

**ITEM 10****PAPER NO. WRWA 22-26****WESTERN RIVERSIDE WASTE AUTHORITY**

<b>MEETING</b>	21 <sup>st</sup> September 2022
<b>REPORT AUTHOR/ DATE</b>	General Manager (Contact Rachel Espinosa-Tel 020 8871 2788)  12 <sup>th</sup> September 2022
<b>SUBJECT</b>	WRWA Waste Strategy and Connected Issues – Scoping Paper.
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<b>STATUS</b>	Open - circulation of this paper is not restricted.
<b>BACKGROUND PAPERS</b>	WRWA Paper No. 22-02 January 25 <sup>th</sup> 2022 WRWA Paper No. 22-16 June 23 <sup>rd</sup> 2022

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## **EXECUTIVE SUMMARY**

1. This scoping report describes a number of linked strategic projects around the future strategy and options for managing the Authority's waste, with the aim of gaining members' approval for the proposed timetable and sequencing of these, as a programme of projects.
2. The report introduces:
  - i) The background and status of the Authority's current Waste Strategy;
  - ii) The need for, the steps and estimated timeframe involved in delivering a revised Waste Strategy;
  - iii) The link to the potential redevelopment of Cringle Dock;
  - iv) Preparations for the expiry of the Waste Management Services Agreement;
  - v) Preparations for the procurement of a new residual waste treatment solution and materials management contracts;
  - vi) The need for Technical Advisors to provide expert support to these workstreams;
  - vii) The need to review internal resourcing to deliver the work programme.

## **RECOMMENDATIONS**

3. It is recommended, for the reasons set out in the report below, that the Authority instructs officers to:
  - a) draw up draft tender documentation to engage Technical Advisors, with a view to the Authority approving it at its November 2022 meeting;
  - b) review the resourcing requirements for the programme of work set out in this report and bring forward a paper with financial implications and recommendations to the Authority meeting in November 2022; and
  - c) otherwise receive this report as information.

## **WASTE STRATEGY**

### **Background**

4. A report to the June 2022 Authority meeting (see Paper No. WRWA 22-16) recommended that officers be instructed to bring forward a full waste strategy and procurement scoping report and timetable for consideration at the November 2022 meeting of the Authority. This report introduces key

issues and considerations and a draft timetable for delivering a programme of work as referred to at the June meeting.

5. The Authority's previous Joint Municipal Waste Management Strategy was agreed in 2006 and, in 2013, a high level [Waste Policy](#) document was agreed. Following this, in 2018, it was agreed to delay production of a new Joint Municipal Waste Management Strategy and Waste Prevention Plan until there was more certainty about the impacts from the Resources and Waste Strategy, Brexit implications for waste, the Circular Economy Package and the Collection and Packaging Reforms (CPR, incorporating Extended Producer Responsibility (EPR), Deposit Return Scheme (DRS) and Collections Consistency (CC)).
6. The outcomes of further consultations in 2019 and 2021 on CC, EPR and DRS, together with a tax on plastic packaging, are likely to change the type and quantity of waste in the future. There have been significant delays to the publication of the outcome of the CC and EPR consultations and implications, which have delayed the Authority's preparations for a new Waste Strategy.
7. The Authority now needs to begin these preparations and have regard to the outcome of the Government consultations and how the Government intends to implement them in the development of the Strategy.

### **Policy Context and Targets**

8. The Authority and the constituent councils have a duty, under Section 32 of the [Waste Emissions Trading Act 2003](#), to prepare and adopt a joint strategy for the management of waste from households and other waste similar in nature to waste from households (i.e. commercial waste) in their area, which must have regard to the Mayor of London's Municipal Waste Management Strategy (which now forms a part of the [London Environment Strategy](#)) and vice versa.
9. The joint strategy must have regard to any guidance from the Secretary of State and be guided by the overarching legal and strategic framework as set out in the [Environmental Protection Act 1990](#) and the [Environment Act 2021](#) and the Government's [25 Year Environment Plan](#). Other key relevant strategies also include the [Resources and Waste Strategy for England](#), the [Circular Economy Package](#) and the [Net Zero Strategy](#). In addition, the [Local Government Act 1999](#) places a Duty of Best Value on the Authority to make arrangements to secure continuous improvement in exercising its functions.

