

## INVITATION TO TENDER

**November 2017/18 – 9**

### **Estate Inventories: Reference 2017/18 - 9**

#### **1. Overview**

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) ('the Customer') on behalf of the Resource London programme. The tender is for the provision of estate inventories to support the delivery of a flats initiative to boost recycling at a cross-section a London housing association's purpose built flat housing stock.

#### **2. Background to Resource London**

Resource London was established in 2015 as a jointly funded partnership between LWARB and WRAP to maximise the resources of both organisations for the benefit of London. 2017-18 will be the third year of the five year programme to 2020.

The aim of the programme is that by 2020, London will have more harmonised, consistent and efficient waste and recycling services that will:

- Reduce the city's waste footprint and reinvigorate recycling to make a significant contribution towards the Mayor's ambition for London to achieve 65% recycling by 2030; and
- Make a significant contribution towards England achieving its 50% household waste recycling target in 2020.

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

#### Flats Initiative

In 2017-18 Resource London established a new three-year, £1million flats initiative, to reinvigorate London's household recycling efforts for residents living in purpose built flats, specifically targeting housing estates and large blocks of social housing. The money is being used in a strategic and targeted way, working with boroughs and other key stakeholders to improve recycling performance from flats.

#### **3. Background to the requirement**

The UK has an obligation to recycle 50% of its waste by 2020 and the Mayor of London is setting a stretching target of 65% municipal waste (including commercial) recycling for the city by 2030. In 2015/16<sup>1</sup> London's household waste recycling rate was 32%. Whilst disappointing, it is indicative of the difficult financial conditions faced by local authorities in the face of rising population density including the prevalence of flats, (37% of London households are purpose built flats; due to rise to 46% by 2030) and burgeoning housing development in the capital (88% of new homes built 2017-2039 (1.89m hh) will be purpose built flats.

One of the greatest obstacles to delivering effective household recycling services in dense urban environments such as London, is the poor performance of communal recycling service provision to flats. Although considerable effort and a large amount of resources have been invested in trying to increase recycling in flats (in London as well as the rest of the country), this has delivered little demonstrable change. Importantly, there is still a lack of performance data and understanding of the effectiveness of various interventions.

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<sup>1</sup> the latest year for which audited Defra figures are available

Research by WRAP shows that well established flats recycling services yield c.50% less recycling than average low rise (houses) properties. Improving recycling performance in purpose built flats is complex and isn't just about the physical infrastructure provision of bins, bags etc. It is Resource London's assertion that improving participation in recycling services and engendering behaviour change amongst residents is likely to depend on a complex set of inter-related social and physical factors including user journey, community cohesion, residents feelings around ownership of the block and communal areas (incidence of ASB) etc. – as well as the physical infrastructure.

Resource London is seeking to understand these inter-contenting factors through a combination of ethnographic research and estate inventories.

#### 4. Flats Project

In order to increase recycling in existing purpose built flats, Resource London is developing a project with a London housing association with housing in 31 London boroughs. The project will test replicable (innovative and conventional) interventions on a cross-section of the housing association's estates to establish their success at increasing recycling and what these cost. The project is of national and regional importance with ministerial and mayoral interest. Outcomes will be used to develop a new approach to providing flats recycling services and inform waste policy.

The project will be managed in partnership with the housing association and eight target central London boroughs<sup>2</sup>, and overseen by a steering group of key stakeholders. The eight boroughs selected have been identified as having the greatest need, with recycling rates below 30%<sup>3</sup>, over 50% of the housing stock being purpose built flats<sup>4</sup> and a high ratio of residents within attitudinal segments 1 and 6<sup>5</sup>.

This is a two and half year project to March 2020, with the estate inventories and ethnographic research commencing in 2017 and the recycling interventions planned and rolling out from April 2018.

The flats project will operate in six phases; phase three in bold will be delivered by the successful Service Provider:

- Phase 1      A review of the housing associations internal corporate approach and mechanisms for promoting sustainable waste management and recycling. This will help the project understand where the responsibilities sit within housing associations and who is best placed to assist the project; potential engagement methods with residents; and how outcomes would be rolled out across the inventory.
- Phase 2      London-wide qualitative research with a strong ethnographic focus to 'get below the surface' of the barriers to recycling that are routinely reported by residents of flats to:
- fully understand the possibilities for change in recycling routines and behaviours from a resident-centred focus;

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<sup>2</sup> Camden, Hackney, Hammersmith and Fulham, Islington, Kensington and Chelsea, Lambeth, Tower Hamlets and Westminster.

