

INVITATION TO TENDER

05 April 2019

Contamination hit squad: Reference 2019/20 - 01

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 consultancy services ('the Service Provider') to supply and manage a team of dedicated contamination officers for a pilot in London.

2. Background to Resource London

Resource London is the jointly funded partnership programme created by [LWARB](#) and [WRAP](#). It is a support programme for London waste authorities, helping them to achieve recycling targets set by the Mayor of London and national government. It maximises the resources of both organisations for the benefit of London.

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

- 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;
- make an effective contribution to the Mayor of London's CO₂ emissions performance standard; and
- can 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](#).

3. Background to the requirement

Contamination in the domestic dry recycling stream is one of the most common issues London local authorities face with their household recycling collection services, affecting both budgets and performance. Improving the quality of dry recycling is critical not only in terms of increasing recycling rates, but also for authorities to deliver efficient and cost-effective services. With all London authorities providing some form of co-mingled recycling and recent changes to available export markets, the quality of material that is sent for recycling is acutely important.

Resource London's research in 2017/18 with London authorities found that the most effective way to tackle contamination at the kerbside is through a structured and targeted feedback loop to individual offending households. However, resourcing this at an individual authority level is not a high priority due to pressures from competing budgets.

Resource London wishes to establish proof of concept and feasibility of a shared London officer resource to tackle contamination in kerbside domestic recycling collections, through the delivery of targeted feedback to households.

This project is being developed in partnership with the London Environment Directors Network (LEDNet).

4. Project outline

Resource London, working with four pilot London authorities (to be confirmed), requires a Service Provider to centrally manage a team of contamination officers to improve the quality of material collected at the kerbside. The team will deliver the pilot authorities' contamination policy, which will include a targeted feedback mechanism to residents. The contamination officers will work intensively in locations (alongside collection crews) with the highest contamination, (specific rounds and/or wards identified by the authority) to deliver this policy.

Methodology

Resource London proposes to work with four pilot authorities (with different collection systems¹; different demographics; inner and outer authorities; and in-house and outsourced collections, if possible). The project will be guided by a steering group comprising Resource London, the pilot authorities, LEDNet and the GLA (other bodies may be brought in if appropriate²). Resource London will supply and manage (through a successful Service Provider) a team of dedicated operational contamination officers, a 'contamination hit squad'.

- a. In the first instance, each participating authority will work with Resource London to review its existing contamination policy and communications.
- b. Each pilot authority will then work with Resource London to identify³ a kerbside round on each collection day with the high levels of contamination. These rounds will then be sampled for a period of three consecutive collection opportunities to set the baseline contamination level.
- c. The Service Provider will then manage delivering the contamination policy (inspections and feedback mechanism) in the identified rounds, reporting back to the Resource London project manager. It is envisaged this will be operated by two contamination officers, operating concurrently in two pilot boroughs. NB the Servicer Provider is not required to input in 4a and 4b.

Operating the feedback mechanism

Contamination officers will inspect recycling containers ahead of the crew on the identified rounds, lifting recycling bin lids (or looking in bags) to check for contamination. The level of contamination for a container to be rejected will be agreed with each individual authority. The officers will then tag or sticker the contaminated container to identify it to the recycling collection crew, to ensure they are not then emptied by the recycling crew⁴. The contamination officers will record the addresses with contaminated recycling containers and identify what the contamination is on a web-based system, which will communicate with the call centre's CRM system in real time. Therefore, if a resident called to complain their recycling bin had not been collected, the call centre staff would have a record of why and not record it as a missed collection.

It is envisaged that two contamination officers are required per round, as rounds in London often have two loaders and a driver and move quickly down a street. (The officers would not be able to start much earlier than the crews, as many crews leave the depot at 6.30 a.m.) It will be crucial to the success of the project to ensure that the contamination officers remain ahead of the crews to inspect unemptied containers prior to collection.

¹ This relates to co-mingled/twin stream; receptacles and frequency

² External funders will be invited to send a representative to sit on the board

³ The rounds with high levels of contamination will be identified using MRF sampling and crew feedback.

⁴ The recycling bin would then either be emptied by the residual crews or left for the resident to remove the contamination, depending on the council policy.

