

REQUEST FOR QUOTATION

LOT 1- CONSULTANCY SERVICES FOR THE UPDATE OF THE COUNCIL'S WASTE STRATEGY

LOT 2 – CONSULTANCY SERVICES FOR THE DEVELOPMENT OF THE COUNCIL'S WASTE COLLECTION AND CLEANSING SERVICES SPECIFICATION

1. PURPOSE

The contract for Lambeth Council's waste collection and cleansing services comes to an end in March 2021. In preparation for this, the purpose of this request for quotation is to invite proposals from experts experienced in the field of waste management, engagement and procurement, for the provision of consultancy services for the update and completion of the Council's waste strategy and for the development and completion of a final draft of the Council's waste and cleansing tender specification. These services must commence on Monday 4th February 2019.

The successful organisation will have an understanding of public sector commissioning and the challenges that face an inner London local authority in the area of waste management.

This requirement is split into two Lots:

Lot 1: will be to complete a refresh of Lambeth's waste strategy to take into account the needs and aspirations of the borough as well as new guidance from the Mayor's environmental strategy and the Defra waste and resource strategy. An engagement plan will have to be devised identifying relevant stakeholders with any views expressed collated in an engagement report and integrated into the final strategy where appropriate.

Lot 2: is for the production of a fit for purpose specification for Lambeth's waste collection and cleansing services. This will involve reviewing Lambeth's current specification, engaging with stakeholders and putting together the new specification within the timescales set out by the Council, taking into account the findings of Lot 1 waste strategy work mentioned above and any additional needs and requirements of the council and local and national stakeholders.

Bidders are able to submit proposals for either one or both Lots.

Timetable

Activity	Date
Date of issue of request for quotation	9 January 2019
Date of return of quotation	10am Monday 28 January 2019
Evaluation period	28 January 2019 – 30 January 2019
Commencement of contract	Monday 4 February 2019

Table 1 Timetable for request for quotation

2. BACKGROUND TO THE CONTRACTING AUTHORITY

About The London Borough of Lambeth

Lambeth is one of a ring of thirteen local authorities which constitute Inner London. It measures seven miles north to south, and about two and a half miles east to west. The London Borough of Lambeth is the largest inner London Borough with a population of around 260,000. 34% of Lambeth's population are from ethnic minorities - the seventh highest figure for a London borough. 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. Five Area Committees, based on the Town Centre areas, have been introduced to make decisions on a local level and provide an opportunity for the local community to bring their views to the council.

There are many tourist attractions within the borough's boundaries. Waterloo, Westminster, Lambeth and Vauxhall bridges are all partly located within Lambeth's boundaries as are the London Eye and Lambeth Palace, the official London Residence of the Archbishop of Canterbury.

Lambeth includes the South Bank complex as the most visible element of a thriving, expanding arts and leisure industry within the borough. Examples include internationally known theatres such as the Old Vic, the Young Vic, the National Theatre, Royal Festival Hall and the National Film Theatre.

The north of the borough 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 (with the Oval Cricket Ground) to Clapham Common and Brockwell Park in the south. The area contains many of the Council's housing developments. It contains the borough's largest shopping centre in Brixton and leisure attractions such as the Academy music venue and the Ritzy cinema.

Travelling down from the north of the borough to the inner-suburbs of Streatham & Norwood, the south of the borough is predominantly residential. It has excellent entertainment and recreation facilities and potential for retail and business development on a number of key sites.

The Council's Objectives

The council's key objectives, as set out in the [Borough Plan](#) are:

- Creating inclusive growth: We want all of Lambeth to benefit from the investment and regeneration of the Borough
- Reducing inequality: We want to take action to address inequalities across the borough including issues to do with health, job opportunities and quality of life
- Building strong and sustainable neighbourhoods: We want to maintain safe, clean and cohesive communities across the borough

3. BACKGROUND TO REQUIREMENT

Lambeth's current waste collection and cleansing contract comes to an end in March 2021. In order to deliver the best possible service to residents, the council is procuring consultants to carry out work to support the commissioning of a new service. An updated waste strategy will gather information from different sources to form an up-to-date document outlining the needs of the

borough and reflecting guidance from the Mayor and government. The waste strategy work will be used to inform the specification for the service starting in 2021.

