Department for Environment Food & Rural Affairs

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Appendix 2 – Call-Off Procedure:

for The Research, Development and Evidence Framework 1

Project: EPR Year 3 Data Collection (including Scheme data, costs, and factors affecting efficiency and effectiveness outside LA control)

Tender Reference: C29474

Date: 30 June 2025

1.0 Request for Proposal

Research, Development and Evidence Framework REQUEST FOR PROPOSAL			
Project title:	**EPR Year 3 Data Collection (including Scheme data, costs, and factors affecting efficiency and effectiveness outside LA control)**		
Call off Reference:	**RDE839**		
Atamis project ref (if applicable):	**C29474**		
Cost Centre Code **(for admin purposes only)**	**10021442**		
Date:	**30 June 2025**		
Contracting Authority (Defra and its arms-length bodies etc.)	Defra (Department of Environment, Food and Rural Affairs)		
Project Manager:	FoIA Section 41	**Email:**	FoIA Section 41
Authorised by:	FoIA Section 41	**Email:**	FoIA Section 41
Commercial Contact (if applicable):	FoIA Section 41		
Project Start Date	1 August 2025		
Project Completion Date	31 March 2026 c		

For any projects over the direct award threshold, full competition is required (i.e. all contractors on the Sub-Lot are invited to quote).	**Direct Award**		**Mini comp**	Yes
Call off from Sub-Lot number.	Sub-Lot 7.1			
Proposal-Return date:	17th July 2025			

Evaluation criteria: It is anticipated that the contract will be awarded to the highest scoring evaluated bid.

The award of the contract to the top-scoring bidder will be subject to a minimum of 2 bids from 2 bids being received and any minimum threshold score requirements being met.
Where only 1 bid is received that meets the minimum threshold scores, the Authority will award a contract to that supplier.

For example:
4 bids are received, evaluated scores and tender outcomes are as follows:

Bidder	Quality Score	Price Score	Total Score	Outcome
Bidder A	50	30	80	***Bidder comes 1st and is awarded a contract***
Bidder B	35	12	47	Bidder comes 4th and is not awarded a contract
Bidder C	53	26	79	***Bidder comes 2nd and is awarded a contract***
Bidder D	60	15	75	Bidders comes 3rd and is not awarded a contract

Contractors: Failure to meet any minimum score threshold stated will result in the bid being removed from the process with no further evaluation regardless of other quality or price scores.		
Quality	**Weighting**	**70%**
Price	**Weighting**	**30%**
Quality Sub-Criteria Weightings: (Indicative only)		
Approach & Methodology	Please demonstrate your understanding of the importance and extent of the required tasks Please set out in detail each element of the methodology and how this will be carried out, including the approach, design, analytical strategy. Any input required from Defra should be outlined, as well as the approach to dissemination and review of the findings.	**20%**
Proposed Staff (inc Pen Portraits) and Contractor's experience/accreditations.	Please provide details of the proposed project team and team structure, including any sub-contractors and/or associates. CVs for all staff should be submitted to support the response and include a table showing the staff days expected to be spent on the project per task, this table should match the staff days in the cost proposal Our aim would be to get a good sense of how many people would be allocated to this task as well as their knowledge and experience in this area	**20%**
Project Management (including project plan)	Please submit proposed project management arrangements including day to day working for the project, the proposed timetable for the project, risk log and mitigation actions and a Gantt chart presenting milestones, deliverables, timelines and inter-dependencies Please specify how you will engage in the task and how it will be completed within the required timeframe.	**15%**
Risk:	Please complete a risk register, identifying project risks and mitigating actions. Provide evidence as to how quality will be assured and prioritised in the process.	**5%**

Sustainability – Mandatory	The Authority has set itself challenging commitments and targets to improve the environmental economic and social impacts of its estate management, operation, and procurement. These support the Government's green commitments. The policies are included in the Authority's sustainable procurement policy statement published at: https://www.gov.uk/government/publications/defra-s-sustainable-procurement-policy-statement 1. Within this context: Explain your approach to delivering the services and how you intend to reduce negative sustainability impacts. Including the effectiveness of your organization's approach for this requirement	**10%**

Specification

'Packaging Extended Producer Responsibility Specification of Requirements EPR Year 3 Data Collection (including costs, and factors affecting efficiency and effectiveness outside LA control)'

