

Measuring ReLondon's impact and contribution to the circular economy

Reference: 2021/22-21

Invitation To Tender

1. Overview

This invitation to tender is issued by ReLondon (the operating name of the London Waste and Recycling Board) for the provision of consultancy services to develop an impact assessment methodology for the organisation. The successful contractor will evaluate ReLondon's contribution to increased recycling, reduced waste, and reduced consumption-based emissions in London by identifying relevant indicators and developing a clear and credible assessment methodology that can be used to measure the impact of ReLondon's projects. Once the methodology has been established, the contractor will then assess ReLondon's impact for the financial years 2020–2021 and 2021–2022, establish a data baseline for the organisation, and produce forecasts of ReLondon's expected future impact.

This project will result in tailored impact assessment frameworks for each of ReLondon's delivery areas, including Local Authority Support, Business and Sector Support (including Research), and Communications and Behaviour Change, as well as the five focus areas: Food, Plastics, Textiles, Electricals, and Built Environment. It will require expertise in linking ReLondon's service-based activities to hard impact metrics related to reducing waste and consumption-based emissions as well as increasing recycling rates. We anticipate this research will entail an in-depth review of approximately 30 – 40 unique programmes/activities and include analysis of a wide range of existing data. Some of this data will more clearly link to hard impact metrics, such as calculations showing emission reduction and savings represented as CO₂e savings, recycling rates (borough data), and waste reductions (composition and tonnage). However, this project will also require the ability to assess the soft impacts of ReLondon's projects where the primary focus is to enable the transition to a circular economy and demonstrate how these activities link to hard metrics.

ReLondon's programmes include the development of research papers and educational tools on the circular economy for local authorities and businesses, the delivery of business support activities for organisations in the circular economy, the delivery of awareness-raising campaigns to citizens as well as the development of networks and communities between public and private players in the circular economy. Data used to track outcomes of some of these projects currently include metrics such as participation rates, survey results from events and behaviour change campaigns, participant activity reports, report website downloads as well as social media engagement statistics.

Replicability is a priority for this project, and therefore a central component will be to create a methodology that can be integrated into internal practices and used in subsequent internal evaluations. The consultants will be required to identify indicators on a project-by-project level and recommend effective future data collection methods to improve ReLondon's future impact assessments. The consultants will also be required to train staff on how to use the methodology and produce an internal report that outlines the background to developing the methodology, process,

and findings. The consultants will also be required to present the methodology and findings to ReLondon's Board. Detailed project stages and expectations are outlined in Section 5 of this tender.

This invitation to tender is issued by ReLondon ('the customer') for the provision of consultancy services by 'the contractor'. The contractor will have:

- A comprehensive understanding of impact assessments for service-based organisations and the technical skills to produce a piece of research which is recognised by key stakeholders as credible and informative;
- Knowledge of the circular economy or related field(s);
- Experience forecasting future impact; and
- The capacity to deliver this project "in-house."

The contractor will be required to work alongside ReLondon's project manager who will be able to provide access to internal data, give feedback on functionality, help to shape deliverables, connect consultants with internal staff, and set up meetings with ReLondon's Project Board.

2. Background to ReLondon

ReLondon is a partnership of the Mayor of London and the London boroughs to improve waste and resource management and transform the city into a leading low carbon circular economy. The city's economic and environmental future depends on a transition to a low-carbon circular economy, and ReLondon works to ensure that London's businesses, local government, and communities thrive by helping them make the best use of resources and materials.

ReLondon has a statutory requirement to act in accordance with the waste provisions of the London Environment Strategy (LES), and the Mayor (or his representative) chairs the London Waste and Recycling Board. ReLondon endeavours to expand beyond the traditional waste management stakeholders and tailors its programmes to connect with householders, businesses, local authorities, and policymakers in accordance with the Mayor's London Environment Strategy and the London Plan. Since forming in 2008, ReLondon has established itself as a national leader thanks to an extensive portfolio of projects and a wide network of partner organizations and stakeholders.

ReLondon was established under the GLA Act revised 2007. More information about ReLondon and its various projects can be found on our website: www.relondon.gov.uk.

3. Background to this tender

ReLondon plays a vital role in supporting London's transition to a leading low carbon circular economy. This research aims to generate a better understanding and articulation of the organisation's contribution to increased recycling, reduced waste, and reduced consumption-based emissions in London. This project will equip ReLondon with information to support strategic

decision-making, ensure the organisation is able to maximise resources, prioritise projects that will deliver the greatest impact, and highlight both strengths and areas for improvement. The methodology and results will also help the organisation to communicate its impact to ReLondon's Board and other stakeholders, including potential funders.

