

## CABINET - 8 FEBRUARY 2021

**Report title:** Recycling, Waste and Cleansing Contract Decision Report

**Wards:** All

**Portfolio:** Deputy Leader of the Council (Sustainable Transport, Environment and Clean Air),  
Councillor Claire Holland

**Report Authorised by:** Bayo Dosunmu: Strategic Director for Resident Services

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### REPORT SUMMARY

Waste collection and street cleansing is a key service for the borough. It is a universal service that has been shown to be a driver of satisfaction with local councils<sup>1</sup>.

This report outlines the procurement process that has been undertaken to identify a preferred bidder for the new Recycling, Waste and Cleansing contract, to commence in October 2021. The procurement process has delivered circa £2m per annum reduction in costs associated with the new contract.

The procurement has taken over two years to complete and using the competitive dialogue process and has achieved excellent results for the council including but not limited to:

- A very competitive process achieving quality and value.
- Delivering savings by minimising non-direct delivery costs including overheads and profits.
- Security for staff, increased staffing resources, full trade union recognition, reduction in agency staff and good rates of pay at London Living Wage or market rate whichever is the higher.
- An integrated and extensive social value component ensuring that Lambeth residents including our young people, and priority groups are fully involved in the contract and have access to employment opportunities.
- A strong training offer for all including our young people and those that would benefit from pre-employment training access
- Unifies our on-street and housing services, meaning that tenants and leaseholders on our estates will finally get the service that they deserve.
- Delivers on residents' asks of the council for them to be able to reuse and recycle more and this contract will deliver just that: expanding collections to small electrical and electronic waste and recycling, batteries and textiles.
- Expansion of the food waste collections on our estates with an additional 3000 homes to receive food waste collection services at no additional cost.
- Delivers on our commitment to end the spraying of glyphosate in its entirety across Lambeth
- Bringing the fleet of vehicles back under council control, meaning that the Council can deliver on our net zero carbon and air quality commitments by electrifying the fleet as soon as possible.
- Bringing in-house elements for the community outreach programme.

The main differences in the scope of the new service are the integration of external cleansing on Lambeth Housing Estates and the transfer of the graffiti removal service into the contract. The new contract also incorporates the Council's Responsible Procurement Policy, a new intelligence driven

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<sup>1</sup> [What drives public satisfaction with local government?](#) GLA 2004

service and helps meet the objectives outlined in the council's Waste Strategy, driving Lambeth towards a circular economy with flexibility for on-going improvements throughout the contract term.

## **FINANCE SUMMARY**

The new service has a total cost of £118.7m over the six years of the contract amounting to an average of £19.8m per annum. This is funded from a mixture of General Fund (GF) and HRA as well as agreed capital. The maximum total cost of the contract across the maximum 14 years is approximately £277m.

## **RECOMMENDATIONS**

1. To award the Recycling, Waste and Cleansing contract to Serco Limited for the initial term of six years with the option to extend for up to a further eight years depending on contract performance. The eight years in the extension can be any combination of additional years meaning the authority can choose to terminate or have an earlier break clause within that 8 years extension. The new service has a total maximum contract value of £118.7m over the six years, amounting to an average of £19.8m per annum and a maximum total value of approximately £277m over the total of 14 years.
2. To note the statutory standstill period and leaseholder consultation processes that must be followed before the contracts may be formally awarded.

## **REASONS FOR EXEMPTION FROM DISCLOSURE**

The accompanying Part II report is exempt from disclosure by virtue of the following Paragraphs of schedule 12A to the Local Government Act 1972:

3. Information relating to the financial or business affairs of a particular person (including the authority holding that information).

## 1. CONTEXT

1.1 This report is a gateway three procurement report.

### Background information

- 1.2 The Recycling, Waste and Cleansing contract was due to come to an end on 31 March 2021, so work started on developing the new contract in 2017.
- 1.3 Options for delivering the new service were considered and it was decided that the most effective model would be to outsource the contract to a specialist provider with the council bringing in house other parts of the service such as purchasing the key assets.
- 1.4 In July 2019 it was also decided that external cleaning of estate land should be included in the main waste and cleansing contract to ensure an improved and consistent service.
- 1.5 On 18 November 2019, a refresh of the Lambeth Waste Strategy was published. This set the context for the specification for the new contract and focussed on driving Lambeth towards a circular economy, carbon reduction, waste minimisation, increasing recycling and making the service more customer focussed.

