment or community, Downer employees are expected to respond appropriately in accordance with Downer procedure document *DA-ZH-PR006 Incident Reporting and Investigation*.

The Project Manager, Supervisor(s), safety and environmental personnel conducts a workshop to identify the potential for and responses to environmental incidents and emergency situations for the project. The workshop includes:

- a review of all audit findings, including external audits
- a review of the operation of environmental procedures, processes, forms, checklists, and any other documents referenced in the CEMP and sub-plans
- a review of any design or activity modifications
- a review of environmental incidents and community complaints
- modifications to the CEMP and/ or sub-plans, as required.

The outcomes of the workshop are registered in INX InControl, and any actions assigned are followed-up through to completion

8.9 Documentation

Attach the following documentation for preliminary evaluation.

Copies of Company Quality and/or Environmental Policies	Refer Q2.2.1 above
Copy of Current Certificate of Accreditation	Refer Q2.2.2 above
Details of Company Quality and/or Environmental Management Representative/s	Refer Q2.4 above
Contents Pages of Quality and/or Environmental	Refer Q2.3 and Q2.4

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	YES	NO
System or Summary List of Procedures	above	
Copies of Document and Process Control Procedures	Refer Q2.4 above	
Copies of Inspection and Testing Control Procedures	Refer Q2.4 above	
Copies of Non-Conformance and Corrective Action Control Procedures	Refer Q2.6 above	

Please find copies of the above-listed documents attached with this response as:

Required Document	Downer Document
Copies of Company Quality and/or Environmental Policies	Attachment S3-8.9 Environmental Sustainability Policy
Copy of Current Certificate of Accreditation	Attachment S3-8.9 Environmental Management Certificate
Details of Company Quality and/or Environmental Management Representative/s	Attachment S3-8.9 Environmental Management Plan
Contents Pages of Quality and/or Environmental System or Summary List of Procedures	Attachment S3-8.9 Zero Harm Management
Copies of Document and Process Control Procedures	Attachment S3-8.9 Document Management Procedures and Attachment S3-8.9 Record Management Procedures
Copies of Inspection and Testing Control Procedures	Attachment S3-8.9 Environmental Inspection Checklist
Copies of Non-Conformance and Corrective Action Control Procedures	Attachment S3-8.9 Environmental Management Plan

8.1 Risk

The tenderer is required to provide details of any risks considered to currently exist or which may occur during the currency of the Contract that would affect the effective and efficient performance of the work under the Contract.

Risk	Method Tenderer Would Employ to Overcome Effect of Risk
Force Majeure flooding event, delivering significant damage to the network	Redivert resources as required to attend to Force Majeure event.
Cost of waste disposal charges or change in legislation significantly increasing the cost of disposal	Investigate cost effective means to repurpose material and reduce volume of waste going to landfill.

9 Customer Service Systems and Responsiveness

9.1 Introduction

The tenderer is required to demonstrate its capacity to undertake the work under the Contract by providing the customer service information requested in this Schedule.

9.2 Customer Enquiries, Referrals and Complaints

The tenderer is required to detail all processes and outcomes associated with the handling of customer enquiries, referrals and complaints. This information should include, but not be limited to, the tenderer's commitment to customer service, the resources to be allocated to customer service, an outline of the tenderer's complaints handling procedure and methods or systems for customer service, audit control and reporting.

(Please attach this information as a separate document)

Please see details on Downer's Customer Enquiries, Referrals and Complaints handling processes enclosed with this response as *Appendix S3-9.2 Customer Enquiries Referrals and Complaints*.

9.3 Customer Satisfaction

The tenderer is required to detail all processes associated with determining customer needs and expectations. This information should include, but not be limited to, any proposals for complying with the customer service requirements of the Contract and other proposals intended to be used by the tenderer in the performance of the work under the Contract.

(Please attach this information as a separate document)

Please see details of Downer's Customer Satisfaction processes enclosed with this response as *Appendix S3-9.3 Customer Satisfaction*.

9.4 Changing Service Delivery Needs

The tenderer is required to detail how it would go about changing service delivery needs as a result of outcomes identified in the processes listed for the purposes of clauses 9.2 and 9.3.

(Please attach this information as a separate document)

Please see details of Downer's procedures for managing Changing Service Delivery Needs enclosed with this response as *Appendix S3-9.4 Changing Delivery Needs*.

10 Continuous Improvement and Innovation in Programme Development and Added Value

The tenderers is required to demonstrate its capacity to add value to the work under the Contract by providing detail on its continuous improvement programmes and activities.

The tenderer is required to detail its continuous improvement policies, strategies and processes from both an external and internal focus.

(Please attach this information as a separate document)

Please see details of Downer's Continuous Improvement and Innovation Program enclosed with this response as *Appendix S3-10 Continuous Improvement*.

Schedule 3
Tender Evaluation Criteria

11 Economic, Social and Environmental Contribution to the Mornington Peninsula Region

The tenderer is required to list any economic contribution which it currently makes, or would make if its tender is accepted, to the Mornington Peninsula region. This might include, for example, that the tenderer is already Mornington Peninsula-based, would establish a base in the Mornington Peninsula region if its tender is successful, uses Mornington Peninsula-based suppliers or would employ Mornington Peninsula-based staff.

If the tenderer is nominated as the preferred tenderer, the Principal may elect to negotiate amendments to the Contract to bind the tenderer to its commitments with respect to its economic contribution to the Mornington Peninsula region.

(Please attach this information as a separate document)

Please see details of Downer's Economic, Social and Environmental Contribution to Mornington Peninsula attached to this response as *Appendix S3-11 ES and E Contribution*.

Schedule 4 - Statement Of Conformance

Conforming Proposal

The tenderer must signify whether its tender is a Conforming Tender or a Non-Conforming Tender by striking out below that which is not applicable.

This tender is a ****Conforming Tender/Non-Conforming Tender****.

Should the tender be a Non-Conforming Tender, the tenderer must list below all areas of non-conformance and the reasons for the non-conformance. The tenderer must also value each non-conformance so that, if the non-conformance is unacceptable to the Principal, the tender prices or rates can be adjusted accordingly. If a non-conformance is not priced and is unacceptable to the Principal, the tender may not be further considered.

Area of Non-Conformance and Reason	Value of Non-Conformance (\$)
None	None

NAME OF TENDERER: Downer EDI Works

I & S

SIGNATURE OF TENDERER:
(or authorised representative)

DATE: 13th June 2018

Schedule 4 - Statement Of Conformance

Alternative Proposal

The tenderer must signify whether its tender is a Conforming Tender or a Non-Conforming Tender by striking out below that which is not applicable.

This tender is a ~~**Conforming Tender~~/Non-Conforming Tender**.

Should the tender be a Non-Conforming Tender, the tenderer must list below all areas of non-conformance and the reasons for the non-conformance. The tenderer must also value each non-conformance so that, if the non-conformance is unacceptable to the Principal, the tender prices or rates can be adjusted accordingly. If a non-conformance is not priced and is unacceptable to the Principal, the tender may not be further considered.

Area of Non-Conformance and Reason	Value of Non-Conformance (\$)
A4-14 Footpath Sweeping and Cleaning Footpath sweeps all paths that front onto shops and abut roadways within the high-profile precincts only. This would also align with the deep cleaning program of 54,480m2. The remaining paths would be serviced on a reactive basis. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i>	
A4-14 Footpath Sweeping and Cleaning Remove the requirement for 20,000m2 of additional footpath deep cleaning per annum as we believe this budget allocation is best managed by MPSC on an as-needed basis, rather than a blanket amount per annum. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i>	Irrelevant & Sensitive
A4-10 High-Visibility Street Presence Optimise worked hours by 6,650 hours and reinvest 720 hours (an average of five additional resources, covering an eight-hour shift) into the critical events that demand a higher level of service. Total saving of 5,930 hours. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i>	

Area of Non-Conformance and Reason	Value of Non-Conformance (\$)
A4-18 Clear Culverts, Pipes and Pits Optimise pit categorisation and inspection frequencies to deliver a more cost-effective outcome. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i>	
A4-11 Drainage Asset Validation and Condition Assessment Redirect pipe structural condition assessment into more cost-effective maintenance solution by removing this item of scope. Refer <i>Appendix S3-6.2 Contract Non-Compliance for our Alternative Proposal</i>	Irrelevant & Sensitive

NAME OF TENDERER: Downer EDI Works

I & S

SIGNATURE OF TENDERER:
(or authorised representative)

DATE: 13th June 2018

Schedule 5 - Receipt Of Addenda

The tenderer is to list below addenda that it received prior to the Closing Time for Tenders from the Principal. The tenderer acknowledges that its tender has been prepared having regard to these addenda.

Addenda No.	Brief Description (with page no., clause no. or schedule no.)	Date Received
1	Change made to A4 – 14 Footpath Sweeping and Cleansing (NFS) Work Method Requirements, Item 2	04/06/2018
2	Reference made to Tenderlink Forum Question Detailed data breakdown report question from 06/06/2018.	07/06/2018
3	Reference is made to Annexure 4 – Activities and Routine Maintenance Services – Cleansing & Drainage Cleaning Agreement, A4-14 Footpath Sweeping and Cleaning (NFS) Work Method Requirements No. 3 has incorrectly been stated.	07/08/2018
4	Reference is made to Annexure 4 – Activities and Routine Maintenance Services – Cleansing & Drainage Cleaning Agreement A4-7 Street Sweeping (NSS) Work Method Requirements No. 12.	08/06/2018

NAME OF TENDERER: Downer EDI Works

I & S

SIGNATURE OF TENDERER:
(or authorised representative)

DATE: 13th June 2018

Schedule 6 - Statutory Declaration

I, Commercial In Confidence _____ do solemnly and sincerely declare that:

Definitions

1 In this Statutory Declaration:

"Bidders" means any tenderers for the Contract and includes the Tenderer;

"Contract" means the contract nominated on the cover sheet to the Tender Schedules;

"Industry Association" means any organisation of which Bidders are members;

"Tenderer" means Downer EDI Works [insert name of company, other body corporate, firm, or individual]; and

"Tender Price" means the amount indicated by a Bidder as the lowest amount for which that Bidder is prepared to perform the Contract.

*Introduction

2 I am the Tenderer and make this declaration on my own behalf.

*Introduction

2.1 I hold the position of General Manager – Road Network Management of the Tenderer and am duly authorised by the Tenderer to make this declaration on its behalf.

[*Delete alternative which is not applicable]

No Knowledge of Tender Prices

3 Prior to the Tenderer submitting its tender for the Contract, neither the Tenderer, nor any of its employees or agents, had knowledge of the Tender Price, or proposed Tender Price, of any other Bidder who submitted, or of any person, company, other body corporate or firm that proposed to submit, a tender for the Contract.

Disclosure of Tender Price

4 Prior to the close of tenders for the Contract, neither the Tenderer, nor any of its employees or agents, disclosed the Tenderer's Tender Price to:

4.1 any other Bidder who submitted a tender for the Contract;

4.2 any person, company, other body corporate or firm proposing to submit a tender for the Contract; or

4.3 any person or organisation connected or associated with any other Bidder, person, company, other body corporate or firm of a kind referred to in clauses 4.1 or 4.2.

Schedule 6
Statutory Declaration

Provision of Information

- 5 Neither the Tenderer, nor any of its employees or agents, has provided information, except for a published catalogue or price list normally made available to customers of the Tenderer, to:
- 5.1 any other Bidder who has submitted a tender for the Contract;
 - 5.2 any person, company, other body corporate or firm proposing to submit a tender for the Contract; or
 - 5.3 any other person, company, other body corporate or firm for the purpose of assisting in the preparation of a tender for the Contract.

Genuine Competition

- 6 The Tenderer is genuinely competing for the Contract.

Industry Association Agreements

- 7 Neither the Tenderer, nor any of its employees or agents, has entered into any contract, agreement, arrangement or understanding, other than as disclosed to the Council in the Tenderer's tender, that the successful Bidder for the Contract will pay any money to, or provide any other benefit or other financial advantage to, an industry association in respect of the Contract.

Unsuccessful Tenderers' Fees

- 8 Neither the Tenderer, nor any of its employees or agents, has entered into any contract, agreement, arrangement or understanding that the successful Bidder for the Contract will pay any money to, or provide any other benefit or other financial advantage to, any other Bidder who or which unsuccessfully tendered for the Contract.

Qualifications to Tenders

- 9 Neither the Tenderer, nor any of its employees or agents, has entered into any contract, agreement, arrangement or understanding that Bidders for the Contract would include an identical or similar condition or qualification in their tenders for the Contract.

Schedule 6
Statutory Declaration

AND I ACKNOWLEDGE that this declaration is true and correct and I make it in the belief that a person making a false declaration is liable to the penalties of perjury.

DECLARED at)
in the State of Victoria this)
13th day of June 2018) **I & S**

Before me:

I & S

Full name: A person authorised under the Evidence Act
to take Statutory Declarations

Commercial In Confidence

Address: _____

Irrelevant / Sensitive

Qualification: CPA Australia; Member 1608737

Schedule 7 - Tender OHS Management System Questionnaire

	Yes	No
1 OHS Policy and Management		
1.1 Does the tenderer have a written organisation health and safety policy?	☒	☐
If yes, provide a copy of policy. Comments. Downer has enclosed a copy of its Health and Safety Policy with this document as <i>Attachment S7-1.1 Downer HS Policy</i>.		
1.2 Does the tenderer have an OH&S management system certified by a recognised independent authority (eg: Safety MAP)?	☒	☐
If yes, provide details Downer's Occupational Health and Safety management system has been independently certified by QCS Management Systems. Downer has enclosed a copy of this certification with this response document as <i>Attachment S7-1.2 Downer OHS Certification</i>.		
1.3 Does the tenderer have an OH&S management system manual or plan?	☒	☐
If yes, provide a copy of contents page(s). Comments..... As part of its Zero Harm Management System, Downer maintains a comprehensive, nationally-accredited OH&S plan and management system, which also includes critical risk controls, audits and management processes. Downer has enclosed a copy of the contents page from its Zero Harm Plan with this document as <i>Attachment S7-1.3 Downer Zero Harm OHS Plan</i>.....		
1.4 Are health and safety responsibilities clearly identified for all levels of staff?	☒	☐
If yes, provide details: Downer's Zero Harm Management System and critical controls clearly identify health and safety responsibilities for all levels of staff, within our corporate offices and on every site and contract on which we work. All project-specific roles and responsibilities are set out as in Downer policy document <i>DI-PM-TP023 Zero Harm Management Plan</i> and outlined in Downer procedure <i>DA-ZH-PR001 Responsibility and Accountability</i>.		