10. The UK Government has set key targets to recycle 65% of municipal waste by 2035 and to have no more than 10% of municipal waste being disposed of to landfill by 2035. It has also set a Net Zero target to decarbonise all sectors of the UK economy by 2050. In addition to these, other key Government policy aims include:
  - a) Ensuring a consistent set of dry recyclable materials is collected from all households and businesses
  - b) Ensuring that every householder and appropriate businesses have a weekly separate food waste collection
  - c) Driving greater efficiency of Energy from Waste (EfW) plants
  - d) Eliminating avoidable waste of all kinds (including plastic waste) by 2050
  - e) Eliminating food waste to landfill by 2030
  - f) Doubling resource productivity by 2050
  - g) Adopting a circular economy approach to managing resources
  - h) Moving away from weight-based targets towards impact-based targets, focusing initially on carbon
11. In London, the Mayor declared a climate emergency in 2018 and has set targets to recycle 50% of Local Authority Collected Waste (LACW) by 2025. The Authority's revised Waste Strategy will need to have regard to these targets and the policy aims set out in the strategies referenced in paragraphs 9 and 10 above. The revised Strategy will also need to take into consideration the policies and targets for waste management and climate change adopted by the constituent councils.
12. All four constituent councils declared climate emergencies in 2019 and are committed to achieving Net Zero in their Council operations by 2030. With regard to waste, all four Councils have introduced trial food waste collections from households, with a view to expanding these borough-wide when possible. Current recycling rates range from 22.9% in Wandsworth to 34.5% in Lambeth and there is ambition to increase performance from these services. Lambeth and Hammersmith & Fulham have set the highest targets, of 37% and 40% recycling respectively, by 2026. The Mayor of London monitors London waste authorities' performance through the submission of annual Reuse and Recycling Plans (RRPs).

### **Waste Strategy Aims and Objectives**

13. The structure and duration of a Waste Strategy is not set in stone but, as a minimum, we would expect it to explore the following broad themes:
  - Overview – why we need a waste strategy

- Current services and performance – where we are now
  - Future – what waste streams and volumes we expect to manage
  - Our vision and priorities – where we want to be
  - Roadmap – how we get there
  - Measuring success – how we measure performance
14. The Strategy will set the over-arching vision, ambition and priorities for how the waste the Authority manages will be treated and processed over the Strategy period and set targets for waste reduction, reuse and recycling. These should be in conformity with the national and regional policies and targets as set out in paragraphs 9 and 10 above.
15. The Strategy process will consider the Authority's preferred approaches to managing and transporting residual waste and identify any 'red lines', e.g. that direct landfilling of municipal solid waste is not an acceptable solution, and why, or that Energy from Waste may be acceptable. The Authority will need to agree these approaches and its position to managing all waste streams going forward and these agreed positions will feed into a Procurement Strategy to shape a new procurement for residual waste and materials recycling / reuse contracts.
16. Included in this will be consideration of the Residual Value Agreement (RVA) between the Authority and Cory. The RVA runs for a further 14 years beyond the expiry of the WMSA and gives the Authority rights to continue disposing of residual waste at RRRL until 2046, or to receive a royalty payment if WRWA chooses not to use RRRL beyond 2032 (calculated as £ per tonne of waste capacity). The royalty payment is split into two options, with higher and lower royalty payment options. In the agreement, applying the options of the higher royalty value OR gaining continued access to treat residual waste at RRRL are both dependent upon Cory having continued access to Smugglers Way and Cringle Dock Waste Transfer Stations. The lower royalty value is applied if WRWA does not give Cory access to its two waste transfer stations.
17. Given the link between the Waste Strategy, the RVA and a new procurement process, the duration of the Strategy will need careful consideration. A medium-term Strategy period, with reviews built in, would ensure that policy context and forward planning accounts for the RVA and goes beyond the end of the WMSA contract. Depending on when the Authority adopts the Waste Strategy, this could take the Strategy period to 2040, leaving six years remaining of the RVA to manage. Alternatively, a Strategy period to 2050 would go beyond the RVA and tie in with the Government's Net Zero target date. Regardless of the period that is decided upon, it is expected that the Strategy would be subject to regular review periods.

