

NORTH LONDON WASTE AUTHORITY

REPORT TITLE:

Appointment of an agency to deliver a communications campaign on household recycling in north London – recommendation for contract award

REPORT OF:

MANAGING DIRECTOR

FOR SUBMISSION TO:

AUTHORITY MEETING

DATE:

17 June 2016

SUMMARY OF REPORT:

This report provides an update on further progress regarding the Authority's procurement of a communications agency to develop and deliver a Communications Campaign on Household Recycling (previously known as the joint communications campaign) as approved at the February 2015 Authority meeting and recommends the award of the contract to deliver the communications campaign on household recycling as set out in the Part 2 report.

RECOMMENDATION:

That Members approve the award of the contract to Bidder C under the terms of a single supplier Framework Agreement as detailed in Section 5.2 of this report; for a period of two years and nine months from 11 July 2016 to 31 March 2019; with a total contract value of circa £915,000.

SIGNED:

Managing Director



DATE: 7 June 2016

1.0 BACKGROUND

- 1.1 The Joint Recycling Communications Campaign (now known as the Communications Campaign on Household Recycling) was launched in 2012 to address low recycling performance across the NLWA area. The total recycling rate that the Authority reports consists of the tonnage of household waste that is reused, the tonnage of household green garden and food waste composted and the tonnage dry materials recycled. The current recycling level for dry recycling across the area, which would form the focus of the campaign, is 23% (2014/15) forming part of the overall level of 33% for recycling in the same year. The target for 2020 is a 50% recycling rate, and the target for 2015 which was not achieved was 45%.
- 1.2 In February 2015 Members approved proposals to extend the Communications Campaign on Household Recycling (the Campaign) to a three year programme of activity to be delivered by the Authority from 2015/16 to 2017/18. Members also approved plans for the procurement of an agency to deliver a high level campaign, subject to soft market testing.
- 1.3 Authority was delegated to the Managing Director, in consultation with the Chair and Vice Chairs, to carry out a procurement exercise to appoint a consumer creative agency to develop a high level communications campaign, taking account of the results of soft market testing for the service.
- 1.4 At the February 2016 Authority meeting a report on the progress of the procurement noted a delay to the procurement due to a review of proposals for a pan-London recycling communication campaign and consequent transfer of the 2015/16 budget for the north London campaign into 2016/17 as also previously reported in December 2015. As a result of the extended procurement period and budget transfer, the February 2016 report on the consumer creative agency procurement also noted that the proposed campaign would now be delivered between 2016 and 2019 rather than from 2015 to 2018 as originally agreed (with an anticipated contract commencement in July 2016).
- 1.5 This report provides details of the outcome of the procurement exercise to appoint a consumer creative agency to develop and deliver a communications campaign on household recycling in north London and as reported in February 2016 seeks approval for the award of the contract to the tenderer awarded the highest number of marks in the procurement in accordance with the scores set out in the Part 2 report.

2.0 PROCUREMENT PROCESS

- 2.1 Following the February Authority meeting, the Authority published a notice in the Official Journal of the European Union (Ref: 2016/S 032-051115) on 12 February 2016, inviting tenders for the provision of services for a communications campaign on household recycling in north London. Before the tender was advertised soft market testing had been conducted following research by the Authority's procurement advisers Ricardo Energy and Environment (Ricardo AEA). A report of the soft market testing was made available to all Candidates for the contract on the Authority's website procurement section <http://www.nlwa.gov.uk/procurement>

THE BRIEF

- 2.2 The brief was for the successful Tenderer to develop and deliver an innovative, high level and inspirational behaviour change campaign to promote household recycling in north London and to motivate residents to recycle more. The successful Tenderer is expected to deliver all the activities for the campaign from concept development and testing to delivery (including any media buying) within the campaign budget, in order to effectively apply their ideas to the right marketing channels, to reach the target audience.
- 2.3 The successful Tenderer is further expected to monitor the impact of the campaign and provide the Authority with regular progress reports and a measurable campaign recognition at the end of year one. The anticipated contract start is 11/07/16 and the contract end on 31/03/19.