After completing the container tagging/stickering, the contamination officers will then be responsible for the back-office administration of sending out letters⁵, unless the participating authority has a system already in place, that is demonstrated to be efficient. It is anticipated that the administration will be done at the end of each day, to ensure the household receives a feedback letter ASAP.

After a period of four consecutive collections, the contamination officers will move onto the other two pilot authorities, (again, working concurrently) where they will undertake the same activity for the same time period. This methodology may need to be adjusted for fortnightly recycling collections.

It is anticipated that each of the identified rounds will be monitored 12 times (3x4-week periods) within a six-month period (as per the project timetable in section 5) by working in four-week blocks in each borough.

The proposed feedback mechanism to contaminators would be as follows⁶:

1. First incident of contaminating (*stage one*) – the receptacle is tagged/stickered, and the property recorded. The container is left behind and is either emptied by the refuse crew or left until the next collection cycle⁷.
2. Second incident of contaminating (*stage two*) – repetition of stage one plus a follow up letter is sent informing the household what contaminant was found in their container, with a collections leaflet as a reminder of what to recycle.
3. Third incident of contaminating (*stage three*) – repetition of stage one plus stronger worded follow up letter is sent warning the householder that their bin could be removed if they consistently contaminate. Where possible, the stage three letters will be followed up with a visit by the contamination officer to discuss contamination face to face with the householder.
4. Fourth incident of contaminating (*stage four*)– recycling bin removed

5. Project timetable

Below is the project timetable Resource London is working towards. NB this is only indicative and can be flexible, as long as the project is wrapped up before the end of the financial year 2019/20:

Month (2019/20)	Action	Outcome
April	Recruit authorities and tender for contamination officer team	Authorities recruited; tender out
May	Evaluate tenders and employ Service Provider. Work with authorities to identify problem rounds and review contamination policy. Pre-project sampling carried out for all four boroughs.	Rounds chosen; contamination policy signed off; pre-project sampling started; Service Provider recruited.
June	Pre-sampling completed. Authorities one and two begin contamination monitoring	Baseline contamination level set; contamination monitoring carried out
July	Move to authorities three and four	Baseline contamination level set; Contamination monitoring carried out

⁵ Participating authorities will be asked to provide office space/computer/equipment etc for the officers to work.

⁶ This forms part of the contamination policy and will be signed off at a senior level

⁷ Depending on the council's contamination policy

August	Back to authorities one and two	Contamination monitoring carried out
September	Back to authorities three and four	Contamination monitoring carried out
October	Back to authorities one and two	Complete contamination monitoring
November	Back to authorities three and four Post monitoring authority one and two	Complete contamination monitoring; post-sampling conducted
December	Post monitoring – authority three and four Draft report	post-sampling conducted
January	Finalise report	Final report delivered
February	Analyse results and conclusions	Decide next steps

6. The specified requirement

A Service Provider is required to work with four London authorities to deliver Resource London's contamination improvement project as described in section 4 above, adhering to the project timetable in section 5. Specifically, the Service Provider is expected to do the following:

6.1 Recruitment and day to day management of a team of contamination officers. This includes (but not limited to): any HR requirements; providing cover if there is any illness; appropriate training; and provision of mobile phones and relevant PPE. NB The Service Provider is to include proposed contingency for illness and holidays.

6.2 The contamination officers will work in pairs in two London boroughs, simultaneously. The officers will be expected to work five days per week (Monday – Friday), on one round per day, checking for contamination, delivering tags/stickers and recording the address and contamination type of each offending household, as described in section 4.

6.3 The officers will be responsible for all administration related to contacting offending households by letter, unless the authority has the back office already set up to do this. Please cost as if the service provider will be delivering this.

6.4 After a period of four collection cycles, the two teams of contamination officers will move to the next London authorities. This will repeat until each target round has been monitored three times.

6.5 If a household contaminates on three separate occasions over this time period, the contamination officers should visit the offending household to speak to them about the importance of recycling correctly and ascertain if there are any underlying issues. Exact detail to be agreed between Resource London, the authority and the Service Provider.

6.6 A final report to be submitted to Resource London containing detail of the activity delivered on the ground including:

- i. Time spent to monitor each round;
- ii. Time spent dealing with administrating resident letters;
- iii. The number of contamination tags/stickers distributed per round, per day for each borough;
- iv. The number of each stage of letter sent for each round;
- v. The number of visits to households conducted by the contamination officers and subsequent impact of visits;
- vi. Feedback from the contamination officers on what worked well and what did not work so well;
- vii. Recommendations as a result of findings from the activity.