Objectives of this commission

The objectives of this commission are to support Defra and the DAs with populating our LA cost and performance model with data from LAs. Under the two data collection tasks, the asks are as follows:

A. **Year 3 RFI Cost Data Collection**

- follow the defined data collection process steps to collect the data using the Request For Information spreadsheet provided
- interpret the data, particularly in relation to efficiency
- process the data as set out in the process steps

B. **Year 3 Scheme Data Collection**

- collect up-to-date data on the residual and recycling schemes being operated by every UK LA in 2025/26.
- Collect data on every LA's best assessment of the schemes they will be providing in 2025/26, 2026/27, and 2027/28

- Collate date in the format required by the cost and performance model as specified by Defra

Type of required expertise

Experience has shown that obtaining useful data from local authorities requires staff with operational experience in a local authority or private sector waste management setting, that have been involved with collecting and analysis LA waste data previously. For this project we expect bidders to put forward staff with experience of working with LA operational, cost and performance data at the 4 framework grades (those specified in the framework agreement). Those are:

- Director – typically over 15 years' experience
- Senior Consultant – typically over 8 years' experience
- Consultant – typically over 5 years' experience
- Junior/Graduate – expected 0-3 years' experience

Bidders should state the member of staff being proposed against each of the four categories and state which framework rate will apply for each. A full CV should be provided for each member of staff proposed; there is no need for golden paragraphs.

Scope of work

The work will cover a representative sample of UK Local Authorities predominantly Waste Collection Authorities and Unitaries with a small number of Waste Disposal Authorities

The local authorities will be identified by Defra and allocated to the Contractor. It is anticipated that some of the local authorities will have completed the data collection exercise previously for Year 1 and some will be newly invited to take part.

Data for all the identified LAs will need to be collected and then collated.

Defra will provide the contractor with:

- An introductory letter to share with the Local Authority as part of the recruitment process
- A template Request for Information spreadsheet with fixed formatting, clear guidance on data required, a quality assurance tab to be completed and an efficiency summary
- Guidance on the data collection process to by followed and quality assurance that is expected to be carried out and recorded
- For local authorities that previously took part in the exercise the 22/23 RFI will be shared for information

The contractor should undertake quality assurance and data cleansing on the data collected.

All data should be provided in the correct format with consistent QA checks and number formats to enable the data to be read by the model.

For **A. Year 3 Cost RFI Collection** the schemes to be covered are:

- Collection data
  - overheads
  - residual waste (kerbside, flats/communal)
  - all separate and co-mingled collections for recycling (kerbside, flats/communal, LA-operated bring banks).
  - limited information about separate collections which are very unlikely to include packaging such as textiles, batteries, AHPs and WEEE. The information would not need to be detailed; a simple yes/no would suffice.
  - food waste, including where it is collected separately or mixed with garden waste (kerbside, flats/communal)
  - garden waste
- Income
- Disposal data
  - Overheads
  - HWRCs
  - Transfer stations, treatment and disposal facilities
  - Haulage

For avoidance of doubt, bulky waste, street cleansing, litter bins, litter sweeping, parks and gardens, gully emptying, fly tipping clearance and beach cleaning services are excluded from scope.

Cost and operational data is required for the year 2024/25.

2. Required skills / experience from the contractor and staff. Include any essential qualifications or accreditations required to undertake the work.

Please refer to the specification

- *Knowledge and ability to liaise with English local authorities*
- *Knowledge of data acquisition and management*

3. Proposed program of work and payment table (Detailing specific tasks, key milestones, deliverables & completion date where appropriate)			
Payment milestone no.	**Payment milestone**	**Completion date (week beginning)**	**Payment schedule**
1	Task 1 - RFI Introduction and QA Briefing Deliverables set out in specification achieved		10%
2,	Task 2 – Collect the data Completed RFIs returned for first 15 LAs		30%
3	Task 2 – Collect the data Completed RFIs returned for remaining 15 Las		30%
4	Task 3 – Interpretation Deliverables set out in specification achieved.		20%

4. Risk
Note: *This section is to be used to detail any risks or key elements relevant to the project i.e. Programme deliverable dates, workshops or external requirements, data, consultees, stakeholders etc that could impact the success of the project if they are not managed.*
Any delay past April 2026 will have serious implications for the rollout of the PEPR scheme.