THE PROCUREMENT PROCEDURE

- 2.4 The Authority is seeking to appoint an Agency under the terms of a single supplier Framework Agreement. Because the value of the proposed contract is above the EU threshold for Public Services Contracts under the Public Contracts Regulations 2015 which is currently £164,176 the procurement was carried out under the OJEU process. The procurement was conducted in accordance with the restricted procedure under Directive 2014/24/EU as implemented by the UK Public Contracts Regulations 2015 (as amended) ("PCR 2015").
- 2.5 As a result of this process, there were two stages to the procurement;
- A Pre-Qualification Questionnaire (PQQ) stage which used the Crown Commercial Service (CCS) questionnaire for selecting suitable candidates.

- An Invitation to Tender stage during which all those who passed the PQQ were invited to tender. This stage also included a presentation by all those who successfully submitted a completed ITT.

2.6 All documents were made available from 12 February 2016 on the Authority's website: <http://www.nlwa.gov.uk/procurement/communications-campaign-services> with the exception of supplementary information, i.e. non-confidential responses to candidates' questions at the PQQ stage which were provided in the form of weekly Bidder Circulars uploaded throughout the PQQ stage.

CAMPAIGN ADVISER SUPPORT

2.7 Following a separate procurement process the Authority had also appointed external campaign adviser Ricardo-AEA in April 2015 to provide market and procurement advice in order to attract a sufficient number of suitable consumer creative agencies to bid for the work of developing the campaign (as noted in paragraph 2.2 above). Ricardo-AEA had assisted in supporting the Authority to carry out the soft market testing exercise prior to the procurement for the Campaign commencing and they continued to provide procurement advice throughout the procurement process.

3.0 NUMBER OF SUBMISSIONS

- 3.1 Nineteen (19) organisations expressed an interest, of which:
- 14 met the pre-qualification requirements and were invited to tender.
 - Five failed to meet the pre-qualification requirements.

Of the 14 invited to tender, three (3) organisations subsequently withdrew during the procurement process and two (2) organisations did not submit a tender, leaving nine organisations who submitted tenders. Of the nine submissions received, one was disqualified for not meeting the tender submission deadline. Accordingly eight tenders were evaluated using the evaluation criteria set out in Appendix 1. All the tenderers certified as to their eligibility to tender and signed the anti-collusion certificates.

4.0 ITT EVALUATION AND OUTCOME

- 4.1 The evaluation team for both the written evaluation and moderating presentations comprised the:
- NLWA Senior Communications Officer (Chair)
 - NLWA Communications Manager
 - NLWA External Relations Manager

- London Borough of Hackney Strategic Communications Advisor
- London Borough of Camden Communications Manager
- Ricardo AEA Communications and Engagement Manager

4.2 The involvement of borough officers during the interview/assessment process is in line with the process reported in the February 2015 Authority report at which a three year programme of recycling communications activity was agreed.

CLARIFICATION QUESTIONS

4.3 During the course of the tender evaluation the Authority issued 44 non-confidential clarifications which were made available to all Tenderers. All clarification questions were answered in writing by emailing a Bidder Circular to those invited to tender. Circulars were issued on 20 April, 27 April, 19 May and 23 May.

TENDER SUBMISSIONS

4.4 Tenderers were asked to supply five method statements detailing their approach to developing and delivering a recycling communications campaign for north London as set out in Schedule 3 of the 'Invitation to Tender' (enclosed in Appendix 2) and associated documentation, which should clearly show how they met the Campaign Specification.

PRESENTATIONS

4.5 Tenders were evaluated on the basis of their method statements in accordance with the evaluation criteria contained in the evaluation framework, which provided for a 30:70 cost:quality weighting ratios. Scores were moderated following a presentation. All eight tenderers were invited to give a 25 minute presentation which was held on 24 or 25 May.

4.6 The presentation was on three Method Statements namely:

- a. Their approach to developing a consumer proposition for motivating residents to recycle (Method Statement 1).
- b. A summary of their communications strategy (Method Statement 2).
- c. Their approach to reaching and influencing the target audience (Method Statement 3).