The timescale given is very tight and the work in the initial weeks will be very intense – therefore it would not be appropriate for an individual to carry out both pieces of work, however both individuals and/or organisations must work closely together as the initial requirements phase for the strategy and specification are interlinked. Bidders are required to provide details of how the pieces of work will be integrated, changes logged and how the two teams will work together regardless of whether they are in the same organisation.

The council will support the contractor in the work where possible by providing data and contact information when requested. The consultants will be managed and supported by an internal project manager but they will be expected to organise their own workshops and external meetings.

4. LOT 1 WASTE STRATEGY UPDATE REQUIREMENTS

The Lambeth [Waste Strategy 2011 – 2031](#) introduced a number of service changes designed to reduce waste, recycle more and generally support residents to live more sustainably.

In line with national and regional objectives to create a more sustainable system of waste management the Council has developed an over-arching set of objectives for its Waste Strategy:

- 1. To encourage behavioral change within the community to move the management of municipal waste higher up the waste hierarchy*
- 2. To meet legislative requirements and statutory obligations now and as policy evolves in the future*
- 3. To achieve general conformity with Regional Waste Policy*
- 4. To work in close partnership with WRWA and the other constituent boroughs to develop coordinated services and achieve the aims and objectives of the Riverside Partnership's Joint Municipal Waste Management Strategy*
- 5. To manage waste in a way that protects human health and the environment*
- 6. Deliver services that offer excellent customer service, achieving continuous improvement in service quality and customer satisfaction*
- 7. Minimise the costs of waste management while complying with legislative requirements*

The strategy has had several phases (see Appendix B – Additional Information) and in light of new requirements at a national and local level, as well as the upcoming commissioning of a new service, requires an update to take these needs into account. The changes in population growth, demographics, housing growth and changes in proportion of housing types and tenure and the emerging night time economy will also need to be taken into account.

Purpose and objectives of waste strategy commission

The Waste Strategy refresh needs to reflect the original objectives of the Waste Strategy and update the strategy for current requirements

The strategy will:

- Analyse local and national guidance and legislation in order to update the council's 20 year strategy.
- take into account political objectives as set out in the 2018 Labour manifesto
- assess the needs of the borough through liaison with the Environmental Services team and the consultant looking at the existing specification
- Detail the changes in waste composition/tonnages, population growth, demographics, housing growth and changes in proportion of housing types and tenure and the emerging night time economy and their potential impact on waste management.

The consultant will also produce an engagement plan which will outline any qualitative or quantitative engagement needed to inform the final strategy. This will include the identification of key stakeholder groups and the formulation of questions and engagement methods as well as a methodology for how these will inform the final strategy. Table 2 below sets out the deliverables by which the success of the project will be evaluated. The Consultant is responsible for the successful project management of the deliverables in accordance with the modes for the delivery.

The Consultant will agree the details for the delivery of each deliverable prior to commencement of each phase of the project. Any variations to the project will be agreed in writing by the Council's Contract Manager.

Item	Deliverables and activities	Mode
1	Waste Strategy update – with recommendations to integrate into specification	Report to management, hard copy and electronic format
2	Engagement plan and activities – including communications, engagement methodology, engagement materials – this may include interviews, questionnaires or group discussions	Report to management, hard copy and electronic format
3	Methodology for analysing and incorporating engagement material	Report to management, hard copy and electronic format
4	Engagement report	Report to management, hard copy and electronic format
5	Equalities impact assessment	Report to management, hard copy and electronic format
6	Report iterations for Lambeth sign-off processes	As required by the Authority
7	The supplier will also be asked to attend up to five presentations of results to senior managers/politicians	As required by the Authority
8	Updates on project progress to Senior Commissioning Officer	Weekly updates by email
9	Presentation slides for use in Lambeth meetings	As required by the Authority
10	Any data set or background information for further use	As required by the Authority

