

Tree Maintenance Service

1. PURPOSE

The London Borough of Lambeth's tree maintenance contract will provide a comprehensive tree management and maintenance service based on effective risk management of the borough's tree stock. As part of the comprehensive service the contractor will provide support to the council through managing work programming and tree inspections.

Tenderers are invited to submit an unconditional tender for the contract, which includes their proposals for delivering the council's service requirements.

1.1 BACKGROUND TO THE CONTRACTING AUTHORITY

About The London Borough of Lambeth

Lambeth is the largest of the thirteen inner London boroughs, with a population of around 300,000. 34 per cent of Lambeth's population are from ethnic minorities, approximately 132 languages are spoken in the Borough and after English the main languages spoken are Yoruba and Portuguese.

The borough is made up of five Town Centres - North Lambeth, Streatham, Clapham and Stockwell, Norwood and Brixton.

North Lambeth is bounded by the River Thames and is home to the London Eye and Waterloo station. The Vauxhall area, immediately to the south of Waterloo, is predominantly residential with important commercial and industrial activity taking place. The central part of the borough extends from the Oval in the north to Clapham Common and Brockwell Park in the south. The area contains many of the Council's housing developments. The inner-suburbs of Streatham & Norwood in the south of the borough are predominantly residential.

1.2 The Council's Objectives

The council's key objectives, as set out in its Borough Plan, are:

1. Driving regeneration and growth and ensuring that the proceeds of growth such as jobs and housing are targeted where possible to tackle inequality. A major goal of the plan is ensure local people gain a share of the regeneration initiatives either directly through employment or that the financial resources generated help protect priority services.
2. Developing good neighbourhoods so that where people live is welcoming, safe and the environment is good for all our residents.
3. Using all our services to seek to narrow the gap and tackle issues and outcomes related to deprivation and disadvantage.

1.3 OVERVIEW OF REQUIREMENT

Lambeth's tree stock consists of over 60,000 trees of various species, size, age and condition. These include significant avenues of pollarded Plane trees and large specimen trees around the margins of commons, parks and open spaces. Residential streets are typically planted with smaller ornamental species, gradually replacing large specimen trees that have outgrown their positions. The amenity value of street trees is highly valued by the borough's residents. The purpose of the council's tree maintenance contract is to maintain the quality and safety of trees in the public realm; to maximise the environmental, social and economic benefits provided by high standards of tree care and to deliver cyclical maintenance programmes based on risk management.

1.4 BACKGROUND TO THE REQUIREMENT

For the last 15 years trees located on the highways and on housing land have been maintained every three years and trees located in parks and open spaces have been managed through ad-hoc maintenance. Lambeth Council's current tree maintenance contract ends on 31 March 2017.

1.5 SCOPE OF REQUIREMENT

The Contract shall be awarded for a maximum term of four years from 1st April 2017 to 31st March 2021. Following an initial two year term the council will extend the contract for up to a further two years subject to performance and value for money reviews.

The service will operate for 365 days a year, and provide a 24 hour emergency call out service. The scope of the Contract works will cover all arboriculture operations including but not limited to: general pruning operations, repollarding and felling trees in restricted areas. Full details of operations are set out in Part 2 of this Specification.

This Contract is described as an 'Output' style contract, where the council's service objectives and specifications are described as outputs and resource management is transferred from the Council to the Contractor. Performance measures such as pace and quality of service delivery, effective complaint handling and financial accounting, will monitor service standards in a transparent way.

1.6 THE REQUIREMENT

1.6.1 Programmed & Cyclical maintenance

The Contractor will manage and maintain trees located on or near highways, pedestrian areas, communal and non-communal Housing land on a four year cycle, programming works by

developing a tree management system based on risk analysis. (ref: HSE guidance '**Management of the risk from falling trees or branches' 2007, Appendix 1**)

1.6.2 Highway and highway margin trees: these trees are planted in the public footway and on the boundaries of open spaces. Ranging from small decorative species to avenues of mature London planes, maintenance should manage their influence on the highway, on pedestrianised open spaces and on adjacent properties and will include regular crown thinning and reduction, maintaining CCTV sightlines and removing epicormic growth.

1.6.3 Housing estates and housing properties: trees on housing land will be maintained to enhance residential areas, maintaining clear sightlines and minimising any nuisance to residents or their property. Operations may include working in leaseholders properties at weekends.

1.6.4 Condition inspections: a programme of aerial and ground inspections will risk assess structural condition, disease damage and identify interventions. These inspections will be carried out at frequencies which comply with best practice for species and condition.