4.7 Tenderers were asked to bring along creative examples showing the experience of the staff to be utilised for the contract, in delivering behaviour change campaigns.

- 4.8 The presentation was used to moderate the marks for Method Statement 1, Method Statement 2 and Method Statement 3, and therefore became part of the overall Quality score. The evaluation panel used the same evaluation criteria as set out in Schedule 2 of the I.T.T to moderate the evaluation scores in relation to each of the three method statements by up to 10% of the total marks awarded on each method statement up or down.
- 4.9 The presentation was evaluated by the Authority's evaluation panel set out in section 4.1 of this report. Tender scores comprising of the quality and cost scores are summarised in Part 2 of this report and Table 1 below provides a summary of the total evaluation marks for each Tenderer.

Table 1. Summary of Tenderers' Evaluation Marks

Tenderer	Total	Ranking
	(0/200)	
Bidder C	143.1	1
Bidder A	129.2	2
Bidder E	127.6	3
Bidder F	126.2	4
Bidder G	125.9	5
Bidder B	98.4	6
Bidder H	92.6	7
Bidder D	65.6	8

- 4.10 It is recommended that the Authority approves the award of the contract for the delivery of communications campaign on household recycling in north London to Bidder C as the tender is considered to be the most economically advantageous tender in accordance with the award criteria.

5. NEXT STEPS

- 5.1 If the recommendation in this report is approved, a 10 day standstill period will be observed in accordance with the requirements of PCR 2015. A contract award notice will also be published on the OJEU within 30 days of the contract award. A similar notice will be published on Contracts Finder in accordance with the PCR 2015.
- 5.2 The Framework Agreement for this contract will be for a term of two years and nine months, commencing July 2016 and expiring 31 March 2019. The first year will run from July 2016 until 31 March 2017. Each year after the first will run from 1 April to 31 March. Orders will be placed by the Authority in accordance with the terms of the Framework Agreement such that the contractor will deliver outputs against a series of work orders and will be paid in line with the same.
- 5.3 A three year budget of circa £915,000 has been approved, which will be considered annually. A budget of £305,000, exclusive of VAT has been approved for 2016/17 (with expenditure from July 2016 to 31 March 2017). A budget review will take place after the first nine months of the contract (end of March 2017) and a subsequent review at the end of year two (end of March 2018).

MARKET TESTING

- 5.4 The first task will be an inception meeting and development of the campaign concepts for consumer testing. It is a requirement set out in the specification that the successful Agency market-tests the likely impact of their proposals with residents prior to Campaign commencement. This testing must be sufficiently robust as to provide confidence to the Authority that the Campaign will be effective. Any concept testing required is to be paid for within the Campaign budget and be carried out by an independent market research agency.
- 5.5 Testing is to be completed by the end of September. Accordingly there is an opportunity for the draft results of the testing to be brought forward to the September Members' Recycling Working Group meeting for noting prior to Campaign commencement. (Given the Authority report deadlines the research will not be completed in time for an Authority report to be produced about the research).

MEETING WITH BOROUGH OFFICERS

- 5.6 The February 2015 report on the communications campaign also sets out that an initial meeting will be held with borough officers to outline the successful Bidder's proposals. This meeting is the next step following inception.
- 5.7 Following both the market testing, inception and meeting with borough officers it is anticipated that the campaign will commence in the third quarter of 2016/17.

PROGRESS MONITORING

- 5.8 The Authority has already agreed in February 2015 that updates about the campaign are to be brought to members of the Members' Recycling Working Group (MRWG) and borough officers are to be involved at suitable points during the campaign. (Refer to paragraphs 7.1 and 7.2 of the report entitled 'Proposals for a Joint Recycling Communications Campaign 2015-18')
- 5.9 The Authority requires a quarterly evaluation report to measure the progress of the campaign, containing the quantity of outputs and some measure of the impact of the activity – the exact format of these reports will be finalised on contract award.