	Yes	No
2 Safe Work Practices and Procedures		
2.1 Has the tenderer prepared safe operating procedures or specific safety instructions relevant to its operations?	☒	☐
<i>If yes, provide a summary listing of procedures or instructions.</i> <i>Comments</i> Downer maintains an extensive set of safe operating procedures as part of our Zero Harm Management System. These procedures cover all works conducted on every site on which we work, and include works such as: isolation of energy sources, working in confined spaces, wearing of personal protective equipment and operating vehicles and mobile plant. Downer also maintains a current set of SWMS for all high-risk work as well as Work Instructions for each activity conducted.		
2.2 Does the tenderer have any permit to work systems?	☒	☐
<i>If yes, provide a summary listing of permits:.....</i> Downer maintains a comprehensive permit to work system to ensure only workers trained and skilled are permitted to perform the required tasks are allowed to do so. The Downer system consists of many specialised work permits including: Authority to Work Permit (contractor control), Restricted Items Work Permit, De-watering Permit, Hot Work Permit, Working at Height Permit, and Confined Space Permit.....		
2.3 Is there a documented incident investigation procedure?	☒	☐
<i>If yes, provide a copy of a standard incident report form.</i> Downer follows an established process for reporting and investigating incidents, as documented in Downer's policy document DA- ZH-PR006 <i>Incident Reporting and Investigation</i>. The extent of investigation conducted, following an incident, is defined by a risk assessment approach, based on potential risk for harm, as documented in Downer policy document DA-ZH-FM006.2 <i>Incident Reporting and Investigation Flowchart</i>. All incidents are recorded and stored on the Downer INX InControl System, each one recorded on a DA-ZH-FM006.1 <i>Incident and Hazard Report Form</i> document, to maintain consistency in reporting and investigation methods. High Potential Incidents are dealt with by way of the ICAM investigation method. A Downer standard incident report form has been enclosed with as Attachment S7-2.3 <i>Incident Hazard Report Form</i>.		
2.4 Are there procedures for maintaining, inspecting and assessing the hazards of plant operated/owned by the tenderer?	☒	☐
<i>If yes, provide details</i> Downer follows consistent procedures for maintaining, inspecting and assessing hazards of plant and equipment, as detailed in Downer policy document DA-ZH-ST057 <i>Vehicle and Mobile Plant</i>. This inspection and maintenance process includes Plant Risk Assessments and Vehicle and Mobile Plant Selection Guidance.		

- | | | Yes | No |
|-----|--|-------------------------------------|--------------------------|
| 2.5 | <p>Are there procedures for storing and handling hazardous substances? (If applicable)</p> <p><i>If yes, provide details.....</i></p> <p>Downer has extensive procedures for the handling and storage of hazardous substances, documented in Downer procedure documents: <i>DA-QA-GU001 Integrated Management System Overview</i>, and <i>DA-ZH-ST024 Hazardous Chemicals & Dangerous Goods Storage & Principles & Transportation</i>. Both documents have been enclosed with this response as <i>Attachment S7-2.5 IMS Overview</i> and <i>Attachment S7-2.5 Hazardous Chemicals</i>.</p> | ☒ | ☐ |
| 2.6 | <p>Are there procedures for identifying, assessing and controlling risks associated with manual handling?</p> <p><i>If yes, provide details.</i></p> <p>Downer regularly identifies, assesses and controls risks associated with manual handling, in conformance with the procedures documented in Downer policy document <i>DA-ZH-ST085 Manual Handling and Ergonomics</i>.</p> <p>In addition, Downer also conforms to Downer policy documents <i>DG-ZH-CG085 Manual Handling</i> and <i>DG-ZH-CG084 Ergonomics</i> for additional guidance in this process.</p> <p>All tasks specific Manual Handling Risk Assessments are recorded in Downer document <i>DA-ZH-FM028.5</i> and the contract SWMS.</p> | ☒ | ☐ |

3 OHS Training

	Yes	No
3.1 Describe how health and safety training is conducted by the tenderer. Downer Health and Safety Training is based and conducted on a training needs analysis, which reviews elements such as company requirements, job and workgroup pre-requisites and incident analysis/trending. Once these needs, or training gaps, are identified, training is delivered as a structured training program, toolbox talks and one-on-one counselling/mentoring. Further, this training is delivered to all employees and sub-contractors, who are treated the same as Downer employees when working on a Downer site or contract. This process is detailed in Downer policy document <i>DA-ZH-PR003 Training and Competency Management</i>. Before commencing any works, all Downer employees and subcontractors who will be working on site must complete and pass the following training modules: • You and Zero Harm • Getting to know Zero Harm • Workplace Awareness: Vehicles and Mobile Plant • Personal Protection Equipment (PPE) and Clothing • Introduction to Manual Handling • Workplace Restrictions and Permits • Working at Heights • Hazardous Substances and Dangerous Goods.		
3.2 Is a record maintained of all training and induction programs undertaken for employees by the tenderer? <i>If yes, provide examples of safety training records.....</i> Downer maintains records of all staff training and induction courses undertaken for each member of staff. These records are securely stored on Downer's online portal CSIntegral. This system is administrated by Downer's Learning and Development department.	☒	☐
4 Health and Safety Workplace Inspection		
4.1 Are regular health and safety inspections at worksites undertaken?	☒	☐

Yes

No

If yes, provide details:

Yes, Downer undertakes regular health and safety inspections in conformance to the procedures detailed in Downer policy document *DA-ZH-PR116 Zero Harm Inspections and Observations*.

This document clearly defines Downer's Zero Harm Inspection process that we use to ensure all Downer work locations, including project sites and mobile crew sites, are inspected and monitored at scheduled intervals.

Every Downer workgroup also has set KPIs, depending on risks and nature of works. The purpose of the Zero Harm Inspection process is to identify opportunities for improvement and address any corrective actions to ensure a continuous improvement cycle is maintained at all times.

- 4.2 Are standard workplace inspection checklists used to conduct health and safety inspections?

☒
☐

If yes, provide details or examples:

Downer uses standard inspections and observations form for conducting health and safety inspections; these forms are focused on specific critical risks and on various management levels, from Supervisors to Senior Managers.

Some of Downer's most commonly used forms include:

- *DA-ZH-FM116.1 Workplace Inspection Checklist*
- *DA-ZH-FM116.2 Zero Harm Management / Supervisor Inspection*
- *DA-ZH-FM116.3 Contractor Specific Zero Harm Inspection*
- *DA-ZH-FM116.9 Environmental Inspection Checklist*
- *DA-ZH-FM116.12 Critical Risk Observation*
- *DA-ZH-FM116.10 Zero Harm Observation.*

- 4.3 Is there a procedure by which employees can report hazards at workplaces?

☒
☐

If yes, provide details

Downer maintains a procedure through which hazards can be formally reported by employees; this procedure is detailed in Downer policy document *DA-ZH-FM006.1 Hazard Report Form*, and the *Downer Zero Harm Issue Resolution Flowchart*.

Downer has also established an award-winning program called the Near Miss Reporting Hotline. This hotline enables any person, employee or otherwise to easily call and report either a hazard or a near miss. This information is then forwarded to the relevant Downer manager for immediate action and feedback.

5 Health and Safety Consultation

- 5.1 Is there a workplace health and safety committee?

☒
☐

- 5.2 Are employees involved in decision making over OH&S matters?

☒
☐

Schedule 7
Tender OHS Management System Questionnaire

Yes No

If yes, please provide details.....

Downer policy document *DA-ZH-PR013 Communication and Consultation*, details the main function of the Zero Harm Committees, namely providing employees' representatives with the opportunity to raise issues, concerns and opportunities for improvement, as well as being involved in the decision-making process affecting their workplace.

Downer also encourages all employees to be involved in other forms of decision making during various key safety projects through a process called the 'Bakers Dozen'.

Employees are nominated and selected from around the business to contribute to improving Downer's risk controls. In 2016, the focus of this initiative was on Plant and People Interface, the result being, the Bakers Dozen designed the 10 metre Red Zone initiative (a space maintained between plant and people on all Downer sites).

In 2017, the Bakers Dozen designed 'Control the Roll', which stipulated that a minimum of two forms of control be applied to all parked vehicles to prevent them from rolling and potentially causing injury.

5.3 Are there employee elected health and safety representatives? ☒ ☐

Comments.....

Downer follows a well-established process for electing Health and Safety Representatives. This process includes the nomination stage, using Downer process *DA-ZH-FM013.2 HSR Nomination Form* as well as negotiation and agreement, using the Downer *DA-ZH-FM013.3 HSR Election Form*.

6 OH&S Performance Monitoring

6.1 Is there a system for recording and analysing health and safety performance statistics? ☒ ☐

If yes, provide details:

Downer monitors and evaluates its Zero Harm performance as per the specifications detailed in Downer policy document *DA-ZH-PR007 Zero Harm Project Planning and Performance Reporting*.

This procedure covers the steps to follow for setting project-specific Zero Harm strategic objectives and targets. All Zero Harm performance data (Lead and Lag indicators) are recorded in Downer's reporting systems INX and Lucidity, and the data is used to identify trends and drive future Zero Harm initiatives and decision making.

Responsibilities for monitoring Zero Harm performance statistics are set using the Downer project-specific *DI-PM-TP023 Zero Harm Management Plan*.

Schedule 7

Tender OHS Management System Questionnaire

- 6.2 Are employees regularly provided with information on the tenderer's health and safety performance? **Yes** **No**
- ☒ ☐

If yes, provide details.

Downer conducts Toolbox meetings every month and Safety meetings by conference call every week. During those meetings, health and safety performance of all sites is communicated along with information on critical risk controls in order to prevent workplace incidents and worker injuries.

In addition, regular Toolbox and safety meetings are conducted at Downer's individual sites, to ensure our commitment to safety is maintained and enacted. Downer has also

- 6.3 Has the tenderer ever been convicted of an occupational health and safety offence? ☒ ☐

Yes

No

If yes, provide details.

Downer was convicted on the 1st of December 2017 by issuing authority WorkSafe Victoria for an incident that occurred on the 30th of November 2011, in which an experienced traffic control supervisor was fatally injured when a street sweeper reversed over him during road resurfacing works.

Since this incident, Downer has developed comprehensive Corrective Action Plans to address plant/pedestrian interaction risks. This plan consisted of the following actions:

- Conducting a review of various engineering solutions on the market (some of which had already been trialled before the incident). None were found to be a suitable solution given the work environment, conditions, types of plant etc. As such, Downer engaged a specialist third-party engineering consultant to design and develop a bespoke and innovative solution that will be the first of its kind on the market. The current status of the project, which commenced over 12 months ago, is that the current version (V.4) is being trialled on a specific site in our Queensland resurfacing business.
- Increasing the training provided to Supervisors in the form of the Lead Supervisor program. This provided Supervisors with the same training provided to traffic controllers to increase their ability to assess the suitability of traffic control plans and the implementation of traffic control devices
- Designing and developing a now widely-recognised and awarded program called 'Mission Possible: Safe Position is my Mission (The Red Zone)', which introduced a 10-metre exclusion zone between plant and people
- The Critical Risk Management program, using the bow-tie risk methodology, to increase Downer's focus on the most critical risks. As a result, critical controls have been identified for each risk, with verification tools used to monitor the application and adequacy of the controls. (Supervisors and above are now required to conduct a minimum of two of these verifications every month)
- Developing and implementing a specialised in-house spotter training program to ensure those people who are required to provide spotting duties are aware of the correct method to use i.e. were to stand, how to use hand gestures, communication etc.

Schedule 7
Tender OHS Management System Questionnaire

7 Company References

Please provide the following information for the three (3) most recent contracts completed by the tenderer:

	Contract 1	Contract 2	Contract 3
Contract Description	Network Maintenance Services	Provision of Road Maintenance Services	Network Maintenance Services
Client	Department of State Growth (Tasmania)	Yarra Ranges Council	North Eastern Maintenance Alliance (NEMA)
Contact	Commercial In Confidence (Contract Coordinator, Roads)	Commercial In Confidence (Executive Officer Infrastructure Maintenance)	Commercial In Confidence (Manager Operations North Eastern)
Phone No	Irrelevant / Sensitive		
Number of lost time injuries	0	0	0
Number of person days on contract	Approximately 30. Contract starts on the 1 st of July 2018.	Approximately 20. Active for more than 10 years.	Approximately 70. Active for more than eight years.
Total days lost due to injuries	0	0	0

Schedule 8 – Conflicts of Interest

CONFLICTS OF INTEREST

The tenderer must declare any potential, perceived or actual conflicts of interest which may arise between the tenderer and any of its related entities and the Principal or the Principal and any sub-contractor which the tenderer proposes to engage in respect of the work under the Contract.

Do you have a potential, perceived or actual Conflict of Interest?

If yes, please specify

.....

.....

.....

.....

I warrant the above to be true and complete and understand I must inform the Principal immediately if a potential, perceived or actual Conflict of Interest should arise during the tender process.

