

Clyde Valley

residual waste project

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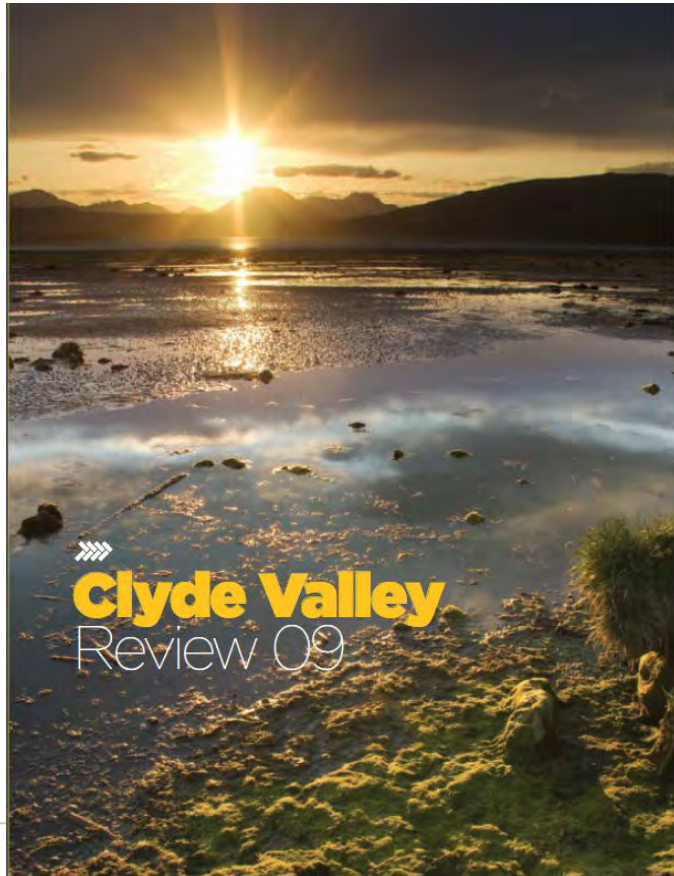
Depute Project Leader/Technical Lead

APSE

28 November 2014



Arbuthnott Report



- Integrated Waste Management
- Integrated Health & Social Care
- Social Transport & Fleet Management
- Property Sharing & Management
- Back Office
- Common Charging Framework
- Joint Economic Strategy