6.0 COMMENTS OF THE LEGAL ADVISER

- 6.1 The Authority has the power under section 55 of the Environmental Protection Act 1990 (EPA 1990) to make arrangements to recycle waste for which the Authority has duties to dispose of under section 51(1) of the EPA 1990. The recommendation in this report for the award of a contract for communications campaign on household recycling in north London is incidental to these powers and the Authority has the power to carry out activities incidental to the furtherance of the Authority's statutory functions under section 111 of the Local Government Act 1972.
- 6.2 The contract is classified as a public services contract under the Public Contracts Regulations 2015 and the contract value is above the current EU threshold for public services contract of £164,176. Therefore part 2 of the Public Contracts Regulations 2015 applies to the procurement and award process. The Authority must also comply with the Contract Standing Orders and the EU principles of equal treatment, non-discrimination, transparency and proportionality.
- 6.3 The procurement process carried out by the Authority as set out in this report and the recommendation for contract award comply with the requirements of the Public Contracts Regulations 2015 and the

Authority's Contract Standing Orders. The Public Contracts Regulations 2015 permit the award of a single supplier framework agreement as recommended in this report and the form of the Framework Agreement published with the procurement documents complies with requirements.

- 6.4 As set out in this report, the Authority must ensure that the mandatory 10 day standstill period is complied with prior to contract award. The Authority must also publish a contract award notice within 30 days from contract award in the OJEU. A contract award notice must also be published on Contracts Finder.

7.0 COMMENTS OF THE FINANCIAL ADVISER

- 7.1 The budget has been phased evenly at £305k per annum. Despite the contract only running for 9 months in the current financial year, costs will be incurred early on to get the campaign running.

Local Government Act 1972 - Access to Information

Documents used: Procurement documents available at:

<http://www.nlwa.gov.uk/procurement/communications-campaign-services>

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APPENDIX 1
AWARD CRITERIA AND TENDER EVALUATION METHODOLOGY

AWARD CRITERIA AND TENDER EVALUATION METHODOLOGY

1 Levels of scoring and marks

- 1.1 Any Framework Agreement awarded as a result of this procurement will be awarded on the basis of the offer that is the most economically advantageous to the Authority in terms of the criteria set out in this Schedule.
- 1.2 The award criteria and relative weighting are set out in Table 1. Tables 2 and 2a set out the quality sub criteria, relative weightings and the scoring matrix. Tables 3 and 3a set out the cost criteria, sub criteria, weighting and scoring matrix. The evaluation methodology for the moderation of the presentations is set out in section 4.
- 1.3 The Authority may disqualify a Tenderer that scores zero in any two of the level one quality evaluation sub criteria.
- 1.4 The Authority will calculate the total scores achieved by each Tenderer by adding the total awarded marks for quality and cost criteria. The most economically advantageous tender to the Authority is the Tender that achieves the highest score out of the total marks for both quality and cost criteria.

2. Quality evaluation criteria

Table 1. Evaluation criteria – written responses

Evaluation criteria – written responses		
Evaluation criteria		Overall Weighting (%)
Quality	Consisting of the level one and two sub criteria (see Table 2) (140 marks)	70%
Cost	Consisting of the Criteria and sub criteria (see Table 3) (60 marks)	30%
Total	200 Marks	100%

Table 2. Quality evaluation criteria

Quality evaluation criteria (level one and level two sub criteria)			
<i>Weighting 70% = 140 marks</i>			
Level one sub-criteria	Level two sub-criteria	Sub-Weighting	Overall weighting