### **Link to Cringle Dock Redevelopment**

18. This topic was introduced in a paper to the June 22 Authority meeting (WRWA Paper No. 22-16), which set out the case for redeveloping Cringle Dock. This report should be read in conjunction with the June paper referred to above. The future of Cringle Dock Waste Transfer Station and plans for redevelopment of the site are intrinsically linked to the Authority's preferred approaches for waste management for the future, particularly bulking, transfer and transport.
19. If the Authority agrees through the Waste Strategy that its preferred waste transport solution is by river, be it to RRRL or other accessible site(s), it will need to retain river-based transfer, bulking and wharf facilities. If not, there could be a case to relocate the waste transfer station elsewhere, away from the river, as it would be difficult to obtain permission for road-based operations at the riparian wharves.
20. Cringle Dock is owned by the Authority, freehold, which ensures that it does not have to rely on a private contractor to find a waste transfer station site. This is an advantageous position to be in when commencing a procurement process. If WRWA did not own Smugglers Way and Cringle Dock, the Authority would need to secure the use of transfer facilities through the private sector at whatever current market rates would prevail.
21. Any alternative facility may be privately owned, therefore the Authority would be in the hands of a private contractor for residual waste bulking and transfer, as well as for treatment. This would give the Authority and the constituent councils less control going into a future procurement process and potentially less flexibility, raising complexities around ensuring the two operations (transfer and treatment) work together.
22. From an operational perspective, the borough collection services are designed and operated around the locations of Cringle Dock and Smugglers Way Transfer Stations and MRF, benefitting from their close proximity to the waste and wide-ranging waste management license conditions. With regard to Cringle Dock, this encompasses 24 hour, 7 days a week operation. The central locations of the Authority's transfer stations are crucial to the routing and timetabling of refuse and recycling collection services as currently set up. For residual waste particularly, if the constituent councils were to send refuse vehicles directly to a third-party site, the turnaround time for tipping vehicles between loads would significantly increase. The impact would be either to increase the daily working hours of the crews or reduce the number of

households and loads collected per vehicle per day. Neither of these options are likely to be palatable and will undoubtedly increase collection costs.

23. Regardless of the question over the future of river transport, there is a robust case for retaining such a centrally placed, Authority-owned waste transfer facility to service borough collection operations within the upcoming procurement process and for subsequent procurements.
24. In conclusion, retaining Cringle Dock and redeveloping it as a key part of the Authority's ongoing waste management infrastructure will be investigated further through the Waste and Procurement Strategies.

### **Waste Strategy Development**

25. Developing the Waste Strategy is expected to progress through a series of logical steps and will require a significant amount of data analysis, forecasting work, development of options and evaluating these to determine preferred option(s) for residual waste treatment, waste prevention, materials reuse and recycling. The steps involved are anticipated to include:
  - a) waste flow modelling of current services and operations
  - b) mapping out the policy context and drivers
  - c) forecasting future waste arisings, volumes and compositions
  - d) modelling the expected performance of future waste prevention and reuse initiatives
  - e) modelling the expected performance of future recycling collection services
  - f) options and performances for residual treatment
  - g) developing 'whole system' options
  - h) evaluation of costs and environmental appraisal of options
  - i) strategic environmental assessment
  - j) stakeholder engagement with constituent councils, the GLA and other stakeholders
  - k) production of a Draft Waste Strategy
  - l) full public consultation exercise
  - m) analysis and consideration of consultation responses
  - n) production of final Waste Strategy and Authority adoption
26. As part of the forecasting of future waste arisings, volumes and compositions, the modelling will need to take account of the assumed impacts from the policy and legislative targets, which will include the impacts of EPR, DRS and consistent collections. The 'whole system' cost modelling will look at the financial impact of these and also the potential for an Emissions Trading Scheme and what impact this may have on residual treatment costs.

