

## Invitation to Tender

### **A Partnership to Develop an Analytical Framework to Drive Actionable Change in London's Transition to a Leading Low Carbon Circular City**

#### **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 services').

The tender is an invitation to build a partnership between a provider of consultancy services ('the service provider') and LWARB to develop an analytical framework to drive actionable change in London's transition to leading low carbon circular city ("the project").

London and its boroughs have very ambitious objectives to reduce carbon emissions. The evidence base, methodologies and decision support tools currently do not exist to support this transition specifically with respect to understanding the relationship between material flows, the value associated with those material flows and their impact on consumption-based emissions ("materials flow analysis"). The objective of the partnership is to understand what stakeholders require and provide them with the data, methodologies and tools to improve decision making ("the framework") with respect to policy development and implementation.

Considerable research has already been conducted and the project will build on the work done to date and the existing data sets.

The framework will ultimately include materials flow analyses which identifies the tonnage, economic value and associated consumption-based emissions of five material streams (plastics, food, textiles, electricals and the built environment). The framework will also provide a range of other tools and evidence base which can be used to allow LWARB and key stakeholders (the GLA, London Councils and boroughs) to deliver action to transition to a circular economy

The project encompasses in two phases. The first phase (covered by this invitation to tender) will involve the design of the framework and the piloting of a material flow analysis and form the basis for a joint fundraising effort by the service provider and LWARB.

- **Phase one:** A budget of £50,000 plus VAT and expenses has been allocated for Stage One (Parts A and B). This work is expected to be delivered within a six-month period. We anticipate a start date in late January 2021.

**Part A:** Evaluate the work done to date the existing evidence base data quality and the requirements of stakeholders in order to provide analytical support to drive actionable change.

**Part B:** Develop the methodology (specifically with reference to the materials flow analysis) and use the methodology to prove the concept that the materials flow analysis can support

policy change and operational implementation at city-wide and borough level. This will be done by taking the existing work completed on food and other material streams and consolidating it into as complete as possible materials flow analysis linked to emissions with conclusions around the quality of data and what can be used to improve it. Create a funding plan for an ongoing partnership with LWARB in order to deliver the analytical framework.

LWARB will work in partnership with the service provider to fundraise for phase two of the project which will be much more expansive in scope with the objective of implementing the analytical framework. LWARB forecast that an additional sum of between £50,000 (as a minimum) and £150,000 will need to be fundraised – this could be through grants and/or commercial opportunities.

- **Phase two:** Delivery of a comprehensive approach to implementing the framework with a set of methodologies, tools and approaches that continue to improve the reliability of the data needed to support better quality decision making for London to transition to a circular economy. which will cover additional materials flow analyses of other material streams if not completed in phase one. The completed framework will be central to making key decisions which include areas such as long-term infrastructure development, policy making, skills development and business support. No budget has yet been allocated for stage two, and it is subject to successful fundraising and/or commercialisation.

## **2. Background to LWARB**

LWARB is a partnership of the Mayor of London and the London boroughs to improve waste and resource management. The city's economic and environmental future depends on a transition to a low-carbon circular economy, and LWARB works to ensure that London's businesses, local government and communities thrive by helping them make the very best use of resources and materials.

LWARB's Business Plan for 2020 – 2025 places the reduction of London's consumption-based emissions of CO<sub>2</sub>e at its core – aiming to reduce them by identifying leverage points that will enable an accelerated and just transition to a circular economy.

More information about LWARB can be found on our website [www.lwarb.gov.uk](http://www.lwarb.gov.uk).

## **3. Background to the requirements**

In recent years, London has made significant progress on incorporating circular economy principles into London's economic development and environmental commitments. The London Environment Strategy includes a vision for London to become a low carbon circular city and the draft London Plan includes a world first policy which requires all new developments which can be referred to the Mayor to produce a Circular Economy Statement identifying how circular economy principles have been considered throughout the lifetime of the development.