2.0 Proposal

Research, Development and Evidence Framework 2 PROPOSAL
Contractor's Name: Ricardo - AEA **Call off Reference: RDE839** **Sub-Lot Number: 7.1** **Date:**
Note: Your proposal must not exceed 6 sides of A4 plus the Costs Proposal in Section 4 (unless otherwise indicated in project client's specification above). Attachments must not be included unless requested except for a programme diagram and full cost schedule if you consider these would support your proposal. **Do not make or append Caveats and Assumptions in your proposal – any points of uncertainty must be raised as a clarification point prior to submitting the proposal. Where assumptions are to be made, these will be stated by the Authority's Project Manager.**
1. Approach & Methodology

QUESTION 1 - APPROACH AND METHODOLOGY

Our Understanding is that under pEPR, obligated packaging producers will be required to compensate local authorities (LAs) for the costs of efficient and effective management of household packaging waste. The SA will collect money from producers and pay it to LAs. Payments will be determined by a Fees and Payments Calculator (FPC) using the LAPCAP model. The LAPCAP model relies on LA cost data collected using a Request for Information (RFI) spreadsheet.

Ricardo is well-positioned to support Defra in delivering Year 3 of the pEPR data collection exercise. Our team brings deep expertise in packaging waste, LA services, and efficient waste management, with decades of experience supporting service transformation across the UK. We have tailored our proven data collection and service review methodology to align with the RFI process flow and the requirements of the LAPCAP model.

We understand that Year 3 aims to expand both the quantity and quality of data collected, enhancing the robustness of group averages and improving the LAPCAP groupings analysis. Our approach is designed to deliver high-quality, quality-assured data from 30 LAs, while maintaining flexibility, transparency, and collaboration with Defra and the FPC team.

Our methodology ensures Ricardo can deliver high-quality, consistent, and timely data to support Defra's objectives for Year 3 of pEPR. Here we set out our approach, data collection system design including our QA and analytical strategy. Our structured, collaborative, and quality-driven approach is designed to maximise LA engagement, data reliability, and the overall value of the LAPCAP model.

Task 1a: Inception Meeting We will begin with an inception meeting to:

- Agree on project scope, timeline, and reporting mechanisms.
- Review lessons learned from Years 1 and 2.
- Confirm Defra's project contacts and escalation routes.
- Discuss the LA selection approach and recruitment process.
- Finalise the letter of introduction and clarify whether LAs can invoice for participation.
- Identify project risks and sustainability objectives.

Task 1b: RFI and QA Briefing We will attend a briefing with Defra and other contractors to:

- Review the Year 3 RFI template and any changes from previous years. Confirm all data in and out of scope.
- Confirm which WasteDataFlow Questions to use to pre-populate the RFI with tonnages.
- We will then deliver internal training to ensure all Ricardo team members understand the RFI structure, data requirements, and QA process.

Task 2a: Agreeing Sample LAs We will work with Defra to:

- Understand the Year 3 LA selection process and receive a ranked list of target LAs.
- Reach out to LAs we've previously worked with or those involved in Years 1 and 2 to encourage early uptake.
- Confirm the contractor's level of autonomy in selecting LAs based on Defra's guidance.

Task 2b: Data Collection Process Our structured data collection process includes:

1. **Recruitment** Our LA Recruitment Coordinator will contact LAs using the agreed letter of introduction. Positive responses will move LAs to the Active List, with a Data Collection Lead and Operational Reviewer assigned. Declines will be logged with reasons, and alternative LAs will be approached as needed.
2. **Initial Engagement** Once an LA expresses interest:
    - The RFI will be shared, and an introductory call scheduled.
    - During the call, we will explain the RFI, assess data granularity, and discuss apportionment needs.
    - For returning LAs, this session will be light-touch, focusing on Year 3 updates.
    - Lorna will attend the first call for each team to share insights and ensure consistency.
3. **Ongoing Support** A series of structured follow-up calls will be scheduled to maintain momentum:
    - **Call 2**: Address initial questions after the LA begins completing the RFI.
    - **Call 3**: Review the first draft submission.
    - **Call 4**: Provide feedback following QA review.
    - **Call 5**: Review the second draft after amendments.
    - **Call 6**: Optional, for further revisions if needed.
4. **Quality Assurance** Each RFI will undergo a rigorous three-stage QA process:
    - **Stage 1**: The Data Collection Lead reviews the RFI, commenting on every cell and flagging issues.
    - **Stage 2**: The Operational Reviewer checks the data for consistency, realism, and operational logic using the Efficiency Summary and Apportionment Tabs.
    - **Stage 3**: The QA Manager conducts a final review for completeness and accuracy.