27. Throughout, the Authority will need to engage with members and key stakeholders from the constituent councils and wider relevant external stakeholders. This engagement may take the form of meetings and facilitated workshops with Authority officers and external experts, in addition to Authority meetings, as appropriate.
28. It is anticipated that it will take between a year and eighteen months from commencement to adoption and a draft timetable is appended to this report at Appendix 1. The Authority will aim to be expedient with the timeframe for delivery, however the work is extensive and progressing it will require timely engagement with the constituent councils, members, external advisors and other stakeholders at crucial points in the delivery. Consideration of the interface with Authority meetings will be needed. A significant amount of engagement will be required and members should be aware that this has the potential to lead to delays in the progress of the Strategy if stakeholders do not allocate sufficient time, input and availability when needed. The next London local elections are due in May 2026 and, at this stage, it is not expected that these will impact on the Waste Strategy delivery or public consultation exercise.
29. The Authority will require expert external support to progress this work and proposes to procure Technical Advisors to deliver discreet work packages. This is discussed in more detail in paragraphs 58 to 61.

### **Constituent Council Collection Services**

30. The Waste Strategy will need to take account of the preferred collection method(s) and recyclable materials collected beyond 2032 to ensure that future treatment and processing contracts meet the needs of the collections. The constituent councils are responsible for collecting household waste in their areas. This includes regular refuse and recycling collections from kerbside properties and flats, street cleansing and bulky waste collections, amongst other public realm services. The councils are also responsible for collecting commercial waste from local businesses when requested to do so.
31. WRWA is responsible for the onward management of residual waste and recyclable materials delivered to its sites by the constituent councils. The Authority's Annual Report 2021/22 sets out details of the Authority's services, contracts and performances with regard to the management of the Waste Management Services Agreement (WMSA).

32. Details of the municipal waste delivered by each constituent council to the Authority in 2021/22 (as reported for submission to WasteDataflow) are set out in Table 1 below.

**Table 1. Constituent Council Waste Tonnages**

Borough	Household Residual Waste (NI191)	Dry Recycling (BVPI82a)	Garden / Food Waste (BVPI82b)	TOTAL (NI192)	Recycling Rate %
HF	32,854.34	10,580.45	1,103.16	44,557.93	26.3%
KC	36,334.14	9,349.09	1,531.78	47,236.94	23.1%
LA	47,038.64	17,566.39	7,109.86	71,833.41	34.5%
WA	76,630.85	21,017.86	1,688.83	99,365.78	22.9%
<b>Total</b>	<b>192,857.97</b>	<b>58,513.79</b>	<b>11,433.63</b>	<b>262,994.06</b>	<b>Average 26.7%</b>

33. Waste and recycling collection services are designed and delivered by the constituent councils according to their specific needs. However, there is consistency between the services around the dry recycling collections, as these were designed to be compatible with the materials processed by the MRF at Smugglers Way. Therefore, the constituent councils all collect the same set of dry recyclable materials; namely, paper and card, glass, cartons, steel and aluminium cans, and plastic containers, bottles, pots, tubs and trays.
34. Services for collecting food and garden waste vary between the boroughs. Table 2 below summarises the current refuse and recycling collection services and frequencies.