LWARB's business plan for 2020–2025

(<https://www.lwarb.gov.uk/wp-content/uploads/2020/03/LWARB-Business-Plan-FINAL.pdf>)

places the reduction of London's consumption-based emissions of CO<sub>2</sub>e at its core – aiming to reduce them by identifying leverage points that will enable an accelerated and just transition to a circular economy. The C40 report "The Future of Urban Consumption in a 1.5°C World" identifies that the average per capita impact of urban consumption must decrease by 50% by 2030 and 80%

by 2050<sup>1</sup> if we are to stay within the 1.5°C safe level. Currently, Londoners are responsible for an estimated 12 tonnes of consumption-based emissions per person per year<sup>2</sup>. A 50% reduction by 2030 implies that consumption-based emission must fall to around 6 tonnes per person and by 2050 a reduction of 80% means this must fall to around 2.5 tonnes. In December 2019, London Councils' Transport and Environment Committee and the London Environment Directors' Network (LEDNet) published a Joint Statement on Climate Change. The Joint Statement includes a series of seven joint ambitions including an ambition to reduce consumption emissions from London Boroughs by two thirds by 2030.

Considerable research has already been conducted and this project would build on that evidence base.

#### **4. Objective of this work**

LWARB is committed to conducting additional research that will estimate the mass of materials flowing through London and their associated carbon footprint. This project aims to develop an analytical framework to support policy making and implementation at a city-wide and borough level. Part of this framework will be a robust evidence base will demonstrate the status of material flows in London to develop actionable circular strategies.

The output of the project (including reports, workshops, data, tools) will allow London stakeholders to make informed decisions, for example, in the field of climate change work, policy preparation and operation at a city and borough levels. The analytical framework and the findings will be used alongside an analysis of London's policies to develop infrastructure plans, support sectoral interventions and develop scenarios to identify the future programme of action which will be set out in the London Circular Economy Route Map 2.0. These activities will be form part of the phase 2 of the work. Other activities and outputs will be determined through the stakeholder needs assessment performed in phase 1 of the work.

LWARB is seeking a service provider to build a partnership for the development and roll out of the work with key stakeholders. The service provider's approach should focus on the London stakeholders' requirements to make an impact in reducing consumption-based emissions. The deliverables and approach should be tailored to different types of stakeholders including London boroughs, London councils, London small and medium-sized businesses, circular economy experts internationally, policy makers and citizens.

The project will be delivered in two phases.

##### **Stage 1:**

A budget of £50,000 plus VAT and expenses has been allocated for stage one. The successful contractor will work with LWARB to:

---

<sup>1</sup> C40 Cities, The Future of Urban Consumption in a 1.5°C World, p17

<sup>2</sup> Greater London Authority, London's consumption based greenhouse gas emissions 2001 - 2016 [online], 5 March 2020 <https://data.london.gov.uk/dataset/london-s-consumption-based-greenhouse-gas-emissions-2001-2016>

**Part A:**

- Evaluate the work done to date, the existing evidence base and data quality, the requirements of stakeholders and develop the framework to provide analytical support to drive actionable change. The work done to date has covered all five material streams as well as data and analysis of waste flows and recycling. To date, we have done the most work on food and we want to make food flows the focus of phase one of the services.
- The evaluation of existing work should consider the challenges of city level data availability, assumptions around waste flows and assumptions about conversion factors from mass to emissions.
- Preparation of a requirements specification for key stakeholders including the GLA and London Councils (as a proxy for London boroughs).
- Development of an analytical framework of data, methodologies and tools to support decision making. The framework will include a description of the datasets, evidence base and assumptions required for effective decision making with plans to improve the quality of the data and the confidence in the assumptions. It should also include a description of how other methodologies and tools can be developed and rolled out.
- Development of a plan for the remainder of phase 1 and for subsequent phases. The plan for subsequent phases should be flexible enough to respond to a range of funding scenarios.
- A critique of specific London targets including a city-wide target for London to achieve net zero emissions by 2030 and London Councils target for London boroughs to reduce consumption-based emissions by two thirds by 2030.
- Examples of good practices from other cities and, where appropriate, national approaches and those developed by leading corporations.