<sup>3</sup> Defra 2015/16

<sup>4</sup> GLA, 2013

<sup>5</sup> 2016/17 WRAP and Resource London has conducted research which profiles householders' attitudes and behaviours to recycling. Two of the particularly challenging behaviours in urban areas are 'What's in it for me' (1) and 'Indifferent' (6) and are those residents that have the poorest recycling performance

- deliver novel insights on barriers to recycling in flats that can be used as the basis for devising practical interventions that are feasible for Resource London and its partners to deliver; and
- participate in a workshop with Resource London and its partners to translate insights from the research into a draft set of interventions to increase recycling by residents of purpose built flats.

**Phase 3 Inventories of estates on a site by site basis (estate inventories) to understand the physical, social and community context of recycling on the selected estates on individual estates.**

**Phase one - three are likely to run concurrently.**

- Phase 4 Work with the housing association, the local authorities and service providers to:
- deliver service improvements using conventional and innovative solutions; and
  - design and deliver monitoring and evaluation plans for each site to ensure that the best quality of data is collected.
- Phase 5 Produce a set of recommendations for the optimal interventions (cost v performance) to improve recycling in purpose built flats.
- Phase 6 Roll out recommendations to the housing association and other London housing portfolios.

**5. Estates Inventories – specified requirement**

The Service Provider will be required to work with the eight boroughs identified to deliver estate inventories. At this stage all boroughs have expressed an interest in the project with formal sign up anticipated by end of November.

Table one below shows the total number of the housing association’s estates within the eight boroughs. Resource London anticipates the inventories being conducted on all of the estates with 100+ households (hh), a proportion of those with 20-39 hh and 40-99 hh (see table one). Table one below demonstrates the spread of estates across the eight boroughs and should be used as a guide to price the tender. The final number of estates to be visited will be determined at the project inception meeting.

Table one: Total number of housing association estates with 20+ households

Households	20-39		40-99		100+		Totals	
	Estates	hh	Estates	hh	Estates	hh	Estates	hh
<b>Borough</b>								
<b>Camden</b>	2	56	1	50	2	612	5	718
<b>Hackney</b>	25	689	10	615	7	2081	42	3385
<b>Hammersmith and Fulham</b>	10	268	4	190	4	947	18	1405
<b>Islington</b>	11	322	8	425	7	2094	26	2841
<b>Kensington and Chelsea</b>	9	294	2	147	3	566	14	1007
<b>Lambeth</b>	4	131	9	525	3	783	16	1439
<b>Tower Hamlets</b>	11	333	8	450	10	1865	29	2648
<b>Westminster</b>	10	270	5	322	10	2807	25	3399
<b>Totals</b>	<b>82</b>	<b>2363</b>	<b>47</b>	<b>2724</b>	<b>46</b>	<b>11755</b>	<b>175</b>	<b>16842</b>
<b>Inventories to be conducted (estimate)</b>	<b>60</b>	<b>TBC</b>	<b>35</b>	<b>TBC</b>	<b>46</b>	<b>TBC</b>	<b>141</b>	<b>TBC</b>

The inventories will be delivered in two stages.

**Stage one:**

- Work with Resource London to develop an inventory methodology and survey form to be used for the inventories;
- Undertake inventories of estates on a site by site, borough by borough basis to understand the physical, social and community context of recycling on individual estates. Inventories should involve both the physical environment (including the waste services) and the social context (including communication and engagement channel);
- Produce a database of the findings for each borough, with recommendations for any immediate site improvements; and
- Design a simple estate classification system against which to classify each estate based on its physical layout. An example of an existing WRAP classification system can be found at page 35-37 of the following report:  
<http://www.wrap.org.uk/sites/files/wrap/WRAP%20Barriers%20Synthesis%20Full%20Report%20final%20121214%20PUBLISHED%20-%20PDF.pdf>.

