

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Cabinet

**Date:** 10/10/2022

**Subject:** Award of Contract for Waste, Street Cleansing & Recycling Services

**Report of:** Cabinet Member for Public Realm – Councillor Sharon Holder  
Cabinet Member for Climate Change and Ecology – Councillor Wesley Harcourt

**Report author:** Annie Baker, Assistant Director, Street Environmental Services  
Pat Cosgrave, Service Lead, Street Environmental Services

**Responsible Director:** Bram Kainth, Strategic Director of Environment

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### SUMMARY

The Council's current contract for the delivery of Waste, Street Cleansing & Recycling Services expires on 29<sup>th</sup> January 2023. A procurement strategy to commission a new contract for the services was approved by Cabinet on 5<sup>th</sup> July 2021. This report seeks approval to award the contract to commence from 30<sup>th</sup> January 2023, following the procurement process approved in that strategy.

The new contract will help to meet the Council's environmental objectives by allowing opportunities to minimise waste and increase recycling, including opportunities to collect more materials for recycling and reflecting the Council's commitment to collect food waste. It also has the flexibility to meet the challenges of the emerging legislative landscape as reflected in the Environment Act.

The contract includes a range of significant improvements on its previous iteration, with an obligation for the provider to use up to date Management Information Systems (MIS) and flexibility to adapt to emerging technologies in the marketplace. It has a more comprehensive suite of Key Performance Indicators (KPIs) and will ensure value for money through competitively priced services and a contractual structure including an excess profit share mechanism.

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### RECOMMENDATIONS

1. That Appendices 1, 2, 3 and 4 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve the award of the Contract to Veolia ES (UK) Limited for a period of 9 years and 9 months from 30<sup>th</sup> January 2023 to 30<sup>th</sup> October 2032, with an option to extend up to a further eight years. As agreed in the Procurement

Strategy, there is an option for the Council to end the Contract on the fourth anniversary of the Services Commencement Date.

3. To note that Food Waste collections will be implemented to eligible residential properties as prescribed by the Greater London Authority.
4. To agree that decisions relating to the detailed implementation of provisional services contained within the service specification (garden waste and wheeled bin collections), as detailed in Section 19 of the report, are delegated to the Strategic Director of Environment in consultation with the Cabinet Member for Public Realm, the Cabinet Member for Climate Change & Ecology, and the Director of Finance.

**Wards Affected: All**

Our Values	Summary of how this report aligns to the H&F Values
Building shared prosperity	The Social Value commitments made by the successful bidder include significant levels of spend in the local supply chain, delivering positive outcomes for local businesses and a commitment to local employment. The contract requires the provider to continue paying all staff employed on the contract at least the London Living Wage (LLW).
Creating a compassionate council	The successful bidder has committed to delivering social value outcomes in excess of 10% of the annual contract value. These include, but are not limited to, a significant commitment to local employment, including for young people, those not in education training or employment, and those in long term unemployment.
Doing things with local residents, not to them	It is a requirement of the contract that the successful bidder will conduct an annual satisfaction survey which will enable us to drive service improvements based on resident feedback. The contractor and Council will work together to effectively engage with residents around any service improvements, ensuring that the Council's commitments to coproduction and resident access is reflected in the delivery of services
Being ruthlessly financially efficient	The specification has an enhanced set of service standards, with KPIs which

	<p>reflect the Council's environmental ambitions at the same time as helping to maximise the quality of services delivered for the financial investment made. The contract will enable more recycling, particularly through the introduction of food waste and options to increase containerisation of waste and introduce garden waste recycling – all of which will help the council to drive down waste disposal costs.</p>
<p>Taking pride in H&amp;F</p>	<p>The specification for the services has increased the service standards in order to support the Council's commitment to be a cleaner, greener borough, including halving the time allowed to clear fly tipped waste.</p> <p>The recycling and cleansing targets within the contract escalate over time to ensure an improving standard of service.</p>
<p>Rising to the challenge of the climate and ecological emergency</p>	<p>The contract for the services reflects significant enhancements in targets to minimise waste and increase the level of recycling of unavoidable waste and seeks to reduce the environmental impacts of the operation of the services.</p> <p>The opportunities to collect a wider range of recyclable materials will allow us to divert such waste streams into more environmentally friendly disposal methods.</p> <p>The successful bidder has provided a plan for the vehicles used in the delivery of the services to move away from reliance on petro-diesel vehicles and towards a "green fleet."</p>

## Financial Impact

The financial impacts of the decision are set out in Appendix 1

Implications prepared by Kellie Gooch, Head of Finance (Environment)

Verified by Sukvinder Kalsi, Director of Finance

5<sup>th</sup> August 2022

## Legal Implications

The Council has a duty to undertake waste collection and street cleansing. These are statutory obligations under the Environmental Protection Act 1990.