1.6.5 Unscheduled maintenance

The contractor will carry out reactive works in all locations, for example: in response to residents' complaints or enquiries, incidents of tree damage or where programmed inspections identify the need for remedial action.

1.6.6 Parks, open spaces and cemeteries: these open spaces provide environments where diverse tree species can develop in their natural form. These trees will not typically receive cyclical maintenance, instead the contractor will schedule inspections which prioritise the safety of children's play areas, margin trees and public open spaces.

1.6.7 Schools and ancillary locations: the council operates a services framework for schools. The contractor may be required to provide ad-hoc or programmed works at these sites, compliant with the contract conditions and pricing.

1.6.8 Tree planting: tree planting is typically funded as part of large capital projects or through donations from residents. The contractor may be required to carry out tree planting in hard or soft surfaces including species and location selection.

1.6.9 Unspecified/Day works: any additional services which are reasonably incidental to the service, will be charged on the basis of the resources required.

1.6.10 Emergency works: The contractor will provide a 24 hour emergency call out service, which will attend and make safe any tree at the direction of the council or emergency services. The contractor will provide the expertise capable of determining action required to resolve any emergency.

1.7 Client support services

The council seeks to increase the efficiency of the service by reducing the duplication of operational functions. The contractor will assume responsibility for a number of processes in the direct delivery of the tree service.

1.7.1 Database management. Cyclical maintenance forms the basis of a risk management approach and maintenance records are held on Ezytreev software, however only 48,000 trees are mapped on the council's database, highlighting a data gap. The contractor will manage the tree database, providing the council with shared access to inspection and maintenance records. The contractor will update the database to agreed targets.

1.7.2 Annual maintenance programmes. The contractor will create annual maintenance and inspection programmes in advance. These may be published on the council's website.

1.7.3 Customer services. The contractor will carry out complaint investigations, where necessary liaising directly with residents or tenants to resolve issues.

1.7.4 Memorial and donation trees: The contractor may be required to administer public sponsorship and donation of trees.

PART TWO - SCHEDULED WORK

2.0 Pruning operations

2.1 General Prune

2.1.1 General Prune 1 shall include:

- Crown Lifting,
- Clearance Pruning,
- Crown Thinning,
- Pruning back from or to a specified boundary,

- Target Pruning
- Re-pollarding (see 2.3 below),
- Removing Suckers or Epicormic growth to a height no less than 2.5m
- Removal of all dead, dying, damaged, diseased, rubbing branches and stubs
- Cleaning out - Removal of all alien objects including unwanted climbing plants or litter.

2.1.2 **General Prune 2** shall include:

- Crown Lifting,
- Clearance Pruning,
- Crown Thinning by minimum of 20% but not exceeding 30%,
- Pruning back from or to a specified boundary,
- Target Pruning
- Re-pollarding
- Crown Reduction by minimum 20% but not exceeding 30%
- Removing Suckers or Epicormic growth to a height no less than 2.5m
- Removal of **all** dead, dying, damaged, diseased, rubbing branches and stubs
- Cleaning out - Removal of all alien objects including unwanted climbing plants and litter

2.1.3 **Crown Thinning**

The reduction in the density of foliage through the whole crown by between 10% and 50%, through the removal of weak, thin, crossing and damaged branches and pruning sound branches to achieve: safety, balanced shape, more light and air through the crown, or reduce weight, to lessen wind resistance, to produce more flower or fruit, or to train and encourage good branch development in young trees. The Contractor must allow for the even thinning of the whole crown of the tree.

2.1.4 **Crown Lifting**

Lifting of the crown consists of the removal of the lower branches from the main stem or lateral branch system up to a specified or statutory height or line indicated, particularly if the branches are causing an

obstruction. Any part of the tree including stems, trunks and branches over the carriage way must be maintained at a clearance of not less than:

2.5m from ground level over a pavement and

4.5m from ground level over a trunk or residential road and

5.4m from ground level over a main road

2.1.5 Clearance Pruning

The Contractor shall comply with the Highways Act 1980 Section 154 in removal of all such branches. Growth shall be removed to one metre from all street lights, traffic signs, traffic lights, street name plates etc, and two metres from windows or adjacent property.

2.1.6 Pruning to or from a Boundary

Trunks, stems or branches that encroach over boundaries may require to be pruned back or to the position of the boundary. It is generally accepted however that the spread of the canopy will in places encroach over boundaries, particularly with Street Trees.