**Table 2. Constituent Council Collection Services**

Borough	Housing type	Household numbers	Residual waste	Dry recycling	Food waste	Garden waste
HF	Kerbside	91,500	Weekly or twice weekly	Weekly or twice weekly	Weekly 6,000 properties	No service
	Flats		Weekly or twice weekly	Weekly or twice weekly	No service	No service
KC	Kerbside		Twice weekly	Twice weekly	Weekly 4,000 properties	Fortnightly subscription service

	Flats	89,360	Twice weekly	Twice weekly	No service	No service
LA	Kerbside	146,310	Weekly	Weekly	Weekly co-collected with garden - 81,310 properties	Weekly subscription service
	Flats		Communal bins	Communal bins	Communal bins 4,000 properties	No service
WA	Kerbside	148,980	Weekly	Weekly	Weekly 2,300 properties	No service
	Flats		Communal bins	Communal bins	No service	No service

35. Understanding future collection services and any planned changes for increasing collections of recyclable materials in particular will be crucial to the Waste Strategy development. Close engagement with the constituent councils throughout will be necessary and sufficient time and resource will need to be made available.

## **WMSA CONTRACT EXPIRY AND PROCUREMENT PROGRAMME**

### **Background**

36. The Authority's Waste Management Services Agreement (the "WMSA") with Cory expires on 4<sup>th</sup> October 2032. The WMSA is a 30-year, Public Private Partnership (PPP) covering the bulking, river transfer and treatment of residual waste through RRRL, the operation of the Household Waste and Recycling Centre (HWRC), the two waste transfer stations – Smugglers Way and Cringle Dock, the materials recovery facility (MRF) and the marketing and sale of dry recyclable materials.
37. Securing this long-term arrangement with the Authority enabled Cory to gain private finance for the build and commissioning of the RRRL Energy from Waste (EfW) plant in Belvedere in the London Borough of Bexley. Cory owns and operates the facility and is the freeholder of the site where RRRL is located.
38. The Authority owns the freehold of the two waste transfer stations at Cringle Dock and Smugglers Way and Cory Environmental Ltd lease and operate the transfer sites, including the HWRC and the MRF for the duration of the

contract, until 2032. River transport of residual waste is provided by Cory using their lighterage services and equipment. The tugs and barges used to transport residual waste to RRRL are owned and operated by Cory.

### **Preparing for Contract Expiry**

39. The mix of contracts, property and asset holdings between Cory and the Authority are complex and there is also a Residual Value Agreement (RVA) which goes beyond the end of the contract, to 2046. The Authority will need to ensure that adequate preparations are made to unpick these arrangements and manage the transition between the WMSA and a new contract.
40. The Authority will bring forward a programme of work that manages the transition of the WMSA contract expiry. As a minimum, consideration of the two waste transfer stations, the HWRC and the MRF will be key elements of this work. This is expected to include such tasks as condition surveys and decisions around the expected remaining life of the facility buildings, plant and equipment and handover arrangements between Cory and the Authority. The work will also consider the anticipated use of the assets in their current form and appropriateness for a new contract, taking into account the evolving policy context for waste management, as set out in paragraphs 9 to 11 above, and the future of Borough collection services.
41. The UK Government's Infrastructure and Projects Authority (IPA) has provided guidance to WDAs preparing for PFI contract expiry. Although WRWA's contract is not a PFI, it is a large, complex contract that was drafted and procured along PFI lines. The IPA expects that senior leaders will commence planning for expiry at least seven years prior to contract end, to ensure value for money is delivered through the expiry of the contract.
42. The Authority is two-thirds of the way through the WMSA contract with Cory, with ten years remaining until expiry. If the WMSA expiry is not appropriately managed, the Authority risks potential operational disruption, issues around service continuity, financial impacts and reputational damage. Given the importance of this and long-term impact, the Authority will need to engage long-term Technical Advisors to support the delivery of this work.

### **Procurement Strategy**

43. Alongside the WMSA contract expiry work, and prior to commencing a procurement process, the Authority will need to set out its strategy for procuring new residual waste treatment and materials management services. Developing a procurement strategy creates an opportunity for the Authority

to shape future services and consider the future arrangements for the current suite of facilities and other assets that the Authority owns or uses.