**Stage two:**

- Work with Resource London and the housing association to short list the 10 estates to test a set of interventions and 2 control estates; and
- Prior to the interventions being rolled out, carry out interviews with caretakers and residents associations/representatives on each of the 10 case study estates to understand in more detail the social and physical environment of the estate and to inform intervention testing.

**6. Project outputs**

6.1 Attendance at a project inception meeting with Resource London and the boroughs on 6 December 2017 at 12:00 at Resource London's offices – 169 Union Street, London SE1 0LL. The first half of the meeting will provide an opportunity to discuss the overarching project management with Resource London. This will be followed by a meeting with the boroughs to go through proposed methodology; outputs and timelines; and estate information. The Service Provider is to take notes of the meeting and provide them to Resource London within five working days of the meeting.

6.2 Throughout the project the Service Provider shall provide regular project updates by email, telephone or in person (whichever is appropriate at the time of the project) to the Resource London project manager and the borough lead project officer. This will be agreed at the inception meeting.

**Stage one:**

6.3 Develop a survey methodology and form to be used for the inventories, which will be agreed with Resource London prior to commencement of the site visits and desktop research.

6.4 Conduct estate inventories at a selection of the housing association's estates in eight boroughs as set out in Table one. At this stage it is unknown if all eight boroughs will definitely participate (although early discussions indicate they will), but please cost as if all eight are participating. Information to be gathered for each site should include an annotated block plan of each estate (electronic version) and include but not limited to the information below.

6.4.1 Gather relevant desktop research including that from the housing association and the relevant borough on the chosen estates, pertinent to influencing the performance of recycling at that estate. For example, any known antisocial behaviour; whether

- any bins have been previously removed or major service interruptions; what site improvements/changes have taken place; and when the residents were last communicated to about their waste management services;
- 6.4.2 Existing waste and recycling service provision including bulky waste to include: location of the bins including existing number, size and type of bins (recycling and residual) at each location on each estate;
  - 6.4.3 A condition report on each bin and each site including (but not limited to) bin or site signage; lids; locks; wheels; cleanliness of bins and site;
  - 6.4.4 General condition and maintenance of the estate;
  - 6.4.5 Vehicle access onto the estate and to the bin site(s);
  - 6.4.6 Walking lines onto and around the estate – keeping in mind a residents’ natural journey out of the estate from the entrance/exit of the block of flats, in relation to where the bins are located. Things to consider include where the nearest bus stop is, the nearest main road, the nearest shops etc.;
  - 6.4.7 Internal and external walkways;
  - 6.4.8 Block details such as number of properties per block; whether there is a chute for refuse; block access and how many floors;
  - 6.4.9 Assess and map potential locations for new bin areas if appropriate (or for relocating existing bins areas) taking into account the above gathered information;
  - 6.4.10 Existing engagement channels including residents’ associations, residents social media groups (e.g. estate Facebook page or Twitter account), the housing provider’s regular comms channels (newsletters, walkabout), as well as mapping existing notice boards and potential alternative space for signage/posters;
  - 6.4.11 Photos should be taken at each location of the existing site as well as potential areas on the estates for bins to be relocated (or additional sites provided – 6.2.9), which should be clearly referenced; and
  - 6.4.12 Resource London is also open to bidder’s recommendations on additional parameters which they feel suitable as part of this exercise.
- 6.5 Develop a simple classification system for the estates (to be agreed with Resource London) which best describes the physical layout of the estate e.g. high rise, medium rise courtyard.
- 6.6 Produce an electronic database of all estate, containing the information gathered in 6.4 that can be filtered by borough, estate type (as per classification in 6.5), waste type etc. This should include a master copy with all estates as well as separated out for each borough. The database should be in a format that is easy to use. The database should also include recommendations for basic improvements to increase recycling on each estate (level of detail to be discussed at project inception meeting – likely to be relocating, improving bin condition etc. and not major interventions). Please include a total of three days of consultants’ time to discuss the inventory findings with the boroughs. All meetings will be held at Resource London’s offices.