### Procurement overview

- 1.6 The procurement strategy (Gateway two report) was approved on 16 July 2019.
- 1.7 The chosen procurement route was Competitive Dialogue – this was considered to offer the best opportunity to obtain value and innovation for the council.
- 1.8 Eunomia Research and Consulting were appointed as Technical and Commercial advisors.
- 1.9 Sharpe Pritchard Solicitors were appointed as legal advisors.
- 1.10 The OJEU notice was published on 6 September 2019.
- 1.11 The procurement process was initially estimated to end with a Cabinet Meeting in September 2020 followed by mobilisation up to a go-live date of 1 April 2021, but in March 2020, the COVID-19 impact made it necessary to extend the procurement timescale for an additional six months.
- 1.12 This in turn resulted in a need to extend the current contract for six months to expire on 30 September 2021.

### Borough Plan

- 1.13 One of the four objectives of the Borough Plan 2019-2021, is that:  
Lambeth is a place people want to live, work, and invest  
This procurement will support the plan's sub-objectives:
- Town centres – manage our neighbourhoods, estates and town centres so they feel safe and welcoming.
  - Environmental impact – invest in the circular economy, cut down carbon emissions, significantly cut waste, encourage reuse by residents and businesses.

## 2. PROPOSAL AND REASONS

- 2.1 It is proposed that Serco Ltd be awarded the Recycling, Waste and Cleansing Contract.
- 2.2 Serco Ltd is experienced in providing waste collection and recycling services and is an established company in the sector delivering services in other London boroughs such as the London Borough of Hammersmith and Fulham.

### Service offer

- 2.3 Some key elements of the new service were defined in the specification and responded to by the bidders.

### *Climate emergency*

- 2.4 New fleet purchased by the authority compliant with the London Ultra Low Emission Zone (ULEZ), with electric bin lifts.
- 2.5 'Drive Smart' technology to reduce carbon emissions.
- 2.6 One electric refuse collection vehicle being purchased now with the rest phased in as part of the fleet replacement programme, so there will be a completely electric fleet by 2030.
- 2.7 Smaller vehicles to be electric or hybrid at the start of the contract.
- 2.8 Increased re-use – more reusable items, particularly furniture, will be captured from the bulky waste stream.
- 2.9 Contractor must meet new recycling targets supporting the Council in its aims to meet the Mayor's target of 55%.

### *Customer focus*

- 2.10 Development of digital customer interface to include access to real-time information and issue reporting.
- 2.11 Proactive use of customer feedback to improve services.

### *Housing Service*

- 2.12 Co-ordinated collections and cleansing on Lambeth housing estates to improve cleansing standards.
- 2.13 Package of measures in the specification for estates in line with Peabody research to increase recycling – the Flats Recycling Package based on research and best practice to encourage recycling.
- 2.14 Increased bin capacity for recycling and introduction of reverse locking lids. This prevents contamination of the recycling
- 2.15 Food waste collections to be rolled out.

### *Waste and Cleansing*

- 2.16 Co-ordinated waste collection and cleansing to maximise litter removal.
- 2.17 5am start in town centres to ensure it's clean before our residents head out to work or school.
- 2.18 Full provision extended to bank holidays.
- 2.19 Fly-tip removal minimum once per week with reactive teams for additional collections.
- 2.20 Intelligence led deployment of resources based on quarterly analysis of the cleaning standards.
- 2.21 Increased jet washing of town centres.
- 2.22 Graffiti removal service to be included in the new contract.
- 2.23 Additional service to empty parks litter bins is to be included in the new contract.

*Performance management*

- 2.24 A suite of contract management meetings at different levels including weekly operational meetings, monthly contract performance meetings, six-monthly director level meetings and an annual strategic review meeting. This contract management regime will ensure the reviewing of performance and the management of change control processes including changes to the waste strategy and climate change targets throughout the contract term.
- 2.25 Clear and detailed Key Performance Indicators (KPS) covering all aspects of the contracts with appropriate penalties and incentives to ensure the attainment of the authority goals.
- 2.26 A Community Partnership Board will be established, including residents, voluntary sector and councillors to support the monitoring of the social and community benefits aspects of the contract including the annual Community Benefits Plan.