44. The procurement strategy will consider and determine the Authority's approach to various important issues. Table 3 below highlights some of the key themes that will need to be worked through.

**Table 3. Procurement Strategy Themes**

<b>Theme</b>	<b>Question</b>
Overall aims of the contract	What is the contract trying to achieve?
Appropriate procurement route	Competitive dialogue (CD), competitive procedure with negotiation (CPN), restricted procedure?
Contract structure and packaging	Integrated contract or dis-aggregated, e.g. residual followed by recycling?
Scope of contract packages and inclusions	All waste streams? Include operation of the waste transfer stations and HWRC or separate contracts?
Contract length	10, 20, 30 years or other length? Different lengths for separate contracts?
Use of 'lots' for managing residual waste	One contract for all waste or many, e.g. three lots of 100,000 tpa each, or other arrangement?
Use of facilities / securing throughput capacity	Merchant capacity at existing privately-owned plant, or use Authority's own facilities for treatment and recycling, which could involve building new facilities?
Delivery of services	'In-house' versus externally provided by contractors?
Use of Residual Value Agreement for residual waste	From the 2027 start date or later? For what period of time, e.g. one year or multiple years?
Acceptable treatment solutions and identification of any 'red lines'.	Landfill, exporting of waste outside of the UK, EfW?
Likely cost envelope	How to ensure value for money?
Market engagement with the waste industry and also other WDAs	Are WRWA's proposed contract(s) attractive to bidders? How to ensure good quality bids? Are there joint procurement opportunities with other WDAs?
Identification of and Authority's appetite to risk	What is an acceptable allocation of risk between the Authority and the contractor / operator?

Internal resourcing and governance structure	Is the Authority adequately resourced and are appropriate decision-making structures in place?
Timing of procurement process	To meet the Authority’s needs for business continuity? To avoid coinciding with other similar procurements?

45. This programme of work will culminate in a Business Case detailing the Authority’s preferred approach to procuring new waste management services that will be put forward for approval by this Authority.

**Stakeholder Engagement**

46. The Authority will need to engage with members and key stakeholders from the constituent councils throughout the procurement strategy development. Table 3 above highlights the range of key decisions that the Authority will need to work through and other issues that may arise during the process. This engagement may take the form of meetings and facilitated workshops with Authority officers and external experts, in addition to Authority meetings, as appropriate.
47. Members are advised that the combined Waste Strategy, contract expiry and procurement strategy workloads will be significant and members will be requested to allocate adequate time to the processes. Delays in stakeholder engagement could cause issues in the sequencing of project tasks and could possibly lead to changes in the expected costs.
48. The Authority will need to engage with the Mayor of London on the procurement strategy, as required by the [Greater London Authority Act 1999](#) as amended.

**Link to Waste Strategy**

49. There are overlapping workstreams between the Waste Strategy development and the procurement strategy. Most notably, these centre around the:
- a) forecasting of future waste arisings, volumes and compositions
  - b) modelling of expected performances for future waste prevention and reuse initiatives
  - c) modelling of expected performances for future recycling collection services
  - d) options and performances for residual treatment

e) analysis of expected costs

50. It is anticipated that the procurement strategy will take between nine and twelve months and the Authority will look for opportunities to twin-track the workstreams of the waste and procurement strategies by applying these areas of analysis to both work programmes where possible. This will streamline the delivery of work and save time and money on any work carried out by external advisors.

**Procurement Process**

51. The Authority’s procurement processes for new residual and materials management services would currently need to be executed in compliance with the [Public Contracts Regulations 2015](#) (the “2015 Regulations”) as amended, but if the Procurement Bill (currently at the committee stage in the House of Lords) receives Royal assent it will replace the 2015 Regulations and other procurement regulations that are largely drawn from historic EU Directives.

52. Table 4 below provides an overview of the procurement steps and timeframes, where these are referred to in the 2015 Regulations, and similar steps and timeframes are likely to be required if the Procurement Bill becomes law. Reviews should be undertaken at the end of each stage before proceeding to the next stage. The Authority’s WMSA replacement procurement is expected to be large-scale and complex and could take over a year to complete.