This report recommends that a contract is awarded to Veolia ES (UK) Limited for Waste Collection and Street Cleansing services for a period of 9 years and 9 months with an option to extend for a further period of up to 8 years.). The total value of the contract exceeds the threshold for services under the Public Contracts Regulations 2015 (“PCR”), which is currently £213,477. Therefore, the PCR applies in full.

The PCR requires the contract to be procured by either a new procurement competition or the use of a framework agreement. This is also the requirement under the Council’s CSOs for this high value contract (CSO 19.1). In accordance with the procurement strategy, a competitive dialogue procedure was used. Details of the procurement process followed is set out in this report. The procurement was run in stages with selection stage, initial tender stage, and final tender stage.

The tender documentation included award criteria which were applied at each stage. At the Final Tender Stage the evaluation criteria were applied to determine the most economically advantageous tenderer. It is recommended that the Contract is awarded to the highest scoring tenderer in accordance with the tender documentation.

Cabinet must be satisfied that the recommended award of contract is to the tenderer submitting the most economically advantageous tender on the basis of the award criteria set out in the Council’s tender documentation. This will secure compliance with the PCR requirements and the Council’s Contract Standing Orders.

A contract award notice must be published on the UK Find a Tender Service within 30 days of award of the contract and Contracts Finder 24 hours thereafter.

The Council’s external lawyers will assist with preparing a formal contract. The ISFT was issued with a draft contract and the contract will be entered into on those terms, subject to confirmation and finalisation of the contract with the preferred bidder in accordance with the PCR and ISFT.

*Implications prepared by Juli Lau, Legal Director, Sharpe Pritchard LLP  
Verified by John Sharland, Senior solicitor, (Contracts and procurement)  
Dated 29 September 2022*

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## **Background Papers Used in Preparing This Report**

None

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## **DETAILED ANALYSIS**

### **Proposals and Analysis of Options**

1. Following Cabinet approval of the procurement strategy for the services on 5<sup>th</sup> July 2021, a fully compliant procurement process, in accordance with the Public Contract Regulations (PCR) 2015 (as amended), was conducted using a competitive dialogue process as recommended in that strategy. This process enabled the council to have a series of dialogue meetings with potential providers to ensure that:

- Opportunities for innovation through the life of the contract could be explored.
  - Bidders understood and could align with the Council's strategic objectives and core values
  - There was an opportunity to find the optimal balance between cost and quality
  - Bidders could receive adequate information about the risks involved in and the investment required for the delivery of the services
2. Following market engagement, the competitive dialogue process was conducted in three stages:
    - Selection questionnaire (SQ) stage from July to August 2021
    - Invitation to submit detailed solutions (ISDS) stage from September to December 2021
    - Invitation to submit final tenders (ISFT) stage from January to May 2022.
  3. Five potential service providers applied and were accepted to take part in the SQ stage which was principally based on their technical and professional ability, and economic and financial standing.
  4. Two providers declined to continue after the SQ stage, leaving three remaining providers to take part in the ISDS stage. Following a series of dialogue sessions all three submitted 'detailed solutions' at ISDS stage. In common with the ISFT stage, the solutions were evaluated against three sets of criteria as published in the ISDS:
    - i) Minimum standards - assessed on a pass/fail basis.
    - ii) Quality (60% of final score) – assessed on series of method statements relating to:
      - o Management & Culture,
      - o Performance,
      - o Operations,
      - o Deliverability,
      - o Service Delivery Method,
      - o Health & Safety, and
      - o Social Value & Responsible Procurement.
    - iii) Financial (40% of final score) – assessed on:
      - a. prices bid against a schedule of rates for core services and provisional services (on a weighted basis) and
      - b. commercial risk.

In accordance with the Council's Social Value policy, 10% of the weighting of the overall score was allocated against Bidders' social value commitments and methodology.