**Procurement detail**

- 2.27 The evaluation methodology is attached to this paper at Appendix A
- 2.28 Details of the procurement include:
  - a. The procurement was carried out as per the Procurement Strategy dated 16 July 2019.
  - b. The evaluation criteria included a split of 50:50% between Price and Quality
  - c. The OJEU reference is 2019/S 175-426414
  - d. The following tenders were received at each stage of the Competitive Dialogue:

Stage	Issue date	Closing date	No of responses	Commentary
Selection questionnaire	06/09/2019	08/10/2019	5	One respondent was deselected because they failed the conformity and completeness test. The rest were invited to take part in the first dialogue sessions.
1 <sup>st</sup> Dialogue period	4/11/2019	18/01/2020		One bidder pulled out before the dialogue sessions started. Another withdrew after the dialogue period. Both withdrawals were due to lack of resources.
Invitation to submit detailed solutions	04/11/2019	10/02/2020	2	The two bids were evaluated and met the requirements to go through to the second dialogue phase and submit final tenders.
2 <sup>nd</sup> Dialogue period	04/05/2020	31/07/2020		Both bidders completed the second dialogue phase which had been delayed due to Covid-19.
Invitation to submit final tender	24/08/2020	25/09/2020	2	The two final bidders submitted final tenders and were subsequently evaluated.

- e. All panel members completed conflict of interest forms prior to starting the evaluation. Each of the panel members scored individually first, before attending a moderation meeting. Scores were agreed through a process of consensus at moderation meetings. A table of panel membership is below:

<b>Section</b>	<b>No on panel</b>
Management and Culture	Chair + 4 (+1 for customer care and satisfaction)
Social Value	Chair + 4
Operations	Chair + 5 (+1 for management information systems)
Deliverability	Chair + 4
Service Delivery method	Chair + 4
Health and safety	Chair + 3
Payment and performance mechanism	Chair + 4
Legal and risk	Legal advisors
Financial model	Chair +2

- f. the Business Case was approved on 7 March 2019 and Procurement Strategy on 16 July 2019 and,
- g. The recommended provider has suitable experience and expertise and provides value for money in delivering the proposed contract.

*Outcome*

2.30 The bidders obtained the following evaluation scores :

<b>Points awarded</b>	<b>Serco Ltd</b>	<b>Bidder B</b>
<b>Quality</b>		
<b>Method Statements Points</b>	470	425
<b>Legal/Risk Points</b>	30	30
<b>Commercial</b>	24	24
<b>Finance</b>		
<b>Evaluation Price Points</b>	470	440
<b>Total Points</b>	<b>994</b>	<b>918</b>
<b>% score</b>	<b>99.4%</b>	<b>91.8%</b>
<b>Ranking</b>	<b>1</b>	<b>2</b>

2.31 The table shows that Serco Ltd scored higher in both the finance and quality parts of the tender and in accordance with the published award criteria it is therefore recommended Serco Ltd be approved as the successful bidder.

**Contract Management**

2.32 Ensuring a robust framework for contract and performance management was a key part of the specification:

- a. The contract will be managed by an enhanced contract management client team.
- b. Key performance indicators (KPIs) appear in the payment and performance mechanism.
- c. Performance management will be considered at the governance meetings set out below:

<b>Management Tier</b>	<b>Meeting Frequency</b>	<b>Minimum Authority Attendees</b>	<b>Minimum Contractor Attendees</b>
Contract Partnership Board	Six-monthly (or more frequent as parties agree)	3	3
Contract Management Group	Monthly (or more frequently as parties agree)	2	2
Contract Operations Group	Fortnightly (or more frequently as parties agree)	2	2

d. Performance reports are outlined below

<b>Report</b>	<b>Frequency</b>
Daily Performance Report	Daily
Monthly Service and Performance Management Report	Monthly (no more than 10 Working Days after the last day of the month)
Quarterly Service and Performance Management Report	Quarterly (no more than 10 Working Days after the end of the previous quarter)
Annual Service Report	Annually (no more than 15 Working Days after the end of the previous Contract Year)
Annual Service Improvement Plan	Annually (no more than 15 Working Days after the end of the previous Contract Year)

e. The annual service improvement plan will offer an opportunity for the service to be reviewed in depth and improved upon.