We will use our expertise to sense-check key metrics such as vehicle numbers, staffing, cost per tonne, and cost per household. If available, we will request benchmark KPI ranges from the FPC team to support this process.

5. **Feedback and Iteration**
    - Feedback will be shared with the LA, and amendments requested.
    - The revised RFI will be rechecked, with further iterations as needed. As per the specification we will allow the LA three attempts at completing the RFI.
    - Once the data is deemed robust, we will update the Efficiency Summary with our assessment of the LA's service.
    - We will confirm with the LA that they are happy to share the RFI and their contact details with Defra.

Task 3: Interpretation and Submission to Defra The fully QA'd RFI will be submitted to Defra, accompanied by a summary of key findings and our interpretation of the Council's efficiency. This may include noting issues such as whether contractors are being underpaid for the service and any contractual constraints to understanding the service. We will note any remaining data limitations. We will issue each QA'd RFI to Defra as soon as it is ready.

Input required from Defra: contact details for Defra's project team, a letter of introduction suitable for LAs in each nation, a prioritised list of target LAs, contact details for each LA, any previously completed RFIs for the LAs we have been requested to contact, the Year 3 RFI template, a briefing on any updates to the Year 3 RFI, any changes to collection protocols and lessons learnt from Year's 1 and 2, answers to any questions raised by the LAs which can't be answered based on our knowledge and Defra briefings, support with recruiting or chasing LAs if LA engagement is poor after our best endeavours.

2. Proposed Staff who will do the work and briefly state previous relevant qualification/experience. Contractors experience of undertaking similar projects and accreditations.

QUESTION 2 - REQUIRED SKILLS / EXPERIENCE:

Ricardo has built a core technical team with deep expertise in waste management, combining public and private sector experience. A key strength lies in our comprehensive understanding of local authority (LA) services across the UK's devolved nations, from strategic planning to service delivery. Our team includes specialists in household collections (low-rise and flatted properties), bring facilities, Household Waste Recycling Centres (HWRCs), materials handling, sorting, and waste treatment facilities.

We bring together technical specialists skilled in modelling and data interpretation, supported by operational experience in designing and managing service changes. This ensures our modelling is both technically sound and grounded in real-world practice. Our team is also adept at communicating complex data clearly, making it accessible to a wide range of audiences, including non-experts such as LA finance teams.

Ricardo assigns team members with the most relevant skills to each LA, ensuring efficient delivery and appropriate time allocation. Our team's breadth allows us to collect data from multiple LAs simultaneously, manage staff absences, and respond to peak demands without compromising quality. We also have access to a wider pool of 30 consultants to provide specialist input and ensure continuity and responsiveness to Defra's needs.

Redacted FoIA Section 41, **Project Director**, will oversee the Data Collection exercise and act as the main escalation point between Ricardo and Defra. As an Associate Director with over 25 years in the waste sector, Lorna is a Chartered Waste Manager with extensive experience in service reviews and options appraisals. She led the Year 1 RFI process during her secondment to Defra and developed the Year 2 RFI template. Lorna also has specialist knowledge in pEPR and Efficient and Effective (E&E) management of packaging waste. She will also validate RFIs, drawing on her experience leading QA for all 53 Year 1 RFIs and her work on LA groupings and the LAPCAP model.

Redacted FoIA Section 41, **Project Manager**, will handle day-to-day project management and delivery of outputs. A Chartered Waste Manager and full member of the Association of Project Management, Bradley will ensure data collection and QA checks align with the project plan and will report progress to Defra. He will contribute operational expertise from his work across public and private sectors, including frontline waste collection and strategic service design.