Table 2 - Set deliverables and activities

The strategy update and report will take the 2011- 2031 strategy report as a template and update it taking into account the following:

- Mayoral guidance, the Defra waste and resource strategy and any market developments which may have a bearing on recycling or waste management.
- the Lambeth Labour party manifesto and any internal documents which support the cleaner, greener agenda
- Current metrics on waste management and any customer satisfaction information available
- Details of any service changes the authority might like to make to support the above guidance and objectives as well as changes in response to the boroughs needs
- Identifying areas of focus for the council to support the Waste Strategy objectives

The engagement plan will take the highlights of the strategy and make it as easy as possible for individuals or groups to comment on. The contractor should make arrangements to consult with groups or individuals on the strategy and record their responses. The strategy consultation should be highlighted on social media and other communications as suggested by the contractor.

Synergies with waste and cleansing service specification

- The strategy should take into account early work on specification analysis and workshops

The make-up of the final report needs to be discussed and agreed with us upon award of the tender in terms of layout and style. Wherever possible, the data should be presented in a report style and in a way that can be easily understood. Technical language can be used but must be explained.

Reports should be forwarded in hard copy and electronic format i.e. Word, MS Excel, PDF should be submitted. Hardcopies should be in colour.

The final copyright for the documents and presentations will remain with Lambeth Council and any circulation of the final report and or the presentations by the appointed consultants will require the express permission of London Borough of Lambeth.

5. TIMETABLE & KEY DATES

Task	Start date	End date
Proposal Documents available to Bidders	9 January 2019	28 January 2019, 10.00am
Evaluation	28 January 2019	30 January 2019
Award	31 January 2019	31 January 2019
Inception meeting, draft strategy and engagement plan	4 February	1 March 2019
Internal workshops (with specification consultant)	11 February 2019	20 February
Client sign off of draft documents	4 March 2019	7 March 2019

Governance sign off of draft strategy and engagement plan	8 March 2019	28 March 2019
Engagement period	29 March 2019	28 April 2019
Analyse responses, write engagement report, finalise strategy, produce EIA	29 April 2019	17 May 2019
Client sign off of documents	20 May 2019	24 May 2019
Governance sign off of final documents	27 May 2019	27 June 2019
Finalise following meetings (if needed)	28 June 2019	1 July 2019

Table 3 Key Milestones

The **draft strategy and engagement plan** must be delivered by **Friday 1 March 2019** with engagement commencing on 29 March 2019 following the council's sign off process. An engagement report and updated strategy must be delivered by **Monday 20 May 2019** with a **final version of the strategy** delivered by **1 July 2019** following council sign off process.

6. AUTHORITY'S RESPONSIBILITIES

- The Environmental Services Team in Neighbourhoods and Growth will have the strategic oversight and ownership of this work.
- The Senior Environmental Commissioning Officer will oversee this project and provide the day-to-day contract management, supported by others in the team as and when needed.
- The Authority is responsible for the provision of any relevant documents including council policies and procedures (e.g. existing waste strategy report).
- The Contract Manager will be Liz Whitson Cloud, Senior Environmental Commissioning Officer, Environment, London Borough of Lambeth, 3rd Floor, Civic Centre, 6 Brixton Hill, SW2 1EG. Telephone: 0207 926 0145 Email: lwhitsoncloud@lambeth.gov.uk

7. LOT 2 SPECIFICATION OF SERVICES REQUIREMENT

The waste collection and cleansing contract was originally let in 1997 and covers all waste collection in the borough including estates. Cleansing services cover all public roads but not estates.

The Western Riverside Waste Authority is the disposal authority for Lambeth as well as Hammersmith and Fulham, Royal Borough of Kensington and Chelsea and Wandsworth

Purpose and objectives of waste collection and cleansing specification

The specification needs to reflect the current needs of the borough and any requirements coming out of the waste strategy work.