### **3. FINANCE**

- 3.1 The new service has a total cost of £118.7m over the six years of the contract amounting to an average of £19.8m per annum and a maximum total value of approximately £277m over the total of 14 years if the option to extend is taken. This is funded from a mixture of General Fund (GF) and Housing Revenue Account (HRA) as well as agreed capital.
- 3.2 The contract has delivered the agreed £1m saving targets and will see potential reductions of circa £2m in the cost of the contract.
- 3.3 This price includes elements of capital expenditure on assets (mainly vehicles) from capital funds.
- 3.4 In keeping with the Resident Services community engagement programme 1% of contract value is being donated by the contractor to support the social value programme.
- 3.5 All staff will be paid at London Living Wage but these and any other additional costs will not impact on the savings being generated from the contract. This includes the increased scope of the contract to include Housing Estate cleaners.

## **4.0 LEGAL AND DEMOCRACY**

- 4.1 The authority to enact this report's recommendation is delegated to the Cabinet Member for Sustainable Transport, Environment and Clean Air in consultation with the Leader of the Council. Before exercising that authority, this paper should be reviewed by the Procurement Board.
- 4.2 Under the Contract Standing Orders, all contracts with an estimated value of £100,000 or more should be competitively tendered to ensure that all tenderers have the economic and financial standing, technical ability, and resource capacity to fulfil the requirements of the authority. This report demonstrates how officers have complied with this requirement.
- 4.3 The statutory procurement regime applies to the proposed award by virtue of the Public Contracts Regulations 2015. For contracts for services which are valued above the £189,330 threshold, the full application of the statutory procurement regime applies. As such, the Council had a duty to publish a contract notice in the official journal and to follow one of the procurement procedures prescribed in the regulations. This report describes how officers complied with these requirements.
- 4.4 As soon as possible after making the decision to award the contract, the Council must provide a written notice to the unsuccessful bidders, naming the winning bidder and describing the characteristics and relative advantages of the successful tender.
- 4.5 The notice must also state when the 'standstill period' is expected to expire and the date before which the contracting authority will not enter into the contract or conclude the framework agreement.
- 4.6 This proposed key decision was entered in the Forward Plan on 02 September 2019 and the necessary 28 clear days' notice has been given. The report will be published for five clear days before the decision is considered by Cabinet. Should it be approved, a further period of five clear days, the call-in period, must then elapse before the decision becomes effective. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

## **5.1 CONSULTATION AND CO-PRODUCTION**

- 5.2 The waste strategy update which informed the service specification was extensively consulted on and informed the development of the service specification.
- 5.3 The consultation held with various stakeholders, businesses and residents of the borough was detailed and comprehensive. It took place from 14 May to the 10 June 2019. Over 8,100 emails were issued and there were over 1,000 click throughs to the dedicated Waste Conversation webpage. The accompanying social media campaign was seen over 19,000 times, which led to nearly 400 separate engagements in the Waste Conversation.
- 5.4 Internal stakeholders including Housing Officers were consulted on the specification.
- 5.5 Residents were broadly supportive of the strategy, particularly in terms of increased recycling targets. They also requested greater opportunities to recycle which was incorporated into the specification via a request for bidders to set out what other materials could be recycled at kerbside, such as small electrical goods.

5.6 The Greater London Authority (GLA) was consulted with and gave approval for the specification and the procurement on 16 July 2019.

## 6. RISK MANAGEMENT

6.1 The main risks that impede on the successful delivery of this procurement and contract are:

Item	Risk	Likelihood	Impact	Score	Control Measures
1	Compliance with Health and Safety requirements	(2) Unlikely	(2) Significant	4	The Council has a duty to ensure that the services are designed, procured and delivered with due regard to health and safety. The contractor proved competency through the procurement process, including a dedicated method statement on health and safety.
2	Insolvency of the contractor during the contract period	(2) Unlikely	(4) Significant	8	A Parent Company Guarantee (PCG) is part of the Conditions of Contract. There is provision in the contract for the council to 'step in' and take over operations in this eventuality. The Dun and Bradstreet check indicated this was a Low-Moderate Risk company and no concerns should be raised as a result of the report.
3	Lambeth's exposure to third party claims	(2) Unlikely	(2) Significant	4	The contractor indemnifies the Council against all actions and claims relating to the provision of the services during the contract period.
4	Unforeseen changes in legislation may lead to additional costs to the contract	(2) Unlikely	(2) Significant	4	The initial contract term is quite short to enable flexibility.
5	Type of indexation/inflation indices proposed to obtain best value	(2) Unlikely	(2) Significant	4	A basket of indices is in place to reflect the key elements of the service.
6	Poor contract performance	(2) Unlikely	(2) Significant	4	Robust contract management processes