NAME OF TENDERER: Downer EDI Works

I & S

SIGNATURE OF TENDERER:

DATE: 13th June 2018

(or authorised representative)



Appendix S3-6.2 Contract Non-Compliance

Tender Number: 2328 | 13 June 2018

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6.2 Contract Non-Compliance

Full details of the non-compliance with the Contract (including the nature and extent of the non-compliance and any reasons for such) must be stated in a tabulated response.

In effort to provide the most efficient and cost-effective service, Downer has leveraged its knowledge of the network acquired from its incumbency as service provider on the Mornington Peninsula Safer Local Roads contract and this specific contract, which we have serviced for the past six months.

In using this knowledge, we have developed an alternative solution which we believe provides Mornington Peninsula Shire Council with a more effective service provision and greater cost efficiencies. Downer has detailed this alternate solution below under Alternative Proposal.

Alternative Proposal

Downer has partnered with Mornington Peninsula Shire Council since 2006, when it secured the Safer Local Roads contract. Since then we have been deeply embedded within the community and understand the balance between the service the community desires and the budget that exists to deliver.

Aiming to achieve this outcome, Downer has outlined five alternate solutions below, which Downer believes offer the Mornington Peninsula with greater value for money and positive outcomes for the community.

Footpath Sweeping and Cleaning

Contract Clause	Non-Compliance	Cost Saving
-----------------	----------------	-------------

Annexure 9 Footpath Sweeping areas

143,526m² as represented in GMSC

Irrelevant & Sensitive

Annexure 4-14 Footpath Sweeping and Cleaning

Work Method Requirement 5, the Contractor must allow for additional deep cleaning for 20,000 sq.m of footpaths within the High-Profile precincts per annum and include this amount in the Lump Sum price.

With reference to the above, and using the information and experience we have acquired, Downer believes that servicing 143,526m² of footpath sweeping daily does not align with the level of service the community is after and the intent of what level of service MPSC is looking to provide.

In line with Downer's current methodology and our understanding of the Shire's intent, we propose to service all paths that front onto shops and abut roadways within the high-profile

precincts only. This would also align with the deep cleaning program of 54,480m². The remaining paths would be serviced on a reactive basis.

The Downer Footpath Sweeping crew will comprise two (2) operators riding alongside the two (2) street sweepers allocated to the high-profile precincts.

This methodology would remove the need for three satellite depots and three footpath sweepers, providing a saving to MPSC of Irrelevant & Sensitive

Downer also proposes to remove the requirement for 20,000m² of additional footpath deep cleaning per annum as we believe this budget allocation is best managed by MPSC on an as-needed basis, rather than a blanket amount per annum.

A loss of value will be realised each year if there is less than 20,000m² of paths that require cleaning. We believe this is likely to be the case. This methodology will provide a saving of Irrelevant & Sensitive

Our experience completing the service in this way over the past six months is that the reactive paths require minimal to no attention and can be adequately serviced in peak times by the high-visibility street presence team and does not detract from the overall visual amenity of the high-profile areas.

High-Visibility Street Presence

Contract Clause	Non-Compliance	Cost Saving
-----------------	----------------	-------------

Annexure 9 High-Profile Precinct Service Levels

Irrelevant & Sensitive

Downer understands that the high-profile precincts have been serviced to a higher level than previous contract. Through our trusted partner, CIC Services, this has been refined over the years to arrive at optimised resource allocation.

Commercial In Confidence

This optimisation saves Irrelevant & Sensitive of which we will reinvest Irrelevant & Sensitive (an average of five additional resources, covering an eight-hour shift) into the critical events that demand a higher level of service. These additional hours will cover a combination of high-visibility street presence, rapid response (e.g. public holidays and weekends) and litter collection resources across the following key weekends in the Mornington Peninsula, including:

- Christmas Eve, Boxing Day, New Year's Eve and New Year's Day (four days)
- Blessing of the Cross weekend (three days)
- Australia Day weekend (three days)
- Labour Day weekend (three days)
- Easter Weekend (four days)
- Anzac Day (one day)

This provides an overall saving of Irrelevant & Sensitive

Irrelevant & Sensitive

High-Vis Street Presence – Labour Numbers
1 Nov – 30 April (excluding Peak Season: 20 Dec to 31 Jan)

2018 – 2019 Season							Comments
Category Area	Townships	Days per Week	Hours Per Day	Hours per Week	No. Weeks	Total Hours	
1	Dromana	7	8	56	20	1120	
1	Hastings	7	8	56	20	1120	
1	Mornington	7	8	56	20	1120	
1	Rosebud	7	8	56	20	1120	
1	Rye	7	8	56	20	1120	
1	Sorrento	7	8	56	20	1120	
2	Baxter	7	1	7	20	140	
2	Blairgowrie	7	1	7	20	140	
2	Capel Sound	7	1	7	20	140	
2	Flinders	7	2	14	20	280	
2	Hastings Foreshore	7	0	0	20	0	
2	McCrae	7	1	7	20	140	Irrelevant & Sensitive
2	Mornington Foreshore	7	0	0	20	0	
2	Mount Eliza	7	4	28	20	560	
2	Mount Martha	7	3	21	20	420	
2	Portsea	7	2	14	20	280	
2	Rosebud Foreshore	7	0	0	20	0	

2	Rye Foreshore	7	0	0	20	0	
2	Safety Beach	7	1	7	20	140	
2	Somerville	7	4	28	20	560	Irrelevant & Sensitive
2	Sorrento Foreshore	7	0	0	20	0	
2	Tyabb	7	1	7	20	140	
Total			69	483		9660	

High-Vis Street Presence – Labour Numbers

Peak Season: 20 December to 31 January

2018 – 2019 Season

Category Area	Townships	Days per Week	Hours Per Day	Hours per Week	No. Weeks	Total Hours	Comments
1	Dromana	7	16	112	6	672	
1	Hastings	7	16	112	6	672	
1	Mornington	7	16	112	6	672	
1	Rosebud	7	16	112	6	672	
1	Rye	7	16	112	6	672	
1	Sorrento	7	16	112	6	672	
2	Baxter	7	1	7	6	42	
2	Blairgowrie	7	1.5	10.5	6	63	
2	Capel Sound	7	1.5	10.5	6	63	
2	Flinders	7	2	14	6	84	
2	Hastings Foreshore	7	0	0	6	0	Irrelevant & Sensitive
2	McCrae	7	1	7	6	42	
2	Mornington	7	0	0	6	0	

Foreshore						
2	Mount Eliza	7	4	28	6	168
2	Mount Martha	7	3.5	24.5	6	147
2	Portsea	7	2	14	6	84
2	Rosebud Foreshore	7	0	0	6	0
2	Rye Foreshore	7	0	0	6	0
2	Safety Beach	7	1.5	10.5	6	63
2	Somerville	7	4	28	6	168
2	Sorrento Foreshore	7	0	0	6	0
2	Tyabb	7	1	7	6	42
Total Hours			119	833		4998

Irrelevant & Sensitive

Clear Culverts, Pipes and Pits

Contract Clause	Non-Compliance	Cost Saving
Annexure 9 Pit categorisation and inspection frequencies	Irrelevant & Sensitive	

Downer has spent the past six months delivering the drainage cleaning activity in this contract, which has equipped us with an in-depth knowledge of the network that we will draw on to deliver the best possible service. We have drawn on this knowledge to offer the Mornington Peninsula Shire Council with additional benefits and cost efficiencies, which we have detailed in this alternative proposal.

Downer believes no pit should be inspected longer than a three-year interval, and soak pits no longer than a two-year interval as a significant portion of reactive cases relate to pits, and soak pits in particular, which are inspected at a three-year or greater frequency.

We support the approach to categorising the network into Very High, High, Medium, Low, Very Low, as this provides a cost-effective means to manage the network on a risk-based approach.

Downer also believes the VH category covers the hot spot areas, however, it perhaps extends to some areas where the risk of flooding caused by a blocked pit is reduced.

Downer proposes to redefine the VH maps collaboratively with Mornington Peninsula Shire Council, and believes there is a 50% reduction in the number of pits sitting in the VH category that could be moved to the H category.

Downer believes this approach delivers a more cost-effective outcome, based on an optimised categorisation, as detailed in the table below.

Category	Inspection Freq. p.a	No. Pits	Inspection Freq. p.a	No. Soak Pits	Inspections p.a.
Very High	2.00	Irrelevant & Sensitive	Irrelevant & Sensitive	Irrelevant & Sensitive	Irrelevant & Sensitive
High	0.67				
Medium	0.33				
Low	0.33				
Very Low	0.33				
TOTAL					

This arrangement provides an overall saving of

Irrelevant & Sensitive

Drainage Asset Validation and Condition Assessment

Contract Clause	Non-Compliance	Cost Saving
Annexure 4-11 Drainage Asset Validation and Condition Assessment	Irrelevant & Sensitive	

The asset validation of the drainage network, coupled by the pit condition assessment, will provide the Mornington Peninsula Shire Council with a powerful set of data detailing what assets they have and the condition of these assets.

Downer believes the Council's budget could be better invested by redirecting the pipe structural condition assessment into other areas, as removing this assessment will reduce the overall cost of this service by

Irrelevant & Sensitive

In addition, Downer has technologies within Downer's ITS PipeTech business (Berolina system) that could assist in assessing and repairing identified areas of drainage line in the same day, providing a more cost-effective method of assessing and repairing the network; these technologies include:

- The Berolina system, used to reline the entire stormwater pipe from pit to pit
- Robotics, for cutting obstructions, and injecting cracks
- Point Liner, a short length 600 – 1200mm patch repair (fully structural) if there is a section of pipe that is compromised.

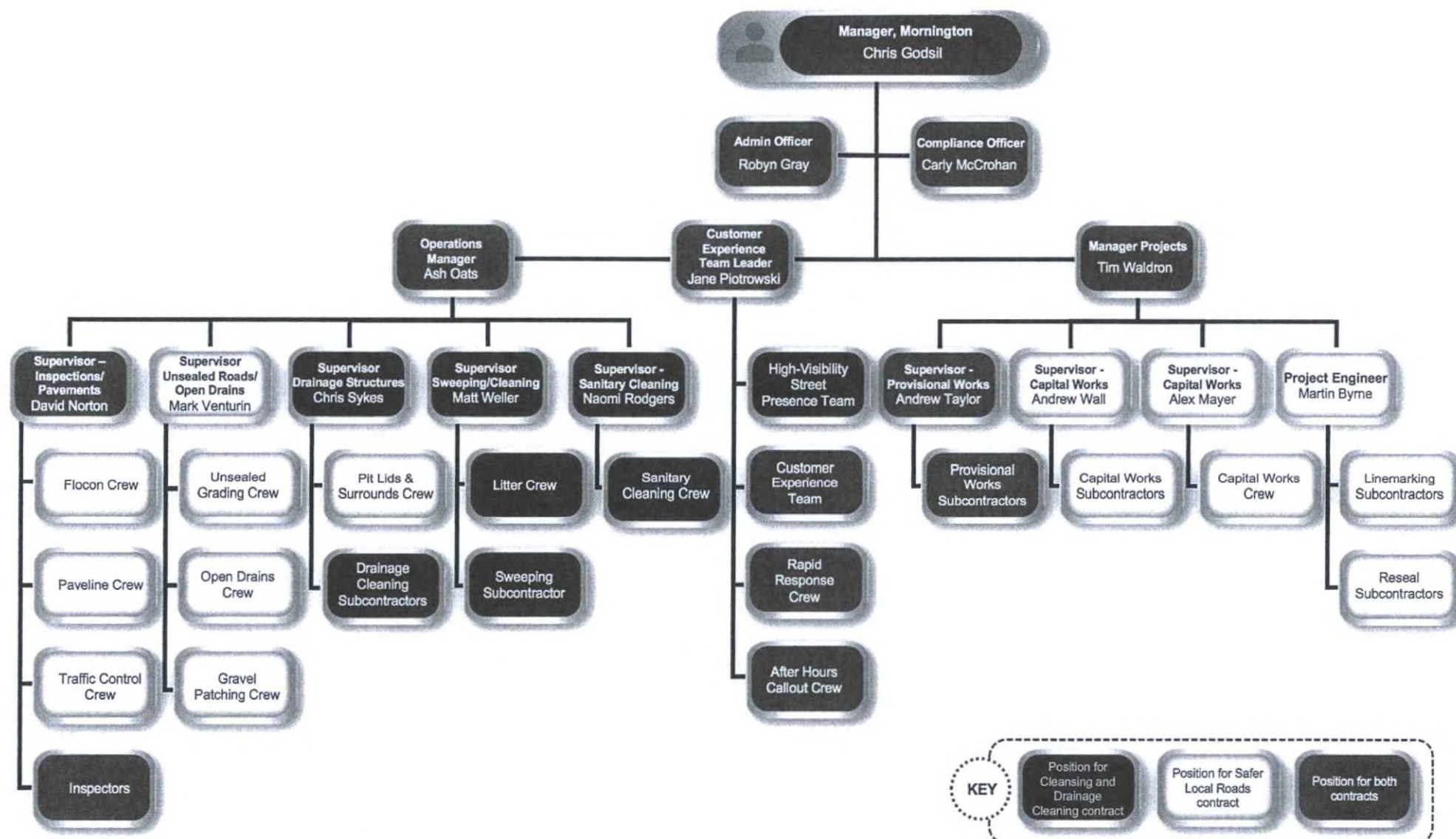


Appendix S3-7.2.2 Downer Organisational Chart

Tender Number: 2328 | 13 June 2018

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The Downer / Mornington Peninsula Cleansing and Drainage Cleaning Services Organisational Team



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Appendix S3-7.6 Contract Methodology

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7.6 How the tenderer will carry out the contract

Tenderers are required to detail their methodology in undertaking the work under the Contract with a particular demonstration of their ability to comply with the key terms of the Contract. Provide a program of scheduled works produced by your electronic Maintenance Management System.

Downer approaches service provision as more than just performing the services required, it's about maintaining the satisfaction of local residents as well. As such, we deliver all works in conformance with our robust methodology, to deliver our high-quality work consistently, while maintaining a flexible approach to delivery; which enables us to make changes to meet residents' preferences.

