

## **Invitation to tender**

**23 February 2016**

### **Waste Service Review - support for London Borough of Barking & Dagenham: Reference 2015/16 - 15**

#### **1. Overview**

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) ('the Customer') on behalf of the Resource London programme and the London Borough of Barking & Dagenham. The tender is for the provision of consultancy services ('the Service Provider') to undertake a waste collection services review for the London Borough of Barking & Dagenham with a focus on developing options for reducing waste arisings, increasing recycling rates and decreasing costs. The output will be used to develop the boroughs waste strategy.

#### **2. Background to Resource London**

Resource London is the new, jointly funded support programme for London waste authorities delivered in partnership by the London Waste and Recycling Board and WRAP, the UK's resource efficiency body.

Its primary goal is to help local authorities across London achieve 50% recycling by 2020. The stated objectives of the programme are to:

- achieve the Mayor of London's target that London recycles 50% of local authority collected waste by 2020;
- make an effective contribution to the Mayor of London's CO2 emissions performance standard; and
- make a significant contribution towards England achieving its 50% household waste recycling target in 2020.

More information about Resource London can be found on our [website](#).

#### **3. Background to the requirement**

Barking & Dagenham is an east London borough. There are 239,000 residents living in approximately c.74,266 (2015/16) properties of which c.30% are flats (purpose built and conversions). It is a waste collection authority which operates all waste collection services in house and is part of the East London Waste Authority (ELWA) for its waste disposal.

For kerbside properties, the council operates a weekly collection of residual waste from 140 litre wheeled bins and a fortnightly collection of mixed dry recycling (excluding glass) from 240 litre wheeled bins. For estates properties (i.e. non kerbside) the Council operates a bulk bin residual waste and twin stream (mixed paper & card collected week one and mixed containers inc. glass collected week two) dry recycling collection service. There is a free fortnightly collection of garden waste which operates 10 months of the year and no food waste collection service. In terms of bulky waste services, the council operates a paid for but relatively cheap bulky waste service to residents and a free bulky waste service to the councils housing department for tenants and leaseholders. The Council also offers residual waste collections (excluding recycling) to businesses. For more service and socio-demographic information please see appendix 2.

In 2011/12 the recycling rate was 30% and over the past 4 years this has steadily declined to 23.4% in 2014/15. The Council cites the reasons for this decline to be removal of glass from kerbside service, a change to fortnightly kerbside recycling, the high levels of contamination (40% of non target materials), limited materials that can be recycled (paper, plastic bottles and cans only) and disappointing ELWA/Shanks contract performance to achieve higher levels of recycling.

Like most London boroughs, the financial pressures on the Council have intensified over recent years. The Council needs to save c.£70m by 2020 and so are fundamentally rethinking the way in which all of their services are delivered through a project called Ambition 2020.

The focus of Ambition 2020 is around civic responsibility and pride and for waste has these focus areas:-

- Coherent strategy and policy for waste
- Active participation in ELWA, joint management of disposal and collection operations and preparation for future contractual arrangements
- Waste minimisation
- Increased efficiency
- Reduced cost

This project is set against a backdrop of recycling and residual waste costing the Council the same to dispose of, falling recycling rates in recent years (see above), increasing issues with contamination and the difficulty in introducing any food waste collection (cost and ELWA arrangements).

#### **4. The specified requirement**

The overall aim of the project is for the service provider to review the existing waste collection service and its performance and to provide the Council with options for improving service performance by a) utilising the exiting service profile with minor changes and b) through the consideration of more significant service changes.

The primary driver for the London borough of Barking and Dagenham is to reduce waste arisings, increase recycling rates and decrease costs of the service. The borough will utilise this piece of work to develop its waste strategy.

Examples of options could include looking at ways to get improved recycling performance from the existing service provision; assessing productivity of the current operations; options for minimising waste; and options for future service development.

The service review will include the domestic kerbside and estates/flats; garden waste; chargeable bulky waste (including free bulky collections provided to the councils housing department for tenants and leaseholders); as well as the commercial waste service.

