

Developing a Sustainable Organisation – Routemap to 2030 Reference: 2021/22 – 8

Invitation to tender

1. Background

ReLondon is the operating name of the London Waste and Recycling Board (LWARB) that was established in 2008 under the GLA Act. ReLondon is a partnership of the Mayor of London and the London boroughs to improve waste and resource management in the capital. Since its establishment, it has helped to provide additional recycling capacity in London; helped boroughs provide efficient waste services (against a backdrop of declining recycling rates nationally, helped London maintain its recycling performance) and introduced a world leading programme of circular economy support for public bodies and businesses. ReLondon works with a multitude of individuals and organisations in London, across the UK and around the world, and has become recognised as a world leader in circular economy thinking and practice.

Since its establishment ReLondon has relied largely on public funding and returns on investments into waste infrastructure. Public sources of funding have been from the government (although direct funding ended in 2015 and indirect funding through WRAP ended in 2020), EU programmes, and GLA funding. ReLondon's 2020-2025 Business Plan sets out our work programme and includes the objective of becoming financially sustainable at the end of this period, largely through an increased focus on charging for advice and developing other commercial income and private funding streams. Beyond 2025 there are significant uncertainties about the source of future funds.

ReLondon is currently exploring the following funding sources:

- **Public and private funding:** ReLondon plans to continue securing funding from both public and private organisations for some of its projects (e.g funding from the government, the Mayor of London, private Foundations, or corporates interested in sponsoring some of our activities);
- **Return on investment:** ReLondon has invested £7 million in the Greater London Investment Fund as well as smaller amounts in other funds. The expected return on investment will fund some of ReLondon's activities beyond 2025;
- **Commercial revenue:** ReLondon is currently developing a set of commercial services and products and has developed a commercial strategy and a set of commercial principles.

2. Scope of the work and expected outputs

ReLondon

ReLondon is seeking a consultant to help develop its routemap to set the path for it to become financially sustainable beyond 2025 within the context of its statutory objectives (as set out in the Greater London Authority Act).

The routemap should include the following elements:

- Target blend of funding sources post-2025 (returns on investments, public and private funding, commercial revenue) to deliver each key type of activities (e.g. borough support, SME support, behaviour change campaigns, research)
- Proposed routemap to 2025 and the five year period after to achieve the target blend of funding with key milestones and a financial forecast.
- Risk management that should include:
 - Evaluation of proposition of scenarios forecasting the impact on the organisation and on the activities delivered in the event of lower revenue from each funding source than anticipated.
 - Proposition of mitigation measures
- Implications for ReLondon to achieve the target, including in terms of skills and knowledge, organisation and structure, governance, and accounting tools with a proposed set of recommendations.

3. Suggested methodology

The consultant will need to have a good understanding of the current context and involve key staff members and stakeholders in the drafting process. To that aim, we expect the consultant to carry out the following activities:

- Review of relevant documentation: 2020-2025 business plan, commercial strategy, fundraising strategy, investment portfolio;
- Review and assess future and current sources of public and private funding;
- Individual interviews of key team members and stakeholders (circa 6-8) to understand the current context;
- Organisation of a series of workshops (circa 3-4) with ReLondon's staff, some of ReLondon's board members and other key stakeholders to shape ReLondon's future core and optional sets of activities and get some feedback on the expected funding source for each type of activities;
- Organisation of a workshop with key staff members on internal changes required to deliver our target (organisation, skills, governance).

The consultant should have a critical eye on our current strategy documents (including the current Business Plan and commercial and fundraising strategies) and is welcome to give feedback, propose changes or new innovative ideas for ReLondon to achieve its objectives.

4. Deliverables

The final deliverable will be a costed and structured routemap towards financial sustainability to 2030. This could be in the form of a slide deck, but in any case will

be accompanied by a slide deck and any excel sheet with budget and staffing structural implications detailed.