Schedule 2 – Award Criteria and Tender Evaluation Methodology

<p>Method statement 1: Please describe your approach to delivering a high-level ('non-instructional') and motivational Campaign, including a compelling and persuasive consumer proposition (a 'big idea'), which focuses on motivating residents to recycle more. (30 marks)</p>	<p>Demonstrate how your approach to developing a consumer proposition will motivate residents to recycle more, drawing on previous experience of the staff to be utilised for the contract in delivering behaviour change campaigns. (20 marks)</p>	10%	15%
	<p>Demonstrate how your proposals will motivate residents to recycle more, whilst at the same time, not encouraging poor recycling habits. (10 marks)</p>	5%	
<p>Method statement 2: Please provide details of your proposed communications strategy for the Campaign, including objectives, target audiences, tactics and channels (including media mix) proposed, with costs and timescales, for year one of the Campaign and an outline strategy for years two and three, evidencing maximisation of the budget available and delivering value for money. (30 marks)</p>	<p>Provide a communications strategy which demonstrates how the communications objectives proposed will meet the brief as set out in Section 1 of the Specification. (5 marks)</p>	2.5%	15%
	<p>Provide a detailed justification for the communications tactics put forward which demonstrates how the tactics will reach and engage the target audience and achieve the communications objectives specified and includes details of proposed timescales for campaign delivery. (10 marks)</p>	5%	
	<p>Demonstrate how you will maximise the budget available to deliver the outputs of your proposed campaign strategy including allocation of costs across the activities and deliverables -and to meet the requirements of the Specification. (10 marks)</p>	5%	
	<p>Provide evidence of your ability to access the relevant resources (examples may include design, web development and media buying services) to develop a strategy that meets the requirements of the Specification. (5 marks)</p>	2.5%	
<p>Method statement 3: Please describe your</p>	<p>Demonstrate how your approach to further defining the target audience will reach the target audience as specified in Section 3 of</p>	5%	17.5%

Schedule 2 – Award Criteria and Tender Evaluation Methodology

<p>approach to reaching and influencing the target audience, including details of how you would further define the specific groups targeted by your proposed Campaign strategy from the wider target audience (the identified recycling segments in MOI Annex 3 - 'Segmentation Research', excluding 'the complete recycler' group). (35 marks)</p>	<p>the Specification, and achieve the communications objectives specified. (10 marks)</p>		
	<p>Demonstrate your understanding of the urban environment of north London. (5 marks)</p>	2.5%	
	<p>Demonstrate how you will target residents living in flats and on estates, as well as in houses. (5 marks)</p>	2.5%	
	<p>Demonstrate how you will ensure fair coverage across the seven Constituent Boroughs. (5 marks)</p>	2.5%	
	<p>Demonstrate how the communications channels proposed will be effective at reaching and influencing the target audience. (10 marks)</p>	5%	
<p>Method statement 4: Please provide details of how you would propose to monitor and evaluate your activities to assess the impact of the campaign and engagement with the target audience. Please include details of how you would market-test the likely impact of the proposals/consumer proposition e.g. creative concepts and/or Campaign messaging, with residents prior to Campaign commencement. (25 marks)</p>	<p>Describe the specific methodology proposed for testing the proposal/proposition with consumers prior to Campaign commencement. (3 marks)</p>	1.5%	12.5%
	<p>Demonstrate the effectiveness of the methodology proposed. (7 marks)</p>	3.5%	
	<p>Demonstrate that the testing methodology is relevant to the media mix proposed and to the target audience. (2 marks)</p>	1%	
	<p>Provide details of outputs and impacts that will be measured together with a methodology that will enable effective contract management. (9 marks)</p>	4.5%	
	<p>Demonstrate that your proposals will complement the Authority's annual resident awareness and attitude survey. (2 marks)</p>	1%	
	<p>Provide details of your quarterly reporting format together with any proposals for additional reporting. (2 marks)</p>	1%	
<p>Method statement 5:</p>	<p>Provide detailed proposals for the account and project management of the Campaign</p>	3.0%	

Schedule 2 – Award Criteria and Tender Evaluation Methodology

<p>Please describe your proposals for the account and project management of this campaign, staff skills, behavioural change experience and resources. If you intend to use sub-contractors to deliver this campaign, please provide details of your approach to their management. (20 marks)</p> <p>Please note: Tenderers' submissions will be evaluated on the basis of the level of detail provided. If Tenderers propose to use sub-contractors, the details of how they will be managed will be evaluated as part of the evaluation of the level two sub-criteria for Method Statement 5, namely: proposals for account management, staff allocation and relevance of key skills and areas of expertise.</p>	including communication with the Authority to demonstrate effective delivery. (6 marks)		10%
	Provide details of the staff showing appropriate experience allocated to this Campaign as set out in ITT Schedule 8 – Staff Schedule. (4 marks)	2%	
	Demonstrate the relevance of the key skills and areas of expertise of the staff allocated to the Campaign. (4 marks)	2%	
	Identify how the proposed staff will be allocated to the relevant elements of the Contract requirements demonstrating how the skills will be utilised to provide value for money for the Authority. (2 marks)	1.0%	
	Demonstrate that key campaign milestones will be factored in to the account management approach. (4 marks)	2%	
Total		70%	70%