Redacted FoIA Section 41, **LA Recruitment Coordinator**, will manage the selection of LAs and coordinate initial contact, assigning data collection and QA teams accordingly. Abbie will also help with data collection. Abbie is a consultant specialising in data-driven waste and resource management strategies, supporting public sector clients like Defra and UK LAs with evidence-based forecasting, policy evaluation, and environmental impact assessments.

Data Collection Team members will liaise directly with LAs, set up meetings, advise on form completion, and conduct initial QA checks on RFIs, identifying data gaps and entry errors. Key team members include:

- Redacted FoIA Section 41, experienced in waste collection methodology and operational/cost modelling using WRATE and Ricardo's in-house tools.
- Redacted FoIA Section 41 leads UK waste feedstock and infrastructure modelling projects, supporting due diligence, policy analysis, and circular economy planning
- Redacted FoIA Section 41 delivers UK and international waste composition and modelling projects, combining fieldwork, data assurance, and technical analysis.

QA Checkers will verify data accuracy and integrity:

- Redacted FoIA Section 41, expert in strategic modelling and long-term planning, including business case development.

- Redacted FoIA Section 41, with over seven years in waste services modelling and LA service improvement, brings experience in waste flow modelling, cost and performance analysis, and direct LA service management.

Operational Reviewers Redacted FoIA Section 41 will assess RFI submissions and provide efficiency commentary, with additional checks from Redacted FoIA Section 41, who with over 40 years in public realm services, brings senior-level experience in LA waste management.
Quality Assurance Manager, Redacted FoIA Section 41, will ensure QA is undertaken as per our methodology providing independent spot checks throughout the project to ensure consistency and quality. Chris has over 13 years' experience developing waste strategies and assessments for LAs, specialising in modelling, lifecycle analysis, and carbon impact tools.

The table below sets out expected staff days. See Appendix 1 for CVs and team structure.

Task	Redacted FoIA Section 41	Redacted FoIA Section 41	Redacted FoIA Section 41	Redacted FoIA Section 41	Redacted FoIA Section 41	Redacted FoIA Section 41	Redacted FoIA Section 41	Redacted FoIA Section 41	Redacted FoIA Section 41
Task 1a: Inception	0.7	1.6						0.4	
Task 1b: RFI Introduction and QA Briefing	1.4	2.0	1.3	0.3	0.3	0.3	0.3	0.3	0.3
Task 2: Collect the data	3.4	7.8	45.8	44.0	41.3	23.1	7.5		2.5
Task 3: Interpretation	8	10.0					10.0	2.5	2.5
Task 4: Project Management	2.3	2.7	8.6						
Total	**15.8**	**24.1**	**55.7**	**44.3**	**41.6**	**23.4**	**17.8**	**3.3**	**5.3**

Appendix 1 – Project Team and CVs

Redacted FoIA Section 41

3. Project Management (including Project plan). A project plan may be provided as an attachment with your reply.

QUESTION 3

Ricardo has a proven track record in delivering high-quality research, analysis, and policy development in waste management. Our approach to this project is built on robust delivery principles, rigorous quality assurance, and close collaboration with local authorities (LAs).

The leadership team includes **Project Manager**

Redacted FoIA Section 41, **Project Director** FoIA Section 41 **and Quality Assurance Manager** FoIA Section 41, who will ensure delivery meets Ricardo's standards and Defra's expectations. The PM will develop a detailed project plan, agreed with Defra at inception, outlining milestones, activities, risks, and interdependencies. Ricardo's internal project management system, supported by Gantt charts, delivery trackers, and risk registers, enables active monitoring of progress, resources, and financial performance.

Regular team meetings will be held to assess progress and manage risks. Standardised templates and review processes will ensure consistency and control. The FPC RFI progress tracker will be integrated into these systems. Recognising the reliance on external data input, we've built contingency into the plan and will maintain close contact with stakeholders to minimise delays. Our flexible approach allows us to adapt to shifting priorities or emerging findings, ensuring timely and relevant outputs.

Ricardo's PMs are trained in risk management and delivery optimisation, supported by our **ISO 9001-certified Quality Management System**, ensuring outputs meet expectations for quality, timing, and budget. Social value objectives will be embedded from project inception.

Ricardo is certified to **ISO 9001 (Quality)**, **ISO 14001 (Environmental)**, and **ISO 27001 (Information Security)**, and is **GDPR compliant** with **Cyber Essentials certification**, ensuring data integrity and regulatory compliance.