This approach is part of Downer's commitment to work with our clients as a trusted advisor, working together to meet Council requirements, while providing advice to improve service delivery where we can.

Downer has adopted this same approach on the Mornington Peninsula Shire Council Safer Local Roads contract, on which we have been the incumbent provider for the past 12 years. During this time, we have developed an extensive knowledge of the Mornington Peninsula network, and of residents' preferences, and made modifications to our approach to meet residents' preferences.

As Mornington Peninsula Shire Council will be aware, Downer has serviced the Mornington Peninsula Cleansing and Drainage Cleaning Services contract for past six months in a caretaker capacity, putting an additional 60 resources on the job to ensure Mornington Peninsula residents and the Shire Council continue receiving the level of service they expect. We do this because we see Mornington Peninsula as a community we are invested in, being the incumbent service provider on the Safer Local Roads project and a supporter of the local community by way of employing local residents and subcontractors.

As such, we dedicated these resources at our peak time to ensure the community is not impacted by the change in service provision. Downer has a reputation of providing fast and flexible response, which sets us apart in the provision of emergency response and rectification of unexpected events. We have provided this response on several occasions at the Yarra Ranges, to rectify damage done from weather events, and often at our own expense, purchasing additional loads of aggregate to ensure the community is not cut off as a result of eroded roads.

For the Mornington Peninsula Cleansing and Drainage Cleaning Services contract, Downer has developed an optimised sweeping solution that provides residents with a cleaner network; we've done this by amending sweeping times around network hot spots, giving these areas additional attention to prevent build up.

Downer's aim in making amendments in service provision such as this is to increase residents' satisfaction and reduce complaints made to Council.

We are also committed to delivering the highest quality of work, consistently. For this contract, Downer proposes to use the following staff allocations for delivery of the Cleansing and Drainage Cleaning Services works. These allocations have been selected based on our knowledge of the network and service delivery requirements, and our commitment to deliver high-quality work safely.

Downer crews will be based across three strategic locations: Hastings, Dromana and Rosebud, to provide full coverage across the entire Mornington Peninsula and immediate response to emergency events. The following table details Downer's proposed resource allocations.

Work Activity	Number of Crew	Detail
Sweeping Services	11	Based at Dromana and Rosebud and covering: • Beach cleaning • Street sweeping • Footpath sweeping.
Cleansing Services	6 to 24 (off peak to peak)	Based at Hastings and Rosebud and covering: • Sanitary cleaning • Barbecue facility cleaning • High-visibility street presence.
Litter Services	5	Covering programmed street litter collections, reactive cases covering dumped litter and dead animal collection. Based from Hastings and Rosebud.
Foreshore Camping Services	4 to 11 (off peak to peak)	Covering sanitary cleaning of foreshore camping facilities. Based from Rosebud.
Drainage Services	10	Covering gross pollutant traps, stormwater pits and pipes. Based from Hastings and Dromana.

Methodologies

As much as possible, Downer will use its own dedicated team and resources to complete all works on this contract; this ensures we maintain maximum control of service delivery and quality of services delivered. Further, as much as possible, these internal resources will be recruited from the local Mornington Peninsula area; this is part of Downer's commitment to acquire extensive local knowledge and to support the local communities in which we work.

When required, i.e. during peaks in workload or to complete specialist services, Downer may use sub-contractors to complete the works. The subcontractors Downer proposes to use for this contract include:

- ITS Pipetech (a Downer-owned business), to complete the full suite of Drainage Services
- Metro Urban, to conduct Street Sweeping Services
- Enviro Sweep, to conduct deep cleansing of footpaths.

Downer will apply the following methodologies to undertake the works required under this contract.



Inspections and Identifying Work

Downer's Inspection Team will be the key functional group completing inspections and work identification specific to BBQ facilities, fish cleaning facilities and the stormwater drainage network.

Inspections will be carried out by asset type and geographical location i.e. programmed pit inspections will be completed in geographical areas by specialised inspectors, focussing on this task only, and covering the high-risk pits in the north-west of the Mornington Peninsula (i.e. Mt Eliza and Mornington), and working south to Sorrento and Portsea.

To ensure we maintain the highest level of service delivery consistently, every Downer inspector will be equipped with specialist asset-management training, specific to the asset category. This training will take place before they begin working on the contract and the training will cover Downer's asset management software, how to effectively identify defects specific to the activity, how to log defects and, where required, how to sync with GMSC. Training will take place in Downer's Hastings Learning Centre.

By leveraging our knowledge of the Mornington Peninsula network, acquired from our incumbency on the Safer Local Roads contract and our experience servicing this specific contract, Downer has developed a monthly inspection schedule, an extract is detailed in the table below.

Week 1: 30 November to 6 December 2017

Plan	Area	Qty	Inspection Date(s)	Faults	Inspection Data into GMSC		Cleaning Plan Finished
MPP0 5	Mornington_V H	19	2/12/2017	2	10/12/201 7	19	13/12/2017
MPP0 6	Mornington_V H	47	2/12/2017	4	10/12/201 7	47	14/12/2017
MPP0 7	Mornington_V H	62	2/12/2017	10	10/12/201 7	62	13/12/2017
MPP1 2	Mornington_V H	158	2/12/2017	16	10/12/201 7	158	14/12/2017
MPP1 3	Mornington_V H	435	3/12/2017	85	10/12/201 7	435	15/12/2017
Subtotal		721		117	16.23%	721	

Week 2: 7 December to 13 December 2017

Plan	Area	Qty	Inspection Date(s)	Faults	Inspection Data into GMSC		Cleaning Dates
MPP08	Mornington_VH	59	9/12/2017	11	27/12/2017	59	14/12/2017
MPP09	Mornington_VH	38	9/12/2017	2	27/12/2017	38	17/12/2017
MPP14	Mornington_VH	106	9/12/2017	9	27/12/2017	106	17/12/2017
MPP15	Mornington_VH	143	9/12/2017	17	27/12/2017	143	17/12/2017
MPP16	Mornington_VH	92	10/12/2017	11	27/12/2017	92	17/12/2017
MPP17	Mornington_VH	195	10/12/2017	41	27/12/2017	195	18/12/2017
MPP18	Mornington_VH	0	10/12/2017	0	10/12/2017	0	18/12/2017
Subtotal		633		91	14.38%	633	
Running Total		1354		208	15.36%	1354	

Downer Inspectors will be equipped with mobile devices to capture inspection data and this will provide tracking capability and date-stamped evidence that inspections have been completed in accordance with contract specifications.

Inspectors will also undertake the following tasks:

- Auditing the quality of works delivered
- Providing a central point of contact for Mornington Peninsula Shire Council's customer request staff
- Entering sources of identified work into the Downer electronic Maintenance Management system (AMIS Enterprise software).

Any defects, work identified, and photo images will be entered into AMIS Enterprise, and treatment options will be raised as tasks. If Inspectors require guidance on treatment selection for the asset, they may refer back to the Supervisor or members of the wider delivery team for advice.

Customer Requests will also be entered into AMIS Enterprise, and matched against existing faults identified through the inspection regime. Downer will then update GeoMedia Smart Client (GMSC) to note that this defect or work request may have already been captured and programmed for works.

Once the nature of the action request is understood, and suitable treatments identified, task work orders will be created in AMIS Enterprise for the work program. When works are completed, GMSC will be updated with the completed works information.

Sweeping Services

Beach Sweeping

Mechanical cleaning will be done by a tractor equipped with a surf rake, covering the beaches on a 10-day program. All waste collected from sweeping activities will be transferred to a tipper. This method increases the effectiveness of sweeping activities by approximately 20%, compared to the conventional method of transferring to a static waste bin. Further, this also reduces carbon emissions and use of the road network, as this method reduces cartage normally required to transfer waste to a static bin, which is approximately two round-trips in summer and five-round trips in winter months, during heavy seaweed volumes.

All areas unable to be effectively swept with this method, such as native vegetation, will be hand cleaned with a combination of street litter and high-visibility-presence crews providing coverage across the entire Western Peninsula.

All waste collected from beach sweeping activities will be disposed at the Rye Landfill as commercial waste. Downer is currently in discussions with several providers about securing alternative recycling opportunities to repurpose this material. Currently, this service is provided by only one company, located in Tasmania, but our intention is to establish a more sustainable means to repurpose the material within this contract term.

Street Sweeping

Street sweeping will be conducted on a programmed basis as per the contract specifications. By leveraging our experience already acquired from servicing this contract, Downer has established a street sweeping methodology with a flexible approach, which enables Downer to actively manage network hot spots and adjust the program when required to adapt to seasonal variations and unexpected events.

Further, our understanding is that the activity specification and tender clarifications support the current methodology as a conforming service excluding the high-profile precinct footpath sweeping areas which is further explored in the Footpath Sweeping and Cleaning section. We are confident this solution offers the Mornington Peninsula Shire Council operational efficiency and the best value for money solution that best meets the communities' expectations.

All Downer street-sweeping vehicles will be equipped with live GPS-tracking (for emergency management and verification of works completed). Additional tracking in AMIS will automatically update Downer's information on when the segment of the network is swept.

Street Sweeping crews will consist of eight (8) large road sweepers, and eight (8) crew members. Further, additional resources working across the Peninsula, on the Safer Local Roads contract and this one, will be mobilised through the immediate reporting of the Snap Send Solve app, to assist with the street sweeping operations when required, i.e. clearing corners, kerb stops and areas in which mechanical sweeping devices are unable to clear.

Sweeping operations will be operated over three shifts:

- a night shift for high-profile precincts (two sweepers)
- an early morning shift for arterial and feeder roads (two sweepers)
- a day shift for residential sweeping (four sweepers),

Services will generally be conducted from 10:00pm until 4:00pm, seven days a week. (This may vary depending on operational and programming requirements).