2.1.7 Target Pruning

All parts of Trees including trunks and stems but excluding tree bases and roots are to be maintained at safe distances and statutory clearances (where appropriate) from Targets, including but not limited to buildings, street furniture including lights and bus shelters, public rights of way, street signs and private access points. For the purposes of this Specification branches are maintained at a distance no less than 1.5m from Targets.

2.1.8 Removal of Epicormic Growth and Suckers (Brashing)

Epicormic growth is any amount of shoots arising from the bole of the tree and on the main stem(s) and the base of the crown. Sucker growth is shoots arising either from the bole or roots of the tree. Epicormic growth, suckers and low branches shall be removed by use of a hand saw or secateurs to a height above ground level of no less than 2.5m.

2.1.9 Removal of Alien Objects

All objects found within the canopy of the tree, which can be reasonably removed without causing significant alteration to the form of the tree, are to be removed. Where wood tissue from trunks, stems or principal branches has grown around an object, the Contractor will decide whether to remove parts of the object or that removal of the trunk, stem or branch will significantly alter the tree's form.

The removal of objects from the base of trees such as bricks, pavers, small element stones, metal grids.

2.2 Crown Reduction

Crown reduction will reduce the overall height and spread of the tree crown by a specified percentage not usually exceeding 30%, by shortening the branches to suitable growing points to maintain as far as possible the natural form and proportion of the species. All Crown Reduction operations will include the tasks included within either General Prune 1 or 2.

2.3 Pollarding

This consists of removing all branches and limbs to a specified point or height, which arises on a trunk or main branch, historic or original pollard point.

Re-pollarding is covered under the term General Prune where a 4-year period has lapsed since an original pollarding or re-pollarding operation. Both operations will include the removal of epicormic growth. Under no circumstances may original or established pollard heads be removed.

2.4 Tree Felling, Removals and Stump Operations

2.4.1 Tree Felling

The Contractor shall remove only those trees which it is directed to remove by the Authorised Officer. Trees may be removed by either the straight fell method or by section felling. Where the stump is being removed immediately following felling then the tree may be cut to ground level. Where a delay between felling and stump removal is reasonably unavoidable, the stump must remain at a height of 1.5 metres until removal.

2.4.2 Straight Felling

The straight felling of trees is the removal of trees as a single unit. Straight felling will be limited to open spaces which pose no risk of damage to property. Trees to be straight felled will be guided by the use of pulling ropes/cables and felling wedges as necessary.

2.4.3 Section Felling

Section felling will be limited to situations where any risk exists of damage occurring to persons or property. The work shall consist of the entire removal of the tree. Trees to be section felled will be dismantled with the use of lowering ropes. All cut off sections are to be either lowered to the ground or thrown by hand to the ground in a controlled manner.

2.4.4 Stump Removal

Stump removal consists of the complete removal of the stump and root bole of a tree and may be undertaken either by the use of hand tools or machine. The Contractor will take all reasonable precautions to ensure that no damage to underground services will occur during stump grinding or removal operations.

Stump grinding operations are to be undertaken by the use of an appropriate mechanical stump-grinder where a minimum of 300mm in depth or the removal of the root bole is achieved. The Contractor shall be responsible for temporary reinstatement with an agreed material, and for ensuring that any footway or other affected surface is left safe and level.

2.5 Root Pruning

Root pruning will be undertaken in association with the Highways Department of the Council. The Contractor shall arrange for the excavation of a trench to cut roots to a depth of one metre. Where required provide a root barrier to the full depth of the excavation or use of 'Deep Root' or other appropriate specialist materials.

The trench is to be positioned as close as possible to the complainant's property and the Contractor will remove paving, tarmac, concrete or other material to facilitate the root pruning. The Contractor shall arrange for the trench to then be carefully backfilled and consolidated to ground level. The Contractor will ensure the tree is left in a stable condition.

2.6 Tree Planting (General)

Where required the Contractor will undertake tree planting and young tree maintenance to British Standard 8545(2014) and to any plans and schedules provided by the Authorised Officer. Any failure of

or damage to any tree which arises within three years of planting and as a result of the Contractor not complying with the terms of BS 8545 shall be replaced at the contractor's expense.

2.7 Young Tree Maintenance

Young Trees shall be maintained to British Standards 8545 and 3998 to produce a well-balanced tree of characteristic growth and appearance. Formative pruning will only be required for young trees up to 5m in height.

