

Invitation to tender

19TH November 2018

Provision of a recycling and waste service options review for the London Borough of Barnet: Reference “LWARB tender: 2018-19 12”

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 Barnet, for the provision of consultancy services (‘the Service Provider’) to provide waste service options modelling

1. Background to Resource London

Resource London is the 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.

The main objective of Resource London is that by 2020, London will have more harmonised, consistent and efficient waste and recycling services that will:

- Reduce the city’s waste footprint and reinvigorate recycling to make a significant contribution towards the Mayor’s ambition for London to achieve 65% recycling by 2030; 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](#).

2. Background to the requirement

The London Borough of Barnet is a suburban London borough in North London. It forms part of Outer London and is the largest London borough by population with 384,774 inhabitants and covers an area of 86.74 square kilometres (33 sq mi), the fourth highest.

It borders Hertfordshire to the north and five other London boroughs: Harrow and Brent to the west, Camden and Haringey to the south and southeast and Enfield to the east.

There are approximately 148,000 dwellings in the borough, comprising of approximately 57% houses and 43% flatted properties (including purpose built flats, converted flats and flats located in commercial buildings). The percentage of flatted properties has increased over recent years and is projected to continue to do so in coming years.

The approximate number of properties receiving a kerbside service in the borough is 104,000 (70%), compared to 44,000 receiving a communal service (30%). (Please note, these are approximate numbers. LB Barnet will provide further clarification on these numbers at the inception meeting).

Borough recycling rates have steadily increased over the past four years, from 33% in 2012/13 to 37.4% in 2016/17.

Barnet runs a full in house waste service, providing residents on the kerbside collection scheme with the following:

- 240L wheelie bin for residual waste, collected weekly;
- 240L wheelie bin for mixed recycling (including, cardboard, paper, cartons, mixed glass, plastic bottles, plastic pots tubs and trays and tins and cans) collected weekly;
- 240L wheelie bin for garden waste, collected fortnightly.

In June 2018, the Environment Committee approved the decision to remove the separate food waste collection service provided to kerbside properties, in order to save an estimated £300,000 Net per year, based on a collect cost saving of £587k, off set by a potential increase in disposal of £290k due to a short term low AD gate fee. The food waste collection service ceased to run as of 4th November 2018.

Dwellings receiving a communal collection are provided with communal blue or green recycling bins for the collection of food and drink cans, plastic packaging, mixed glass bottles and jars and mixed paper and cardboard, and black communal bins for residual waste.

Commercial waste collection is provided, with waste co-collected along with household residual waste.

In 2017/18 Barnet's Street Scene Service had to achieve savings of over £1.1 million, in 2018/19 a further £1million needs to be found and in 2019/20 the service has a savings target of £1.2 million.

Barnet's Recycling and Waste Service for 2018-19 has a budget of £5.9 M for front line collections, of which £4.6M is spent on staffing and £0.6M is spent on vehicle running and maintenance. The service employs 208 staff across its operational depots at Oakleigh Road and Harrow.

This year Barnet Council is looking to save a further £6 Million. It also is working to make savings and reduce costs across the council by a further of £69million over the next five years.

2.1 Reduction and Recycling Plans (RRPs)

In May 2018 the Mayor published his London Environment Strategy, which sets out objectives, targets and policies for the effective management of London's municipal waste.

The Mayor has not set local targets but instead included a proposal which expects each local authority to develop a Reduction and Recycling Plan (RRP) and set its own reduction and recycling targets that contribute to the Mayor's London-wide targets.

London wide targets include:

- To cut food waste and associated packaging waste by 50% per person by 2030
- To achieve a 65% municipal waste recycling rate by 2030, including a 50% recycling rate for local authority collected waste (LACW) by 2025
- To send zero biodegradable or recyclable waste to landfill by 2026
- London to manage net 100% of all the waste it produces by 2026

The Mayor would like local targets should be stretching and recognise local circumstances, setting out key actions or packages of actions to be undertaken, within the first RRP period being 2018 to May 2022.

The actions should focus on activities aiming to reduce waste and deliver the Mayor's minimum recycling service levels. These minimum service levels are:

- All properties with kerbside recycling collections to receive a separate weekly food waste collection service
- All properties to receive a collection of, at a minimum, the six main dry materials, glass, cans, paper, card, plastic bottles and mixed rigid plastics (pots, tubs and trays).

Once completed, this Service Options review, will be used to feed into LB Barnet's RRP.

3. Project objectives

The review will be used to support the following objectives, identified by Barnet:

- The delivery of a recycling and waste service that it is both economically and environmentally beneficial.
- The reintroduction of the separate food waste collection service to a timescale which meets the requirements of the London Environment Strategy.

Taking into account the borough's specific logistical and operational circumstances

4. The specified requirement

Barnet requires the Service Provider to model alongside its current waste service model, a number of alternative models (to be determined at the inception meeting). The Service Provider will be required to model a number of service options to show how Barnet's Services can be run in the most economically and environmentally beneficial manner. These options must take into account, *inter alia*, the implementation of a reintroduced food waste service to a timescale which complies with London Environment Strategy, adhering to Barnet's ruling administrations and manifesto commitment to maintain weekly residual waste collection services. Other options may also be considered.

Each service model will need to be assessed in terms of the following (non exhaustive) list of criteria:

- The cost of the service
- The recycling rate potential
- The deliverability
- The environmental impact – including air quality and CO₂, and the benefits of the disposal of food waste via Anaerobic Digestion (AD) or Energy from Waste (EfW).

Prior to the completion of the modelling, the Service Provider is required to carry out a desk top review, to research any previous available modelling, that has been completed in relation to Barnet's recycling and waste services and other relevant studies, including those by the North London Waste Authority (NLWA).