ReLondon's [Business Plan](#) 2020–2025 is the organisation's guiding document that outlines its primary objectives, priorities, and targets. The Business Plan states that ReLondon "will aim to show impact. We hope that our programmes can save 126,000 tonnes of CO₂e a year by 2025 and contribute 15% of the additional recycling needed to be on track for London's recycling target of 65% by 2030". As ReLondon currently has no organisation-level baseline data to measure its contribution to increased recycling, reduced waste or reduced consumption-based emissions in London, this project looks to develop an impact assessment methodology framework to measure ReLondon's impact and provide opportunities for ongoing assessment.

Building on ReLondon's previous research and reports in this area, such as the analysis used to inform ReLondon's Business Plan targets, as well as other relevant external research, this project will result in a new bespoke methodology for the organisation.

The proposed time period for this project is to focus on the years that align with ReLondon's [Business Plan](#) (i.e., financial years for 2020–21 and 2021–22 as well as future forecasting).

4. Objective of this work

The objectives of this work are to deliver a piece of research that assesses ReLondon's contribution to increased recycling, reduced waste and reduced consumption-based emissions in London, by:

- 1) identifying impact indicators (including both soft and hard metrics) and developing an impact assessment methodology across ReLondon's projects, based on available data.
- 2) using the identified methodology to assess ReLondon's impact for 2020–2021 and 2021–2022 (financial years).
- 3) producing forecasts of ReLondon's expected future impact.

5. The specific requirement

Proposed project stages

Stage 1: Planning, review of literature and existing ReLondon data (April to May 2022)

- Initial meeting to establish the scope of the project, stages, and timeline.
- Preliminary review of available internal data across approximately 30 – 40 projects that will be gathered, organised, and shared by ReLondon staff.

- **Note:** data is expected to include, but is not limited to, emission reduction and savings represented as CO₂e savings, London borough data, waste reduction data, as well as data on participation rates, survey responses related to circular events and behaviour change campaigns, participant activity reports, and social media engagement statistics. Access to this data will be provided following the inception meeting and after the contract has been signed.
- Literature review of internal and external reports to generate ideas and inform the project. ReLondon has a list of some of the existing work in this area but expects bidders to build on this list for review.
- Engagement with project leads to understand each project, data sources, and what would be useful/feasible in terms of templates for future data collection.
- This stage is expected to be delivered within a four to six-week period. We anticipate a start date in April 2022.

Stage 2: Data collection and analysis (May to July 2022)

- Collection of any additional relevant data, assessment of assumptions to be made, development of relevant indicators project-by-project, identification of proxies as required, and analysis of data related to hard targets.
- Assessment of gaps in data and identification of future data collection required to better support impact assessment of projects going forward.
- Development of the methodology embedded within bespoke Excel spreadsheet templates. Engagement with project leads on methodology developed.
- **Note:** templates should be tailored to each delivery area, including Local Authority Support, Business and Sector Support (including Research), and Communications and Behaviour Change, as well as the five focus areas: Food, Plastics, Textiles, Electricals, and Built Environment. Excel spreadsheets should also include annotations that outline and explain the methods and process.
- Creation of forecasts of ReLondon's expected future impact.
- **Project Board Meeting 1** to be held to inform and shape the development of the proposed methodology. Consultants will be required to lead the preparation and delivery of this meeting with coordination and support from the project manager. This meeting is anticipated to take place in June 2022.
- **ReLondon Board Meeting 1** to be held to share initial proposal and to gather feedback from Board members. This meeting is currently scheduled for 30 June 2022.
- This stage is expected to be delivered within a three-month period. We anticipate a start date in May 2022.

Stage 3: Methodology review, report, training, and final presentations (July to September 2022)

- Review of Excel spreadsheet/methodology document by ReLondon project leads. Please note that these reviews will be used to inform and amend the proposed approach.

- Production of a detailed methodological report that accompanies the Excel spreadsheet which provides background to the approach, explains how to use the Excel document, provides a summary of findings (over 2020–21 and 2021–22 financial years), future impact projections, and outlines recommendations for ReLondon staff on future data collection to measure project impacts.
- **Note:** We anticipate the process will include approximately three report drafts for review by the ReLondon project team and Project Board. A two week review period will be required for each of the final two drafts for sign off.
- **Note:** Sign off will be required from ReLondon’s Board and Project Board on this deliverable and bidders should incorporate some flexibility within their proposed timeline to address any additional drafts required.
- **Project Board Meeting 2** to be held to outline methodology and analysis, and receive sign-off from Project Board members. Please note that feedback from this meeting will be used to inform and fine-tune the proposed approach. Consultants will be required to lead the preparation and delivery of this meeting with coordination and support from the project manager. This meeting is expected to take place in September 2022.
- **ReLondon Board Meeting 2** to be held to present key findings from the report and final methodology. This meeting is currently scheduled for 27 September 2022.
- Delivery of training session with ReLondon Staff on how to use methodology for existing and future projects.
- This stage is expected to be delivered within a two-month period. We anticipate a start date in July 2022.

