

Specification for consultancy services

Reference: 2016/17 : 01 – Circular economy feasibility study at Old Oak Park Royal

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 feasibility study for the Old Oak Park Royal opportunity area in north west London.

This brief sets out the requirements of LWARB ("the client") working in partnership with the Old Oak and Park Royal Development Corporation (OPDC) and GLA, to be provided by the consultant ("the bidder"), in the form of a feasibility study assessing circular economy opportunities for the Old Oak and Park Royal areas.

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 the Mayor of London (or his representative). 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 2015 – 2020 has three areas of focus:

- LWARB manages a £20 million investment fund which provides tailored financial support to businesses interested in developing waste projects in and around London. The funds, to be deployed by 2020, are invested on commercial terms and take the form of equity and/or debt.
- Resource London is a programme of support for London waste authorities delivered as a partnership between LWARB and WRAP , the government's resource efficiency body.
- A programme to support the capital's transition from a linear to a more circular economy

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

3. LWARB and circular economy

In July 2014, The Mayor of London published the London Infrastructure Plan. This plan looks at the scale of development required to enable London's growing population to thrive in the capital. As part of this plan, the Mayor has stated his ambition that London becomes a world leader in the development of the circular economy so that it is best placed to reap the rewards of the transition.

The Mayor has given LWARB the task of developing a route map to accelerate the transition to a more circular economy in London. The Mayor tasked the GLA with promoting circular economy through procurement. LWARB and the GLA are working with the public and private sector and the London Infrastructure Delivery Board to understand the actions and policy opportunities needed to accelerate the move to a circular economy in London and contribute to the sustainable growth of London.

In December 2015, LWARB published its 'Towards a circular economy – context and opportunities' report, that identifies five areas for initial focus. These areas are built environment, electricals, textiles, food and plastics. These areas have been identified by looking at their environmental impact, the retained value of the products involved and their re-use/recycling potential. They are also items which also can be seen in high volumes in London's residual waste. LWARB is currently developing more detailed plans on each of the identified focus areas which will be published in summer 2016.

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.

LWARB has identified the value in working to embed circular economy principles in the 38 opportunity areas identified through the London Plan. The Old Oak Park Royal opportunity area, as the largest regeneration project in Europe, with a mix of residential and commercial activity was chosen as the starting point. LWARB and the OPDC have had early discussions about creating exemplar circular economy activity on site.

4. Background to the feasibility study

Formed as the second Mayoral Development Corporation on 1 April 2015, OPDC's purpose is to realise the wider investment potential from the HS2 and Crossrail transport infrastructure projects. In doing so, OPDC aims to create an exemplar new sustainable community of at least 25,500 new homes, and to provide 65,000 new jobs over the next 20-30 years.

Effective from 1 April 2015, OPDC became the local planning authority, with responsibility for all planning functions in its area. OPDC is in the process of developing its Local Plan, related policies and strategies to guide future development. As part of this, LWARB is seeking to appoint a consultant team to carry out a feasibility study on the potential for circular economy thinking to be incorporated into the development of the OPDC area to ensure exemplar standards can be achieved.

The feasibility study will focus on the built environment in design and construction, procurement, operation and end of use in the OPDC opportunity area alongside some supplementary areas of interest. The appointed contractors will work closely with OPDC, LWARB and GLA to understand the area and ensure that feasibility options are realistic and have a clear business case. A steering group to guide the project will include OPDC, LWARB and the GLA at a minimum.

5. Context at Old Oak Park Royal

Today, Old Oak is 135 hectares of industrial and railway land in west London. The area has limited public transport access and is occupied primarily by railway depots, rail lines, waste sites, a second hand car dealership, light industrial premises and a small number of residential units.

By 2026, the construction of a new High Speed 2, GWML and Crossrail interchange station (Old Oak Common station), coupled with new London Overground stations, and improvements to existing stations at Willesden Junction and North Acton, will dramatically transform public transport accessibility. Old Oak Common station will be one of the busiest stations in the country with an interchange capacity of over 250,000 people. It will serve as a significant catalyst for regeneration of the wider area.

The public sector already owns close to 70 per cent of the land in Old Oak. This land could accommodate approximately 10,500 homes and 46,000 jobs. The March 2016 budget recognises the scale of regeneration at Old Oak and to facilitate this proposes the pooling of all central government land in this area and transferring it to OPDC to drive forward the area's comprehensive regeneration. However, a significant portion of this land is currently in use as operational rail land that will require careful planning to facilitate its relocation to alternative sites.