In addition, the review needs to include a comparison (against the above assessment criteria) of the economic and environmental effects of the disposal of food waste via Anaerobic Digestion (AD) and Energy from Waste (EfW). The economic effects should include a market analysis of the expected trends for AD including market capacity and gates fees.

Finally, a commentary is required on the potential impacts on Local Authority waste composition over the next few years, of the various expected policy and industry changes, including but not limited to:

- The Resources and Waste Strategy
- Deposit Return Schemes (DRS)
- Extended Producer Responsibility (EPR)
- The limitations in materials export to China, South East Asia and other markets
- The rise in development of alternative packaging products

The final report will be presented to LB Barnet and the GLA.

5. The project deliverables are:

- Attendance at a project inception meeting with London Borough of Barnet and Resource London on 11th January 2019 at LB Barnet's Oakleigh Road Depot. This meeting will be attended by Kitran Eastman LBB Street Scene Director, Richard Gilbert LBB Head of Service, Michael Lai LBB Service Change Manger, Cathy Cook, Local Authority Support Manager, Resource London and Chris Lee, Director, Praix Sustainability Consultants (working on behalf of the GLA).

This meeting will provide an opportunity to:

- Agree the service options to be explored;
- Establish if there are any barriers for any of the scenarios;
- Discuss the proposed methodology; and
- Agree timelines and project management
- In addition, a tour of the borough for the Service Provider to familiarise themselves with the area (if this is not required, please state this in your tender response).

(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).

- Calculate the cost and performance of the agreed service options
- Calculate the cost and performance of AD compared with EfW in terms of a food waste disposal option
- Provide a commentary on the potential effect of future policy and industry changes
- Throughout the project, the Service Provider will provide regular project updates by email, telephone or in person (whichever is appropriate at the time of the project) with Resource London and Barnet. This will be agreed at the inception meeting.
- Production of a draft report for consideration by Resource London and the GLA, and amend following Resource London's input prior to submitting to Barnet. (Additional draft versions and amendments may be required, please include these costs in your tender response).
- The production of a final report, and attendance at a meeting to present the results to LB Barnet, the GLA and Resource London.
- Additional meetings may be required prior to the final meeting and presentation of results. Please include costs for this within your tender response.

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.

Please note, the service review needs to be completed by 30th April 2019 at the latest, and the development of the final report cannot go beyond this date.

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 Barnet's project team.

Milestone	Date
Invitation to Tender issued	19 th November 2018
Deadline for tender clarifications	26 th November 2018 (12.00 noon)
Tender return deadline	7 th December (12.00 noon)
Evaluation	WC 10 th December
Tender award	17 th December 2018
Inception meeting	11 th January 2019
Request for data (from LBR)	15 th January 2019
Data response deadline	25 th January 2019
First report draft	15 th March 2019
Final report	5 th April 2019
Presentation of results	Date TBC

Bidders are also asked to include a schedule (including examples) of the data that will be required from Barnet in order to complete the project.

7. Interface/Contract management

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

cathy.cook@resourcelondon.org / T: 07732 681846

8. Project management

Resource London is commissioning this review on behalf of LB Barnet and the GLA.

Regular meetings (the frequency of which will be determined at the inception meeting) will be held with:

Cathy Cook, Local Authority Support Manager, Resource London

Chris Lee, Director, Praxis Sustainability Consulting – working on behalf of the GLA

And also, one or more of the following officers from LB Barnet:

Kitran Eastman, Street Scene Director

Michael Lai, Service Change Manager

Richard Gilbert, Head of Street Scene Service Support

9. 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.

10. 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. Each 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, the GLA or the London Borough of Barnet considers in any respect unsatisfactory in the delivery and performance of the contract.

Resource London, the GLA or the London Borough of Barnet 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 the London Waste and Recycling Board (LWARB) and the Service Provider.

11. Submissions

Bidders are requested to submit:

- Details of their suitability to fulfil the contract; how the contract is to be managed; their approach to delivering the required specification; and a project plan. To include examples of relevant, similar project experience, in particular how the nominated personnel were involved in said 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 (no more than 3 pages per person) and a description of their role in delivering the contract
- A schedule of the data the Service Provider expects the Council to provide in order to run the project. This will be provided to the Council in advance in order to ensure data gathering can begin immediately.
- The proposed methodology for the deliverables outlined in section 5.
- A Pricing Schedule giving day rates, anticipated number of days for nominated personnel (see Appendix 1) and a total cost of delivering the project, including costs for additional amendments and meetings (to **include VAT and expenses**).

Tender clarification questions must be submitted by **midday** on **26th November 2018** with the reference "LWARB tender: 2018-19 12" to info@lwarb.gov.uk

Bids must be submitted by **midday** on **7th December 2019** with the reference "LWARB tender: 2018-19 12" to info@lwarb.gov.uk

12. Contract

The contract will be let by LWARB, 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:

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 must be sought before hotel stays are booked.
TRAVEL	
Public Transport (Train, tube, tram, bus, light rail)	Actual cost. NB you cannot claim travel from home to 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 Resource London prior to being incurred.*

13. Evaluation

Resource London and the London Borough of Barnet must be satisfied that the Service Provider 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 Resource London by looking at the following criteria:

Evaluation criteria	Weighting
Price ¹	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 modelling for local authority household waste collections.	35%

Scoring
Outstanding - cannot be faulted
Excellent
Very good
Good
Above average
Average
Below average
Poor
Very poor

14. 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 supplier cannot assume they have been granted the contract until a formal contract is signed.

15. 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.

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

Appendix One Pricing Schedule

Specification for the provision of consultancy services

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.

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

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, based on the day rate and days input for each of the nominated personnel.