The specification will:

- Set out the service requirements for the waste collection and cleansing service commencing in 2021
- Include any additional advice and recommendations for service changes arising from changes in the borough and from the guidance and requirements of local and national government taking into account the waste strategy update.

The specification must be comprehensive and shall include at a minimum:

- A description of all the work to be carried out under the contract and the associated standards
- A series of schedules with associated information
- A performance framework

The specification must take into account the waste strategy work and any amendments which come about through the engagement period.

KEY DELIVERABLES

Item	Deliverables and activities	Mode
1	Final draft requirements specification, performance framework, service Level Agreement and default options for a new waste collection and cleansing service commencing in April 2021.	Must be delivered in an editable format.
2	Report iterations for Lambeth sign-off processes	As required by the Authority
3	The supplier will also be asked to attend up to five presentations of results to senior managers/politicians	As required by the Authority
4	Updates on project progress to Senior Environmental Commissioning Officer	Weekly updates by email
5	Presentation slides for use in Lambeth meetings	As required by the Authority
6	Any data set or background information for further use	As required by the Authority

TIMETABLE & KEY DATES

Task	Start date	End date
Proposal Documents available to Bidders	9 January 2019	28 January 2019, 10.00am
Evaluation	28 January 2019	30 January 2019
Award	31 January 2019	31 January 2019
Inception meeting	4 February 2019	8 February 2019
Internal workshops (with waste strategy)	11 February 2019	20 February
Identify any provisional service changes to feed into strategy	11 February	22 February
Client sign off of service change suggestions	25 February 2019	26 February 2019
Integrate into waste strategy	27 February 2019	1 March 2019
Draft specification and compile schedules	4 March 2019	30 March 2019
Client sign off of documents	1 April	12 April 2019
Integrate findings of strategy engagement	13 May 2019	17 May 2019
Client sign off of documents	20 May 2019	24 May 2019
Governance sign off of final documents	27 May 2019	27 June 2019
Finalise following meetings (if needed)	28 June 2019	1 July 2019

The contractor will be invited to organise the work as they see fit as long as it fits the timescales needed for sign-off periods and waste strategy work and to be concluded by **Monday 1 July 2019**.

All final products should be accessible and meaningful to both officers and the public.

The make-up of the final specification needs to be discussed and agreed with the Authority upon award of the contract in terms of layout and style. Wherever possible, the data should be presented in a report style and in a way that can be easily understood. Technical language can be used but must be explained.

All reports should be forwarded in hard copy and electronic format i.e. Word, MS Excel, PDF should be submitted. Hardcopies should be in colour. The specification must be an editable format.

The final copyright for the documents and presentations will remain with Lambeth Council and any circulation of the final report and or the presentations by the appointed consultants will require the express permission of London Borough of Lambeth.

8. AUTHORITY'S RESPONSIBILITIES

- The Environmental Services Team in Commissioning will have the strategic oversight and ownership of this work.

- The Senior Environmental Commissioning Officer will oversee this project and provide the day-to-day contract management, supported by others in the team as and when needed.
- The Authority is responsible for the provision of any relevant documents including council policies and procedures (e.g. existing waste strategy report).
- The Contract Manager will be Liz Whitson Cloud, Senior Environmental Commissioning Officer, Environment, London Borough of Lambeth, 3rd Floor, Civic Centre, 6 Brixton Hill , SW2 1EG.Telephone: 0207 926 0145 Email: lwhitsoncloud@lambeth.gov.uk

9. EVALUATION METHODOLOGY AND CRITERIA

The Contract will be awarded on the basis of the most economically advantageous response. That is to say, when considering all the factors, the proposal that enables the Authority to achieve best value for money.

The evaluation procedure is divided into the following key stages, which the Authority may nevertheless decide to run concurrently:

Quality Evaluation – An Evaluation Panel provided by the Authority will assess the bidders' proposal.

Price Evaluation – The Authority will make a commercial assessment of prices offered and award scores.