NB The service provider will be expected to work with a steering group (recruited by Resource London) including local authority officers (and representatives from LEDNET, the GLA and other external funders) who will support the development and delivery of the project.

7 The project deliverables are:

7.1 Attendance at a project inception meeting with Resource London on Monday 10 May 2019 10:00-12:30 at LWARB's office at 69 Wilson Street. London EC2A 2BB. This meeting will provide an opportunity to discuss the proposed methodology; outputs; agree timelines; project management; as well as the steering group.

NB: The Service Provider is to take notes of the meeting and provide them to Resource London within five working days of the above meeting.

7.2 Recruit and manage a team of contamination officers.

7.3 Run a training session for the contamination officers, with Resource London in LWARB's offices on project aims and objectives; health and safety; practicalities etc. (to be discussed and agreed with the Resource London project manager).

7.4 Attendance at project initiation meetings with each local authority, with the relevant contamination officers.

7.5 Attendance at steering group meetings. Number to be confirmed. For the purpose of evaluation, please cost for attending three meetings and include the day rate for attending further meetings.

7.6 Delivery of contamination policy in four London boroughs for a period of six months, visiting the target rounds 12 times in total.

- 7.6.1 Monitoring of containers:
- 7.6.2 Distributing contamination tags/stickers;
- 7.6.3 Recording addresses;
- 7.6.4 Sending feedback letters;
- 7.6.5 Potential household visits

7.7 Production of a project report containing feedback as outlined in 6.5

7.8 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) with the Resource London project officer. This will be agreed at the inception meeting.

8 Timetable

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

Milestone	Date
Invitation to Tender issued	By 05/04/19
Deadline for clarification questions	Midday 18/04/19

Tender return deadline	09:00 Monday 29 April 2019
Inception meeting	10:00-12:30 Friday 10 May 2019

9 Interface/ Contract management

The main point of liaison between the Service Provider and the Customer will be Beverley Simonson, Local Authority Support Manager, Resource London.

Beverley.Simonson@lwarb.gov.uk / 07732 681833

All clarification questions should be sent to info@lwarb.gov.uk – by midday 18 April 2019

10 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.

11 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 specific role in the project and should be no more than 3 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 LWARB.

Resource London officers may at its discretion request that the Service Provider remove and replace any Key Personnel from the service that Resource London considers in any respect unsatisfactory in the delivery and performance of the contract. LWARB 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.

12 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 project timeline indicated in 5 above. To include examples of relevant project experience: in particular recruiting and managing field staff and working with multiple stakeholders. **Maximum 10 sides of A4** (excluding project experience and CVs which can be included as an Appendix).
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than 3 pages) and a description of their role in delivering the contract. We

understand that it may not be possible at this time to provide CVs of the contamination staff.

- A Pricing Schedule giving day rates⁸ and anticipated number of days for nominated personnel (see Appendix 1) to **include VAT and expenses**.

Bids must be submitted by 09:00 on Monday 29 April 2019 with the reference “LWARB tender: 2019/20– 01” to info@lwarb.gov.uk

13 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:

SUBSISTENCE	
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.
TRAVEL	
Public Transport (Train, tube, tram, bus, light rail)	Actual costs incurred only may be claimed. 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 LWARB prior to being incurred.*

14 Evaluation

LWARB 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 officers and a local authority officer by looking at the following criteria:

⁸ At a minimum staff are expected to be paid the London Living Wage.

Evaluation criteria	Weighting
Price ⁹	30%
Methodology - including a demonstration of the understanding of the project objectives and requirements; an approach and timeline that will deliver	20%
Proposed methodology to recruit, manage and train the contamination officers, including health and safety.	20%
Authority of allocated personnel, their skills and technical capability including that of managing field staff.	20%
Approach to project management, including evidence of managing multiple stakeholders	10%

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

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.

15 Acceptance of bids

In issuing this invitation to bid, LWARB 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.

LWARB 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.

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.

⁹ This will be assessed by deviation from the lowest compliant tender

Appendix One Pricing Schedule

Specification for the provision of consultancy services Ref 2019/20 - 01

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.

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

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 the tender based on the day rate and days input for each of the nominated personnel.