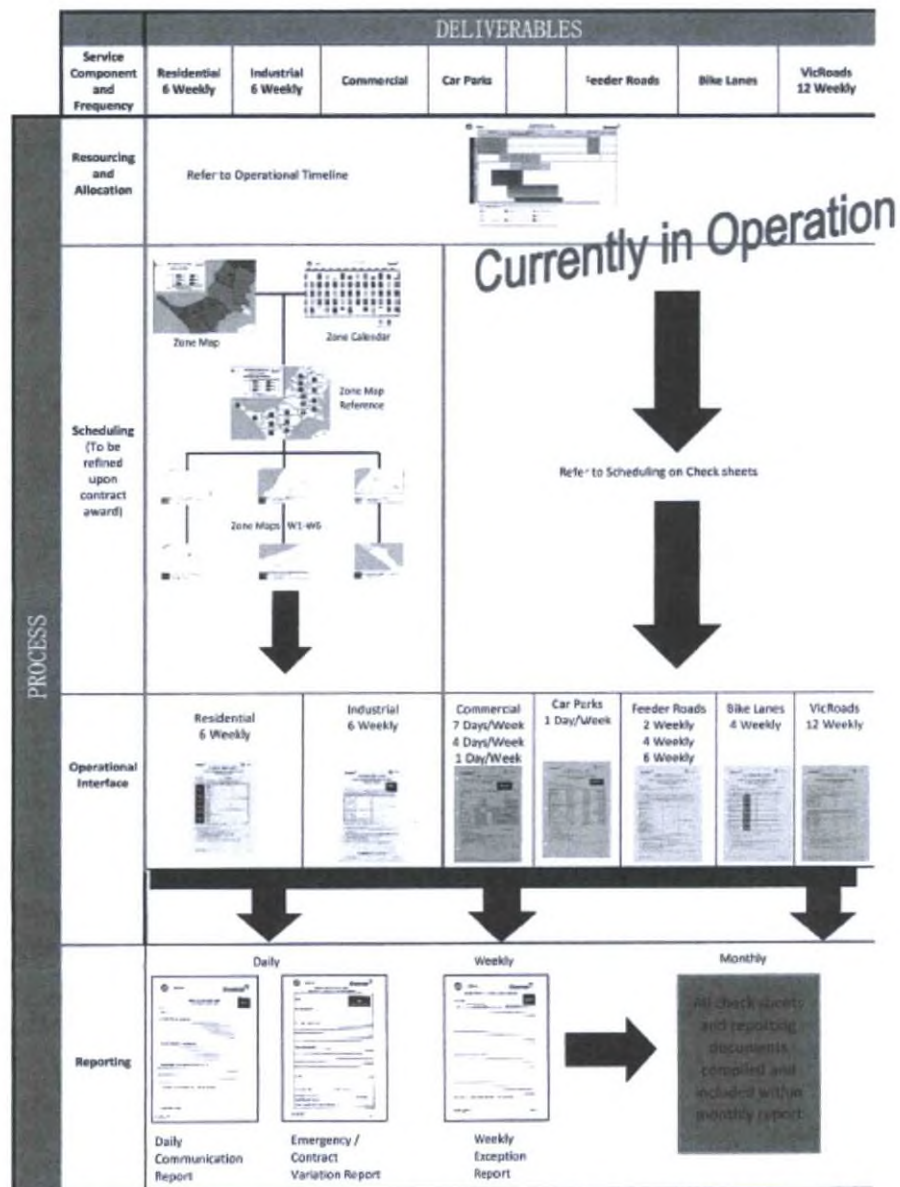


Figure 1: Downer's proposed street sweeping workflow

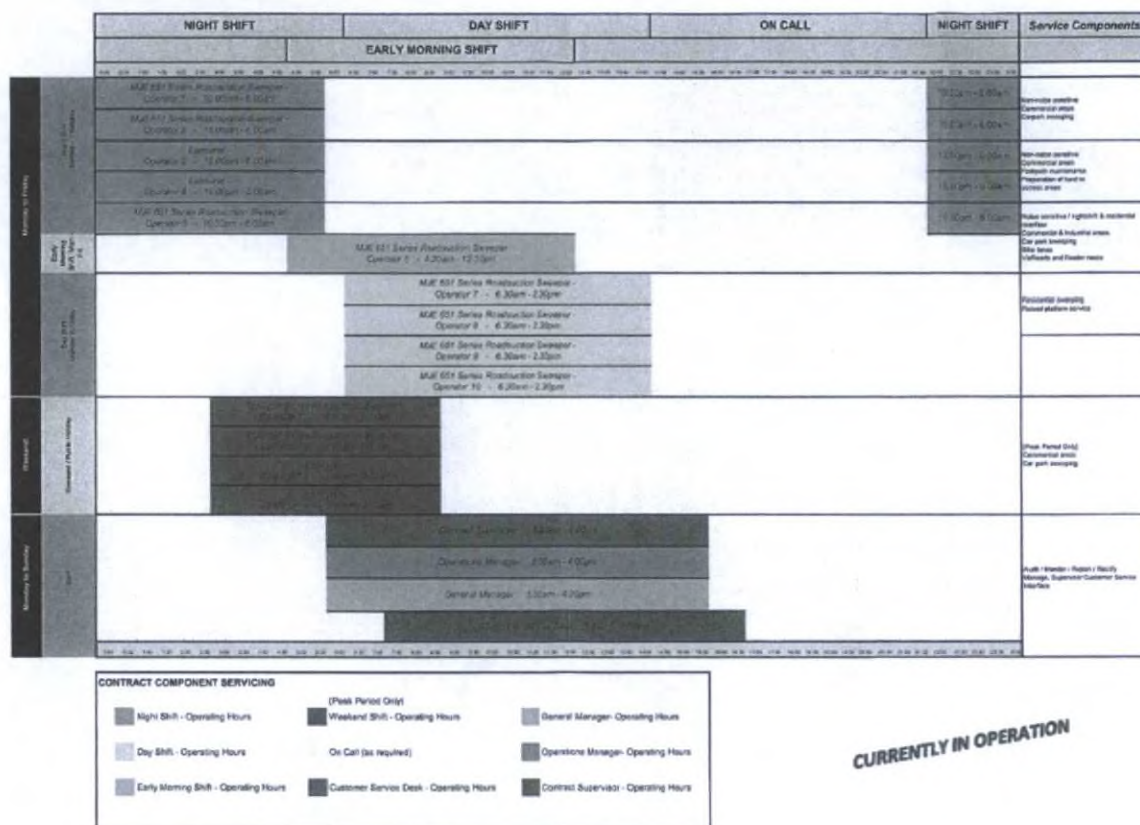


Figure 2: Proposed street sweeping resource allocation

Careful planning and resource management will be enacted to ensure Downer handles peak periods and ad hoc demands effectively, e.g. high leaf fall seasons / areas, and additional cleaning requirements during holidays and special events. Downer understands additional resources will be required during special events such as Blessing of the Cross and key Public holidays.

To cover peak periods and emergency ad hoc events, Downer draws on a large fleet of standby street sweepers, ensuring we can quickly service additional demands and substitute for vehicle maintenance or breakdowns.

Downer intends to introduce a new innovation to this contract, specifically, transporting the sweeping waste collected to a local recycling partner located within the Mornington Peninsula, where more than 82% of waste material will be repurposed into clean fill.

This initiative is part of Downer's commitment to delivering environmentally sustainable operations, and extends our recycling operation in Sydney, which recycles street sweeping waste collected on our Sydney-based contracts and repurposes this into new and valuable products.

Footpath Sweeping and Cleaning

Downer understands that this contract, supplemented by tender clarifications, requires all 143,526m2 of paths within the high-profile shopping precincts to be swept daily by means that

minimise the risk of damage to concrete pavers; this includes gravel, asphalt and concrete-based paths.

This can be practicably achieved using a combination of mechanical footpath sweepers for the majority of the area and operators, with blower where paver damage is likely from mechanical sweeping.

To service this volume of footpath sweeping, Downer would supply three (3) mechanical footpath sweepers and two (2) operators with blowers riding alongside the two street sweepers allocated to the high-profile precincts, operating on a night shift from 10pm to 6am.

Three satellite depots will be sourced to ensure operational efficiencies are in place to cover the large volume of paths.

High-profile footpath cleaning will also be undertaken on an annual program, using a flat surface cleaner. The machines provide a deep clean to concrete paths, while capturing the waste water simultaneously and avoiding it entering the stormwater drainage network. The area to be serviced three times during the contract, once in the first year followed by bi-annual cleans, as confirmed in a tender clarification to be 54,480m².

Careful planning and resource management will be maintained to ensure Downer effectively handles peak periods and ad hoc demands, e.g. high leaf fall seasons / areas and additional cleaning requirements around holidays and special events.

Footpath sweeping waste will be dewatered and transported to a local recycling partner located in within the Mornington Peninsula where over 82% of it is repurposed into clean fill.

Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.

Cleansing Services

Sanitary Cleaning

Downer has allocated an efficient cleaning crew to servicing the 135 toilet facilities and 80 barbecue facilities in the area. Resourcing of this cleaning crew will be arranged as detailed below:

Time of season	Resources Allocated
Off-Peak Weekdays	Eight (8) people, for seven (7) hours per day, five (5) days per week for twenty six (26) weeks a year. This crew will complete 5A runs, with one double-up in Sorrento, and 1B run double up
Off-Peak Weekends	Six (6) people for seven (7) hours per day, two (2) days per week for twenty-six (26) weeks a year. This crew will complete 5A runs, and 1 double up, in Sorrento
Tourist Weekdays	Nine (9) people for eight (8) hours per day, five (5) days per week for twenty (20) weeks a year. This crew will complete 6A runs, with one double up in Sorrento, and 1B run double up
Tourist Weekends	Seven (7) people for eight (8) hours per day, two (2) days per week for twenty (20) weeks a year. This crew will complete 6A runs, with one double up in Sorrento

Time of season	Resources Allocated
Peak-Tourist Weekdays	Eleven (11) people for nine (9) hours per day, five (5) days per week for 6 weeks a year. This crew will complete 6A runs in the morning with 1 double up in Sorrento, 1A run afternoon double up, and 1B run double up
Peak-Tourist Weekends	Ten 10 people for nine (9) hours per day, two (2) days a week for six (6) weeks a year. This crew will complete 6A runs in the morning, with one double up in Sorrento, 1A run afternoon double up, 1B run double up (on Saturdays only).

Downer understands that sanitary cleaning is required over a number of programmed runs to deliver operational efficiency across the large network. Toilets and barbecue facilities are cleaned by specialist local staff, using brand-new Holden Colorado vehicles, modified to complete the task.

Specialist contractors are used to empty the sanitary bins to reduce the risk of needle-stick injuries. Our cleaners are equipped with puncture proof, heat proof and Cut 5-rated gloves to provide them with protection over and above that stipulated by the industry. This is part of Downer's commitment to maintaining the safety of our people and the Zero Harm commitment of our company.

Specialist cleaning materials and consumables suitable for the task have been sourced by reputable supply chain partners, and have been trialled on the network. This has been done to ensure our specialist staff are fully equipped and able to provide the highest quality of service.

Barbecue Facility Cleaning and Maintenance

Barbeque cleaning and maintenance will be completed by the abovementioned resources, by way of the following split:

- 70% Sanitary cleansing (118 sites)
- 30% Barbecue cleaning (80 sites)

High-Visibility Street Presence

High-visibility street presence personnel will be allocated to each precinct and will maintain the beautification of the precinct on a daily basis by collecting litter, cleaning spills on footpaths, cleaning bin surrounds, monitoring and restocking toilet consumables.

Downer understands this contract requires 19,488 hours of high-visibility presence as per the table below. Our understanding of the specifications and experience providing this service informs us that this allocation can be reduced to 15,378 hours, with no compromise on the level or quality of service.

As such, Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.

High Vis / Street Presence - Labour No's 1 Nov - 30 April (excluding Peak Season 20 Dec to 31 Jan)

2018 / 19 Season						
Category Area	Townships	Days per Week	Hours Per Day	Hours per week	No. Weeks	Total Hours
1	Dromana	7	8	56	20	1120
1	Hastings	7	8	56	20	1120
1	Mornington	7	8	56	20	1120
1	Rosebud	7	8	56	20	1120
1	Rye	7	8	56	20	1120
1	Sorrento	7	8	56	20	1120
2	Baxter	7	3	21	20	420
2	Blairstown	7	3	21	20	420
2	Capel Sound	7	3	21	20	420
2	Flinders	7	3	21	20	420
2	Hastings Foreshore	7	3	21	20	420
2	McCrae	7	3	21	20	420
2	Mornington Foreshore	7	3	21	20	420
2	Mount Eliza	7	3	21	20	420
2	Mount Martha	7	3	21	20	420
2	Portsea	7	3	21	20	420
2	Rosebud Foreshore	7	3	21	20	420
2	Rye Foreshore	7	3	21	20	420
2	Safety Beach	7	3	21	20	420
2	Somerville	7	3	21	20	420
2	Sorrento Foreshore	7	3	21	20	420
2	Tyabb	7	3	21	20	420
		Total	96	672		13440

High Vis / Street Presence - Labour No's Peak Season 20 Dec to 31 Jan

2018 / 19 Season						
Category	Townships	Days per Week	Hours Per Day	Hours per week	No. Weeks	Total Hours
1	Dromana	7	16	112	6	672
1	Hastings	7	16	112	6	672
1	Mornington	7	16	112	6	672
1	Rosebud	7	16	112	6	672
1	Rye	7	16	112	6	672
1	Sorrento	7	16	112	6	672
2	Baxter	7	3	21	6	126
2	Blairgowrie	7	3	21	6	126
2	Capel Sound	7	3	21	6	126
2	Flinders	7	3	21	6	126
2	Hastings Foreshore	7	3	21	6	126
2	McCrae	7	3	21	6	126
2	Mornington Foreshore	7	3	21	6	126
2	Mount Eliza	7	3	21	6	126
2	Mount Martha	7	3	21	6	126
2	Portsea	7	3	21	6	126
2	Rosebud Foreshore	7	3	21	6	126
2	Rye Foreshore	7	3	21	6	126
2	Safety Beach	7	3	21	6	126
2	Somerville	7	3	21	6	126
2	Sorrento Foreshore	7	3	21	6	126
2	Tyabb	7	3	21	6	126
Total Hours			144	1008		6048

Litter Services

Street and Drain Litter Collection

Downer proposes to undertake street and drain litter collection with five (5) crew members, three (3) on programmed litter runs and two (2) completing reactive cases i.e. dumped litter.

Downer has also allocated one day of collection and disposal of street and drain litter as part of the Clean Up Australia Day.

Downer's solution entails converting the reactive dumped litter truck into a third rapid response truck, providing greater visibility and coverage of the Rapid Response service. Downer proposes to employ two full-time Rapid Response Trucks for the entire year, which will be further complemented by the Rapid Response Truck employed in peak periods.

Permanent Rapid Response Trucks will be split into a North and South area, providing greater coverage and visibility of the service. Trucks will patrol the network, completing make-safe tasks.

Downer believes synergies exist that enable the Rapid Response Trucks to perform their service while also responding to cases of dumped rubbish and beach cleaning waste, without compromising the intent of the Rapid Response. In fact, Downer believes this arrangement will enhance the service by broadening the service offering and the service profile.

In conjunction with Mornington Peninsula Shire Council, Downer intends to develop a map of network hot spots i.e. areas requiring a higher amount of work and/or prone to illegal dumping. These areas receive a high number of customer requests or complaints and require a greater level of service to other areas.

Once this map is developed, Downer will allocate our innovative CCTV solution and additional work effort to these identified areas during rain and adverse weather events, ensuring these areas are inspected and programmed for cleaning before all others.

Downer will work with Mornington Peninsula Shire Council to collect data using the DumpInData application and produce innovative strategies to reduce the volume of waste illegally disposed.



Figure 3: The Downer Rapid Response Team trucks, providing highly-visible presence and rapid response to cleaning requirements

Dead Animal Collection

Collection, identification and burial of dead animals will be completed by the same resources allocated to Street and Drain Litter Collection. This will consist of five (5) crew members responding to reactive cases and proactively identifying dead animals on their programmed runs.



Foreshore Camping Services

Foreshore Camping – Sanitary Cleaning

Downer intends to undertake Foreshore Camping – Sanitary Cleaning services with the resources specified below to effectively cover the 27 camping sites per day, seven days per week.

Time of season	Resources Allocated
Pre-Season Weekdays	Four (4) persons for seven (7) hours per day, five (5) days per week for eight (8) weeks a year, completing 4A runs, all one-up.
Pre-Season Weekends	Four (4) persons for seven (7) hours per day for two days per weeks, eight (8) weeks per year, completing 4A runs, all one-up.
Peak-Season Weekdays	11 persons for eight (8) hours per day for five (5) days per week, seven (7) weeks per year, completing 6A runs morning, three (3) double up, 1A run afternoon double up.
Peak-Season Weekends	11 persons for eight (8) hours per day, two (2) days per week for seven (7) weeks a year, completing 6A runs morning, 3 double up, 1A run afternoon double up.
Post-Season Weekdays	Four (4) persons for seven (7) hours per day, five (5) days. A week for 13 weeks a years, completing 4A runs, all one-up.
Post-Season Weekends	Six (6) persons for seven (7) hours per day, two (2) days a week, for 13 weeks a year, completing 4A runs morning, all one-up, and 1A run afternoon double up.

* B Cleans completed by Public Sanitary Cleaning resources

Downer proposes to replace the existing 'pods' in the foreshore camping female cubicles with sanitary receptacles that are emptied by specialist contractors, requiring no bag handling.

The current pods pose a risk of needle-stick injuries from the transfer of the bags from the pods to the waste bin. Downer believes this small investment of Irrelevant / Sensitive represented in our price will be worth much more by providing a safer work environment for our cleaners.

