



## **Specification for consultancy services**

Reference: 2017/18 : 7 – Circular Economy Innovation Hub Design Support

### **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 a circular economy innovation hub, to promote early-stage business innovation and acceleration/ incubation and wider circular economy business collaboration.

This brief sets out the requirements of LWARB (“the client”) to be provided by the consultant (“the bidder”), in the form of a design scope, including assessing services to be offered, identifying resources required and establishing objectives and measurement tools.

#### **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 small 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 and investment programme

LWARB is developing a suite of programmes 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. One of the key objectives of the business plan, is to drive innovation and stimulate new business opportunities to solve some of the bigger circular economy challenges in the city. Our ambition is for London to become the leading circular economy ecosystem globally, by providing funding and an active support network to allow entrepreneurs and businesses to test new models out and scale the most promising solutions. Our wider aims as outlined in our current business plan are as follows:

- **helping reduce and eliminate waste within London** through increased resource efficiency, greater recycling and reuse of materials and encouraging the procurement of circular products and services;
- **reducing pollutants** (including air quality pollutants) and contributing to development of **a zero carbon city** by making better use of the existing assets and infrastructure within the city and leveraging technology innovation;
- **creating jobs** through developing new business models and revenue streams from waste products and circular technologies, with the potential to add significant GDP to London's economy;
- **helping foster valuable collaboration** between key stakeholders within London, including start-ups, SMEs, social enterprises, corporates, advisors, academia and the public sector;
- **developing policy frameworks and demonstrator projects** to help build an evidence base for circular models;
- **raising awareness of the environmental benefits of circular models** such as leasing, sharing and durability, to drive behaviour change; and
- **generating financial returns for LWARB** to recycle into future programmes.

In June 2017, LWARB published its Route Map to help accelerate London's transition to a circular economy. The report focuses on the opportunities across five sectors; built environment, electricals, textiles, food and plastics – these are the sectors of most importance to London's economy. The Route Map recommends actions for a wide range of stakeholders, including London's higher education, digital and community sectors as well as London's businesses, social enterprises and its thriving finance sector.

LWARB and the GLA are joint members of the Ellen MacArthur Foundation CE100 programme, which brings together businesses, universities, governments and cities who seek to accelerate the transition towards a circular economy. Building on this membership, LWARB is now in the process of launching a circular economy collaboration and innovation hub to help stimulate and coordinate activity amongst stakeholders across the city.

The aim of the investment programme is to develop a circular economy ecosystem in London, to catalyse and support promising, scalable SME business models that have the potential to disrupt existing linear models. The first investments have already been made, with the remaining programme expected to commence in 2018.



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

LWARB needs support in designing an Innovation Hub that will principally be used to house LWARB's acceleration/ incubation support programmes for innovative, high growth potential circular economy startups. It is also intended to facilitate other LWARB programmes, principally the circular economy collaboration hub to help stimulate, coordinate and facilitate active projects with stakeholders across the city. Support in the following key areas is required:

##### ***Space and Infrastructure:***

It is expected that the Innovation Hub will principally incorporate a physical space but also build on the existing programmes operated by LWARB. The physical location will be required to provide co-working space for startups enrolled on the accelerator/ incubator programmes and it is also intended that all LWARB staff will locate to the building. Accordingly the space will need to have the characteristics of a typical co-working space, including hot desks, some private meeting room capacity, event space, breakout areas to be able to hold workshops, demonstration events and potentially be available to host events on behalf of partner organisations. However, LWARB would also like the space to act as an exemplar project for circular economy office fit out and act as a live demonstrator for different innovations in the sector. Ideally the space will also incorporate an element of maker space and or lab equipment so that startups have access to prototyping equipment, however it is recognised that this may be difficult to achieve in central London and therefore alternative solutions would be required using alternative suppliers.