### **Stage two**

- 6.4 Attend a workshop/meeting to shortlist the estates to take forward to phase 4 of the flats project with Resource London, the housing association and boroughs. This is likely to be 10 case study estates plus two control estates.
- 6.5 For the chosen 12 estates, carry out interviews with caretakers and tenants associations/representatives to pull out key issues on that estate. At this stage it is not known how many interviews are required. Please see Submissions (10) for how to cost it for the purpose of submitting your tender. Key discussion points and findings for each interview should be provided in advance of the intervention workshop (6.6).
- 6.6 Prepare content for and attend an intervention development workshop with Resource London and its partners to discuss the findings gathered from the inventories and

interviews and co-design an initial set of inventories to increase participation in recycling in the case study estates. The results of the ethnographic research will be presented.

## 7. Timetable

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.

<b>Milestone</b>	<b>Date</b>
Invitation to Tender issued	8 November 2017
Deadline for clarification questions	15 November 2017
<b>Tender return deadline</b>	<b>09:00 29 November 2017</b>
Contract awarded	4 December 2017
Inception meeting	12:00 6 December 2017
Inventories to be completed by	End of January 2018
Provision of databases	5 February 2018
Meeting to discuss main findings	w/c 5 February 2018
Caretaker/TMO interviews	February 2018
Attendance at intervention development workshop	Mid March 2018
Provision of final report (if required)	31 <sup>st</sup> March 2018

## 7. Interface/ Contract management

The main points of liaison between the Service Provider and the Customer will be Gemma Scott, Local Authority Support Manager - Flats.

## 8. 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.

## 9. Delivery Personnel

Resource London 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 Key Personnel as part of their submission. The CV shall demonstrate the individual's experience, competence and capability and their proposed role in this project and should be no more than three pages.

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 Resource London, the housing association or the boroughs.

Resource London may at its discretion request that the Service Provider remove and replace any Key Personnel from the service that Resource London, the housing association or the

participating boroughs consider in any respect unsatisfactory in the delivery and performance of the contract. Resource London shall not be liable for the cost of replacing any Key Personnel.

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.

## 10. 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 6 above. To include examples of relevant project experience, in particular delivering flats inventories for local authorities and interviewing key stakeholders. **Maximum 12 sides of A4** (excluding project experience and CVs which can be included as an Appendix). The tender should include:
  - A methodology for Stage One including what aspects to be considered for the inventories, how you would complete them, database to be produced and development of a simple estate classification system; and
  - A methodology for Stage Two.
- Details of the personnel comprising the Delivery Team, including CVs (no more than one side per person) and a description of their role in delivering the contract. Please indicate if you intend to recruit temps to assist with the site inventories, how you intend to recruit and manage them and anticipated timescales for recruitment.
- A Pricing Schedule giving day rates and anticipated number of days for nominated personnel (see Appendix 1) to **include VAT and expenses** taking into account the following:
  - For the purpose of comparing the cost between each tenderer of delivering the flats inventories, please include a cost to deliver inventories for the number indicated in section 5, table 1. The final number to be visited will be agreed at the inception meeting. If it is to be less than quoted, LWARB will require you to issue an amended Pricing Schedule.
  - For the purpose of comparing the cost of interviewing caretakers and TMOs, please include the cost of interviewing one caretaker and one TMO representative for each of the 12 case study estates. Include separately within your submission a pricing schedule for each additional caretakers and TMOs representative.

Bids must be submitted by **09:00 (9 a.m.)** on **29 November 2017** with the reference “LWARB tender: 2017/18 - 9” to [info@lwarb.gov.uk](mailto:info@lwarb.gov.uk)

NB Clarification questions should be sent to [info@lwarb.gov.uk](mailto:info@lwarb.gov.uk) by 12:00 midday on 15 November 2017.

## 11. Contract

The contract will be let by the London Waste & Recycling Board, as the contracting organisation.

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:

<b>SUBSISTENCE</b>	
Hotel accommodation	Value for money must be sought at all times. Cost should not exceed £200 per night in Greater London and £175 per night elsewhere. Extras such as newspapers, minibar costs and entertainments will not be reimbursed.  Prior approval should always be sought before hotel stays are booked.
<b>TRAVEL</b>	Actual costs incurred only may be claimed.
Public Transport (Train, tube, tram, bus, light rail)	Rail travel must be standard class. Upgrades to First Class travel may be paid personally but are not reclaimable.
Taxis	Taxis are only to be used in exceptional circumstances when other public transport is unavailable or impractical Actual costs only may be claimed.
Mileage	You can only use your car where reasonable public transport is not available and you have a valid business insurance cover. HMRC approved rates are applied