5. In accordance with the ISDS, the Council did not deselect any bidders following its evaluation of the detailed solutions. One provider declined to continue after ISDS stage, leaving two remaining providers to submit final tenders. Following detailed dialogue meetings with both providers between January and April 2022, final tenders were submitted on 30<sup>th</sup> May 2022. Evaluation and moderation of the tenders took place in June and July 2022, with the proposed

recommendation to award agreed by the Waste Procurement Project Board which has overseen the procurement process.

6. Details of the ISFT scoring are contained in Appendix 2.
7. The recommended provider's social value commitment exceeds the Council's minimum requirement of a 10% social value return as stated in the Social Value Policy. Their bid commits to significant outcomes in local recruitment and employment, apprenticeship offerings, and local supply chain spend. The recommended provider committed to in excess of 10% in social value commitments against the total evaluation price (see point 50 of the report, Local Economy & Social Value). Full details of the provider's social value commitments are contained in Appendix 3.

### **Key benefits of the new contract**

8. The core contract scope includes the following services, as agreed in the procurement strategy approved by Cabinet in July 2021

#### Waste Collection Services

- Household residual waste
- Household bulky waste
- Collection from non-residential properties producing household waste
- Collection of residual waste from commercial and municipal premises (including delivery of waste sacks to commercial customers)

#### Recycling Collection Services

- Household food waste recycling
- Household dry recycling
- Christmas tree collection and recycling
- "White goods" recycling services
- Collection from non-residential properties producing household recycling,
- Collection of dry recycling from commercial and municipal premises (including delivery of sacks to commercial recycling customers).

#### Cleansing Services

- Street cleansing and washing,
- Street market cleansing and washing
- Removal of fly-tipped materials and abandoned waste,
- Weed control and removal on hard standing areas,
- Litter bin and specialised bin collection (and management of stock),
- Cleansing of public car parks,
- Cleansing of non-enclosed recreational parks and green open spaces,

- Seasonal leaf fall removal,
- Winter services (pavement gritting),
- Special events cleansing for football matches,
- Dead animal collection (from public spaces)

9. The new contract:

**Increased Recycling Rates**

- Will ensure significantly higher recycling rates are reached, with food waste collection as a core service and the ability to introduce recycling for more materials.

**Improved Street Cleansing**

- Will maintain existing high cleansing standards and enhance them by reducing the time allowed to collect fly tipped and abandoned waste from 48 hours currently to 24 hours in the new contract, improving public amenity.

**Enhanced Performance Management**

- Contains enhanced KPIs around waste collection and street cleansing.
- Contains an enhanced suite of annual contract targets against resident satisfaction, recycling rates, cleansing standards and social value commitments.

**Supporting Climate Objectives**

- Sets out a roadmap to transition towards a zero-emission fleet as soon as practicable and as the supporting infrastructure allows.

**Seeking Value for Money**

- Contains an excess profit share mechanism.

**Providing Improved Social Value Outcomes**

- Provides a level of Social Value commitment in excess of the Council's 10% requirement.

**Embracing Technology**

- Will have improved ICT systems to enhance service resilience, efficiency, and resident experience.

## **Options Appraisal**

10. Option 1 – Award the contract for the services to the preferred bidder  
This is the recommended option. The preferred bidder received the top overall score following a comprehensive competitive dialogue process and detailed evaluation and moderation of the final tenders received. Theirs is considered the most economically advantageous tender, in accordance with regulation 67 of the PCR 2015. Following evaluation, officers are confident that the preferred bidder will be able to deliver the high-quality services that meet or exceed the standards detailed in the service specification.
11. Option 2 – Not award the services  
This is not the recommended option. The council has a statutory duty as a Waste Collection Authority to collect Local Authority Collected Waste from the borough and, as a Principal Litter Authority, to keep public land free of litter and refuse within the borough. Were the council not to award the contract for the services it would have no compliant arrangement in place to fulfil these statutory duties.