##### ***Programme Design:***

Assistance is sought in developing the tools and programmes to enable LWARB to support innovation in the circular economy. It is anticipated that at least one startup acceleration/ incubation programme will be operated from the Hub each year, based on one of the 5 circular economy focus themes of the organisation (Built Environment, Food, Electricals, Plastics and Textiles). It is also expected that ideation challenges will also be run on a regular basis to stimulate solutions to circular economy problems. LWARB also expects to run outreach programmes to other organisations, such as accelerators, to help embed circular economy principles across the city. In addition, the collaboration hub element will be looking to design and manage specific projects on a continual basis and support is required to create an environment to facilitate this.

##### ***Resource Identification and Implementation:***

Support is required to help LWARB design and build a framework to effectively market and manage the Innovation hub, identifying the internal resources and departments required (or alternatively opportunities to partner with or outsource functions to other organisations), highlighting gaps in existing provision and likely future needs. It is also envisaged that a range of external partners will be required to help fund and resource the Innovation Hub (or specific elements of the Hub) and it is expected that the successful bidder will provide assistance in identifying and approaching appropriate candidates.

##### ***Outputs & Outcomes:***

It is the intention that the Innovation Hub can demonstrate its value through regular measurement of specific outputs and longer term outcomes, in line with LWARB's strategy to develop the circular economy. Help is sought in designing specific metrics to allow us to evaluate progress and adapt the programme as we move forward.



In terms of outcomes sought, these may include the following as a guide:

- Provide a high performing acceleration, incubation and curation experience for innovative startups within the circular economy;
- Generate sustainable, scalable companies looking to solve some of the pressing circular economy problems in London;
- Create new jobs and opportunities for Londoners;
- Foster collaboration amongst stakeholders to drive innovation, put circular economy theory into practice and build an evidence base for circular economy principles;
- Raise awareness of circular economy issues and solutions amongst consumers.

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

- Attendance at a project inception meeting. This meeting will provide an opportunity to discuss and agree the following issues with the team:
  - Scope;
  - Timelines;
  - Discuss any other matters.
- Step 1 – Mapping of the existing ecosystem in London and specifically the support gaps that exist in relation to creating innovation in the circular economy;
- Step 2 – Identification, in conjunction with LWARB and potential partners, of specific innovation challenges to be addressed by the Innovation Hub;
- Step 3 – Design of the Innovation Hub including relevant resource identification, costings, delivery plan and performance metrics;
- Step 4 – Final Report including any recommendations for further opportunities or resources to be allocated;

It is expected that regular interaction and collaboration with the LWARB team will be held at each stage in order to ensure that objectives are being met and existing programmes and relationships maximised in order to support development of the Hub.

The final output should include a written report that can be used to support the approval process from our Board and secure partners to help deliver and fund the Hub.

## **6. 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.



<b>Milestone</b>	<b>Date</b>
Invitation to Tender issued	26/07/17
Deadline for clarification questions	07/08/17
Clarification question responses returned by	10/08/17
Tender return deadline	17/08/17 (Noon)
Award of contract	22/08/17
Inception Meeting	25/08/17
Final Report	06/10/17

## **7. Interface/ Contract management**

The main point of liaison between the Service Provider and LWARB will be Stuart Ferguson, Head of Investment.

[stuart.ferguson@lwarb.gov.uk](mailto:stuart.ferguson@lwarb.gov.uk) / T: 020 7960 3668

## **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**

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.



## 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 above. **Maximum 10 sides of A4** (excluding project experience, examples and CVs which can be included as an Appendix).
- Please provide three examples of previous work carried out by suggested personnel included in the bid, that best demonstrate understanding of the brief and your ability to deliver its requirements. Please keep examples to a maximum of two sides 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](mailto:info@lwarb.gov.uk) by midday on Thursday 17 August 2017 with the reference "LWARB tender: 2017/18 – 7"

## 11. 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.
<b>TRAVEL</b>	
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 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:

<b>Evaluation criteria</b>	<b>Weighting</b>
Total price as detailed in the Pricing Schedule provided. <sup>1</sup>	25%
Quality and technical excellence of proposal, including evidence of implementation of similar programmes	30%
Methodology – the proposed approach and timeline to deliver the project requirements	15%
Authority of allocated personnel, their skills and technical capability especially in the areas of innovation design and circular economy	30%

<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 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