Item	Risk	Likelihood	Impact	Score	Control Measures
					in place (see section 2.32 of this report).
7	Social Value commitments not delivered	(2) Unlikely	(2) Significant	4	Robust measurement and monitoring of Social Value in place as part of contract management (see section 2.32 and 9.5 – 9.10 of this report).
8	Brexit impact	3 (likely)	(2) Significant	6	The business continuity plan will be required to cover any impacts of Brexit.
9	Covid-19 impact	3 (likely)	(2) Significant	6	The business continuity plan outlines how these impacts will be mitigated.
10	Mobilisation period for new contract	(2) Unlikely	(4) (serious)	8	A detailed mobilisation plan will be put together. the client team will use increased resources across the whole area to ensure a smooth transition.

#### Key

<b>Likelihood</b>	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
<b>Impact</b>	Major = 8	Serious = 4	Significant = 2	Minor = 1

## 7. EQUALITIES IMPACT ASSESSMENT

7.1 The key point arising from the Equalities Impact Assessment (EIA) are shown in this table.

Equalities impact	Who is impacted by change	Mitigation
Effect of TUPE transfer to a potential new provider – change of pay date, pension provider, rates of pay.	Staff working on contract	All current staff will TUPE transfer to new provider with the same terms and conditions of employment. The contract pays London Living Wage, and this is written into contract terms and conditions.
Increased Community Benefits linked to Social Value	Lambeth Residents	Commitment made to Social Value in Lambeth during life of contract through apprenticeships, work experience placements, increased employment opportunities for priority groups
Health and Wellbeing	Lambeth Residents and Contractor staff	Cease use of glyphosate weedkiller. Improvement in air quality associated with use of low emission vehicles
Barriers to recycling	Residents	There will be multiple initiatives to help residents overcome particular issues.

- 7.2 An EIA for this procurement went to a member led panel at the time of the procurement strategy. The final EIA builds on this and takes into account the comments of the panel. The final EIA is included at Appendix B.

## **8. COMMUNITY SAFETY**

- 8.1 The new service contributes to community safety by ensuring that offensive graffiti is removed within 24 hours. Keeping areas clean and free of fly-tipping and litter may also help prevent other forms of anti-social behaviour.

## **9. ORGANISATIONAL IMPLICATIONS**

### **Environmental**

- 9.1 The environmental benefits are set out below under responsible procurement (9.8). The reduction in vehicle emissions will help to improve air quality in the borough.

### **Health**

- 9.2 The improvement in air quality generated by the low emission vehicles will impact on residents' health. Poor air quality disproportionately affects people with protected characteristics such as children and people with a disability. The spraying of the weedkiller Glyphosate will also not be used, except to tackle Japanese Knotweed when it is injected, which is also good for the general health of residents.

### **Corporate Parenting**

- 9.3 Care leavers are one of the priority groups referenced in 9.7 below who will have the opportunity to be considered for employment with the contractor.

### **Staffing and accommodation**

- 9.4 Up to four Lambeth staff are in scope to be TUPEd to the new contractor. The Environmental Services Team is to be restructured to better support the contract.
- 9.5 The provider will make use of the council's existing depot space to deliver the service.

### **Responsible Procurement**

#### *Good Quality Jobs with Fair Pay and Decent Working Conditions*

- 9.6 All staff including agency and any subcontractors will be paid the London Living Wage. The contractor has a commitment to ending Modern Slavery and will comply with the Modern Slavery Act 2015. Employees are free to join unions and union recognition is guaranteed in the contract. There is a commitment within the organisation to upskill the workforce and ensure appropriate Health and Safety requirements are in place and employees have access to a partnership scheme.