Three main activities will be undertaken by the service provider to deliver this project:

a) Coordination with ReLondon’s project manager

This includes the kick-off meeting and weekly meetings to give an update on progress and discuss analysis, including any key decisions made on assumptions impacting the analysis, present findings and to plan Project Board and ReLondon Board meetings. The Project Board structure and composition will be introduced in the kick-off meeting as well as expectations around engagement and reporting.

Meetings with ReLondon’s project leads will be needed to discuss each project/programme. Contact information for ReLondon staff will be provided in the kick-off meeting and consultants will be responsible for setting up these meetings and liaising with staff throughout the project.

b) Delivery and preparation of Project Board meetings and ReLondon Board meetings

Two Project Board meetings (which will include representatives from ReLondon’s key stakeholders) are expected to be held for scrutiny of work and sign-off. All papers need to be shared a week in advance of each meeting.

Two ReLondon Board meetings will be held during the duration of the project. All papers need to be shared three weeks in advance of each Board meeting. Information on ReLondon’s Board members can be found here: <https://relondon.gov.uk/about-us>.

Consultants will be responsible for the secretariat elements of this project and are also expected to prepare materials and present at all Project Board meetings and ReLondon Board meetings, as well as follow up on any actions from these meetings.

c) Conducting analysis and delivery of Excel spreadsheet and report

This activity constitutes the most significant part of this assignment and should be designed and delivered in a way that will provide ReLondon with a clear, robust methodology that ReLondon can use to report progress on the organisation's contribution to reduced waste, reduced consumption-based emissions and increased recycling to ReLondon's Board. It will also need to provide ReLondon with the tools to improve future data collection on projects to support future impact assessments.

The end product will be a methodology for use by ReLondon colleagues (including an Excel spreadsheet with the analysis and details on how to use the spreadsheet), a final report, training sessions with ReLondon staff and presentations at two Project Board meetings and two ReLondon Board meetings.

6. Project engagement and deliverables

Project management

- a) A detailed project plan setting out key activities and tasks to be undertaken. This must include a risk plan and avoidance/mitigation measures.
- b) Participating in update meetings with the project team as required:
 - Virtual kick-off meeting – meet the project manager/director and agree the scope, detailed requirements, methods, and activity to be undertaken. Meeting minutes to be drafted, setting out the key outcomes, conclusions, and action points, including a detailed description of how the work will be delivered and the objectives met and a revised timetable for completion. The meeting is expected to be held in April 2022.
 - As a minimum, the bidder will undertake weekly progress reviews and project discussions with ReLondon's project manager in virtual meetings. The bidder will communicate transparently the progress of the work and the time and tasks required from ReLondon to work together with the bidder.
 - The bidder will undertake separate virtual meetings with ReLondon project leads across the project. The consultants will be responsible for all logistical, coordination and secretariat elements of these meetings.
 - Presentations at two Project Board meetings and two ReLondon Board meetings at stage 2 and stage 3 with ReLondon's key stakeholders.
 - Training session with ReLondon staff to run-through how to use the spreadsheet and explain the methodology.
 - Effectively respond to feedback from the project manager/director, Project Board, and ReLondon Board.

Deliverables

This project aims to create tailored impact assessment frameworks for each of the delivery areas, including Local Authority Support, Business and Sector Support (including Research), and Communications and Behaviour Change, as well as the five focus areas: Food, Plastics, Textiles, Electricals, and Built Environment. These frameworks will identify relevant indicators and will highlight progress towards ReLondon's identified aims and targets.

The project will aim to deliver the following:

- x1 Excel database of impact assessments for ReLondon's various projects over the 2020–2021 and 2021-2022 financial years' timeframe (subject to data and capacity limitations), with annotations incorporated within the spreadsheet, as well as forecasts of ReLondon's expected future impact.
- x1 methodological report providing background to approach, explaining how to use the Excel document, and providing recommendations for ReLondon staff on future data collection to measure future project impacts.
- x1 training session for ReLondon staff on the assessment methodology, reporting processes, and recommended data collection methods.
- x2 meetings with a Project Board.
- x2 ReLondon Board presentations.

All deliverables must be created using our internal report template, branded with ReLondon logos, and are the intellectual property of ReLondon. These will be provided at the kick-off meeting.

Key timelines

The total duration of the project is expected to run over a 6-month period with an indicative timeline as follow:

Project start	April 2022
Stage 1	April to May 2022
Kick-off meeting	Early April 2022
Stage 2	May to July 2022
Project Board meeting 1	June 2022
ReLondon Board meeting 1	30 June 2022
Stage 3	July to September 2022
Project Board meeting 2	September 2022
ReLondon Board meeting 2	27 September 2022

7. Budget

The total budget for this project is capped at **£40,000 including VAT and expenses**. The payment of the contract will be phased in several instalments upon completion of each project stage.