## **Contract Terms**

12. The initial contract period will run from 30<sup>th</sup> January 2023 to 30<sup>th</sup> October 2032. The contract period is proposed as the expiry of the waste and street cleansing contract will coincide with the earliest potential expiry of the waste disposal arrangements through the Western Riverside Waste Authority. This concurrence could in principle enable the council to investigate potential opportunities for greater synergies between collection and disposal arrangements at that time.
13. The Council has an option to end the Contract four years from the Services Commencement Date by giving two years' notice on the second anniversary of the Services Commencement Date. This break clause operates independently of termination rights available to the Council under the contract, on grounds of Contractor default and breach. After 30<sup>th</sup> October 2032, the Council has an option to extend the contract for a period of up to a further eight years (the first year at the Council's sole discretion, and the remaining seven years (or parts thereof) requiring acceptance by the Contractor). Any proposed extension to the contract will be contingent on contract performance and the ability of the Council to review service provision.
14. The costs of the services have increased due to a number of factors, including inflationary pressures on all operational costs , property growth and the extra resource requirements arising from additional services that will need to be delivered as prescribed by the GLA (food waste collections).

## **Vehicle Provision/Capital Requirement**

15. The new contract will build upon work already conducted to move away from the reliance on petro-diesel vehicles and towards a greener fleet. A number of electric vehicles that the Council has already invested in will transfer to the new contract and as a part of their tender submission the recommended provider has outlined the net zero emission vehicles that will be required for the services through the life of the contract.
16. The Council will provide the capital for, and retain the ownership of, the vehicles set out in the contract for the delivery of the services as referenced in the Appendix 1 of this report. The Contractor will be responsible for the operation, maintenance, and insurance of the fleet, including transferring assets and newly purchased vehicles.
17. The contract allows for new vehicles to be phased into the contract as and when it is economically viable and practicable to do so. This will allow the Council to develop the necessary infrastructure support that will be required in order to achieve the council's climate emergency strategic objectives around zero emission fleet. It will also rationalise the age profile of the fleet, ensuring that vehicles reach the end of their practical operational use at separate times.

## **Improved Recycling Provision/Capital Requirement**



18. The contract requires the introduction of food waste collections for eligible households. The roll out of the food waste collection service will commence as soon as the necessary vehicles and equipment have been obtained. The ongoing operational costs are part of the core contract price and the capital requirements for the introduction of this service are contained in the Finance section of this report.
19. The contract also has the flexibility to provide two provisional services:
  - i. Collection of garden waste (assumed to be a free of charge service to residents at tender stage); and
  - ii. Containerised collection of household waste and recycling using wheeled bins at eligible properties.The capital and revenue requirements for the initiation of these services are contained in the Finance section of this report.
20. The introduction of these provisional services, alongside the separate collection of food waste, will significantly increase the levels of household waste diverted to recycling and will result in lower waste disposal costs.
21. This report recommends that decisions relating to the detailed implementation and timing of the potential introduction of any provisional services is delegated to the Strategic Director of Environment in consultation with the Cabinet Member for Public Realm/Cabinet Member for Climate and Ecology and the Director of Finance.
22. As noted within Appendix 5, Equalities Impact Assessment, officers from the Environment Department are currently surveying the prototype area where food waste and wheeled bin collections are taking place. This will enable the council to ensure that proposals for any potential further implementation of the services will take into account resident experience and mitigate barriers to accessing the services.
23. Should the delegated decision to initiate the provisional services be taken, the services can be enacted under the terms of the contract.

## **Contract management**

24. A full suite of key performance indicators and annual contract targets have been developed for the services and are detailed in Appendix 4 These include performance incentives and deductions which will feed into the contract payment mechanism to ensure value for money.
25. The relationship between the contractor and the council will be managed within Street Environmental Services (SES). Operationally the Waste Contract Monitoring team will be responsible for performance monitoring of the contract. A monthly performance management meeting will be conducted with the provider senior contract management team and SES management team, and a quarterly Board will be held with Chief Officer/SLT level management from the council and their equivalent from the contractor.

26. To enhance performance management, all new vehicles delivering services on the contract will be fitted with in cab management information technology, tracking technology and 360-degree cameras, with the Council's contract management team having access to these systems. The contract will use technology and data to monitor the contract, drive improvement in service delivery and inform service development through the life of the contract

## **Reasons for Decision**

27. The award of the contract enables the Council to meet its statutory duties under the Environmental Protection Act 1990.
28. The recommended provider submitted the most economically advantageous tender, based on stringent evaluation criteria, detailed dialogue with potential providers, and a robust evaluation and moderation of the tenders received.
29. The services procured better reflect significant changes in environmental legislation and regulation, including the Governments 25-year Environmental Plan (2018), the Mayor of London's Environmental Strategy (2018) and the Environment Act (2022).
30. The contract has been designed in such a way as to allow the Council the flexibility to amend the scope of services delivered through the lifespan of the contract in order to meet its environmental and climate challenge objectives. Key changes anticipated as being required by the new Environment Act are already included in the new contract either through the core service provision, in the case of food waste collection, or through the provisional services, in the case of a garden waste collection service. At this time there is considerable uncertainty as to what the impact of the Environment Act will be for Local Authorities as we await guidance or secondary legislation. However the contract has been structured with this in mind, to ensure that the Council can meet its requirements and achieve value for money.