To the west of Old Oak is the Park Royal industrial estate. Spanning 450 hectares, the industrial estate is the largest in Europe, housing over 1,200 businesses employing over 36,000 people. The London Plan (March 2015) identifies Park Royal as an Opportunity Area and identifies it as having capacity for further growth with an indicative target of 10,000 new jobs. It is identified as a strategic industrial location.

The regeneration of Old Oak will be the equivalent of a delivering a new town on a brownfield site in central London, and OPDC's aim is that this new town will be an exemplar for sustainable development. The significant scale of regeneration planned, particularly at Old Oak, means there are opportunities for an integrated and synergistic approach to delivering development and multiple utilities, particularly in the sectors of heat and power, waste, water, clean air and digital connectivity, and in the use of smart technologies. This commission is a critical stage of evidence gathering to ensure that future development and infrastructure delivery is an exemplar of circular economy.

OPDC has, and will be, commissioning separate studies on environmental standard setting, a Decentralised Energy Strategy, a Waste Strategy, an Integrated Water Management Strategy, an Air Quality Strategy and a Smart Strategy. This feasibility study will be expected to complement and draw on these and other supporting evidence.

The Smart Strategy, which is already underway, will set out OPDC's aspirations for establishing Old Oak and Park Royal as a world leading location for the exploration and implementation of smart city technologies. The potential for smart city technology, such as sensors, offers a significant opportunity to improve the efficiency of utilities infrastructure. In addition it will provide data to monitor environmental elements in real-time and at the micro-scale to inform strategic planning, which both contribute to the implementation of environmental targets. This should complement the circular economy feasibility options with digital technology being key to many circular economy solutions.

Two other relevant opportunities in the area are:

- The development of the White City Campus is Imperial College's major new campus, co-locating world class researchers, businesses and higher education partners www.imperial.ac.uk/white-city-campus/
- The proposed development of a clean tech cluster at Park Royal by the London Sustainable Development Commission www.londonsdc.org/clean-tech-innovation-default/default-Copy.aspx

The OPDC area has a complex planning policy background being subject to the adopted and emerging planning policy of three constituent London Boroughs (Brent, Ealing, and Hammersmith and Fulham). To provide strategic planning guidance the mayor has adopted an opportunity area planning framework that sets out the early key principles for development. OPDC is now established as the local planning authority for this area and is in the process of preparing its local plan and community infrastructure levy.

OPDC is part of the wider Mayoral family of organisations and therefore has a significant requirement to be consistent with, and where possible exceed, the London Plan, the Mayor's associated Supplementary Planning Guidance and Mayoral Strategies. The scale of development at Old Oak is set out in the London Plan (March 2015).

- Further guidance is set out in the Mayor's Old Oak and Park Royal Opportunity Area Planning Framework (OAPF), November 2015. The OAPF is adopted Supplementary Planning Guidance to the London Plan, and has a significant influence on planning decisions in the area.
- The OPDC draft Local Plan is currently at 'Regulation 18' public consultation stage, and expected to be submitted for public examination ('Regulation 19') in autumn 2016. The feasibility study will be required to contribute to a sound evidence base for the 'Regulation 19' stage of the local plan.

To help inform this work and to ensure a co-ordinated approach a steering group made up of LWARB, OPDC and GLA (at a minimum) will be created.

6. The specified requirement

Scope of the feasibility study

The study should focus on the feasibility of circular economy ideas in the built environment at Old Oak and Park Royal sites and make clear recommendations as to how these principles could be embedded into design and construction, procurement, operation and end-of use stages. Recommendations should cover separately Old Oak and Park Royal, as they have distinct characteristics, land uses and operational requirements. More specifically, but not exclusively the study should focus on the feasibility the following concepts/ideas:

- **Design and construction:**
 - Opportunities for re-use of existing buildings on site
 - Flexibility - design of buildings to be more flexible and adaptable in use and over time.
 - Design for deconstruction and buildings as 'materials banks', use of pre demolition questionnaires
 - Efficiency – alternative approaches to construction (e.g., prefabricated modules, 3D printing). Design buildings to make them minimise energy consumption, water use and waste generation
 - Meantime opportunities whilst development is ongoing that support circular economy
- **Procurement:**
 - Take-back contracts as a requirement. Suppliers committing to take back the material (ideally for re-use or recycling) when the building is dismantled.
 - Specify used/refurbished materials. Form incentives for a clear business case for used or refurbished versus new.