Table 2a. Scoring mechanism

Schedule 2 – Award Criteria and Tender Evaluation Methodology

Score	Score comment	Score rationale
5	Excellent response	Submission sets out a robust solution and, in addition, provides or proposes additional value and/or elements of the solution which exceed the requirements in substance and outcomes in a manner acceptable to the Authority; provides full confidence as to the relevant ability, understanding, expertise, skills and/or resources not only to deliver the requirements, but also exceed it as described. Low/no risk solution for the Authority.
4	Good response	Submission sets out a robust solution that fully addresses and meets the requirements, with full details (and, where evidence is required or necessary, full and relevant evidence) provided to support the solution; provides full confidence as to the relevant ability, understanding, expertise, skills and/or resources to deliver the requirements. Low/no risk solution for the Authority.
3	Acceptable response	Submission sets out a solution that largely addresses and meets the requirements, with some detail (or, where evidence is required or necessary, some relevant evidence) provided to support the solution; minor reservations or weakness in a few areas of the solution in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements. Medium, acceptable risk solution to the Authority.
2	Unsatisfactory response	Weak submission which does not set out a solution that fully addresses and meets the requirements: response may be basic/ minimal with little or no detail (and, where evidence is required or necessary, with insufficient evidence) provided to support the solution and demonstrate that the Tenderer will be able to provide the services and/or some reservations as to the Tenderer's solution in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements. May represent a high risk solution for the Authority.
1	Unacceptable response	Substantially unacceptable submission which fails in several significant areas to set out a solution that addresses and meets the requirements: little or no detail may (and, where evidence is required or necessary, no evidence) have been provided to support and demonstrate that the Tenderer will be able to provide the

Schedule 2 – Award Criteria and Tender Evaluation Methodology

		services and/or considerable reservations as to the Tenderer's proposals in respect of relevant ability, understanding, expertise, skills and/or resources to deliver the requirements. Would represent a very high risk solution for the Authority.
0	Non-compliant response	Completely fails to meet required standard or does not provide a proposal at all, or insufficient information provided in the response such that the solution is not able to be assessed and/or is incomprehensible.

2.1 Each level two sub-criteria is allocated a set number of marks as set out in Table 2. A total of 140 marks are available for the quality element of the evaluation criteria. Each level two sub-criteria will be scored out of five according to the scoring matrix. The score for each sub-criterion is divided by 5 and multiplied by the maximum attainable marks for the sub-criterion to arrive at the marks awarded for the sub criterion. For example, if a level 2 sub-criterion with an allocated mark of 5 is awarded a score of 3 out of the total 5 score, the allocated marks for the sub criterion will be calculated as follows:

score/highest attainable score x maximum attainable sub criterion mark = sub criterion awarded marks i.e. $3/5 \times 5 = 3$

3. Cost evaluation criteria

Table 3. Cost evaluation criteria

Cost evaluation criteria		
<i>Weighting 30% = 60 marks</i>		
Sub criteria		Weighting %
Day rates provided against the benchmark (60 marks)	The agency should provide day rates for director or equivalent, senior or equivalent, junior or equivalent against the Authority's benchmark rates, evaluation will be based on the day rates (based on an 7.5 hour day) supplied against the relevant grades of staff	30%

Table 3a. Scoring matrix for the Cost evaluation criteria

Scoring matrix for day rates cost criteria	
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Schedule 2 – Award Criteria and Tender Evaluation Methodology

The Authority's benchmark rates are as follows:	
Grade	Benchmark day rate
Director/Principal	£900
Senior/Associate	£700
Junior/Trainee	£425
Average benchmark day rate £2,025.00	
Deviation from Authority rates	Marks
<u>></u> 29% (i.e. 30% or more) less than the total benchmark	60
Deviation of between 1% and 29% less than the	31 – 59
0% deviation from the benchmark	30
Deviation of between 1% and 29% more than the benchmark	1- 29
<u>≥</u> 29% more than the benchmark	0

