



Specification for consultancy services

Reference: 2017/18 : 14 – circular economy metrics/indicators development

Invitation to tender

1. Overview

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) ('the Customer') for the provision of consultancy services ('the Service Provider') to provide technical assistance in the development of circular economy metrics and indicators for London.

This brief sets out the requirements of LWARB ("the client") to be provided by the consultant ("the bidder").

The budget envelope for this work is £20,000 to £30,000 (including VAT and expenses).

2. Background to London Waste and Recycling Board (LWARB)

The London Waste and Recycling Board is a statutory Board established by the GLA Act 2007 to provide a strategic approach to waste management in London. The Board is chaired by a representative of the Mayor of London. As well as the Chair, the membership comprises four councillors and two independents nominated by London Councils and one independent appointed by the Mayor of London. In addition, LWARB has a team of officers who oversee the day-to-day activities of the Board.

The LWARB business plan 2017 – 2020 has three areas of focus:

- **Resource London** – London waste authority support delivered through LWARB's partnership with WRAP to help reduce the city's waste footprint and reinvigorate recycling to get back on track towards the Mayor's ambition for London to achieve 65% municipal waste recycling by 2030. The programme aims to do this by maximising the impact of the support provided to achieve greater harmonisation and consistency by focusing on: minimising the amount of waste produced and maximising re-use; increasing and improving the capture of unavoidable food waste; improving the yield and quality of dry recycling; and restricting residual waste.
- **Advance London** – Comprising i) Investment – provision of funding, on a commercial basis, to enable the development of businesses that use or are looking to use circular economy business models; and ii) Circular economy business support – provision of a programme, co-funded by the ERDF, aimed at providing meaningful advice to businesses to develop or scale up circular economy business models.
- **Circular London** – A programme of initiatives designed to accelerate the development of the circular economy in London and work to deliver the actions of LWARB's Circular Economy Route Map. This programme includes the development of a London based Collaboration Hub, designed to co-ordinate, promote and stimulate innovation and learning amongst circular economy businesses within the capital.



3. Background to LWARB's circular economy programmes

LWARB is developing a suite of approaches aimed at catalysing and co-ordinating circular economy activity across London, using a blend of policy, demonstration projects and investment to drive private sector collaboration. More specifically:

- Advance London investments
- Advance London business support
- London's circular economy route map which provides an action plan for delivery by a wide variety of stakeholders
- Development of a collaboration/innovation hub
- Policy development (including circular procurement) with the GLA

More detail is available in the LWARB business plan and in the route map document, links below:

<http://www.lwarb.gov.uk/who-we-are/business-plan/>

<http://www.lwarb.gov.uk/what-we-do/circular-london/>

4. Development of circular economy metrics/indicators

Developing a set of metrics and indicators that demonstrate progress towards a more circular economy in London is critical to our ability to influence policy makers and attract funding.

Key questions we need to be able to answer are:

- Is London becoming a more circular city?
- How will people decide if LWARB/GLA have been successful with regards to progressing towards a circular economy in London?
- How much can a circular economy contribute to reducing scope 1, 2 and 3 carbon dioxide emissions in London?
- What is London's contribution to the relevant sustainable development goals through its work on circular economy?
- How can transition to a circular economy deliver wider social value benefits including skills development, fair pay and employment conditions, and a diverse workforce?

LWARB's ideas on ways we could start to answer those questions are to measure (with a particular focus on built environment, textiles, electricals, food and plastics the focus areas from our route map):

- Circular economy jobs
- Circular economy businesses – start ups, growth, transition
- Circular economy procurements
- Business/resident attitudes towards circular economy
- Economic development due to circular economy, including additional GVA benefits
- Waste reduction due to circular economy activity – municipal, commercial and construction, demolition and excavation waste
- Resource use per person
- Resource productivity (= GDP/input of natural resources)



- City dash board – water (metrics from GLA), energy (metrics from GLA), materials
- Materials use and innovation at a demonstrator, sector and city level
- Amount of re-use, repair, remanufacturing.
- Effective re-use and recycling
- Consumer attitudes to food waste/recycling
- Reduction in air pollution
- Wider social value indicators – health, well being, equality

Metrics should focus on material and resource use within London rather than water and energy use that are already well measured.

Lack of data, especially within the commercial waste sector, has been a key challenge previously. There is a need to be creative in thinking about proxies that are indicative of a more circular London as well as the more obvious metrics.

5. The specified requirement

- a) An analysis of circular economy metrics/indicators that could be measured on at least an annual basis, are transparent, quantitative, comparable across sectors, able to be collected at a London-level, replicable and publishable.

The analysis should consider the options set out in section 4, but the bidder should feel able to add further ideas as appropriate.