5. Key timelines

Tender returns should show how the work can be undertaken between now and April 2022, including suggested dates for stakeholder meetings, and incorporating project review meetings with the project board.

6. Timetable for procurement

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

Milestone	Date
Invitation to Tender issued	7 September 2021
Deadline for clarification questions	15 September 2021, 5.00pm
Clarification question responses returned by	17 September 2021
Tender return deadline	24 September 2021, 5:00pm
Award of contract	1 st October 2021
Inception Meeting	w/c 1 October 2021
Final Report	w/c 25 April 2022

7. Interface/ Contract management

The main point of liaison between the Service Provider and client will be Wayne Hubbard, Chief Executive Officer, (wayne.hubbard@relondon.gov.uk). Please see section 10 below for details of how to submit tenders and clarifications.

8. Quality of Service

The Service Provider shall provide the services in a competent, transparent, 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

ReLondon 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 each individual's experience, competence and capability and their

role in the project (including predicted hours) and should be no more than 1 side of A4.

ReLondon requires bidders to specify clearly in the application what is expected from ReLondon staff during the project to allow optimal project delivery.

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 ReLondon.

ReLondon may, at its discretion, request that the Service Provider remove and replace any Key Personnel from the service that ReLondon considers in any respect unsatisfactory in the delivery and performance of the contract. ReLondon shall not be liable for the cost of replacing any Key Personnel.

10. Submissions

Bidders are expected to submit a bid being a maximum 10 sides of A4 (excluding front/back cover as well as project experience, pricing schedule, examples and CVs which can be included as an Appendix). The bid should include, but not be limited to, the following:

- Technical Approach - describe the approach/methodology with respect to the scope of work;
- How the contract is to be managed and their approach to delivering the required work within the timeline;
- Details/Profile of the personnel comprising the Delivery Team and a description of their role in delivering the contract (CVs should be in the Appendix);
- Demonstration of the company's experience with examples of previous projects. Please provide at least three examples (but no more than five) of previous work carried out by suggested personnel included in the bid, that best demonstrate understanding of the brief and their ability to deliver its requirements. Please keep examples to a maximum of one page each and use a dedicated appendix for any diagrams and other descriptions.

11. Financial Proposal

Submissions must include a Pricing Schedule giving day rates and anticipated number of days for nominated personnel and showing the anticipated total amount for the project. All quotes must be submitted in British pounds (£) and should include daily fees, any anticipated expenses, and VAT. (Note that ReLondon is unable to reimburse expenses for travel to locations within Greater London). A template for the outline of the financial proposal is provided below.

Bidders should split out costs for each element of the project.

	No. of Days	Daily Rate (£)	Name of Resource delivering the activity	Travel Expenses associated to activity (£)	Total Cost per Activity (£)
Stage 1					
Stage 2					
Stage 3					
Total Costs (£) excl VAT:					
VAT (£)					
Total Cost (£) incl VAT:					

Any clarification questions must be submitted by email to tenders@relondon.gov.uk by **5pm on 15 September 2021**. Bids must be submitted by email to tenders@relondon.gov.uk by **5pm on 24 September 2021**. For both questions and bids, please use the reference "ReLondon tender: 2021/22: 8 – Future strategy"

12. Contract

The contract will be formally let by ReLondon and ReLondon's standard terms and conditions will apply (available on request).

Travel and Expenses

All fees shall be inclusive of any travel and subsistence incurred to locations in Greater London.

13. Evaluation

ReLondon 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%
Project management approach, including key milestones and timeline that will deliver the project requirements. Clarity on expected working capacity and tasks from ReLondon employee/s to deliver the results with the provider.	20%
Quality and technical excellence of proposed methodology	40%
Experience and fit of allocated personnel, their skills and technical capability. Examples of previous work done in this area.	20%

14. Acceptance of bids

In issuing this invitation to bid, ReLondon 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.

ReLondon 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.

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