Schedule 2 – Award Criteria and Tender Evaluation Methodology

- 3.1 Tenderers must provide one rate for each grade stated above. Tenderers must apply a blended rate where they propose to use additional other or sub grades of consultant. Only the three grades stated above will be assessed for evaluation purposes.
- 3.2 Tenderers should assume that day rates may be increased annually from 01 April 2017 based on the retail price index over the life of the Contract (subject to contract).
- 3.3 Rates should exclude VAT and all expenses or disbursements. (Please note expenses and disbursements will need to be included within the budget available for this campaign).
- 3.4 The evaluation will be based on the total cost of the day rates submitted. The Authority will then score the deviation from the benchmark total, as a percentage as set out in Table 3a. See the example in Table 3b.

Table 3b. Example evaluation of Cost (example for illustrative purposes only)

Grade	Benchmark day rate	Bidder day rate	
Director/Principal	£900	900	
Senior/Associate	£700	650	
Junior/Trainee	£425	350	
Total	2025 =0% deviation from the benchmark 30 marks	1900 =6.17 % deviation from the benchmark 36 marks	

Note: All figures are rounded up from 0.5 onwards so a deviation of 2.6% less than the benchmark would be rounded up to 3% and would accordingly score 33 marks.

4. Tenderer presentation guidance and moderation criteria

- 4.1 All Tenderers who are invited to tender will be invited to give a presentation. Tenderers will be required to demonstrate how their tender meets the requirements of the Authority by attending a presentation. The presentation will take place at the Authority's premises before a selection panel of officers from the Authority and the Constituent Boroughs.
- 4.2 During the presentations, Tenderer(s) will be expected to corroborate and further develop the information provided in three of the Method Statements set out in section 4.3 below. All Tenderers' presentations shall be on the same method statements.

4.3 Presentation guidance

1. Tenderers should prepare and deliver a **25-minute** presentation on the following:
 - a. Your approach to developing a consumer proposition for motivating residents to recycle (Method Statement 1).
 - b. A summary of your communications strategy (Method Statement 2).
 - c. Your approach to reaching and influencing the target audience (Method Statement 3).
 2. Presentations are scheduled to be held between Monday 23 May and Wednesday 25 May 2016.
- 4.4 The presentation will be used to moderate the initial scores allocated to the Quality level one sub criteria for Method Statement 1, Method Statement 2 and Method Statement 3, and will therefore become part of the overall Quality score. The evaluation panel will moderate evaluation scores in relation to each of the three method statements by up to 10% of the total marks up or down.
- 4.5 The presentation material provided by Tenderers will form part of the Tenderers submission and will be appended to the Framework Agreement with the successful Tenderer.

APPENDIX 2 - SCHEDULE 3 METHOD STATEMENTS

REPORT ENDS

SCHEDULE 3 METHOD STATEMENTS

Please **COMPLETE** the following method statements, ensuring that you have addressed all the points in the Specification (Schedule 1) and the requirements below and that you have taken account of the Award Criteria and Evaluation Methodology (Schedule 2) Please be concise in your answers.

Please limit the length of the response to a **maximum of 50 A4 pages in total**, for all questions, excluding supporting documents or attachments. Tenderers can decide how many pages to allocate to each Method Statement and question as long as the total does not exceed 50 pages. All responses must be typed in single spacing and Arial 11 point font, left justified in the boxes and tables provided, or on separate sheets where stipulated in the document. The size of boxes and tables may be altered to accommodate responses, provided the overall number of pages does not exceed the page limit outlined above.

Method Statement 1

This method statement should refer to the Specification – Section 1 and 2.1 (a)

Please describe your approach to delivering a high-level ('non-instructional') and motivational Campaign, including a compelling and persuasive consumer proposition (a 'big idea'), which focuses on motivating residents to recycle more.