The analysis should be broken down into:

Section i - simple metrics/indicators that could start to measure circularity in London immediately

Section ii - more complex metrics/indicators that should be developed to give a more in depth view of circularity in London

The analysis should include:

- a range of metrics/indicators at the city level, taking a deeper look at the built environment and food sectors, including at a demonstration project level
- a short narrative description of the metric/indicator, including any assumptions and a view on whether the metric/indicator would work at an SME level
- the currently available data source from which the metric/indicator, or could be, derived or the data that would need to be accessed to create the metric/indicator
- the possibility to publish the metric/indicator based on this data?
- any calculations required to create the metric/indicator
- the cost (if any) of reporting the metric/indicator on an annual basis
- any challenges foreseen with the ongoing reporting of the metric/indicator
- the applicability for the metric/indicator to work across cities
- the replicability of the metric/indicator

The successful contractor will need to work with a range of London stakeholders to complete this work such as the wider LWARB team, GLA, London Borough's and London Chamber of Commerce. One to one meetings and small workshops (potentially sector based) should be held as required.

The analysis of circular economy metrics/indicators should be written up in the form of a short report and summarised in a presentation.



- b) Following the completion of the short report, LWARB will consider the options presented and select a range of metrics/indicators for the successful contractor to create a 2017/18 baseline.

6. Preparatory activities already being carried out

The Circular London team are in discussions with the evaluation team at the GLA with regard to current data availability and ways of securing further data.

The team are also talking to the Ellen MacArthur Foundation about a short survey with other members of the Governments and Cities programme about where their thinking on circular economy metrics is and their future plans in this area.

Useful resources:

- Employment and the circular economy – job creation through resource efficiency in London (Dec 2015)
<http://www.lwarb.gov.uk/what-we-do/circular-london/towards-a-circular-economy/>
- Circle Economy paper defining circular economy jobs - <https://www.circle-economy.com/spearheading-research-to-define-key-jobs-and-skills-for-the-circular-economy/#.WaiPdv6Wxp8>
- Study on impact of circular economy on waste production in London
<http://www.lwarb.gov.uk/what-we-do/circular-london/ce-effects-waste-production-london/>

7. The project deliverables are:

- a. Kick off meeting to discuss project objectives and project management.
- b. Regular catch ups with the Circular London team on project progress
- c. A record of interactions with stakeholders during the project
- d. A short report on short term metrics/indicators (no more than 25 sides) and summary powerpoint presentation
- e. A baseline for agreed short term metrics/indicators in spread sheet and summary powerpoint presentation
- f. Close out meeting

8. Timetable for procurement

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 LWARB.



Milestone	Date
Invitation to Tender issued	14/11/17
Deadline for clarification questions	24/11/17
Clarification question responses returned by	28/11/17
Tender return deadline	04/12/17 (5.00pm)
Award of contract	07/12/17
Kick off meeting	w/c 11/12/17
Draft analysis report	14/02/18
Final analysis report	28/02/18
Selection of baseline required	02/03/18
Completion of baseline data analysis	14/03/18
Close out meeting	w/c 19/03/18

9. Interface/ Contract management

The main point of liaison between the Service Provider and LWARB will be Clare Ollerenshaw, Circular Economy Manager.

clare.ollerenshaw@lwarb.gov.uk / T: 020 7960 3686

10. 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.

11. Delivery Personnel

LWARB 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 all 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 1 side.

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 LWARB.



LWARB may at, its discretion, request that the Service Provider remove and replace any Key Personnel from the service that LWARB considers in any respect unsatisfactory in the delivery and performance of the contract. LWARB 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.

12. 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 above. **Maximum 10 sides of A4** (excluding project experience, examples and CVs which can be included as an Appendix).
- Bidders should outline in their tenders three examples of where they have been involved in the development of metrics/indicators. Please keep examples to a maximum of one side each.
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than one side) and a description of their role in delivering the contract.
- A Pricing Schedule giving day rates and anticipated number of days for nominated personnel and showing the anticipated total amount for the project. All costs quoted are to **include VAT and expenses**.

Bids must be submitted by email to info@lwarb.gov.uk by 5pm on 4 December 2017 with the reference “LWARB tender: 2017/18 – 14”

13. Contract

The contract will be let by the London Waste & Recycling Board.

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:

Hotel accommodation	Value for money must be sought at all times. Officers and Board Members should endeavour to keep costs below £200 per night in Greater London and £175 per night elsewhere. Extras such as newspapers, minibar costs and entertainments will not be reimbursed.
TRAVEL	
Public Transport	Actual cost. NB you cannot claim travel from home to



(Train, tube, tram, bus, light rail)	your normal place of work or vice versa. Rail travel will be standard class.
Taxis	Only to be used in exceptional circumstances. Actual cost.
Mileage	Private cars may only be used 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 LWARB prior to being incurred.*

12. Evaluation

LWARB 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 us against the following criteria:

Evaluation criteria	Weighting
Total price as detailed in the Pricing Schedule provided. ¹	20%
Quality and technical excellence of proposal, including evidence of the development of other sets of metrics/indicators and base lining	35%
Methodology – the proposed approach and timeline to deliver the project requirements	15%
Authority of allocated personnel, their skills and technical capability	30%

Scoring	
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, LWARB 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.

¹ This will be assessed by deviation from the lowest compliant tender



LWARB 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.