**Table 4. Procurement Stages**

Stage	Inclusions	Timeframe
Advertising & selection (SSQ)	<ul style="list-style-type: none"> <li>a. Formal advertisement of requirement;</li> <li>b. Selection criteria to identify suitable bidders</li> </ul>	SSQ time from Contract Notice to receipt of requests by bidders to participate = 30 days [can be reduced to 15 days in a state of urgency].
Selection of bidders to go forward to provide tenders; reduction of bidders (staged process).	<ul style="list-style-type: none"> <li>a. Tender submission from selected bidders;</li> <li>b. Shortlisting must include a min. of three bidders to be invited through to next stage;</li> <li>c. Procurement pack should make it clear</li> </ul>	Receipt of initial tenders = 30 days from invitation date or 25 days if electronic tenders accepted; can be reduced to ten days if a PIN was used.

	which areas are open for negotiation / dialogue (areas will be informed by pre-market engagement stage.)	
Dialogue / negotiation	<ul style="list-style-type: none"> <li>a. One-to-one meetings with bidders;</li> <li>b. Identification of one or more suitable tenders;</li> <li>c. Dialogue / negotiation done on basis of initial and subsequent tenders, <b>but not final tender.</b></li> </ul>	No specific timeframe for the dialogue / negotiation [assume one year]; sufficient time must be given to bidders to make modifications & resubmit bids following dialogue stages.
Final tenders	<ul style="list-style-type: none"> <li>a. Invite and evaluate final tenders;</li> <li>b. If using CD, negotiations can still take place on final tenders, to clarify details such as financial commitments, contract terms etc.</li> </ul>	<p>Allow time for tender submission &amp; evaluation;</p> <p>Allow time for any clarification meetings.</p>
Award	<ul style="list-style-type: none"> <li>a. Formal standstill period: must not enter into contract;</li> <li>b. Finalise and award contract;</li> <li>c. Commence contract management.</li> </ul>	At least ten calendar days.

### Waste and Procurement Strategy Timetable

53. The work programmes outlined in this report are significant and will need to be managed carefully to sequence the tasks logically and in order. The Waste Strategy will commence first and is expected to take between one year and 18 months from commencement to adoption by the Authority.
54. The Procurement Strategy would normally follow on after adoption of the Waste Strategy, however there are over-lapping tasks with the Waste Strategy that could be utilised for both strategies. This could allow the delivery of both strategies to proceed concurrently, as far as possible. The procurement strategy is expected to take between nine months to one year to complete the Business Case.

55. Procuring a replacement for the WMSA is anticipated to take over a year to execute the procurement procedure and this will follow on from adoption of the Waste and Procurement Strategies. The contract expiry process is expected to commence by 2025 in preparation for the 2032 expiry date, but with potential to continue with the RVA beyond 2032 to 2046.
56. The redevelopment of Cringle Dock is the unknown entity in this programme of work, being dependent upon the outcome of the strategies and possibly other external factors, such as the outcome of any potential negotiations undertaken with any real estate developers.
57. A high-level timetable of these work programmes is set out in Appendix 1, showing the expected time for delivery and sequencing of tasks and shows where tasks could be delivered concurrently.

#### **AUTHORITY TECHNICAL ADVISORS**

58. The Authority reported, in September 2021 (Paper No. WRWA 21-29), of the need to engage long-term financial and legal advisors, principally to support negotiations on the RVA, the WMSA contract matters generally, the redevelopment of Cringle Dock, the Waste Strategy and the re-procurement of post-2032 WMSA services.
59. At the Authority meeting in January 22 the General Manager and Treasurer were delegated authority to finalise scopes of work for financial and legal advisors and to procure contracts for advisory services and a recommendation to appoint financial advisors can be found elsewhere on the agenda for this meeting (Paper No. WRWA 22-25).
60. The Authority was given approval to engage engineering consultants to support the Cringle Dock redevelopment proposals. However, given the complexity, scope and technical nature of the work programme ahead, as set out in this report, the Authority now needs to engage long-term Technical Advisors to support the delivery of the Waste Strategy, Procurement Strategy, the procurement process and contract expiry work. The Technical Advisors will work alongside the Authority's legal and financial advisors.
61. Given the importance of the appointment, it is recommended that officers be instructed to draw up draft tender documentation with a view to the Authority approving it at its November 2022 meeting.