In your response please:

- provide a detailed justification for your approach to developing a consumer proposition to motivate residents to recycle more, drawing on previous experience of the staff to be utilised for the contract in delivering behaviour change campaigns; and
- explain how your proposals will motivate residents to recycle more, whilst at the same time, not encouraging poor recycling habits.

Schedule 3 – Method Statements

Method Statement 2

This method statement should refer to the Specification – Section 2.1 (a), (b), (c), (f) and (g)

Please provide details of your proposed communications strategy for the Campaign, including objectives, target audiences, tactics and channels (including media mix) proposed, with costs and timescales, for year one of the Campaign and an outline strategy for years two and three, evidencing maximisation of the budget available and delivering value for money.

In your response please:

- demonstrate how the communications objectives proposed will meet the brief as set out in Section 1 of the Specification;
- provide a detailed justification for the communications tactics put forward (including media mix) demonstrating how the tactics will reach and engage the target audience and achieve the communications objectives specified, including details of proposed timescales for campaign delivery;
- explain your approach to maximising the budget available to deliver the outputs required for your proposed campaign strategy including allocation of costs across the activities and deliverables and to meet the requirements of the Specification; and
- provide evidence of your ability to access the relevant resources (examples may include design, web development and media buying services) to develop a strategy that meets the requirements of the Specification.

Schedule 3 – Method Statements

Method Statement 3

This method statement should refer to the Specification – Section 2.1 (c), (d), (e) and (f) and Section 3

Please describe your approach to reaching and influencing the target audience, including details of how you would further define the specific groups targeted by your proposed Campaign strategy from the wider target audience (the identified recycling segments in MOI Annex 3 - 'Segmentation Research', excluding 'the complete recycler' group).

In your response please:

- demonstrate how your approach to further defining the target audience will reach the target audience as specified in Section 3 of the Specification, and achieve the communications objectives specified;
- provide evidence of an understanding of the urban environment of north London;
- describe your approach to targeting residents living in flats and on estates, as well as in houses;
- explain how you will ensure fair coverage across the seven Constituent Boroughs; and
- explain why you consider the communications channels proposed are likely to be most effective at reaching and influencing the target audience.

Schedule 3 – Method Statements

Method Statement 4

This method statement should refer to the Specification – Section 2.1 (h) and (i) and Section 5

Please provide details of how you would propose to monitor and evaluate your activities to assess the impact of the campaign and engagement with the target audience. Please include details of how you would market-test the likely impact of the proposals/consumer proposition e.g. creative concepts and/or Campaign messaging, with residents prior to Campaign commencement.

In your response please:

- describe the specific methodology proposed for testing a proposal/proposition with consumers prior to Campaign commencement;
- provide evidence to show the effectiveness of the methodology proposed;
- explain the relevance of the testing methodology to the media mix proposed and the target audience;
- provide details of outputs and impacts that will be measured during the Campaign delivery, together with a methodology that will enable effective contract management;
- explain how your proposals will complement the Authority's annual resident awareness and attitude survey; and
- provide details of your quarterly reporting format together with any proposals for additional reporting.

Schedule 3 – Method Statements

Method Statement 5

This method statement should refer to the Specification – Section 2.1 (j) and Section 4

Please describe your proposals for the account and project management of this campaign, staff skills, behavioural change experience and resources. If you intend to use sub-contractors to deliver this campaign, please provide details of your approach to their management.

Please note: Tenderers' submissions will be evaluated on the basis of the level of detail provided. If Tenderers propose to use sub-contractors, the details of how they will be managed will be evaluated as part of the evaluation of the sub-criteria listed below, namely: proposals for account management, staff allocation and relevance of key skills and areas of expertise.

In your response please:

- provide detailed proposals for the account and project management of the Campaign including communication with the Authority to demonstrate effective delivery;
- provide details of the staff showing appropriate experience allocated to this Campaign as set out in ITT Schedule 8 – Staff Schedule;
- justify the relevance of the key skills and areas of expertise of the staff allocated to the Campaign;
- provide details of how the proposed staff will be allocated to the relevant elements of the Contract requirements demonstrating how the skills will be utilised to provide value for money for the Authority; and
- describe your approach to factoring in key campaign milestones in the account management approach.

Schedule 3 – Method Statements