#### *Quality Apprenticeships, targeted Employment for Lambeth residents and Lambeth Priority Group*

- 9.7 The contractor will ensure in excess of 2.3% of employees are recruited on new apprenticeships for Lambeth's residents each Contract Year. The positions will be actively promoted to Lambeth's priority groups.

#### *Reduce Emissions: Lambeth Council has a commitment to being Zero Carbon by 2030*

- 9.8 All the fleet will be compliant with the ULEZ and will be silver Fleet Operators Recognition Scheme compliant. The smaller vehicles will all be hybrid or electric. One RCV will initially be

electric and a new fleet of electric vehicles will be phased in by 2030. An Employee cycle scheme will be offered.

*Single Use Plastics*

- 9.9 The Authority uses the minimum of single use plastics in its waste operations having moved to wheeled bins for most residents in 2016. The contractor will be encouraged to review its use of single use plastics and reduce their use where possible.

*Positive Health and Wellbeing*

- 9.10 The contractor commits to achieving excellence in the London Healthy workforce Award within 36 months of contract commencement.

*Other Offers (Innovation)*

- 9.11 The contractor proposes a volunteer door knocking scheme to help improve recycling in the borough. Any savings in waste disposal costs will fund a community grants scheme for organisations wanting to carry out environmental projects.

## 10. TIMETABLE FOR IMPLEMENTATION

- 10.1 The table below details the stages and deadlines for implementing the recommendations:

<b>Activity</b>	<b>Proposed Date</b>
Date published on Forward Plan	2/09/2019
Date of Cabinet	08/02/2021
End of Call-in Period (key decisions only)	19/02/2021
Execution of Contract	13/04/2021
Mobilisation Period for Contract	14/04/2021
Commencement of Contract	01/10/2021

- 10.2 The detailed timetable for contract mobilisation will be agreed with the successful bidder post contract award.
- 10.3 This contract will be managed and monitored by Environmental Services. The Authorised Officer for the contract is the Assistant Director for Waste Management, Cleansing and Ancillary Services. The contract management arrangements are outlined in section 2.32 above.

## AUDIT TRAIL

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Claire Holland	Deputy Leader of the Council and Cabinet Member for Sustainable Transport, Environment and Clean Air,	11.12.20	11.01.21	Throughout
Bayo Dosunmu, Strategic Director	Residents Services	8.12.20	9.12.20	None
Derek Roopnarine, Finance	Finance and Property	10.11.20	13.11.20	Finance summary and section 3
Andrew Ramsden, Finance	Finance and Property	10.11.20	13.11.20	Finance summary and section 3
Michael O'Hora, Legal Services	Legal and Governance	10.11.20	13.11.20	Section 4
Maria Burton, Democratic Services	Legal and Governance	09.12.20	10.12.20	Throughout
Doug Perry, Environmental Services	Resident Services	09.11.20	10.11.20	None
Venetia Reid-Baptiste	Resident Services	18.11.20	23.11.20	2.23, 3.4
Henrietta Jacobs, Procurement	Finance and Property	10.11.20	17.11.20	Throughout
Kevin Edger, Procurement	Finance & Investment	20.11.20	23.11.20	Throughout
Paul Keenlyside, Sustainability Officer	Finance and Property	07.12.20	10.12.2020	9.1, 9.8

## REPORT HISTORY

<b>Original discussion with Cabinet Member</b>	05.01.21
<b>Report deadline</b>	27.01.21
<b>Date final report sent</b>	28.01.21
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	Yes
<b>Key decision report</b>	Yes
<b>Date first appeared on forward plan</b>	2.9.2019
<b>Key decision reasons</b>	Expenditure, income, or savings in excess of £500,000.
<b>Background information</b>	<p>1. <a href="#">Cabinet Member Delegated Decision, 8 July 2019: Design of Housing Services After 2020</a></p> <p>2. <a href="#">Cabinet, 18 November 2019, item 5: Lambeth Waste Strategy</a></p> <p>2. <a href="#">Officer Delegated Decision (taken under Covid-19 emergency powers), 27 March 2020: Covid-19 - Pause of the Housing Procurement Project and Extension of the Environment Procurement Project</a></p>
<b>Appendices</b>	<p>Appendix A – <i>Key evaluation criteria</i></p> <p>Appendix B – <i>Equalities Impact Assessment</i></p>