



Opportunities for local government to enable the redistribution of more surplus food in London

May 2024

Reference: 2024/25 02

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1. Overview

This invitation to tender is issued by ReLondon (the operating name of the London Waste and Recycling Board) for the provision of consultancy services to undertake work to identify specific actions that the Greater London Authority, London's local authorities and ReLondon could take to increase the amount of edible food that is redistributed within London.

2. Background

2.1.1. Background to ReLondon

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

ReLondon has a statutory requirement to act in accordance with the waste provisions of the London Environment Strategy (LES), and the Mayor (or his representative) chairs the London Waste and Recycling Board. ReLondon has worked with London's Boroughs and the Mayor to develop circular economy thinking and practice since 2013.

ReLondon is the operating name of the London Waste and Recycling Board established under the GLA Act revised 2007. More information about ReLondon can be found on our website: www.relondon.gov.uk.

2.1.2. Policy background

In his London Environment Strategy and his London Food Strategy, the Mayor of London outlines ambitions to work in partnership to reduce food loss and waste throughout London's food and beverage supply chain to help meet its target of becoming a zero-waste city. By 2030, London has set a target to reduce food waste by 50% per person.

Every time food and beverages are wasted, economic and material value is lost, while the emissions produced to make this product are also wasted. As such, reducing food loss and waste is key to both a low-carbon and circular economy. However, it should be noted that not all food loss and waste can be prevented. A certain fraction of food loss and waste is considered 'non-edible', such as eggshells, bones and fruit peel, and so is unavoidable; unlike food and beverages that have been wasted for avoidable reasons, such as not being used in time or preparing too much. The share of edible versus non-edible food loss and waste varies across the supply chain: for example 75% of food waste from the food service sector is considered edible (such as extra food that is left on dinner plates), while around 50% of food loss and waste from manufacturing and processing is considered edible (such as food unnecessarily spoiling due to

supply forecasting inaccuracies). Although not all food loss and waste can be prevented, the edible proportion should be targeted.

2.1.3. Food waste in London

Evidence to drive specific actions was developed in 2021 by ReLondon who published their report '[London's food footprint: An analysis of material flows, consumption-based emissions, and levers for climate action](#)' at COP26 in November 2021.

This report set out material flows through the entire food and beverage supply chain within Greater London: from imports, to consumption, to how waste is managed. The analysis explores the direct inputs in London's food system and the food loss and waste that is generated at each stage along the food and beverage supply chain within the city.

It found that 1,456,000 tonnes of food is lost and wasted within London itself by London businesses and households (not including waste discarded at farming and production stage before the food is imported inside the city's boundaries, and not including waste generated by commuters and tourists). 'Food loss' refers to the discarding of food due to decisions and actions by stakeholders in the supply chain from post-harvest up to, but not including, food service and retail. 'Food waste' typically refers to food that is discarded due to decisions and actions by distributors, retailers, food service providers and households.

Approximately 67% (969,350 tonnes) of the total food loss and waste generated occurring within London is edible. 58% of it is discarded by households, 25% by wholesalers and retailers, 9% by processors and manufacturers and 7% by food services.

Stage along London's food supply chain (in the city's boundaries)	Food loss and waste in London	% of London total food loss and waste	Edible food loss and waste in London	% of London total edible food loss and waste
Primary production	4,000	0.3%	4,000	0.4%
Processing and Manufacturing	182,000	13%	91,000	9%
Wholesale and Retail	246,000	17%	246,000	25%
Food services	93,000	6%	69,750	7%
Households	931,000	64%	558,600	58%
Total	1,456,000	100%	969,350	100%

Source: ReLondon's food footprint material flow analysis report

The majority of London's food loss and waste is incinerated (57%), while approximately 24% of food loss and waste is managed through anaerobic digestion and composting. Approximately 8% of food loss and waste is landfilled, which generates a sizable share (65%) of total greenhouse gases generated by London's food waste management system.

2.1.4. Food redistribution in London

Food redistribution

Food redistribution involves distributing food with or without further processing so that redistributed food can be sold or donated for human consumption, and prevented from becoming waste.

Data on food redistribution in London

According to the available data on food redistribution in London obtained for [ReLondon's food Material Flow Analysis](#), about 7,310 tonnes of food per year are kept in the loop through redistribution. These account for less than 1% of total edible food waste and loss in London.