## **Equality Implications**

31. An Equalities Impact Assessment (EIA) relating to the award of the contract for the services has been completed and is attached as Appendix 5.
32. It is not anticipated that there will be any direct negative impacts on any groups with protected characteristics, as defined within the Equalities Act 2010, arising from the decision to award the contract for the services.
33. However, officers are mindful that there may be equalities implications arising from the introduction of provisional services following the award of the contract and have reflected that within the EIA.
34. Officers have commenced surveying the service user experience of the provisional services. They will engage with groups that share protected characteristics as part of this process and will collaborate with colleagues in the coproduction team and other relevant groups in the design of such service changes and conduct an EIA relating to these and any other significant service changes within the contract

## **Risk Management Implications**

35. Due to the complexity and financial value of the services covered by this proposed contract award, the risk profile inherent in the procurement is significant. To manage and mitigate the risks a project board has been convened under the direction of the Chief Officer for Public Realm and made up of senior officers from Finance, Procurement and Street Environmental Services, and supported by specialist advisers from Sharp Pritchard Solicitors.
36. Officers have incorporated provisions in the service specification for robust contract management processes once the contract for services is awarded. This will ensure that appropriate service standards are met throughout the contract period and that the cost of the service can be met within available budgets.
37. Robust contract management arrangements are particularly important given the value and length of the contract and the direct impact that performance of the contract will have on the residents of the borough. The proposed contract will include break clauses and provisions for extension to ensure both that appropriate performance is maintained through the contract and that best value for money can be secured through the long-term relationship.
38. Officers will liaise with the Council's Insurance Team to ensure that appropriate insurance cover is in place for all vehicles and that responsibility for maintenance, servicing and safe use of the vehicles are clearly defined in the contract. Information will also be provided to the Insurance team as and when further electric vehicles are introduced to the fleet and/or further charging points are installed on Council sites. Similarly, if and when the provisional services identified in this report are planned to be introduced, officers should liaise with the Insurance Team so that the insurer can be notified, and the activities covered.
39. Officers will undertake appropriate checks when entering into the contract regarding the contractor's insurances (e.g. employers/public liability, professional indemnity, motor fleet), including limits of indemnity and will consult with the Insurance team to ensure appropriate cover is in place at the commencement of the contract. It is also recommended that the level of third-party motor insurance and any additional covers, such as environmental impairment liability are included in the contractor's insurance programme.

*David Hughes, Director of Audit, Fraud, Risk and Insurance, 22 July 2022*

## **Climate and Ecological Emergency Implications**

40. The services being procured will have a net positive impact on the council's climate emergency priorities.
41. The contract for the services reflects significant enhancements in targets to minimise waste, increase the level of recycling of unavoidable waste and seeks to reduce the environmental impacts arising from the operation of the services.

42. The successful bidder has provided a plan for the vehicles used in the delivery of the services to move away from reliance on petro-diesel vehicles, and in a phased approach transition to a net zero emission fleet where possible by 2030 (See climate implications toolkit). Officers have considered the carbon impacts involved in the production of entirely new vehicles and have sought to use existing authority assets to prolong their useful life for as long as possible.
43. The baseline emissions from the waste collection fleet were 1,140 tons CO<sub>2</sub>e in 2020/21 (equivalent to one-third of the council's own direct emissions from its offices, fleet and streetlighting) so the transition away from petro-diesel will have a significant impact on emissions.
44. A completed climate implications toolkit is appended as Appendix 6.