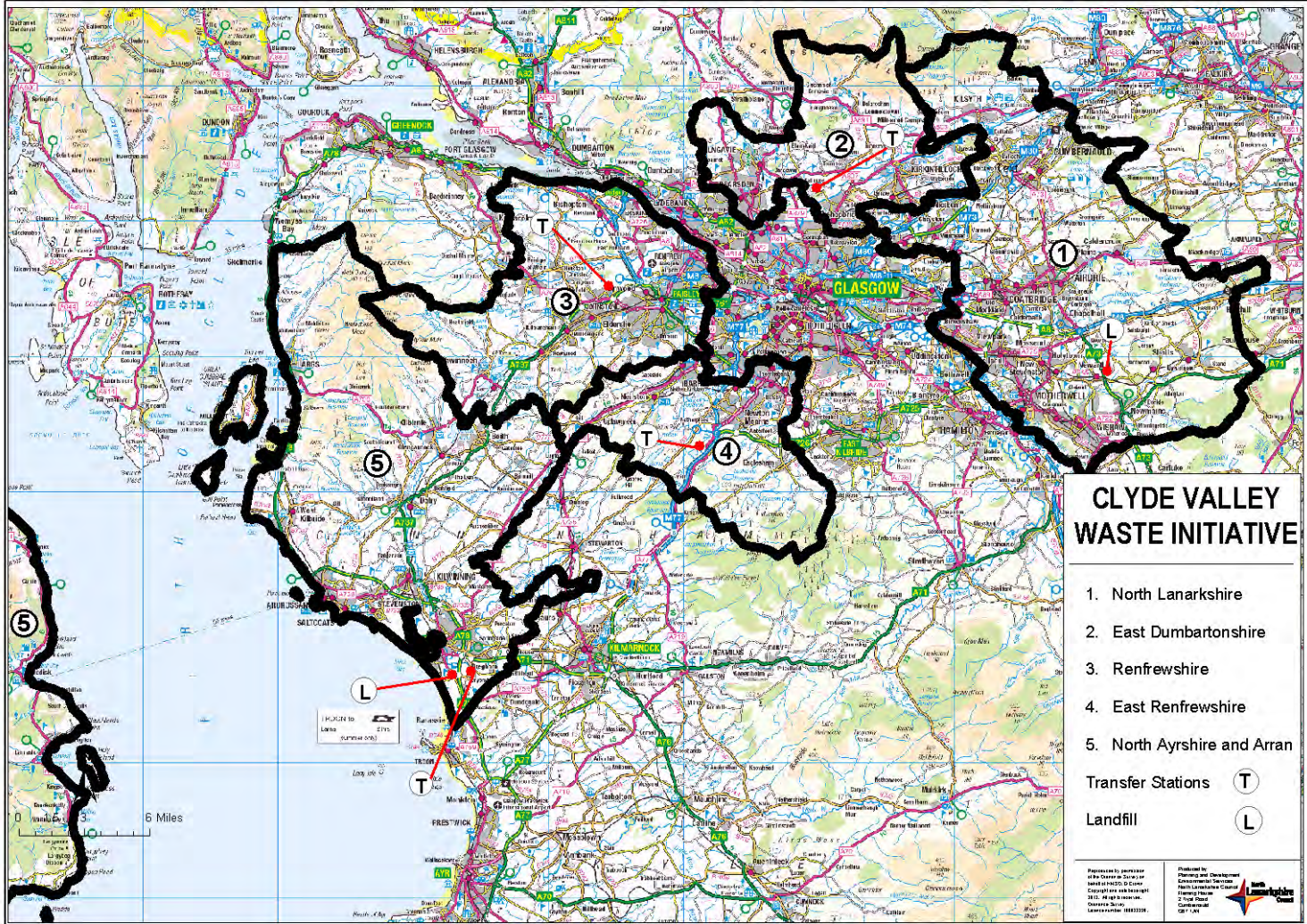
Outline Business Case

- Set the Scope for the Project (residual waste treatment & disposal)
- Approved by each Council
- Constant Review

LESSONS LEARNED

- Reference project (a live document must be updated and remain valid)
- Estimated costs

Partner Councils



Key Project Objectives

- Comply with the landfill ban
- Delivery a VfM solution
- Collection point within each Partner Council
- Reduce Planning risk as early as possible (evaluation criteria)
- Include operation of existing Transfer Stations within the contract

Progress update

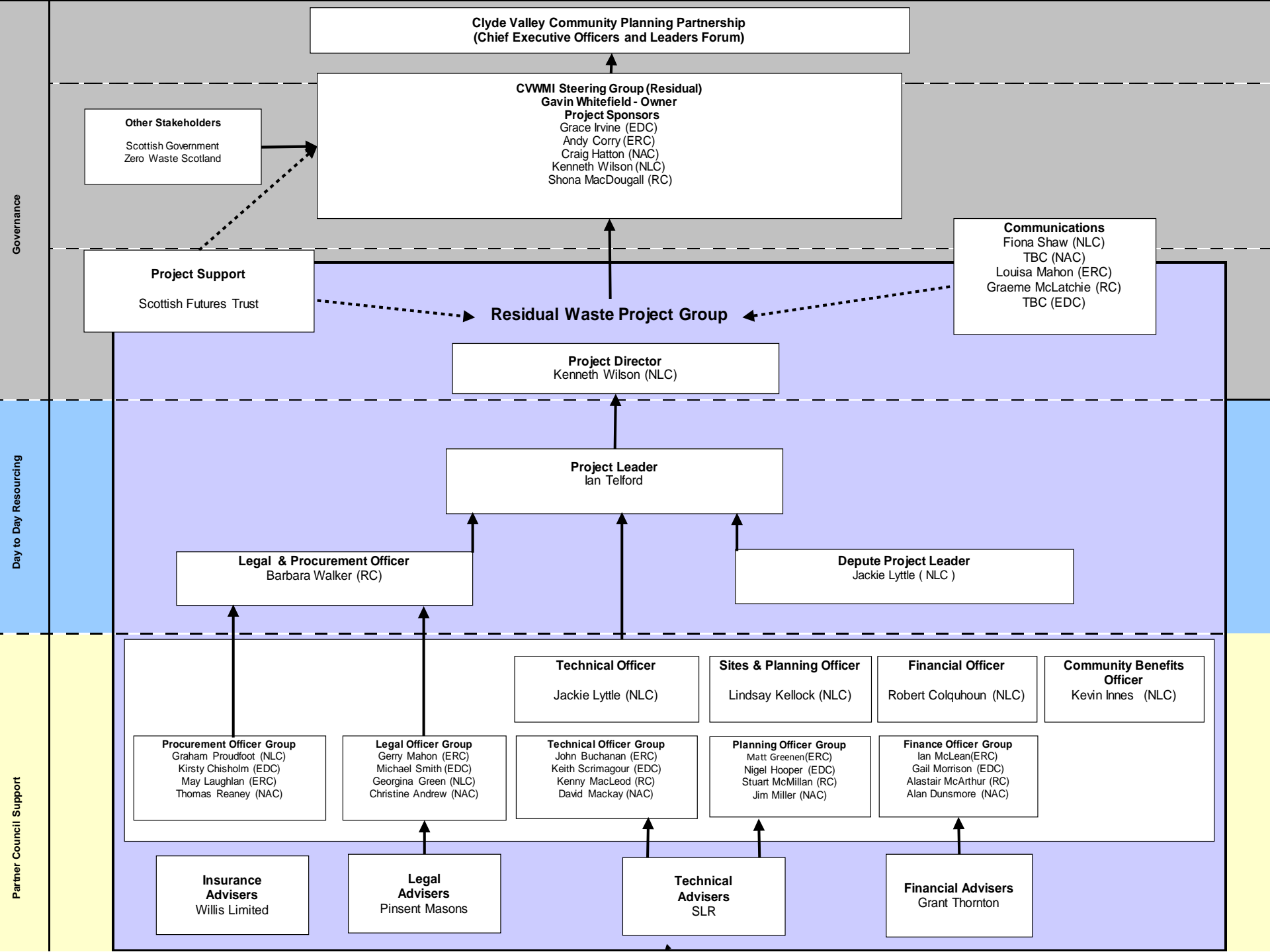
- OBC Approval January 2012
- IAA signed April 2012
- Meet the Buyer April 2012
- PIN Notice July 2012
- Market Sounding August 2012
- Adviser Appointments September 2012
- Industry Day October 2012
- OJEU released January 2013
- PQQ Outcomes June 2013
- ISOS Outcomes October 2013
- Suspend Dialogue (TTG) Jan 14 – Aug 14
- ISDS Dialogue Oct – March 2015
- FT Dialogue May – July 2015
- Preferred bidder September 2015
- Contract Award March/April 2016