Most food redistribution occurs within wholesale and retail (approximately 63% of the total food provided for redistribution). Processing and manufacturing, and food services and households – which together account for more than 70% of total edible food loss and waste in London – only support 37% of total food redistribution in London (25% and 12% respectively).

This data comes directly from the bigger food redistribution businesses and charities across London so may not be fully representative, which is one of the challenges that this tender is aiming to address.

But there is, in any case, an opportunity to increase the proportion of food that is redistributed within London across all the food supply chain and from households.

Food redistribution organisations operating in London

Some examples of redistribution projects or organisations operating in London include:

- Food Connect, which is a service that utilises volunteers to support and coordinate 'last mile' delivery from retailers and other businesses. The programme uses e-cargo bikes and e-vans to consolidate and distribute to local groups and community fridges. The programme was set up in Milton Keynes in September 2020 and launched in Southwark in March 2022 and has saved 434 tonnes of food from going to waste¹.
- The Felix Project is a food redistribution charity in London fighting food waste and hunger. Felix rescues surplus food from the food industry that cannot be sold and that would otherwise go to waste. This food is sorted and delivered to almost 1000 front-line charities, primary schools and holiday programmes in London. In 2023, Felix redistributed 13,394 tonnes of food from 322 suppliers².
- City Harvest is a food redistribution charity that redistributes food that would otherwise be wasted. In 2023, City Harvest rescued 5,281 tonnes of food³.
- Lifeafterhummus Community Benefit Society is a social supermarket, re-use centre and redistribution network. Lifeafterhummus collect surplus food from 45 stores per week in Camden

¹ Hubbub, Food connect, Hubbub Foundation. Available at: <https://www.hubbub.org.uk/food-connect> (Accessed: 18 July 2023).

² The Felix Project. Impact report 2023. Available at: <https://thefelixproject.org/uploads/files/The-Felix-Project-Impact-Report-2023.pdf#asset:286492@1:url> (Accessed 01 May 2024).

³ City Harvest, City Harvest wrapped 2023. Available at : <https://cityharvest.org.uk/blog/city-harvest-wrapped-2023/> (Accesses 01 May 2024).

and redistribute 5 tonnes of food that would otherwise have been wasted per month to hostels, faith groups, after school clubs, nurseries, a school and a library in Camden. Lifeafterhummus is powered by volunteers who provide 585 hours per month.

- Food and drink surplus is sold to organisations like Company Shop, who buy food for sale onto secondary markets operating through controlled membership stores.
- There are also several examples of mobile applications being utilised to facilitate the redistribution of surpluses. Examples include 'Too Good To Go' where items are often sold at a heavily discounted rate at the end of the day/service, and 'Olio' which is a local sharing application that allows people to 'advertise' unwanted items, including food, for local people to request and collect. According to Olio, 96 million portions of food have been saved since 2015⁴.
- Finally, several businesses producing food or beverage products from food surplus have started to emerge the past few years. Examples include Toast (producing beers from bread surplus), Rubies in the Rubble (producing condiments from surplus fruit and veg) or nibs etc. (producing snacks from pulps coming out juice manufacturing processes). Most of those businesses have set up their own supply network to get food surplus from wholesalers, retailers or producers, but this work could investigate the opportunity for those businesses to benefit from a shared food surplus redistribution system and for existing redistribution stakeholders to partner with those businesses to increase their revenue stream.

The food waste reduction potential of food redistribution in London

WRAP have been commissioned by the Greater London Authority to carry out research on the volume of food waste within the capital, using WRAP's [Food Waste Intervention Model \(FWIM\)](#), which is a tool that assesses the impact over time that different policy interventions might have on reducing food waste. The tool can be used to estimate the absolute and relative reduction, as well as the rate of change.

A selection of hypothetical food waste interventions was modelled and the results show the relative scale of change that could be observed if these different interventions were implemented in the capital.

When considering the highest level of food waste reduction potential, a three key interventions have been identified by WRAP to be especially important. One of these is food redistribution in the Manufacture, Retail and Hospitality sectors.

3. Objectives

The various pieces of research mentioned above clearly show that scaling food redistribution in London is an important opportunity to achieve the Mayor's target to reduce food waste by 50% per person by 2030.