**Part B:**

- Based on the existing analysis and current data availability, development of the material flow analysis for food for London (and where possible within the budget, for other material flows from LWARB's five focus sectors; textiles, plastics, electricals and the built environment). The output should include identification of specific activities that can be undertaken to improve the quality of the data and increase the degree of confidence in the assumptions. This analysis will be used as a pilot for further materials flow analyses for other materials and to prove the concept that the materials flow analysis can support policy change and operational implementation at city-wide and borough level.
- Provision of advice to LWARB and key stakeholders on how the food material flow analysis (and other material flows if completed within budget) can be used to support decision making at a city-wide and borough level.
- Development of a strategy for fundraising or a commercial partnership with LWARB for phase 2 of the project. LWARB is aware that there is likely to be insufficient budget to complete materials flow analyses of multiple materials and we will work in partnership with the service provider to fundraise for phase two of the project the objective of populating the framework and rolling out the materials flow analyses for the material streams.

LWARB forecast that an additional sum of between £50,000 (as a minimum) and £150,000 will need to be fundraised – this could be through grants and/or commercial opportunities.

The Service Provider should set out their methodology for fundraising and/or developing partnerships to complete the material flow analysis. Part B will need to be delivered in parallel with

Part A, with early results from Part A used in developing fundraising proposals. The fundraising proposal should include close collaboration with LWARB to think through commercialisation opportunities for future use of the materials flow analysis outputs.

Phase 1, Parts A & B are expected to be delivered within a six month period. We anticipate a start date in late January 2021.

### **Phase 2**

Phase 2 will include the completion of the material flow analysis for other sectors (not undertaken as part of phase 1) based on the agreed methodology from phase 1. No budget has currently been allocated for stage two, and it is subject to successful fundraising (including the potential for matched funding) and/or commercialisation (detailed above).

**Tender submissions will be evaluated on the methodology and approach to both phase one, Part A&B.**

## **5. Bidder Experience Requirements**

The Service Provider delivering this contract must be able to demonstrate:

- Extensive experience of designing and developing frameworks to support decision making relevant to the tender.
- Experience and evidence from successful material flow analysis work in city-level work.
- Understanding of the concepts and application of circular economy principles especially in relation to material flow analysis and impact on consumer-based emissions and knowledge of how these concepts apply at a city level.
- An ability to presenting data and results clearly especially in the domain of mapping material volumes to emission impact for use by multiple stakeholders.
- An ability to work in partnership with customers and design a successful fundraising approach.
- Excellent communication skills including an ability to present analysis and proposed strategies in an easy to understand, engaging, and visually attractive manner.
- Evidence of an ability to deliver high quality project outputs on time and on budget.

## **6. Confirmation of deliverables**

Project Management

- Attendance at a virtual inception meeting to discuss the detailed requirements of the project with the meeting expected to be in late January.

- Inception meeting minutes setting out the key outcomes, conclusions and action points, including a detailed description of how the work will be delivered and the objectives met and a revised timetable for completion.
- As a minimum, the bidder will undertake weekly progress reviews and project discussions with LWARB staff/project management in virtual meetings. The bidder will communicate transparently the progress of the work and the time and tasks required from LWARB to work together with the bidder. Workshops with LWARB and key stakeholders are likely to
- A mid-point review of key research findings with a presentation of findings to the project team and workshop for refining the final output.
- Production of a full report and key deliverables in an easy to understand, publishable summary report with impactful visuals, insight notes, infographics and case studies

#### Phase 1: Part A&B

- A critique of the analytical work carried out for LWARB to date including a review of the quality of data and assumptions, and an evaluation of the current city-wide targets and expectations.
- Submission of a refined material flow analysis methodology.
- Material flow analysis report for food (as a minimum) and other materials where possible (from LWARB's focus areas of textiles, plastics, electricals and the built environment) and an evaluation of how to improve the quality of the data and increase the confidence in assumptions.
- A description of the analytical framework and a plan for its development the identification of data, tools and methodologies that can be used by stakeholders based on a requirements specification of the stakeholders.
- Submission of a strategy for fundraising or the development of a commercial partnership.