Drainage Services

Maintenance of Gross Pollutant Traps

Downer proposes to conduct gross pollutant trap maintenance with two (2) staff, working as one crew, on a three-monthly cleaning program covering the 74 gross pollutant traps across the Mornington Peninsula.

Crews will clean gross pollutant traps with a Jet / Vacuum Drainage Cleaning combo truck. Litter baskets will be removed by mechanical means.

All waste collected from cleaning gross pollutant traps will be first de-watered at a triple interceptor facility at Hastings or Dromana and then shipped in a cost-effective way to the south east of Melbourne to be recycled by a new Downer Detritus plant, which converts 85% of the waste into reusable road construction materials.

Clear Culverts, Pipes and Pits

Clearing culverts, pipes and pits will be completed on a programmed basis by approximately 2.5 Jet / Vacuum Drainage Cleaning trucks.

An average of 1.5 Jet / Vacuum Drainage Cleaning trucks has been allocated to this contract to complete reactive cases. This equips Downer with a total of four trucks, which enables us to manage reactive incidents and emergency events with fast response.

Downer also has a large resource pool of additional trucks and staff we can call on if required.

Downer understands the frequency and number of pits required to be inspected and cleaned on a programmed basis to be as detailed below.

Rating Description	Inspection Freq. p.a	No. Pits	Inspection Freq. p.a	No. Soak Pits	Inspections p.a.
Very High	2.00	6779	2.00	1	13,560
High	0.67	12537	0.67	34	8,381
Medium	0.33	22465	0.33	1632	8,032
Low	0.25	992	0.25	20	253
Very Low	0.20	547	0.20	1	110
TOTAL		43,320		1,688	30,336

Downer envisions the workload for clearing culverts and pits will be generated by:

- The inspection process and ad hoc driving on the network
- Customer requests, received through Mornington Peninsula Shire Council's GMSC system
- Onsite reports received from other cleaning crews
- Downer's knowledge of the network.

The work will then be inspected and programmed according to the priority and response timeframes set out in the specification. Cleaning works will be completed predominately by using a small jetter truck and a combination unit where required.

Downer understands that, depending on the culvert, different work methodologies are required to ensure it can fully clear and remove all blockages from inlets and outlets. Depending on the severity of the blockage, this may include hand shovelling, vacuum adduction or the use of an excavator.

Within this contract, Downer will seek to trial its Smart Drains sensors.

For detail on our Smart Drain sensors refer Appendix S3-10 Continuous Improvement.

Downer will investigate the potential of investing in this technology, with particular regard to the access issues experienced with the inspection of 3,000 plus pits in easements through private properties.



Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.

Miscellaneous

Customer Service

Downer has committed one person to work as a Dedicated Customer Service Officer on this contract. This person is responsible for providing administrative support to the allocated Merit requests, particularly the expected high number of dumped rubbish requests.

The Customer Service Officer will be fully integrated with the Safer Local Roads contract customer service team that work with the community through a partnership approach to meet community needs.

The total team will comprise of two (2) roles covering Cleansing and Safer Local Roads administration, one (1) Customer Service Liaison officer and one (1) Customer Experience Team Leader with the ability to ramp up services on an as needed basis utilising trained operators within the businesses current resources.

Downer has a detailed workflow process that has been refined to deliver superior customer experience outcomes over our 12 years history on the Mornington Peninsula.

Our current response target is nine days, within the contract 10-day timeframe. We have met this target with no exception for the past four years

Our VIP system goes above the contract requirement of a 10-day response time. As each case comes in we assess whether the case relates to a high profile or influential person with a target to response to the customer within two-day timeframe. This reduces the chance of bad press for the Shire or damaged brand and even increases the brand in some circumstances.

We have a dedicated Customer Liaison Officer covering the customer cases in addition to a field of experts who assist where required with the more complex cases.

Mornington - Customer Service

Mornington - Maintenance

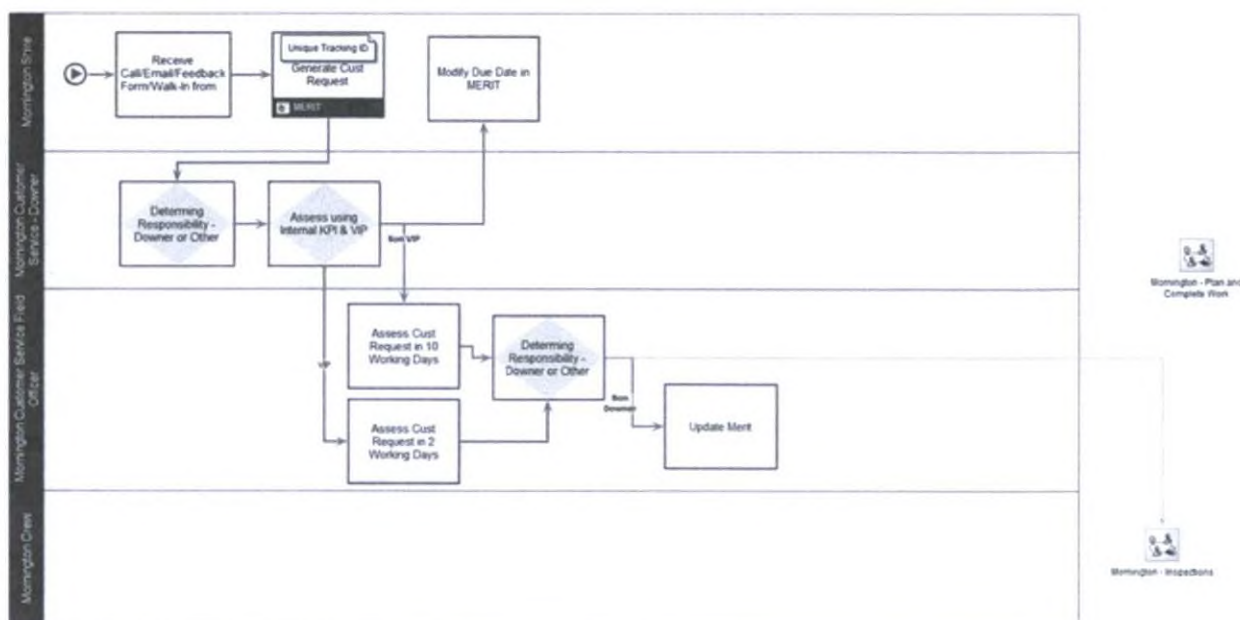


Figure 4 - Customer service workflow process map

After Hours Call Out

A dedicated member of staff (co-shared with the Safer Local Roads contract) has been allocated to this contract, daily, outside normal working hours to support the fulltime workforce in times of peak demand and after-hours callouts.

This crew member and the staff member have access to a variety of resources and subcontractors to rapidly respond to any after-hour callout i.e. blocked pits, soiled toilets, beached seals.

These after hour crew members undergo annual training specific to the requirements of the role.

Drainage Asset Validation and Condition Assessment

Due to the current state of asset data described in the Tender Specification document, along with the quantity of works required, Downer has prepared a comprehensive methodology designed to capture accurate spatial and attributes data for all assets in the register, along with a broad appreciation of the structural and service condition of conduits and maintenance structures.

Downer believes it is critically important to provide an accurate asset inventory and connectivity map. As such, all accessible assets are proposed to be surveyed by an experienced crew that has an excellent knowledge of the practical operation drainage systems.

When inspecting an asset, the crew will measure all required dimensions, and classify assets according to the Council's requirements, as well as locating any previously unknown assets.

Location data will be collected by way of RTK GPS, using the best-in-class survey equipment from Topcon, together with the VICPos VRS correction network, enabling Downer to offer centimetre precision on collected coordinates.

In areas where satellite coverage is problematic e.g. heavy tree coverage and high-rise buildings, a robotic total station may be deployed to enable coordinate collection.

To provide condition data, a cost-effective and time-efficient Fixed Zoom (Quickview) Camera methodology has been developed. Details of this camera system are supplied later in this document.

While the majority of inspections would be performed with a fixed-zoom camera, a robotic tractor camera will also be available for assets outside of the Quickview scope. This approach is consistent with and noted in IPWEA's Practice Notes 5 - Stormwater Condition Assessment and Asset Performance Guidelines.

Fixed Zoom technology provides rapid deployment and the ability to look past silting issues that would otherwise stop a tractor camera. The methodology for both cameras would be identical, along with capture software and reporting.

Downer proposes the following methodology:

- On being awarded the contract, a representative of Downer will meet with Council for a project commencement meeting, and take delivery of existing mapping and drainage information
- The supplied drainage information will be loaded into our in-house (ESRI) GIS system
- Works will be divided into areas and allocated to crews in a logical basis.

The following procedure will be followed to conducting works for the project:

- Visit nominated location, attempt to locate pit
- If pit is in easement and access unsuccessful, leave contact letter
- Rate condition of pit, and collect depth to invert if possible
- Nominate asset for cleaning if required, or proceed with survey. (Cleaning requirements will be entered into the system and communicated to Council for decision making)
- Nominate asset for tractor CCTV if required
- If pit is clear, perform Fixed Zoom survey, recording all observations and defects to WSA05-2008
- Replace lid, and restore site
- Pit will be marked as updated and flagged for GPS crew to visit
- GPS crew follows with RTK GPS System / Total Station and collects a surface level for the centre of the structure (to GDA94 MGA Zone 55). Average RMS accuracy for collection in +/- 2cm Horizontal, +/- 5cm Vertical.

Considerations in completing the task include:

- WinCan shall be the inspection software used to complete this project. All Fixed Zoom and Tractor CCTV surveys are performed in a consistent manner on a common software platform for ease of analysis
- WinCan Version 8 is currently used; however WinCan VX will be available as an option by project commencement.

Pilot Study

On agreement with Council, a small area with clear boundaries will be selected, completed and delivered as a 'Pilot Project'. This will ensure any issues are identified and compensated for during the initial stages of the project.

Combined with Downer's daily reporting, we are confident of maintaining a high degree of transparency, efficiency, accuracy and completeness that is able to be communicated to Council at all times.

Deliverables

On completion of the project, Council will be provided with:

- Wincan Project files, including survey databases coded to WSA052008
- Wincan style PDF reports, detailing each survey with defect/observation photos
- A summary of all inspections, including Structural / Serviceability scoring in Microsoft Excel Format
- Spatial database including collected GPS, condition and attribute data in ESRI Shapefile / MapInfoTAB (GDA94 MGA Zone 55)
- Copies of the spatial database attribute tables in Microsoft Excel Format
- Video clips in .mpg format
- Images of defects in JPG format
- Manhole photographs in JPG format (note these are referenced to Asset ID's via spatial database)

Downer will work with Mornington Peninsula Shire to ensure this data can be exchanged seamlessly into GMSC.

Job Management, Progressive Delivery and Progress Tracking

To assist in managing this project, Downer will be able to use a web-based GIS portal (UtilityTrack) that enables Downer management, and the Council to log in at any time 24/7 during the project, from any internet enabled device (i.e. Computer/Laptop/Tablet/Smartphone) and track progress in real time.

As the survey team moves through the area, lines depicting pipes are overlaid onto a detailed aerial photo, changing colour according to completion status. On collection, video is uploaded via a 4G wireless connection, along with condition data to a private cloud, and is available for the client to watch via streaming typically within 30-60 minutes after completion. A PDF inspection report for each pipe is also immediately available.

Pit/Pipe attribute data updates are available for viewing instantly, as are pit photographs collected on-site. Changes to mapping are effected in real time, and are immediately viewable to all.

While deliverables will be as per contract spec, this methodology enables:

- Greater transparency and trust in the client/contractor relationship
- Immediate access to data on problems or hazardous segments, enabling swift action on areas that present a property damage or injury risk
- Monitoring of production and progress
- The ability to identify program issues as they occur.

Logistics

Downer is able to complete this job in line with Council expectations, completing the project within a 60-month time frame by deploying two full-time crews with an average production rate of 23 pits and pipes per day.

Downer has provided an alternative proposal, detailing alternate methodologies that can be used to service this contract, providing greater efficiency and value for money. Please see details of this under Appendix S3-6.2 Contract Non-Compliance.

Program of Scheduled Works

Downer proposes to use AMIS Enterprise as our electronic maintenance management system. AMIS Enterprise combines business processes and technology acquired from more than 100 years of maintenance experience. AMIS Enterprise will be used to manage:

- Customer Requests (imported from Merit)
- Asset Register
- Audit / inspections
- Defect management
- Task management
- Programming
- Claiming (support documentation).

AMIS Enterprise is built on Deighton dTIMS v9, and leverages the following technologies:

- Spatial enabled database
- Temporal database (nothing is ever deleted, just end dated)
- Microsoft BI suite for Enterprise Reporting and Dashboards
- Deighton dTIMS for advanced predictive modelling and optimisation
- Remote synchronisation and system updating.

Another advantage of using this system is that the jointly-run Asset Data Integration Project on the Safer Local Roads contract has now paved the way for seamless data exchange between AMIS enterprise and GMSC.

This integration will provide the Mornington Peninsula Shire Council with assurance that it owns and controls the asset data through GMSC, and Downer's AMIS programming schedules will provide an accurate reflection of the assets on the network.

Upon contract award, Downer will undertake the following staged approach to ensure that within the first three months, all assets accurately reflect the data on GMSC and schedules have been implemented, tested and verified as an accurate reflection of the contract requirements.