⁴ Olio, Our impact, Olio. Available at: <https://olioapp.com/en/our-impact/> (Accessed: 18 July 2023).

However, there is a lack of evidence as to what the key levers are for realising this reduction potential and what actions the Greater London Authority, London's local authorities and ReLondon (the operating name for the London Waste and Recycling Board) could specifically take to enable an increase in the amount of food that is redistributed within London.

The aim of this piece of work, is therefore, to fill this evidence gap, through the following research objectives:

- To understand London's redistribution 'landscape' across the supply chain – including:
 - the actors and their relationships or interdependencies and their geographies;
 - the different models/mechanisms of food redistribution;
 - the different financial models that underpin the different mechanisms/models of food redistribution;
 - and the financial sustainability and scalability of the different mechanisms/models of food redistribution.
- To understand how much and what kinds of food are currently redistributed in London by the different actors and models/mechanisms at different stages in the supply chain. And how much and what kinds of food is not currently being redistributed but could be, and the demand or capacity for increased levels of food redistribution.
- To understand the challenges faced by stakeholders at different stages in the supply chain that are preventing more edible food from being redistributed.
- To identify the most significant opportunities for increasing the redistribution of food across London's food supply chain and their potential impact.
- To identify specific actions that the GLA, London's local authorities and ReLondon (the operating name for the London Waste and Recycling Board) could take to increase the amount of food that is redistributed within London, including identifying key commercial and non-profit organisations to work with.

To fulfil these research objectives, we are proposing a piece of research which:

1. Compulsory: Maps the flows of edible food that are redistributed across London including:
 - a. how much and what categories of food are redistributed
 - b. the actors involved (both private sector actors and volunteer or community sector actors) and their relationships and geographies
 - c. the models/mechanisms of redistributing edible food
 - d. the financial models that underpin the different models of redistributing food and their long-term financial viability and scalability.
2. Compulsory: Estimates how much and what categories of food are not currently redistributed in London at different stages in the supply chain, but that could be, and the demand or capacity among businesses and redistribution organisations for increased levels of food redistribution.

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3. Compulsory: Identifies the barriers to increasing the redistribution of edible food in London – from the perspective of the redistribution actors and also from the perspective of the food businesses and households which supply redistribution actors with edible food for redistribution.
 4. Optional: Identifies best practice international examples of food redistribution models at a city level.
 5. Compulsory: Identifies the most significant opportunities for increasing the redistribution of food across London's food supply chain.
 6. Desirable: Models the potential impact of these opportunities.
 7. Compulsory: Identifies specific actions that the GLA, London's local authorities or ReLondon could take to increase the amount of food that is redistributed within London in a viable and sustainable way.

4. Scope of work

4.1.1. Specific requirements and project stages

We are proposing five project stages at minimum:

Stage 1: Literature and data availability review, including:

Part A: Establish the scope, stages and timeline of the project. Define key terms.

Part B: Literature review to identify publicly available information on food redistribution actors in London, the different operating models and financial models, and the tonnes of food that is and isn't (but could be) redistributed in London, capacity and demand for increased food redistribution.

Part C: An information and data gap analysis and subsequent identification of data to be collected through primary data collection and development of a plan for collection.

Part D: Results of this stage to be reviewed with, agreed with and signed-off by ReLondon and the Project's Advisory Group prior to starting Stage 2.

Stage 2: Data collection and analysis, including:

Part A: Data gathering from open access platforms.

Part B: Primary data collection through:

- Surveys, interviews and collaboration with redistribution organisations and businesses transforming food surplus into food products, operating in the Greater London area.

- Interviews with food retailers/hospitality businesses operating in London.
- Interviews with key third sector organisations.
- Optional: Interviews with international city governments.

Part C: Data analysis, potentially involving mapping, to give a clear account of: the weight and types of food that is and isn't (but could be) redistributed across the supply chain in London; the actors involved in redistributing food across the supply chain and their relationships or interdependencies; the different models/mechanisms of food redistribution; the different financial models that underpin the different mechanisms/models of food redistribution; the financial sustainability and scalability of the different mechanisms/models of food redistribution; the barriers to increasing the redistribution of edible food in London; the capacity and demand among business and redistribution organisations for increased food redistribution.