The contractor shall adjust or replace tree ties and stakes. Living trees shall have their stake, guard and ties removed once established. Dead trees shall be removed along with their stakes, guards and ties.

2.5.1 Watering of Trees

Each tree shall receive a minimum of 15 litres of water applied by a method approved by the Authorised Officer.

2.5.2 Tree Guards

Where the Authorised Officer directs that Metal Guards are necessary, standard trees shall be protected after planting by a 1830mm high tree guard of galvanised weldmesh (25 x 75mm x 10 s.w.g) or as approved by the Authorised Officer.

2.5.3 Planting in hard surfaces

On paved footways the contractor shall lift and remove the slabs as necessary, and follow the planting procedure as described in BS8545. Where appropriate, slabs should be replaced and made safe. In tarmac areas (or similar) the contractor shall break up and remove from the site only such hard surface as necessary. The Contractor shall be responsible for temporary reinstatement to make the relevant area safe.

2.6 Ground and Aerial inspections

The contractor will carry out tree inspections from the ground and from within the tree canopy to complete assessments of the health and structural condition of trees, particularly the presence of any fungus or lesions indicating disease. The Contractor will retain dated digital photographic records of any areas of concern.

Inspection work may also require decay detection equipment, such as Ultrasonic, Resistograph or 'Picus'. The Contractor will provide a report of the decay detection findings and an interpretation of the results should also be included in the report.

PART THREE - UNSPECIFIED WORK

3.0 Unspecified Work

The contractor will provide arboricultural expertise and proposals to carry out unspecified work this may include:

- the installation of props, cables or rods to support limbs or trunks.
- the application of fertilisers.
- Soil aeration and relief of soil compaction.
- The management of senescent trees.

KEY MILESTONES

The Potential Provider should note the following project milestones that the Authority will measure the quality of delivery against:

Milestone	Description	Timeframe
1	Provision of operational plan	Within month 1 of Contract Award
2	Establish operational depot	Within month 2 of Contract Award
3	Completion of year 1 work plan.	Within month 3 of Contract Award
4	Annual Service review	Within month 12 of Contract Award

SERVICE FACILITIES

The council will not provide any service depot or facilities for the operation of this contract.

VOLUMES

The London Borough of Lambeth's tree population across highways, parks and cemeteries, on housing land and schools is estimated at approximately 60,000 trees. The table below summarises the tree stock by client group. Only 48,000 trees are mapped on the council's central *Ezytreev* database, highlighting a data gap that is reflected across all the classes below.

Location	Estimate	Database records
Highways	19,000	11,271
Housing	24,000	18,940
Housing restricted access		2,272
Parks	15,000	12,163
Schools	5,000	3,888
Other		344
Totals	63,000	48,878

CONTINUOUS IMPROVEMENT

Database management.

Lambeth Council's tree stock is recorded on the database system Ezytreev by R & A Software and the data records the location, condition and maintenance history of each tree. This information provides evidence in insurance claims and data to support the risk management approach to prioritising maintenance. The database is currently hosted on a local server and has very limited accessibility.

The database requires significant improvement in the comprehensiveness of records, system management and access.

The contractor will be responsible for continual improvement of this system and the accuracy and integrity of the tree maintenance records and providing the council with unrestricted access to this data.

SUSTAINABILITY

Sustainability and the Use of Chemicals

The Contractor will promote the Council's environmental policies in respect of the landscape in the built environment and will endeavour at all times to provide environmentally sustainable resources.

It is the policy of the Borough to reduce the use of chemicals such as herbicides and pesticides and the contractor should operate a pesticide reduction plan and adhere to any policy changes made by the council. The contractor will implement systems of waste reduction, which increase the recycling of green waste and arisings. The Council provides disposal locations for inert and green wastes within Wandsworth borough. The Contractor will be required to deposit wood chippings at any suitable location within the borough if requested by the Authorised Officer.

QUALITY

The contractor will carry out all work to comply with all relevant legislation, the highest professional standards of arboricultural work including all relevant British Standards 3998 "Tree Works" and all European standards relating to any aspect of tree works undertaken as part of this contract.

The contractor will hold membership of a professional arboricultural body, such as the Arboricultural Association.

PRICE

Tenderers are invited to submit an unconditional tender for the programmed maintenance of all trees with the control of the Borough. A unit price or rate is to be entered against each item specified in Schedules 2, 3 and 4 and no alterations to the item, prices or rates are permissible, save in accordance with the

Contract Conditions. Any item in respect of which no price or rate is given shall be deemed to have been accounted for in other items.