#### **5 The project deliverables are:**

**5.1** Attendance at a project inception meeting with London Borough of Barking & Dagenham and Resource London on Friday 8 April at 11am-1pm at the boroughs offices in Barking Town Hall. This meeting will be attended by Gemma Scott from Resource London and Claire Symonds (Strategic Director of Customer, Commercial and Service Delivery), Tony Ralph (Group Manager, Direct Services), Abdul Jallow (Business Information Officer) and Gill Davies (change management consultant) from London Borough of Barking and Dagenham. This meeting will provide an opportunity to discuss the project with the team:

- 5.1.1 Understand existing service provision and any contractual arrangements;
- 5.1.2 Consider potential options;
- 5.1.3 Establish if there are any barriers politically etc for any options;
- 5.1.4 Discuss the proposed methodology; and
- 5.1.5 Agree timelines and project management

NB: The Service Provider is to take notes of the meeting and provide them to Resource London within five working days of the above meeting.

**5.2** Review of the service and provision of options for improving service performance. The options will need to meet the Council's criteria of minimising waste, increased recycling and reduced costs.

**5.3** Throughout the project the Service Provider shall provide regular project updates by email, telephone or in person (whichever is appropriate at the time of the project) with Resource London and the Council. This will be agreed at the inception meeting.

**5.4** Production of a draft report for consideration by Resource London and the Council. The report should include (as described in section 4):

- 5.4.1 An analysis of the effectiveness of current waste minimisation and recycling services and arrangements with commentary on why the current decline in recycling rate has come about;
- 5.4.2 Detailed proposals to improve the current waste minimisation and recycling services and arrangements, including estimates of which recycling yields could be improved by how much; over what period; including recommended methods;
- 5.4.3 Detailed proposals to expand the current waste minimisation and recycling services including detailed costings and assumptions about which yields would increase and by how much; and
- 5.4.4 Proposals to be made to ELWA about changes to practices or contractual arrangements which could result in an improvement of recycling, waste minimisation or recovery.

NB please allow for Resource London to review the report and incorporate feedback prior to producing a draft report to the Council.

**5.5** Production of a final report.

**5.6** Attendance at a project presentation meeting with the Council and Resource London at Barking and Dagenham Council offices.

## 6 Timetable

The timetable below gives an indicative timeline for this project. Bidders are advised that, with the exception of the tender submission date, this timetable is not binding and may be changed if necessary.

Bidders are asked to note the timescale for delivery and in their tender submission they should set out how they propose to complete the work within this timescale and identify key dates where they would expect input from the Council's project team.

Milestone	Date
Invitation to Tender issued	Tuesday 23 February
Deadline for clarification questions	Tuesday 1 March at 5pm

Tender return deadline	Friday 11 March at midday
Contract signed	31 March
Inception Meeting	8 April 11am-1pm
Submission of final report	30 June 2016

## 7. Interface/ Contract management

The main point of liaison between the Service Provider and the Customer will be Gemma Scott, Local Authority Support Manager, Resource London.

[gemma.scott@resourcelondon.org](mailto:gemma.scott@resourcelondon.org) / T: 07766 698313

## 8. Quality of Service

The Service Provider shall provide the services in a competent, timely manner in accordance with recognised industry quality standards. The Service Provider shall ensure an adequate supply of suitably qualified and competent personnel are available to fulfil the requirements of the Contract.

## 9. Delivery Personnel

Resource London requires Bidders to nominate Key Personnel with appropriate skills to perform the service for the duration of the contract.

Bidders shall provide a CV for Key Personnel as part of their submission. The CV shall demonstrate the individual's experience, competence and capability and their role in the project and should be no more than 3 pages.

The Service Provider shall ensure any changes to the Key Personnel be undertaken with minimal negative impact to the service and at no additional cost to Resource London.

Resource London may at its discretion request that the Service Provider remove and replace any Key Personnel from the service that Resource London or the Council considers in any respect unsatisfactory in the delivery and performance of the contract. Resource London or the Council shall not be liable for the cost of replacing any Key Personnel.

Bidders may include other specialists ("Sub-contractors") in their Delivery Teams. However, the Service Provider will remain entirely responsible for the performance of the service. Such Sub-contractors must act in accordance with the terms and conditions of the contract entered into between LWARB and the Service Provider.

## 10. Submissions

Bidders are requested to submit:

- Details of their suitability to fulfil the contract, how the contract is to be managed and their approach to delivering the required specification within the timeline indicated in 6 above. To include examples of relevant project experience, in particular experience of similar projects. **Maximum 10 sides of A4** (excluding project experience and CVs which can be included as an Appendix).
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than 3 pages) and a description of their role in delivering the contract

- A Pricing Schedule giving day rates and anticipated number of days for nominated personnel (see Appendix 1) to **include VAT and expenses**.