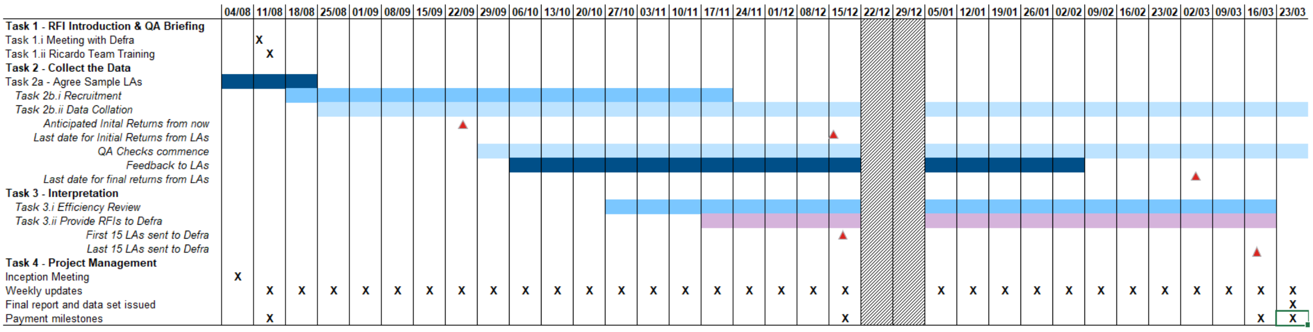
As the data informs a business-critical model, we've developed a robust QA plan aligned with Aqua Book procedures. Final approval will be provided by an independent QA Manager, with each RFI reviewed by senior subject matter experts to validate assumptions, methods, and data interpretation.

See Appendix 2 for our Project Plan and Question 4 for details of our Risk Log.

Project Timetable

Task	Start Date	Completed by
Task 1 - RFI Introduction & QA Briefing	**w/c 11th Aug**	
Task 2 - Collect the Data	**4th Aug**	**2nd Mar**
Task 2a - Agree Sample LAs	*4th August*	*25th Aug*
Task 2b.i Recruitment	*18th August*	*17th Nov*
Task 2b.ii Data Collation	*18th August*	*2nd March*
Initial Returns from LAs (1st Draft)	*22nd Sept*	*15th December*
Feedback to LAs	*6th Oct*	*2nd Feb*
Last date for final returns from LAs		*2nd Mar*
QA Checks	*29th Sept*	*16th March*
Task 3 - Interpretation	**27th Oct**	**16th Mar**
Task 3.i Efficiency Review	*27th Oct*	*16th March*
Task 3.ii Provide RFIs to Defra		
First 15 LAs sent to Defra		*15th Dec*
Last 15 LAs sent to Defra		*16th Mar*
Task 4 - Project Management	**w/c 4th Aug**	**w/c 23rd Mar**

Inception Meeting Final report and data set issued	*w/c 4th Aug* *w/c 23rd Mar*



4. Risk

Note: *This section is to be used to detail any risks relevant to the project, i.e., Programme deliverable dates, data, consultees etc.*

QUESTION 4 – RISK

Risk assessment is a core part of Ricardo's ISO 9001-certified Quality Management System and is reviewed monthly by the Project Manager and Project Director. For this project, we will apply a proactive, systematic approach to identifying and managing risks, integrated into our delivery plan and supported by continuous monitoring, open communication, and collaborative problem-solving with Defra.

Given the data's role in a Business Critical Model, we have developed a robust QA plan aligned with Aqua Book procedures. Final approval will be provided by an independent QA Manager, separate from the delivery team. Each RFI will be reviewed by senior subject matter experts to independently assess assumptions, methods, and data interpretation, ensuring accuracy, consistency, and reliability of the outputs.