Unless otherwise specified, such prices or rates shall be deemed to include the cost (exclusive of Value added tax) of all expenses, management, supervision, materials, tools, machinery, labour, haulage, cartage and collection of arisings and all other costs necessary to complete an item of work to the required standard and the reasonable satisfaction of the Authorised Officer, together with all liabilities and obligations, whether express or implied, incurred by or incumbent upon the Contractor pursuant to the Contract.

In addition, a provisional total cost per Contract Year (for evaluation purposes only) is to be entered against each item specified in Appendix E.

All provisional quantities provided by the Council are included for guidance only whilst the Council has sought to ensure that such quantities are reasonable estimates of the anticipated work requirements, they are not intended to be, nor shall they be taken as, firm indications of such requirements. Accordingly the Council accepts no liability for any loss or claim whatsoever as a result of reliance by the Contractor on the accuracy thereof. Supply by the Contractor includes the obligation on the part of the Contractor to purchase and pay for the material to be supplied.

STAFF AND CUSTOMER SERVICE

All Operatives employed or appointed persons or agents of the Contractor will possess and carry current identification; a current passport photograph, name, company, company address and telephone number. Any Operative either working directly for or as appointed agent for the Contractor will be required to present such identification to the public or Key Managers of or at any Location. Operatives carrying out their duties under the Contract will be required to have met with the standard level of Disclosure and Barring Service check. It will be the responsibility of the Contractor to maintain an accurate record of Operatives at all times and notify the Authorised Officer of any changes.

SERVICE LEVELS AND PERFORMANCE

The Authority will measure the quality of the Supplier's delivery by:

KPI	Measure	Description	Target	Frequency	Recorder
1.	Default Points	To measure the total number of default points awarded in any 12 month period.	No more than 4 points in any 12 months	Annually	Council's Authorised Officer
2.	Customer services	To measure the contractor's performance and their ability to resolve individual issues to the satisfaction of residents	100% of complaints and enquiries dealt with in compliance with the council's published complaints policy standards	Quarterly	Council's Authorised Officer
3.	Work Programmes	The contractor produces schedules of programmed work in advance and measure ability to comply with these schedules	100%	Quarterly	Council's Authorised Officer
4.	Invoicing	That monthly invoices are submitted and contain accurate supporting information of work completed	100%	Quarterly	Council's Authorised Officer
5.	Specification	Services delivered in compliance with specifications and method statements. This KPI will measure the number of incidents or reports on the safety and quality of operational methods.	100% Compliance with safety and technical standards	Annually	Contractor
6.	Database management	Database records are updated within 14 days of inspections taking place	90%	Annually	Contractor

7.	Emergency response	The contractor's effectiveness at responding to and resolving emergency callouts	100%	Annually	Contractor
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The Authorised Officer may change or add to the KPIs at the Annual Performance Review (last quarterly meeting of a financial year). The Contractor may appeal a change of KPI if they can demonstrate that the new performance indicator will incur a significant cost increase either through operational delivery or from measuring the new KPI

The contractor will ensure that systems and working practices are in place to self-monitor the KPIs designated to the contractor. The contractor will produce for the Authorised Officer quarterly detailed KPI reports. At any time the Contractor must make available to the Authorised Officer details of all records, files and written procedures used in the monitoring and recording of the KPIs.

It will be considered a serious breach of Contract if the Contractor fails consistently to the KPI targets set in the KPI and demonstrates no signs of significantly improving those KPIs.

The council will carry out an annual service review of the contract performance which will evaluate:

- KPI performance indicators, Quality and consistency of work, Value for Money, management, communications, Customer care, complaint resolution, health and safety, equalities and sustainability.

Defaults and Rectification

It is the intention, where practices in the opinion of the Authorised Officer are found to be inconsistent with the requirements of the Contract and its Standards to monitor the Contractor and Contract in the way set out below. The Contractors should note that the approach of the Default Procedure is progressive, in that the system will start with Default Notice, progressing where defaults are not rectified or incapable of remedy (such as pruning or felling the wrong tree) to Default Points, which may lead to the issuing of a Default Warning Notice. A record of the Default Notices, Default Points or Default Warning Notices will be kept on record by both the Council and the Contractor.