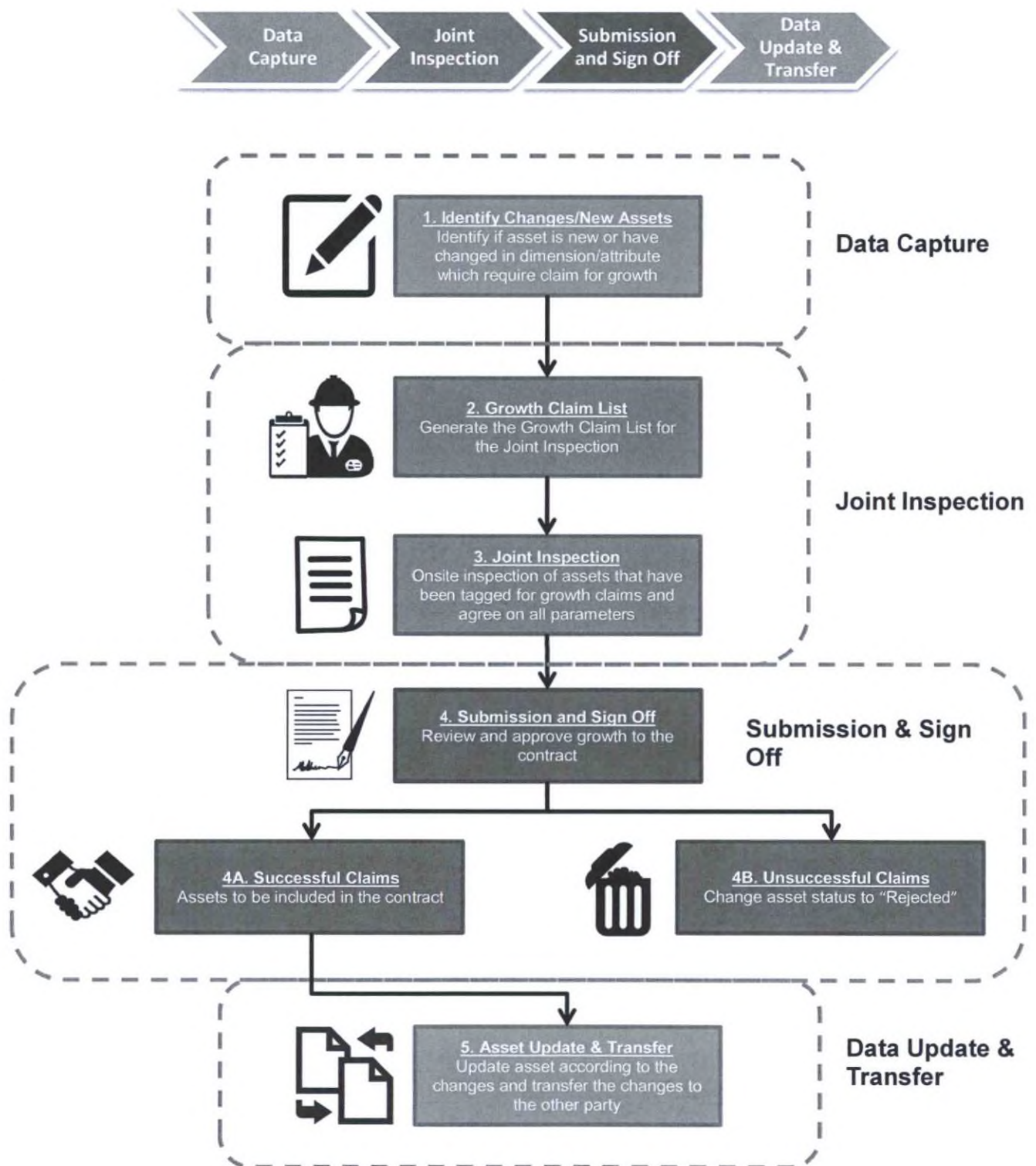


Figure 5 – Safer Local Roads Growth Claim and Ongoing Data Capture and Validation Process

Stage 1. Obtain a list of assets and required data to develop new asset layers in AMIS

Downer will liaise with the Mornington Peninsula Shire Council asset management team to acquire spatial data on the assets to be maintained. This data will be sent to Downer's AMIS specialists to create asset layers for desktop and tablet use. The unique assets will be as follows:

Asset	Required For
Barbeques	BBQ Cleaning/Maintenance
Beaches	Beach Sweeping
Public Sanitary Blocks	CSA Sanitary Cleaning (includes shopping precinct toilet blocks)
Fish Cleaning Facilities	Fish Cleaning Facility Cleaning
High Profile Shopping Precincts	Loose Litter Collection, High Visibility Service
Loose Litter Collection Sites	Loose Litter Collection
Foreshore Sanitary Blocks	Foreshore Service (Sanitary Cleaning/Maintenance of Toilet/Laundry Services)
Gross Pollutant Traps	Gross Pollutant Trap Cleaning
Drainage Pits and Pipes	Programmed drainage pit inspections and cleaning

Downer is also completing street and drain litter on A and B Roads, and street sweeping on the whole network. These networks are already established under the Safer Local Roads contract. New schedules for the street and drain litter and street sweeping will be integrated into the road network.

Stage 2. Create Asset Layers in AMIS

Using Mornington Peninsula Shire Council's geospatial data will enable Downer's AMIS enterprise specialist team to create the asset layers in AMIS.

These layers will be overlayed into GMSC, using the seamless data exchange methodology developed under the joint Safer Local Roads – Integration of Asset Data Project to ensure they are correct and accurate.

Stage 3. Implement Task/Inspection Schedules for each Asset

Schedules for each task will be created, which will comply with the service standards detailed in Annexure 4 and Annexure 9. These will be tested and verified within the first three months.

An extract of the BBQ Facility Cleaning and Maintenance schedule within AMIS enterprise is provided below. Note, while draft schedules already exist, they will not be finalised until they are tested and verified. Furthermore, they are not reader-friendly and as such have not been included within the tender submission. They are however available upon request.

Barbecue Facility Cleaning Maintenance Schedule 03/09/2018

Asset Name	Description	Road Name	Suburb	Schedule Description	Task start date	Task Due date	Task Expiry Date
691860	Flinders Foreshore X2 plates	Bass St	Flinders	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
690918	Hastings Foreshore X2 plates	Marine Pde	Hastings	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
860791	Opp McCrae Lighthouse BBQ'S	Foreshore	Mc Crae	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
905876	Opp Bartel Street	Foreshore	Mc Crae	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691233	Mornington Park X2	Esplanade	Mornington	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
692773	Mornington Park X2	Esplanade	Mornington	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
689742	Newton Reserve X2	Point Nepean Rd	Portsea	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
827531	Rotary Park BBQ'S x 2 plates	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
860490	Tom Salt Mem Park	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
860488	Camp Kitchen BBQ'S	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018

860489	J.B. Mac Donald Res BBQ'S	Foreshore	Rosebud	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691470	Rye Foreshore Picnic Site	Point Nepean Rd	Rye	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691451	Rye Foreshore Picnic Site	Point Nepean Rd	Rye	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018
691583	Government Rd X2	Point Nepean Rd	Rye	Four (4) times per week (off season)	03/09/2018	03/09/2018	04/09/2018

Stage 4. Create defects and task codes for each Asset

Defects and tasks will be enabled for each schedule, with the corresponding intervention levels and response times. Please see below for an example of how a defect and task for a BBQ would be built to meet the requirements of the activity specification.

Intervention level:

Barbecue a potential health hazard. Make Safe. Response time: four (4) hours.

Defect:

BBQ: Severely Damaged/Dangerous Barbeque

Qty: 1

Comments: 1 Plate damaged, BBQ not working, wiring exposed and potential hazard.

Response time: Four (4) hours

Responsibility of: BBQ Team

Asset Information: BBQ3983, Rosebud Foreshore, Point Nepean Road, Rosebud

Response Time:

Task:

BBQ: Repair Broken

Qty: 1

Comments: " "

Due date: xx/xx/xx 12:00pm (in four (4) hours)

Responsibility of: BBQ Team

Completed: Y

Stage 5. Test and Verify

Within the first three months of contract testing and verification, schedules will be completed to provide Mornington Peninsula Shire Council with assurance that the system accurately reflects the contract requirements.

Meeting KPIs

As well as drawing on the methodologies described above, Downer intends to meet the KPIs of the Cleaning and Drainage Cleaning Services contract by way of the approaches described in the table below.

KPI / Performance Standard	Downer Approach
1. Reporting	Engage with our Customer to create an environment that supports transparency, continuous improvement and development. 24/7 access to AMIS Enterprise and Tableau reports for the Mornington Peninsula Shire to maintain transparency of operation.
2. Routine Maintenance Services	Streamline our work processes to improve efficiencies and deliver better value for money outcomes to our customers. Embed a culture of continuous improvement through monitoring and reviewing progress of construction, inspection, programmed and routine maintenance activities through 1:1 catch ups, weekly team meetings, monthly toolboxes, zero harm engagements, quality inspections and Process Control meetings Target 95% compliance with the contract measured through Tableau with 24/7 viewing licenses for the Mornington Peninsula Shire to maintain transparency of operation.
3. Safety	Foster a culture where the Contract teams actively promotes and sustains a Zero Harm environment through continuous engagement with our internal and subcontracted workforce, collaboratively identifying and delivering on areas for improvement. Target 4 Zero Harm engagements per supervisor per month and an LTI and TRIFR of 0.
4. Contract Management	As per approach to Performance Standard 2.
5. Interface with Shire and Customers	Provide a streamlined customer service offering that provides speedy and quality resolution for the Customer and the community. Target 0 overdue customer requests



6. Inspections	As per approach to Performance Standard 2.
7. Environmental Protection	As per approach to Performance Standard 3.
8. Compliance with Programs	As per approach to Performance Standard 2.
9. Ordered Work	Grow service offering to become the local supplier of choice for ordered works by delivering projects safely, to the highest quality, on time and with minimal disruption to the community. 4 quality inspections per supervisor per month to be completed including on Ordered Works.

Downer EDI Limited
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Appendix S3-9.2 Customer Enquiries Referrals and Complaints

Tender Number: 2328 | 13 June 2018

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9.2 Customer Enquiries, Referrals and Complaints

The tenderer is required to detail all processes and outcomes associated with the handling of customer enquiries, referrals and complaints. This information should include, but not be limited to, the tenderer's commitment to customer service, the resources to be allocated to customer service, an outline of the tenderer's complaints handling procedure and methods or systems for customer service, audit control and reporting.

Customer Service Approach

Downer understands that customer satisfaction is a top priority for Mornington Peninsula Shire Council; so Downer ensures we respond to all customer comments, requests and complaints as a matter of urgency, and enacts effective resolution.

To achieve this, Downer maintains a fully staffed Customer Experience centre, which handles customer comments and complaints.

In addition, we have committed one person to work as a dedicated Customer Service Officer on this contract. This person is responsible for providing administrative support to the allocated Merit requests, particularly the expected high number of dumped rubbish cases.

The Customer Service Officer will be fully integrated with the Safer Local Roads contract customer service team, working with the community through a partnership approach to meet community needs.

The total team will comprise of two (2) roles covering Cleansing and SLR administration, one (1) Customer Service Liaison officer and one (1) Customer Experience Team Leader, with the ability to ramp up services on an as-needed basis, using trained operators within the businesses current resources.

Downer has a detailed workflow process that has been refined to deliver superior customer experience outcomes over our 12-year history on the Mornington Peninsula.

Our current response target is nine (9) days (within the contract 10-day timeframe); we have met this target, with no exceptions, for the past four years

Our VIP system goes above the contract requirement of a 10-day response time. As each case comes in, we assess whether the case relates to a high-profile or influential person, and set a target to respond to the customer within two-day timeframe. This reduces the chance of negative media coverage for the Shire and/or damaged brand, and in fact, strengthens our joint branding.

Downer has a dedicated Customer Liaison Officer covering the customer cases and a field of experts who assist where required with the more complex cases.

Mornington - Customer Service

Mornington - Maintenance

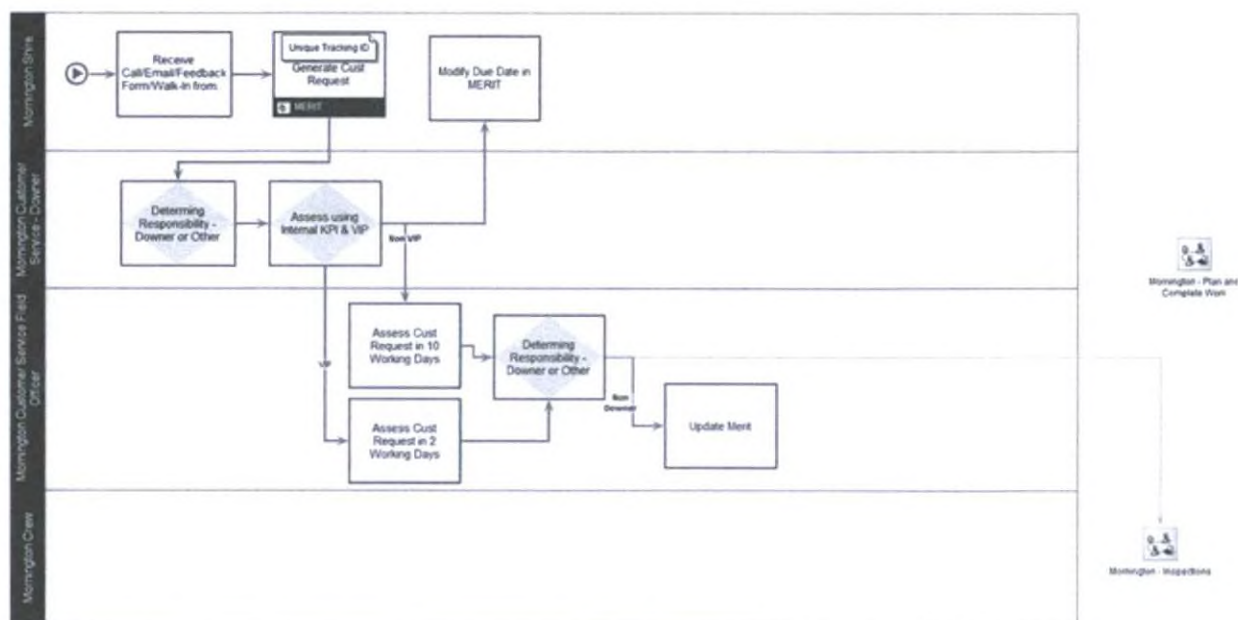


Figure 1: The Downer Customer Service Workflow Process Map

Dealing Effectively with Customer Complaints

Advancements in stakeholder engagement platforms, such as cloud-based platforms, have enabled the community to get their points of view across more easily, and give asset managers better ways of connecting with them.