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 adjusted, as 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. Bidders should also incorporate some flexibility within their proposed timeline to address any additional report drafts required, following feedback from ReLondon's Project Board meetings and ReLondon Board meetings. This work is expected to be delivered within a 6-month period with a start date in April 2022.

Milestone	Date
Invitation to Tender issued	28 February 2022
Deadline for clarification questions	7 March 2022, 5.00pm
Clarification question responses returned by	14 March 2022
Tender submission deadline	21 March 2022, 5.00pm
Award of contract	4 April 2022
Inception Meeting	6 April 2022
Stage 1	April to May 2022
Stage 2	May to July 2022
Stage 3	July to September 2022

9. Interface/Contract management

The main points of liaison between the Service Provider and client will be Sarah Malone, Senior Advisor - Circular Economy Analytics and Knowledge (sarah.malone@relondon.gov.uk) and Rachel Singer, Circular Economy Research Assistant (rachel.singer@relondon.gov.uk) in ReLondon's Business Transformation and Sector Support team. Please see Section 12 for details of how to submit tenders and clarifications.

10. 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.

11. 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 the individual's experience, competence and capability and their role in the project (including predicted hours) and should be no more than 1 page.

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 also 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.

12. Submissions

Bidders are expected to submit a bid of 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). Bids are expected to outline, but are not limited to, the following:

Technical approach

- Describe their approach/methodology in supporting the ReLondon team with respect to the scope of work described above, including:
 - How bidders will approach assessing the impact of ReLondon's programmes/projects and how they will be measured against hard targets that relate to reduced waste, reduced consumption-based emissions, and increased recycling rates as well as their approach to producing forecasts should be included in their submission.
 - How bidders will approach potential challenges around data availability and propose future data collections for the programmes/projects should be included in their submission.
 - Bidders should outline how they will consider any impacts resulting from the COVID-19 pandemic within their assessment.
 - How bidders plan to engage and ensure buy-in with ReLondon staff and key stakeholders should be included in their submission.
 - Bidders should outline what is realistic within the timeframe and budget, while ensuring the research is also high quality, replicable, robust, and easy to use.

- Bidders should outline how they will communicate learnings through a methodological report and outline a plan for training/upskilling ReLondon staff on how to use the methodology.
- Highlight the key milestones of the proposed approach and turnaround times required for input:
 - Describe the inputs they will require from the ReLondon team prior to and during the assignment, including details on time usage, and the type of work and experience of the required individual.
 - Set out a detailed project plan including key activities and tasks to be undertaken. This must include a risk plan and avoidance/mitigation measures.

Suitability

- Detail 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.
 - Describe how they will measure the impact of final product(s) and any other means by which they will measure effectiveness.
 - Details/profile 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 (CVs should be in the Appendix).
 - Demonstrate their company's experience with examples of previous relevant projects. Please provide 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 your 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.

Financial proposal

A Pricing Schedule (suggested format below) giving day rates and anticipated number of days for nominated personnel and showing the anticipated total amount for the project. All quotes should be submitted in British pounds (£) and should include daily fees, any reimbursable transportation expense and VAT. A template for the outline of the financial proposal is provided below.

Bidders should split out costs for each element of the project as set out in section 5. Bidders should also set out estimated costs associated with the upkeep, skills, resources, and expertise needed to manage and maintain the methodology once created.

	No. of Days	Daily Rate (£)	Nominated Personnel	Travel Expenses associated to activity (£)	Total Cost per Activity (£)
Stage 1					
Planning, review of literature and existing ReLondon data.					
Stage 2					
Data collection and analysis.					
Stage 3					
Methodology review, report, training, and final presentations.					
Total Costs (£) excl VAT					
VAT (£)					
Total Costs incl. VAT (£)					

Any clarification questions must be submitted by email to tenders@relondon.gov.uk by 5pm on 7 March 2022. Bids must be submitted by email to tenders@relondon.gov.uk by 5pm on 21 March 2022. For both questions and bids, please use the reference "ReLondon Tender: 2021/22: 21 - Measuring ReLondon's impact and contribution to the circular economy".

13. 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.

14. 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 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.	10%
Methodology: a detailed description of how you would conduct the research to achieve the deliverables set out in Section 6. Quality and technical excellence of proposed methodology (including methodology development, how to approach lack of data availability, how you would engage with staff, how to build easy-to-use templates, how to communicate findings and train ReLondon staff).	40%
Experience, expertise, and fit of allocated personnel, their skills and technical capability. Examples of previous work done in this area. Details of how research will be quality checked.	30%
Total	100%

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

15. 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.

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

16. 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.