Default Notice

- i) A Default Notice will be issued by the Council's Authorised Officer to the Contractor in relation to incidents or occurrences, normally relating to the Contract Standards and Defective Work, which are deemed to be in breach of or have not been completed in accordance with, any part of the Contract, noted by or brought to the attention of the Council.
- ii) A Default Notice will be prepared and submitted to the Contractor in writing carrying the date of issue and period within which the Defective Work must be rectified (Period to Rectify). This period will be five working days or as determined by the Authorised Officer where circumstances may prevail. A Default Notice will be issued in relation to those breaches of the Contract and Standards, which are capable of remedy. Any remedial action will be at the Contractor's own expense.
- iii) The Authorised Officer can elect to issue subsequent Default Notices subsequent to failure to remedy within the Rectification Period. It will be at the discretion of the Authorised Officer as to the quantity of Default Notices are issued.
- iv) If, in the opinion of the Authorised Officer, Works are incomplete or defective in any way following the stated Completion Date of the Default Notice (Period to Rectify) or if the breach is incapable of remedy, the Contractor may then be issued with Default Points (see below).

Default Notice Points System

- i) Default Notice Points may be applied to each and every breach of the Contract Conditions, Contract Standards or KPI's.
- ii) Default Notice Points may, at the determination of the Authorised Officer, be issued where:
 - 3.1 the Contractor fails to remedy within the Period to Rectify as stated on a Default Notice – **for which 1 point will be applied.**
 - 3.2 the Contractor fails to remedy within the Period to Rectify as stated in the second or subsequent Default Notices or:
 - 3.3 the Contractor is incapable of remedying the breach – **for which in each case 5 points will be applied.**

Description of Default in Service Provision

A – Breaches of the general obligations imposed by the Contract document not specifically referred to in B and C below **(5 Points)**

B – Failure to commence a task specified in a Works Order at any Location – 2.2 or 2.3 **(5 Points)**

C – Failure to complete any Works specified on a Works Order – 2.1 (1 Point)

The description of the default of in Service Provision is not exclusive and the Council reserves the right to apply Default Notice Points in any circumstances in which, subject to the terms and conditions of the Contract, the Authorised Officer deems the Contractor is in default.

Default Warning Notice

If, in the opinion of the Authorised Officer, the Contractor:

- A) continues to breach conditions or standards of the Contract giving rise to Default Notices or Points (remedied or not)
- B) adversely affects the good reputation of the Council by breach or repeated breaches of the Contract or Standards
- C) fails to carry out Emergency Works provided either by a Works Order or by verbal and recorded instructions from the Authorised Officer or its deputy

the Council reserves the right to issue a Default Warning Notice. The Default Warning Notice will describe the circumstances about which it has been issued, clearly state the date and that it is a Default Warning Notice and be signed by the Chief Executive of the Council or the authorised deputy.

Implications of Defaults

Subject to contract conditions, the council shall be entitled to terminate the contract in the event that the Contractor receives:

- 1. 50 Default Notice Points or more in any one week
- 2. 150 Default Notice Points or more in any one consecutive four week period
- 3. 400 Default Notice Points or more in any thirteen consecutive four week period
- 4. 3 Default Warning Notices or more in any three hundred and sixty four day period

SECURITY REQUIREMENTS

Access to Schools, Childcare and Social care facilities

The Contractor shall ensure that they have approved child safeguarding policies in place. In respect of schools and childcare facilities a minimum of five days' notice is to be given directly to the manager of the site. Prior to commencing work the contractor will ensure they have obtained site specific instructions from the site manager.

The Contractor shall ensure that on arrival Operatives only gain access via recognised entrances and that on departing all gates and doors are closed and (where applicable) locked. Should an area be locked the Authorised Officer or Key Manager may issue key(s) for access to that area. The contractor shall avoid parking vehicles near any exit or entrance.

The Contractor is obliged to maintain a record of 'time on site' including date and time of arrival and departure, details of staff (full names), details of any plant used and details of duration of work.

The Contractor will ensure its Operatives are identifiable by security badges and uniformed clothing and ensure that operatives only access areas of the building with approved by the site manager and have no contact with any child or pupil.

PAYMENT

Invoices will be accepted monthly on the Council's electronic invoicing system following issue of an approved council purchase order.

Each invoice must include the purchase order number, detailed elemental breakdown of work completed and the associated costs.

Approved payments will be made by electronic bank transfer.

LOCATIONS

Housing Estates

Tenants living in Lambeth Housing Estates are often directly involved in the management of their estates and services. The contractor may be required to attend tenants meetings or provide service information to tenants and residents committees. Housing managers will require detailed quarterly statements of expenditure on completed tree works on Estates.