Downer respects the communities' detailed knowledge of their network and welcomes the community in sharing this information so we can deliver better outcomes.

The customer service team will keep track of all customer feedback received and ensure a solution is found for each issue raised. To understand our customer priorities, Downer will maintain detailed records of this feedback and work transparently and collaboratively with the Mornington Peninsula Shire Council to prioritise responses.

Downer will record customer feedback received through the Merit system, including the date, time of feedback, allocations for investigation and actions. The customer service team will collect a range of other data, including the location of people providing feedback, the type of stakeholder providing feedback, the alignment of feedback with weather, and any other information that we can use to provide a better service. For example, if an increased number of complaints eventuate about loose litter along the Rye foreshore, Downer will plan to have a proactive crew patrol the foreshore in addition to the regular service to keep the litter down.

Communicating Effectively with Customers and Stakeholders

If selected as the service provider for this contract, Downer will develop a Stakeholder and Communication Management Plan (SCMP) that specifies communication requirements in the event of an incident, and on receiving communication from customers and stakeholders.

The SCMP identifies all project stakeholders e.g. Mornington Peninsula Shire Council, the relevant statutory bodies and the community, and identifies the needs associated with each stakeholder.

The SCMP defines the type and frequency of project communications, including but not limited to:

- Required response times to Mornington Peninsula residents, in the event of regular maintenance or emergency works
- Expected communication between Downer and Mornington Peninsula Shire Council in the event of an emergency
- Required action regarding media enquiries
- Appropriate record of written and verbal communications.

The SCMP also identifies the risks and control plans for key stakeholders, which are included in the Project Risk Register. Typical control measures include but are not limited to:

- Codes of conduct and behaviour standards
- Grievance and complaints procedures.

Auditing and Reporting

One of Downer's key strategic objectives on the Mornington Peninsula is to provide a streamlined customer service offering that provides speedy and quality resolution for customers and the community.

To support this objective, Downer aims to engage with our stakeholders to create an environment that supports transparency, continuous improvement and development. A process map of the auditing and reporting processes undertaken to support our continuous improvement culture appears below.

In this contract, Mornington Peninsula Shire Council will receive access to Tableau, Downer's reporting software, which will provide transparent and live reporting on our performance against the key Customer Service contract deliverables.

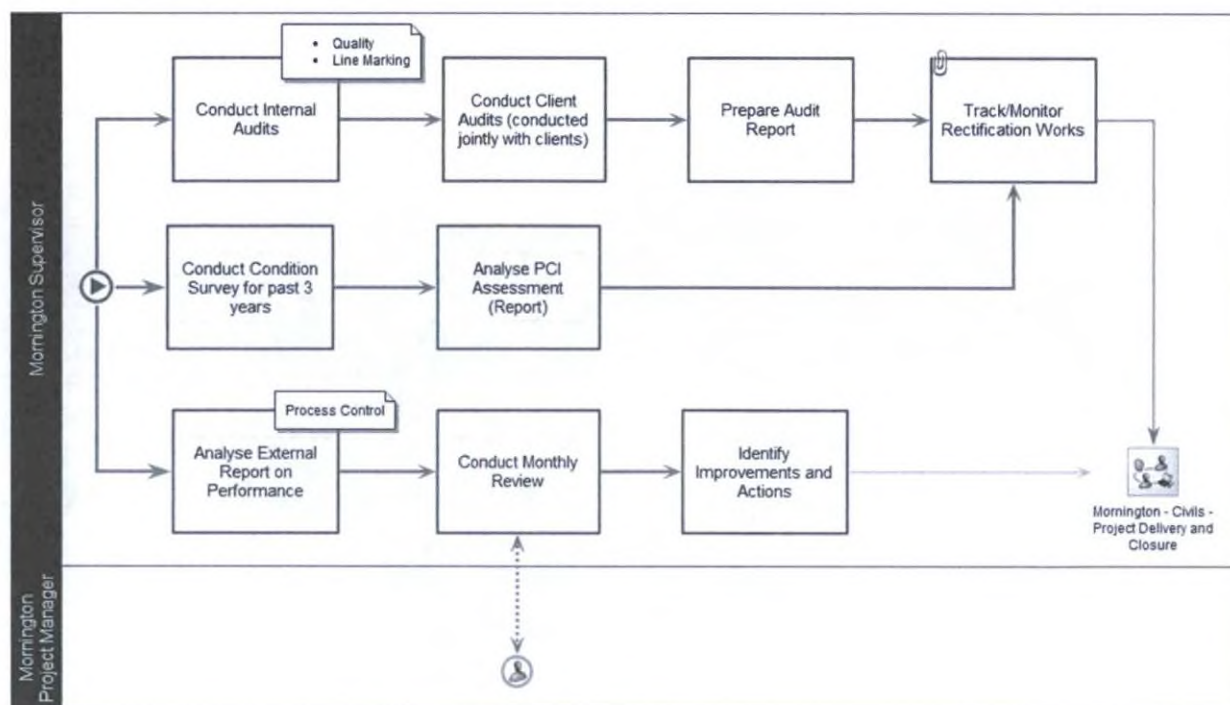


Figure 2: Downer's Auditing and Reporting Workflow Process Map

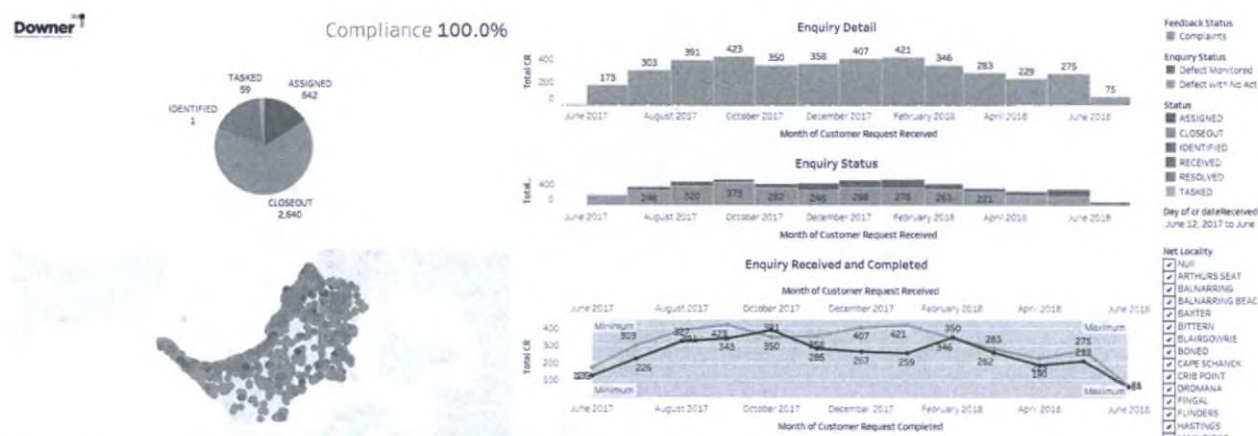


Figure 3: A live dashboard from Tableau, Downer's compliance monitoring software





Appendix S3-9.3 Customer Satisfaction

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9.3 Customer Satisfaction

The tenderer is required to detail all processes associated with determining customer needs and expectations. This information should include, but not be limited to, any proposals for complying with the customer service requirements of the Contract and other proposals intended to be used by the tenderer in the performance of the work under the Contract.

Downer maintains regular and close contact with our customers as part of our role as trusted advisor, working together with our customers to achieve common goals. This open, transparent communication ensures we remain informed of customer preferences, changes in requirements and ensures we maintain the highest quality delivery and meeting of customer expectations.

By working together in a strategic partnership, Downer and MPSC have improved coordination of routine maintenance, asset refurbishment and capital improvement works and enabled a more sustainable, safe and durable local network for the community. Downer has also delivered substantially improved customer service standards by establishing and operating the Shire's call centre and integrating it with the Shire's customer request management system.

Downer has a very close, collaborative and transparent relationship with Mornington Peninsula Shire at both the strategic and operational level. At the strategic level, Downer and the Shire are both represented in the Senior Management Team, where we openly work together to oversee the contract. At the operational level, representatives from the Shire work closely with Downer's operational team, attend team meetings and liaise between Downer and other Shire activities to inform work alignment.

This regular and transparent communication is of key importance to Downer in understanding and responding to our customers' requirements and working together with our customers as a trusted partner.

Below are some examples of the positive customer experience within the Mornington Peninsula derived as a result of Downer's collaborative and customer focussed approach.

From: Aaron Wright
Sent: Thursday, 15 March 2018 4:18 PM
To: SIMS_Downer_EDI <SIMS_Downer_EDI@mormpen.vic.gov.au>
Subject: Happy Resident - Street Sweeping

Hi all,

Just had **CIC** the line extremely pleased with the street sweeping in Ozone St Rye he wants to pass on his appreciation for the great work that has been done in keeping the streets cleaned.

Regards

 **AARON WRIGHT** | Infrastructure Customer Support Officer | MORNINGTON PENINSULA SHIRE
T: 03 5950 1048 E: aaron.wright@mormpen.vic.gov.au
Private Bag 1000, Rosebud VIC 3939 | 90 Besgrove Street, Rosebud VIC 3939
www.mormpen.vic.gov.au | Twitter @MornPenShire | Facebook @MornPenShire

 Please consider the environment before printing this email

SAT 15:09

Giving a big shout out to the Andy and John from the Mornington Peninsula Shire Council (out of hours help) for getting my ring (my Nans wedding ring) out of the Tyabb. Words cannot express how grateful I am 🙏

CIC

From: Irrelevant / Sensitive
Sent: Thursday, 1 March 2018 9:01 AM
To: Rachel Larsen <Rachel.Larsen@mornpen.vic.gov.au>
Subject: Re: FW: Our Ref.1928622

Good morning Rachel,

I can't thank you and your team enough for the prompt and efficient removal of that absolutely revolting item on the bay trail.

I hate to imagine how many people had been exposed to it.

Thank you again.

Irrelevant / Sensitive

From: Aaron Wright
Sent: Friday, 29 December 2017 9:41 AM
To: SIMS, Downer, EDI <SIMS.Downer.EDI@mornpen.vic.gov.au>
Cc: Guli Benjamin <guli.benjamin@mornpen.vic.gov.au>
Subject: Positive Feedback

Hi all,

A positive one to end the year I've just spoken with Frank Wolff who wanted to commend the rapid response team on the way they conducted themselves and how efficient they were in removing some dumped waste along Georgia Way in Hastings. Frank wanted to especially thank the efforts of a "Narelle" (Apologise if I've got that wrong) advising she was very helpful and considerate and he was very impress with the service he was provided.

Please pass on to everyone involved ☺

Regards

AARON WRIGHT | Infrastructure Customer Support Officer | MORNINGTON PENINSULA SHIRE
 T: 01 5950 1944 F: 0800 000000
 Private Bag 1000, Rosebud VIC 3939 | 30 Bessgrove Street, Rosebud VIC 3939
www.mornpen.vic.gov.au | Twitter: @MornPenShire | Facebook: @MornPenShire

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From: Krystal Millen <krystal.millen@mornpen.vic.gov.au>
To: CIC
Cc: Ashley Gotic; Jane Potrowski; Matt Waller; Peter Young; Jessica Wingard; Guli Benjamin; Neil McDonagh; Councillor Bryan Payne
Subject: Point King Beach NY day clean-up

Sent: Tue 02/01/2018 11:15

Good Morning Chris,

I just wanted to take some time to say thank you to the crew for the wonderful job done at Point King. I was down there first thing this morning and the beach looks beautiful. I have no doubt the Portsea community will also be impressed.

Thank you again and please pass on my praise.

Regards,

KRYSTAL MILLEN | Cleansing & Drainage Services - Beach & Public Areas - Cleansing | MORNINGTON PENINSULA SHIRE
 T: 01 5950 1932 F: 0800 000000
 Private Bag 1000, Rosebud VIC 3939 | 30 Bessgrove Street, Rosebud VIC 3939
www.mornpen.vic.gov.au | Twitter: @MornPenShire

Irrelevant / Sensitive

Please consider the environment before printing this email

CIC
From: WE MORE ALL Staff
To:
Cc:
Subject: Knights in Shining Armour - Dean & Eddie

Sent: Fri 20/10/2017 10:42

Hi Team

Just thought I'd pass on some positive feedback received this morning from a resident who had dropped her glasses down the stormwater pit outside her property in Mornington. Dean and Eddie responded & retrieved these for her & put them in her letterbox as requested. When I contacted her to advise the crew had attended, she was extremely appreciative and said the crew were her "Knights in Shining Armour" today!!

Cheers ☺

CIC

Downer
CIC
 MORNINGTON VIC 3931
www.downer.com.au
 Thank before you print



From: Irrelevant / Sensitive
Sent: Tuesday, 5 December 2017 9:12 AM
To: Corporate E-Mail Enquiries <customerservice@mornpen.vic.gov.au>
Subject: Drain at 26 Bernards Way, Cape Schanck Irrelevant / Sensitive

ATTENTION HARISH:

Good Morn! **CIC** have attached some photos of the drain on my property, which you recently organised for the maintenance on.

This is the first time the drain has ever functioned properly, albeit there is excessive water surrounding the grate. After the events of the past weeks, and the enormous amount of rain we experienced, the drain did not block up immediately, as it has always done in the past.

I feel the new contractors have certainly carried out this work efficiently, and hope that they are engaged into the future.

Thank you for your assistance in this matter.

Kind Regards, Irrelevant / Sensitive



Appendix S3-9.4 Changing Delivery Needs

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