The Quality Score awarded for a Lot will be added to the Price Score for the same Lot to determine the final score for each bidder ("Final Score").

A summary of the total scores available for each question is as follows:

Method Statement Number	Title	Total Score Available	Weighting (%)
MS1	Project Methodology	5	20%
MS2	Skills & Relevant Experience	5	15%
MS3	Sector Knowledge and experience	5	10%
MS4	Service Knowledge and Experience	5	15%
Total Quality Score			60%
Total Price			40%
		TOTAL	100 %

Bidders written proposals will be scored using the below scoring matrix:

Score	Rating	Description
0	No Response	No proposal has been received Note: The response is deemed unacceptable.
1	Unacceptable	A proposal at this rating: <ul style="list-style-type: none">Builds very little or no confidence that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures;

		<ul style="list-style-type: none"> Builds very little or no confidence that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution. <p>Note: The response is deemed unacceptable.</p>
2	Poor	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> Raises reservations that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures; Raises reservations that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution. <p>Note: a response at this rating includes reservations which cannot be easily resolved with the Tenderer pre-contract award (i.e. changes which would distort the competition) or during the contract term without impacting time, quality or cost.</p> <p>The response is unacceptable.</p>
3	Acceptable	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> Confirms that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; Provides an acceptable approach/solution to delivering the requirements utilising standard strategies, plans, tools, methods or technologies. <p>Note: an acceptable response may include minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost.</p>
4	Good	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> Builds confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; Provides a good approach/solution to delivering the requirements utilising appropriately tailored strategies, plans, tools, methods or technologies. <p>Note: a good response may include a small number of minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the</p>

		competition) or during the contract term without impacting time, quality or cost.
5	Excellent	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> • Builds a high level of confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures; • Provides an exceptional approach/solution to delivering the requirements utilising appropriately tailored and at times innovative strategies, plans, tools, methods or technologies. <p>Note: an excellent response should not include any reservations.</p>

The price score will be evaluated as follows:

The lowest single inclusive rate will be awarded the full 40% of the price score. All other bids will be evaluated using the formula Price Score = (Tendered inclusive rate/lowest inclusive rate) x 40%

APPENDIX A – ADDITIONAL INFORMATION

1. CONTEXT/KEY REFERENCE MATERIALS

Lambeth's Waste Strategy

- [Phase 1](#) 2011
- [Phase 2](#) 2012
- [Phase 3](#) 2016

[The Mayor's Environment Strategy](#)

[The Lambeth Labour Party Manifesto 2018](#)

[Resources and Waste Strategy for England](#)

2. CONTINUOUS IMPROVEMENT -

The Service Provider will be expected to use their advice and expertise to recommend improvements to the delivery of the project.

3. STAFF AND CUSTOMER SERVICE

The Authority requires the Service Provider to provide a sufficient level of resource throughout the duration of the contracts in order to consistently deliver a quality service to all Parties.

Potential Provider's staff assigned to the contract shall have the relevant qualifications and experience to deliver the Contract.

The Potential Provider shall ensure that staff understand the Authority's vision and objectives and will provide excellent customer service to the Authority throughout the duration of the Contract.

4. SERVICE LEVELS AND PERFORMANCE

The Authority will measure the quality of the Supplier's delivery by weekly reporting and feedback from key stakeholders.

5. CONTRACT MANAGEMENT

For the duration of the contract, the successful tenderer agrees to provide the authority with a contract manager and an office based representative who will make themselves available to the authority with regards to the conditions of the contract. For the duration of the contract, the authority agrees to provide the contractor with a contract manager who will make themselves available to the contractor in regards to the conditions of the contract.

A draft contract terms and conditions are included at appendix C

6. REPORTING

The consultant will be required to provide weekly updates to the Contract Manager.

7. PAYMENT

Payment can only be made following satisfactory delivery of pre-agreed deliverables and are subject to the report meeting required quality standards and fulfilment of the tender specification.