- Focus on total cost of ownership and promote service models (which shift incentives for producer to design to last / maintain / remanufacture / efficiency)
- Product as service opportunities
- **Operation:**
 - Utilisation of space - operation and management of buildings with circular economy principles to make use of underutilised capacity , such as sharing of floor space and/or functions.
 - Waste and facility management - optimised sorting, collection and after-use application of household waste
 - Product as service opportunities
- **End-of-use:**
 - Deconstruction for re-use/remanufacture - efficient dismantling of end of life buildings/infrastructure. Separation of materials and components that come from them to enable high-quality re-use.
 - Logistics and storage capacity for re-use of materials and components

Additionally, the feasibility study should consider the opportunities for new solutions in the following areas:

- Mobility and interplay with built environment
- Industrial symbiosis solutions (e.g., utilities and industry in Park Royal exchanging by-products)
- Connectivity (role of technology as an enabler of sharing, asset tracking etc)
- Social exchange (e.g. via sharing schemes)
- Recreational opportunities / increasing liveability (e.g., multipurpose green/food growing/parking/sports/office facilities)
- Any networks, collaborations, workshops or training that would enable this work

The study should consider the employment opportunities provided by the transition to a more circular economic approach (e.g., in remanufacturing) – see report at link below <http://www.londonsdc.org/documents/LondonCircularEconomyJobsReport2015OnlineVersionFinal.pdf>

Requirement – part 1

The opportunity has been built into the project timeline to work with LWARB, OPDC and GLA to allow the successful contractor to update the scope where appropriate given their level of experience of circular economy within the built environment. The contractor should ensure that there is no duplication with other studies commissioned by OPDC, especially in the areas of energy, water and waste management. Feasibility options should offer additional opportunities to other OPDC studies. Final scope to be signed off by the steering group.

Requirement – part 2

Interim feasibility report and presentation to the steering group and wider workshop. At this stage, sufficient opportunity should be sought to present to, and engage with, OPDC, LWARB and GLA to ensure identified opportunities are pragmatic within OPDC planning and other frameworks.

For each feasibility option the following items should be addressed at a minimum:

- Brief description of the feasibility option
- Cost/savings/business case at a high level
- Ease of implementation
- Evidence – case studies, data, proof of concept
- Environmental/resource impact
- Opportunities to finance / ownership solutions

Requirement – part 3

Final draft feasibility report and presentation.

Requirement – part 4

Final report with associated evidence, including an executive summary to be presented to the London Infrastructure Development Board.

7. The project deliverables are:

- Attendance at a project inception meeting w/c 16/05/16 at LWARB's offices. This meeting will provide an opportunity to discuss and agree the following issues with the team:
 - Scope;
 - Timelines;
 - Discuss any other matters.
- Part 1 – a final scope for the feasibility study signed off by the project steering group
- Part 2 – an interim report and presentation to the steering group and wider audience
- Part 3 – a final draft report and presentation
- Part 4 – final report with associated evidence

All deliverables are to be developed in conjunction with, and signed off by, the LWARB Circular Economy Manager. The contractor project manager will have a weekly catch up with the LWARB Circular Economy Manager. Steering group meetings will be held every 4-6 weeks and fit in with project deliverables where possible.

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 the Council's project team.

Milestone	Date
Invitation to Tender issued	13/04/16
Deadline for clarification questions	22/04/16
Clarification question responses returned by	25/04/16
Tender return deadline	29/04/16
Award of contract	09/05/16
Inception Meeting	16/05/16
Part 1 completed	30/05/16
Part 2 completed	08/07/16
Part 3 completed	12/08/16
Part 4 completed	26/08/16

9. Interface/ Contract management

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

clare.ollerenshaw@lwarb.gov.uk / T: 020 7960 3686 / 078 278 96140

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 page.

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.

LWARB would consider a consortia bid for this tender. In the case of a consortia bid, the contract would be held between LWARB and the lead consortia member.

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 in 8 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 pages each
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than one page) 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**. The pricing envelope for this project is £30k – £40k.

Bids must be submitted by email to info@lwarb.gov.uk by midday on Friday 29 April with the reference “LWARB tender: 2016/17 – 01”

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 (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.
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**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 against the following criteria:

Evaluation criteria	Weighting
Price – total price and day rate ¹	25%
Understanding of circular economy within the built environment	20%
Methodology – the proposed approach and timeline to deliver the project requirements	20%
Authority of allocated personnel, their skills and technical capability especially in the areas of feasibility studies, circular economy and built environment	35%

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.

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

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

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.