Inter Authority Agreement

- NLC Lead Authority (Contracting Authority)
- Clear governance structure and focused project team
- Financial & Legal arrangements clearly set
- Clear Decision making process

LESSONS LEARNED

- Delegated Powers (Programme)
- Roles and Responsibilities
- Effective & timely decision making
- Appropriate governance



Market Engagement

- PIN released to test market interest
- Survey Monkey Questionnaire
- Industry Day held over 2 days
 - 31 companies came along
 - 21 one to one sessions

LESSONS LEARNED

- Useful data gathering for IDD and ITPD production
- Opportunity to show we were serious as a partnership
- Market Awareness (on both sides)
 - Non reverting asset, no site (off market position), transfer stations

- Flexibility was built in were we knew we might want it
 - 25+5
 - Tonnage (140-190ktpa)
 - Service commencement (may offer earlier)
 - Associated Councils
- And then.....
 - Mass Burn Technology as a single technology solution (ZWP) is unacceptable

LESSONS LEARNED

- Build in flexibility, even if you are sure – legislation/guidance may change
- Involve technical/legal/finance officers at development

PQQ

- Issued an Initial Descriptive Document
- 11 Bidders submitted PQQ
- 6 Bidders taken through to ISOS
- Offered face to face debriefs, most accepted just the letter with some extra feedback.

LESSONS LEARNED

- Important to think before setting Pass/Fail Sections, e.g.: insurance, H&S
- System for all clarifications (de brief crucial)

ITPD/ISOS/ISDS

- Waste Industry Delivery Programme (WIDP) - kilted
- Decided to have one set of documents released ISOS (Inc. ISOS/ISDS/ISRS info)
- Issued through PCS Tender (Tender Management Platform)
 - Prep time and training required

LESSONS LEARNED

- All documents at the start (transparency, time and costs)
- Each bidder must get same info (PCS)
- Dialogue on all aspects
- Bidder to set agenda for meetings to be most effective
- Keep all stakeholders involved and up to date

Issues Raised In Dialogue

- Compensation on Termination
- Guaranteed minimum tonnage/Exclusivity
- Recyclate Market (esp plastics)
- Lag time between preferred bidder and construction
- Electricity buy back (Guarantee/Indexation)
- Composition Risk
- Licence, consents, contamination (TS sites)
- Insurance
- Indexation and Indices

Final Thoughts

- Clear governance structure with a strong commitment from Sponsors
- Dedicated & Focused Project Team
- Fixed Adviser Costs
- Flexibility within documents as far as possible
- Communication Key (all stakeholders)
- Clear guidance from Partners on requirements
- Open and honest discussions with Bidders
- Don't work in a silo, be aware of the market, other projects, legislation (waste and procurement)
- Have the right people in the right roles
- Learn from others who have gone through it