*Jim Cunningham, Climate Policy & Strategy Lead, Environment Department 20 July 2022*

### **Procurement implications**

45. The procurement was run under a Competitive Dialogue Procedure [Public Contract Regulations 2015, Regulation 30]. Two bidders were taken through to the final round of Dialogue with a highly meaningful competition taking place.
46. The procurement was run within the project team with the expert advice of Sharp Prichard LLP (lawyers). In March 2022 as the newly arrived Head of Procurement, the procurement and commercial function actively joined the day-to-day workings of programme team in the role of Quality Assurance. This covered the period of the tender return, questions, evaluation, moderation, and award. This role also involved addressing Compliance, with the Regulations, also taking on the role of engagement with the Social Value Portal to ensure legality under the Regulations. Also these works included assuring compliance with the CSOs.
47. At all times equality was maintained in the treatment of each bidder and in the observation and belief of the work I have undertaken in the procurement full compliance with the Regulations has been achieved.

*Implications completed by David von Ackerman – Head of Procurement, H&F, 19 July 2022*

### **Digital Services Implications (required for any changes to IT systems)**

48. IT Implications  
Digital Services have been working closely with the Environment on this procurement and contract - supporting the gathering of requirements, sitting on the evaluation panel, and providing guidance.

As noted in this report, there is an obligation for the provider to use up to date Management Information Systems (MIS) and flexibility to adapt to emerging technologies in the marketplace. Given this, it is recommended that, should

this contract result in a requirement for new systems to be procured, existing systems to be modified, or IT enhancements to be considered, Digital Services should be consulted to ensure that H&F IT requirements are met, and that all necessary safeguards, permissions, and budgets are in place.

49. IM Implications

A Data Privacy Impact Assessment (DPIA) will need to be completed to ensure that all the potential data protection risks around this contract are properly assessed with mitigating actions agreed and implemented.

The provider will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training.

If data will be processed outside of H&F's corporate network and systems, the provider will need to complete a (Cloud) Supplier Security Questionnaire.

The contract will need to include H&F's data protection and processing schedule.

*Implications completed by: Karen Barry, Strategic Relationship Manager, Digital Services, tel 0208 753 3481, July 14, 2022*

## **Local Economy and Social Value**

50. SV was mandated at 10% of total contract value as part of the procurement – both bidders passed the threshold. The winning tenderer commits to 16.43% of total contract, as evaluated, price.

51. The successful bidder scored highest in both the qualitative and quantitative elements of the evaluation.

52. The SV elements of both qualitative and quantitative submission although submitted through the portal of the Social Value Portal organisation, who supported the procurement with detailed advisory assessment report, were evaluated, following legal advice, within the procurement team. The assessment of the SV scores was independently assessed by the Social Value Portal with the scores being identical to those assessed by the project's evaluation, this adding an extra layer of assurance.

53. The contract is the first to have a tighter contractual regime for SV with a regime where the Council's business partner for SV, the Social Value Portal, being contracted to measure and report annually of the achievement against the committed SV. The contract has an effective claw-back / penalty scheme of £50,000 pa were the Contractor not to achieve their SV commitments. (That sum being potentially available to buy-in SV such as sponsoring other SV initiatives).

54. The major elements of SV committed to by the successful bidder were recruiting and continuously employing local labour, the use of SMEs based in the borough and helping unemployed people into both the bidder's own organisation and other wider labour opportunities.

55. Additionally the successful bidder has committed to a plan the move the entire waste fleet to zero emission vehicles over the contract's life, thereby highly tangibly supporting the Council's move to Net Zero.

*Implications completed by: David von Ackerman – Head of Procurement, H&F, 19 July 2022, in consultation with Paul Clarke, S106 Officer (Social Value Officer)*

## **Personnel**

56. There are no implications for staff employed directly by the council as this service is outsourced presently and will continue to be outsourced. The appointed provider will be required to comply with the Transfer of Undertakings (Protection of Employment) (TUPE) legislation and will also be required to ensure that the workforce is paid at least the London Living Wage.

*Implications completed by David Rogers, Head of People Operations, Resources Department, tel 07717 423441, July 22<sup>nd</sup>, 2022*

## **Consultation**

57. The Greater London Authority were a statutory consultee on the content of the service specification in accordance with the GLA Act 1999 (as amended). The inclusion of the offer of a food waste service to residential properties was a condition of their approval of the specification.

## **LIST OF APPENDICES**

Appendix 1 (exempt)  
Financial Information

Appendix 2 (exempt)  
ISFT scoring

Appendix 3 (exempt)  
Social Value commitments

Appendix 4 (exempt)  
Key Performance Indicators and Annual Contract Targets

Appendix 5  
Equalities Impact Assessment

Appendix 6  
Climate Implications Toolkit