Risk	Risk Rating	Mitigation / Control Measures	Residual Risk Rating
Insufficient LAs agree to participate	High	• We will use agreed prioritisation criteria to approach LAs, with our recruitment coordinator leading contact and process explanation. Having a dedicated team member coordinating recruitment will provide focus on this crucial step. • If too few LAs agree to join, we'll review reasons with Defra and DGs, offer support, and agree on alternatives if needed.	Low
Insufficient data available from the LA	High	• If too few LAs agree to join, we'll review reasons with Defra and DGs, offer support, and agree on alternatives if needed. • The apportionment process supports LAs with limited cost visibility; our experienced team will assist and flag unresolved issued to Defra.	Low

Data provided of insufficient quality	High	• All data will undergo a 3-step check: by the Data Collection lead, Operational lead and QA Manager, with logs maintained. • LAs with poor data will have up to 3 chances to improve, supported by guidance and online meetings. • Persistently poor data will be flagged as Red in the log, with issues noted in the comments and summaries. • Where partial data is usable, we'll mark it as Green or Amber for LAPCAP use (subject to FPC checks).	Low
Nominated team not available to deliver project	Moderate	• We prioritise staff wellbeing monitored through surveys, feedback and salary benchmarking to reduce turnover. • Appointed team members availability has been assessed at proposal stage and will be reassessed at inception. • If a team member is unavailable, the PM will notify Defra and assign a suitable replacement. • Should the PM be unavailable, the PD will step in as Project Lead and be Defra's main liaison.	Low
Failure to keep to required timescales	Moderate	• An experienced PM ensures delivery on time and to budget; the PD provides senior oversight. • Team members are empowered to raise schedule and budget risks. • Clear objectives, tasks, deliverables and timescales will be agreed with all team members. • Risks will be managed promptly and flagged to Defra with mitigation plans.	Low
Deliverables of insufficient quality	Moderate	• All work follows our quality management system certified to ISO9001. • The PD and QA Manager, will review all deliverables before submission coordinating with technical leads and managing escalations.	Low

5. Health & Safety (only complete if requested in defined evaluation criteria)

N/A

6. Sustainability (only complete if requested in defined evaluation criteria)

QUESTION 5 – SUSTAINABILITY

Packaging plays a vital role in protecting goods from production to consumption. However, it also contributes to environmental harm through resource use, pollution, and greenhouse gas emissions when it becomes waste. To address these impacts and support the UK's transition to a zero-waste economy, Defra is implementing Packaging Extended Producer Responsibility (pEPR) regulations.

Local authorities (LAs), as custodians of household packaging waste, are central to the success of pEPR. They are expected to deliver Efficient and Effective services for managing packaging waste. Beyond environmental outcomes, this project also presents an opportunity to embed broader sustainability goals, including promoting equality, diversity, and inclusion (EDI) within the waste sector. The sector faces persistent EDI challenges, particularly around gender, race, and socio-economic representation. These issues can result in unequal access to opportunities, underrepresentation in leadership, and environments that are not inclusive. Addressing these challenges is essential to building a more resilient and equitable workforce.

Ricardo's commitment to sustainability and social value Ricardo's mission is to be recognised internationally as a leading provider of innovative analysis and solutions for the world's most significant energy and environmental challenges. Our values include respect and integrity, and we have linked our core activities, internal operations and stakeholders, including the communities in which we operate, to the following eight Sustainable Development Goals:

- SDG 3: Good health and well-being
- SDG 6: Clean water and sanitation
- SDG 7: Affordable and clean energy
- SDG 11: Sustainable cities and communities
- SDG 12: Responsible consumption and production
- SDG 13: Climate Action
- SDG 14: Life below water
- SDG 15: Life on land

We are a signatory to the **Pledge to Net Zero** and are working towards achieving **Net Zero by 2030**, guided by science-based targets and a detailed sustainability roadmap. Our internal Sustainability Programme sets measurable goals for reducing energy use, waste, and travel. We report progress quarterly and use international frameworks such as CDP and TCFD to track performance. Our progress is reported in our publicly available Carbon Reduction Plan. Since FY 2019/20, we have reduced our Scope 1 and 2 emissions by 42.8% through adoption of renewable energy and migration to a digital-first approach.

We believe that how we work is as important as what we deliver. Ricardo is a member of **Business in the Community (BITC)** and a signatory to the **Race at Work Charter**, committing us to improving equality of opportunity. Our **Gender Forum**, established in 2018, meets monthly to drive progress across three key areas: **Culture**: Leadership on gender issues, challenging perceptions, and reviewing policies. **Progression**: Ensuring equitable career pathways, transparent reward structures, and responsive training. **Recruitment**: Promoting flexible working, inclusive hiring practices, and improved applicant tracking.