#### Phase 2

- To be determined during phase 1 but including material flow analysis reports for remaining sectors (not completed as part of Stage 1, Part A).

### **7. Timetable for procurement**

The timetable below gives an indicative timeline for this project. Bidders are advised that, except for 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.

This work is expected to be delivered within a ~6-month period. We anticipate a start date in late January.



## Stage

Issue Invitation to bid	11 <sup>th</sup> December, 2020
Deadline for receipt of questions	24 <sup>th</sup> December 2020, 5.00pm
Response is to clarification questions	By 31 <sup>st</sup> December.
Tender submissions due	6th January 2021, 5.00pm
Confirm shortlist	15 <sup>th</sup> January 2021
Conduct interviews, if required	Week beginning 18 <sup>th</sup> January
Appoint successful supplier	22 <sup>nd</sup> January
Project inception meeting	TBC

## 8. Interface/ Contract management

The main point of liaison between the Service Provider and client will be Andrea Crump (Andrea.Crump@lwarb.gov.uk). Please see section 11 below for details of how to submit tenders and clarifications.

## 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

LWARB requires Bidders to nominate one member of staff with appropriate skills as the point of contact and project leader for the duration of the contract.

LWARB requires Bidders to clarify clearly in the application what is expected from LWARB staff during the project to allow optimal project delivery together with the Bidder. The clarification should state as clearly as possible what is the required time and effort in the LWARB capacity during the project to work with the Bidder.

The Service Provider shall ensure any changes to the key personnel are agreed with LWARB, and will 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.

## 11. Submissions

Bidders are requested to submit:

- Details of their approach to delivering the required specification within the timeline indicated above. **Maximum 10 sides of A4** (excluding project experience and CVs which can be included as an Appendix).
- Detailed plan and project details for fundraising approach. Work plan for working closely with other organisations to gather support for the project
- Description of required LWARB capacity for project management during the project including details on time usage, the type of work and experience of the needed individual.
- 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.
- Please provide three examples of previous work carried out by bidding organisation that best demonstrate understanding of the brief and your ability to deliver its requirements. Please keep examples to a maximum of two A4s.
- A Pricing Schedule giving day rates and anticipated number of days for nominated personnel (see Appendix 1) to include VAT and expenses.
- An invoicing schedule detailing what the payment milestones will be and when.

**Any clarification questions must be submitted by email to [james.close@lwarb.gov.uk](mailto:james.close@lwarb.gov.uk) by 5pm on 24<sup>th</sup> December 2020. (do not send any correspondence to James Close after 31<sup>st</sup> December).**

Bids must be submitted by email to [info@lwarb.gov.uk](mailto:info@lwarb.gov.uk) by 5pm on 6<sup>th</sup> January 2021.  
For both questions and bids, please use the reference “LWARB tender: 2020-21 15 Analytical Framework”

## 12. 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.

## 12. Evaluation

LWARB must be satisfied that each potential project 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 us against the following criteria:

<b>Evaluation criteria</b>	<b>Weighting</b>
Price as detailed in the Pricing Schedule provided. <sup>3</sup>	10%
Capacity planning: clarity on expected working capacity and tasks from LWARB employee/s to deliver the results with the provider. Potential to collaborate with the provider to commercialise project outputs for LWARB through London stakeholders.	10%
Methodology – <b>part A</b> – the proposed approach, to developing the framework and undertaking the materials flow analyses and linking materials flows to economic value and consumption-based emissions.	30%
Methodology – <b>part B</b> – the proposed approach for partnering and plans for fundraising and commercialisation.	30%
Technical skills and experience of the proposed team especially in the areas of circular economy and translating complex analytics to actionable strategies and clear visuals.	20%

<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, 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.

LWARB will not enter 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

<sup>3</sup> This will be assessed by deviation from the lowest compliant tender

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