Bids must be submitted by 12:00 midday on Friday 11 March 2016 with the reference “LWARB tender: 2015/16 – 15”

## 11. Contract

The contract will be let by the London Waste & Recycling Board, as the contracting organisation.

The following special terms shall apply:

### Travel and Expenses

All fees shall be inclusive of any travel and subsistence incurred to locations in Greater London.

Where additional expenses\* are incurred, the following rates will apply:

<b>SUBSISTENCE</b>	
Hotel accommodation	Value for money must be sought at all times. Cost should not exceed £200 per night in Greater London and £175 per night elsewhere. Extras such as newspapers, minibar costs and entertainments will not be reimbursed.  Prior approval should always be sought before hotel stays are booked.
<b>TRAVEL</b>	
Public Transport (Train, tube, tram, bus, light rail)	Actual costs incurred only may be claimed.  Rail travel must be standard class. Upgrades to First Class travel may be paid personally but are not reclaimable.
Taxis	Taxis are only to be used in exceptional circumstances when other public transport is unavailable or impractical. Actual costs only may be claimed.
Mileage	You can only use your car where reasonable public transport is not available and you have a valid business insurance cover. HMRC approved rates are applied

*\*additional expenses to be agreed with Resource London prior to being incurred.*

## 12. Evaluation

Resource London and the London Borough of Barking and Dagenham must be satisfied that each potential contractor has the appropriate capabilities and resources available to undertake the work to our requirements and provide the necessary services. The process we use to select contractors is a competitive one. Your tender submission will be evaluated by both Resource London and the Council by looking at the following criteria:

<b>Evaluation criteria</b>	<b>Weighting</b>
Price <sup>1</sup>	30%
Methodology – the proposed approach and timeline to deliver the project requirements.	35%
Authority of allocated personnel, their skills and technical capability including that of options modeling for local authority household waste collections.	35%

<b>Scoring</b>	
Outstanding - cannot be faulted	100
Excellent	90
Very good	80
Good	70
Above average	60
Average	50
Below average	40
Poor	30
Very poor	15

### **13. Acceptance of bids**

In issuing this invitation to bid, Resource London is not bound to accept the lowest or any bid and reserves the right to accept the whole or any specified part of the bid unless the bidder expressly stipulates otherwise.

Resource London will not enter into discussion with non-selected potential suppliers, or justify its decision. Potential suppliers are deemed to have accepted these conditions by the act of submitting their quote. The selected preferred supplier cannot assume they have been granted the contract until a formal contract is signed.

### **14. Period for which bids shall remain valid**

Unless otherwise stipulated by the bidder, bids shall remain valid for 30 days from the closing date for receipt of tenders.

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<sup>1</sup> This will be assessed by deviation from the lowest compliant tender

## Appendix One Pricing Schedule

### Specification for the provision of consultancy services Ref 2015/16 - 15

An example breakdown table is shown below. Whilst this format is not mandatory, the breakdown you provide should include at least this information. Provide the breakdown as a separate Excel spreadsheet file in addition to a static form in your main tender document.

<b>Role:</b>	Project Director	Project Manager	Senior Consultant	Consultant	Junior Consultant	<b>Total days</b>	<b>Total cost</b>
<b>Name:</b>	Joe Bloggs	John Smith	Name	Name	Name		
<b>Day rate (incl VAT):</b>	£850	£720	£650	£520	£420		
<b>Task</b>							
<u>Project Management</u>							
Initiation meeting	1	1				<b>2</b>	<b>£1,570</b>
Monthly progress reports		20				<b>20</b>	<b>£14,400</b>
Quarterly meetings	6	6				<b>12</b>	<b>£9,420</b>
<u>Task 1 - Scoping</u>							
Develop delivery plan			3			<b>3</b>	<b>£1,950</b>
....						<b>0</b>	
<b>Total days</b>	<b>7</b>	<b>27</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>37</b>	
<b>Total Fees</b>	<b>£5,950</b>	<b>£19,440</b>	<b>£1,950</b>	<b>£0</b>	<b>£0</b>		<b>£27,340</b>
						<b>Expenses incl. VAT</b>	<b>£0</b>

**Please ensure all day rates are inclusive of VAT and inclusive of travel costs to and within Greater London.**

Bidders should provide their best estimate of total price to deliver the specification outlined in 3 and 4 based on the day rate and days input for each of the nominated personnel.

# Appendix Two Barking and Dagenham Factsheet