## **EXTERNAL TEAM RESOURCING**

62. The Deputy General Manager is leading the work programme set out in this report. At present, the remaining members of the Authority's small internal team are fully employed in the Authority's day-to-day work to manage the WMSA and the suite of facilities. Additional resources will be required to manage this strategic work programme effectively, engage with stakeholders and scope and manage the work.
63. Officers believe that, as a minimum, the Authority will need a Programme Manager to project manage tasks and organise and monitor the complexities of the workload. They could be sought through an external organisation, potentially as part of the appointment of external technical advisors or through another specialist project management organisation. It is recommended that officers be instructed to review the resourcing requirements for the programme of work set out in this report and bring forward a paper with financial implications and recommendations to the Authority meeting in November 2022.

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12<sup>th</sup> September 2022

DRAFT TIMELINE

Tasks	AUG	SEPTEMBER 2022				OCTOBER				NOVEMBER				DECEMBER				JANUARY				FEBRUARY				MARCH						
	Wk 5	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	
<b>Task 1 Engagement of Technical Advisors (JMWMS &amp; Procurement)</b>				M																												
Scope work and report to Nov Committee																																
Prepare tender docs & advert																																
Place ad & commence procurement process																																
Deadline for clarification questions																																
Tender submission deadline																																
Tender evaluation																																
Presentations if needed																																
Contract Award notice																																
Standstill period																																
Confirm award																																
Contract commencement																																
<b>Task 2 Waste Strategy Development</b>																																
WRWA Strategy preparation work																																
Technical Advisors commence work																																
<b>Strategy Development:</b>																																
Vision setting, priorities & objectives																																
Baseline data gathering																																
Baseline wasteflow modelling																																
Forecasting - waste tonnages																																
Collections modelling																																
Set evaluation criteria (from priorities & objectives)																																
Options selection																																
Whole system model - residual, DMR, organics																																
Whole system cost model																																
Options appraisal & environmental assessment																																
Model preferred option(s) (& sensitivities)																																
<b>Strategy structure &amp; chapter drafting</b>																																
Draft document review by officers																																
Iteration, final draft doc (assume word doc)																																
<b>Stakeholder Engagement - CCs / Members</b>																																
Consultation with GLA																																
<b>Public consultation</b>																																
Preparation of consultation plan & materials																																
Preparation of consultation materials																																
Consultation delivery period																																
Review of consultation responses																																
Reporting																																
Agreement of areas for revision from consultation																																
Strategy revision																																
<b>Strategic Environmental Assessment</b>																																
SEA screening report																																
SEA screening statutory consultation & decision																																
Reporting																																
SEA scoping report																																
Environmental report																																
Post adoption statement																																
<b>Final Strategy production</b>																																
Revision of Draft Strategy from consultation																																
Production of final strategy document for Member approval																																
Proof-reading																																
Design & layout of public-facing document; publish																																
<b>Authority Adoption - September meeting</b>																																
<b>Task 3 Procurement Strategy Development</b>																																
Early market engagement																																
Scene setting																																
Scope of contract																																
Market engagement																																
Stakeholder Engagement / Consultation																																
Financial Analysis																																
Outline Business Case																																
Final Business Case																																
<b>Task 4 Procurement Process</b>																																
Advertisement																																
1st Stage Selection																																
2nd Stage Selection																																
Dialogue / negotiation phase - assume 3 stages																																



	2024												2025												2026	2027	2028	2029	2030	2031	2032
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC							
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