*\*additional expenses to be agreed with Resource London prior to being incurred.*

## 12. Evaluation

Resource London 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 both Resource London and borough representatives by looking at the following criteria:

<b>Evaluation criteria</b>	<b>Weighting</b>
Total price as provided in the pricing schedule <sup>6</sup>	30%
Methodology, including a demonstration of the understanding of the project objectives and requirements; an approach and timeline that will deliver.	30%
Authority of allocated personnel, their skills and technical capability. The named personnel will be expected to demonstrate recent experience of delivering flats inventories (including managing the on the ground teams) and working on projects to improve recycling at flats.	30%
Project and stakeholder management. Experience of managing a project with multiple stakeholders across a large geographical area.	10%

<sup>6</sup> This will be assessed by deviation from the lowest compliant tender

Scoring	Description
0 = Non-compliant	The response provided insufficient information such that it was not possible to make an assessment of the suppliers' understanding of the Project or demonstration of meeting the requirements. <b>Tender may be rejected</b>
10 = unacceptable	The response demonstrated no real understanding of the Project AND/OR raised very strong concerns about the suppliers' ability of meeting the requirements. <b>Tender may be rejected</b>
20 = Very poor	The response demonstrated very limited understanding of the Project and/or has a very poor alignment with the requirements AND/OR raised strong concerns about the tenderers understanding and demonstration of meeting the Project requirements. <b>Tender may be rejected</b>
30 = Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirements but contains insufficient/limited detail or explanation to demonstrate how the requirements will be fulfilled. <b>Tender may be rejected</b>
40 = Acceptable	The response demonstrated an acceptable understanding of the Project AND although it may have raised some queries, there are no notable concerns about the suppliers understanding of and ability to meet the Project requirements.
50 = Good	The response demonstrated a good understanding of the Project and aligns well with the requirements AND it demonstrated no notable concerns about the suppliers understanding of and ability to meet the requirements.
60 = Very Good	The response is relevant and very good. It is well detailed, demonstrates a full understanding of the Project and provides significant details on how the requirements will be fulfilled.
70 = Outstanding	The response demonstrates an outstanding understanding of WRAP's requirements and of meeting them in full

Responses will be evaluated based on written submissions, but in the event of a high response rate and numerous submissions, a shortlist of two or three Service Providers will be drawn up and presentations required. These presentations will not ask for any additional development, but rather a face-to-face presentation of your submission.

### 13. Acceptance of bids

In issuing this invitation to bid, LWARB, acting on behalf of the Resource London programme, 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.

Officers working on the Resource London programme 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.

### 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.

## Appendix One Pricing Schedule

### Specification for the provision of consultancy services Ref 2017/18 - 09

An example breakdown table is shown below. Whilst this format is not mandatory, the breakdown you provide should include at least this information. Provide the breakdown as a separate Excel spreadsheet file in addition to a static form in your main tender document.

<b>Role:</b>	Project Director	Project Manager	Senior Consultant	Consultant	Junior Consultant	<b>Total days</b>	<b>Total cost</b>
<b>Name:</b>	Joe Bloggs	John Smith	Name	Name	Name		
<b>Day rate (incl VAT):</b>					£420		
<b>Task</b>	£850	£720	£650	£520			
<u>Project Management</u>							
Initiation meeting	1	1				<b>2</b>	<b>£1,570</b>
Monthly progress reports		20				<b>20</b>	<b>£14,400</b>
Quarterly meetings	6	6				<b>12</b>	<b>£9,420</b>
<u>Task 1 – Scoping</u>							
Develop delivery plan			3			<b>3</b>	<b>£1,950</b>
....						<b>0</b>	
<b>Total days</b>	<b>7</b>	<b>27</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>37</b>	
<b>Total Fees</b>	<b>£5,950</b>	<b>£19,440</b>	<b>£1,950</b>	<b>£0</b>	<b>£0</b>		<b>£27,340</b>
						<b>Expenses incl. VAT</b>	<b>£0</b>

**Please ensure all day rates are inclusive of VAT and inclusive of travel costs to and within Greater London.**

Bidders should provide their best estimate of total price to deliver the specification outlined in 3 and 4 based on the day rate and days input for each of the nominated personnel.