Payment for services supplied will be split into two equal payments:

- 50% on delivery of first draft report/specification
- 50% on final report/specification

A budget report will be required at the end of the project that includes invoice copies for projects spend. Acceptable evidence can be agreed at the inception meeting.

Before payment can be considered, each invoice must include a purchase order number, detailed elemental breakdown of work completed and the associated costs.

8. LOCATION

The location of the Services will be carried out at London Borough of Lambeth, 3rd Floor, Civic Centre, 6 Brixton Hill , SW2 1EG and the contractor's workplace.

APPENDIX B – LOT 1 AND LOT 2 METHOD STATEMENTS

Your proposal should consist of your response to the Method Statement Questions and your completed Price Proposal. Bidders must submit separate proposals for Lot 1 and/or Lot 2.

Your response to the Method Statement Questions must clearly indicate which question you are responding to. A draft copy of the terms and conditions applicable for this contract is also attached in Appendix D for your information.

Method Statement Number	Title	Weighting
MS1	Project Methodology	20%
	Describe a sound project methodology and work programme to deliver the project outcomes as specified. This should include, but will not be limited to: <ul style="list-style-type: none"> i. An outline of key work stages, activities and outputs ii. A summary Project plan iii. Outline methodology for the draft strategy and associated work/specification (delete as applicable). iv. A brief discussion of key risks and quality control procedures 	
MS2	Project Team	15%
	Provide information on the skills and experience of the key people who would be involved in developing the draft strategy and associated work/specification (delete as applicable) and indicate their role. Please provide details of the individual who will Project Manage the work. This person will be the principle contact with the council Project Manager.	
MS3	Sector knowledge and experience	10%
	Please demonstrate your understanding of the waste sector including <ul style="list-style-type: none"> • Understanding of issues pertaining to waste, cleansing and recycling at local, London wide and national level • Understanding of issues particular to Lambeth and inner London/urban areas • Understanding of recycling, behaviour change and how to increase recycling both at kerbside and on estates 	

MS4	Service Knowledge & Experience	15%
	<p>LOT 1 ONLY - For the strategy work outline knowledge and relevant experience of stakeholder engagement and developing waste management related strategies</p> <p>LOT 2 ONLY - For the specification work outline knowledge and experience of developing waste and cleansing specifications</p> <p>Please provide details of two customers who you are happy for us to contact for references. References will be scored.</p>	<p>10%</p> <p>10%</p> <p>5%</p>
Total		60%

APPENDIX C LOT 1 AND LOT 2 PRICING DOCUMENT AND SUBMISSION

This contract is for the provision of consultancy services for producing a refreshed waste strategy/specification. The Council reserves the right to increase or decrease the range of services that may or may not be required during the contract period. Bidders are reminded that no guarantee is given by the Council that they will require any of the services listed in the Specifications.

Bidders must submit separate price proposals for Lot 1 an/or Lot 2.

The contracts may be awarded to one or more contractors. The Council reserves the right not to award the contract to any contractor. Unless otherwise stated, the costs of any venues used, together with materials, equipment, transport, labour, fuel, insurance and any other related costs should be included within the costs and rates as requested under the pricing schedule. The rates and costs detailed in the pricing schedule shall remain fixed for the duration of the contract, including any extension period.

Level of Consultant	Number of Days Allocated to	Day Rate	Total Cost
Total Cost of Service			

Please indicate a single inclusive rate for the delivery of these services inclusive of any additional charges.

Single Inclusive Rate

Singe Inclusive Rate

Please identify the additional charges reflected in the inclusive rate below. Please include additional rows where required:

Additional Charge/Expense Detail	Cost

PROPOSAL SUBMISSION

The contact during the request for quote period is Liz Whitson Cloud, Senior Environmental Commissioning Officer, Environmental Services – lwhitsoncloud@lambeth.gov.uk

Responses should be submitted to the email address lwhitsoncloud@lambeth.gov.uk by the submission deadline of **10am Monday 28 January 2019**.