Ricardo supports local economic resilience by using local suppliers and contractors where possible. We actively promote opportunities for **SMEs and civil society organisations**, in line with Defra's objective to broaden access to public sector contracts.

We also invest in future skills through **STEM outreach**, offering work experience, internships, and volunteering in schools—particularly supporting girls and those from disadvantaged backgrounds. These efforts help build capacity in high-growth, sustainability-focused sectors.

Sustainability in the context of this project To minimise sustainability impacts, this project will be delivered entirely through desk-based work and virtual meetings, eliminating the need for travel and significantly reducing associated emissions. Our 'digital first' approach, supported by MS Teams and cloud-based collaboration tools, ensures efficient, low-carbon delivery without compromising quality. As no subcontractors are involved, all delivery will be managed in-house, ensuring full alignment with Ricardo's sustainability standards and Defra's objectives. We will avoid printing materials for this project. As part of our efficiency review for

LAs we can discuss low carbon fleet options.

7. Cost Proposal

Please use day rates, including any applicable discounts, as agreed under the framework contract. A full cost schedule may be attached to support the costs summarised below.

FoIA Section 43

TASK	NAME	GRADE	DAY RATE	NO OF DAYS OR PART THEREOF	COST
		Inception			
Inception					
Inception					
Inception					
		Task 1 – RFI Introduction and QA Briefing			
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
RFI Introduction and QA Briefing					
		Task 2 – Collect the data			
Collect the data					
Collect the data					
Collect the data					
Collect the data					
Collect the data					
Collect the data					
Collect the data					
Collect the data					
		Task 3 – Interpretation (including any final reports)			
Interpretation					
Interpretation					
Interpretation					

Interpretation					
Interpretation					
Lessons Learned					
Lessons Learned					
Lessons Learned					
Project Management					
Project Management					
Project Management					
Project Management					
Any other costs not included above					
TOTAL STAFF COSTS					
Expenses (please detail type i.e. travel, accomodation, etc)					
OVERALL COSTS					

By signing this form **Ricardo AEA Limited** agrees to provide the services stated above for the cost set out in your Cost Proposal and in accordance with the Research, Development & Evidence Framework 1Conditions of Contract.	
Contractor Project Manager:	As per Atamis record
Signature:	
Date:	

3.0 Order Form

3.1 The following document is to be completed by the Contracting Authority and sent to the Contractor for counter signature to form a Call-Off contract.

Research, Development and Evidence Framework 2 **ORDER FORM**
Project title: EPR Year 3 Data Collection (including Scheme data, costs, and factors affecting efficiency and effectiveness outside LA control) **Call off Reference:** RDE839 **Atamis project ref (if applicable):** C20474 **Date:** 04/08/2025

THE Contracting Authority:

The Secretary of State for Environment, Food and Rural Affairs *(acting on behalf of the Scheme Administrator pursuant to the Producer Responsibility Obligations (Packaging and Packaging Wase) Regulations 2024)*

Seacole Building,
2 Marsham St,
London SW1P4DF

THE CONTRACTOR: Ricardo-AEA Limited

The Gemini Building,
Fermi Ave,
Harwell Oxford,
Didcot OX11 0QR

Registration number: 08229264

APPLICABLE FRAMEWORK CONTRACT

This Order Form is for the provision of the Call-Off Deliverables and dated [Insert date of issue]. It’s issued under the Research Development & Evidence Framework Agreement reference 30210 for the provision of [Insert name of project].

CALL-OFF SUB-LOT: 7.1

CALL-OFF INCORPORATED TERMS The following documents are incorporated into this Call-Off Contract. Where numbers are missing, we are not using those schedules. If the documents conflict, the following order of precedence applies:

1. Defra Framework Terms and Conditions.
2. Request for Proposal.
3. Proposal.

No other Supplier terms are part of the Call-Off Contract. That includes any terms written on the back of, added to this Order Form, or presented at the time of delivery.

CALL-OFF CONTRACT START DATE: 4 August 2025

CALL-OFF CONTRACT EXPIRY DATE: 31 March 2026

CALL-OFF PERIOD: 7 Months

Signed for and on behalf of the **Supplier**	Signed for and on behalf of the **Authority**
FoIA Section 41	FoIA Section 41