Part D: Results of this stage to be reviewed with, agreed with and signed-off by ReLondon and the Project's Advisory Group prior to starting Stage 3.

Stage 3: Modelling opportunities to increase redistribution of edible food in London, including:

Part A: Establish constraints to inform the modelling.

Part B: With support from ReLondon's project team, develop and run scenarios to understand where and what are the most significant opportunities to increase the redistribution of edible food across London's food supply chain. It would be desirable also to quantify the potential impact of the proposed scenarios.

Part C: With support from the ReLondon project team, identify and propose specific actions that the GLA, London's local authorities or ReLondon could take to enable the scenarios that offer the most significant opportunity to increase the redistribution of edible food in London.

Part D: At stakeholder meetings with the GLA and London's local authorities, and a stakeholder workshop (which would include redistribution organisations, businesses, industry representatives and key third sector organisations such as WRAP), share the proposed scenarios and actions and their potential impact and gather input on possible alternatives and challenges/barriers.

Part E: Re-run the scenarios and amend the actions to reflect the feedback gained from stakeholders.

Part F: Results of this stage to be reviewed with, agreed with and signed-off by ReLondon and the Project's Advisory Group prior to starting the report production.

Stage 4: Report production

Part A: Key messages and an initial skeleton draft to be agreed prior to report drafting.

Part B: Draft an external-facing report that summarises the methodology behind the research and outlines the research findings.

Part C: Manage a 3-stage external review process and embed revisions within the report.

This project will involve liaising with ReLondon's key stakeholders (particularly the Ellen MacArthur Foundation, Greater London Authority, London local authorities and industry representatives among others) and to agree the scope of the work, to support data collection, to explore recommended levers, and to draft the report.

It would be beneficial to the project if the contractor can bring networks or contacts of their own (particularly industry contacts) to add value to the project.

4.1.2. Proposed scope

Time period: Open to recommendations but likely most recent year of published impact reports available. Future scenarios will need to align with the 2030 Mayor of London target.

Geographical scope: Focus on the Greater London area.

Food redistribution: a definition of food redistribution is provided in paragraph 2.1.4. but the final definition and scope will be finalised with the consultant once awarded.

Research type: Research will include desktop research, analysis of pre-existing and publicly available information and data, as well as primary data collection and stakeholder workshops.

4.1.3. Activities to be undertaken

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

1) Project management

The contractor will be expected to prepare a detailed project plan setting out key activities and tasks to be undertaken. This must include a risk plan and avoidance/mitigation measures.

The contractor will be expected to participate in update meetings with the project team as required – to include:

- Virtual project kick-off meeting – meet the project manager/director and agree the scope, detailed requirements, methods, and activity to be undertaken. Meeting minutes to be drafted, setting out the key outcomes, conclusions, and action points, including a detailed description of how the work will be delivered, the objectives met and a revised timetable for completion.
- As a minimum, the bidder will undertake weekly progress reviews and project discussions with ReLondon's project team in virtual meetings. The bidder will communicate transparently the progress of the work, notify ReLondon's project team about any concerns or delays in a timely manner, and communicate the input and tasks required from ReLondon to work together with the bidder.

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- Presentation and design of one workshop with ReLondon's key stakeholders and contacts and networks that the contractor can bring to the project, with support from ReLondon. Two additional stakeholder meetings will be organised by ReLondon, which will be designed by the bidder with a presentation from the bidder on findings. Two Project Advisory Group meetings will be organised by ReLondon, with presentation from bidder on findings.
 - A review meeting of draft research findings/key messages with a presentation to the project team and workshop for refining the final output.
 - Effectively respond to and integrate feedback from the project manager/director, Project Advisory Group, and key stakeholders.

2) Coordination with ReLondon's project manager

The contractor will be required to work alongside ReLondon's project manager and project team. This includes the kick-off meeting and weekly meetings to give an update on progress and discuss research and analysis (including any key decisions made on assumptions impacting the analysis) as well as outputs at each stage, present findings and to plan stakeholder and Project Board meetings. The Project Advisory Group structure and composition will be introduced in the kick-off meeting as well as expectations around engagement and reporting.

3) Delivery and preparation of stakeholder workshops and meetings

One stakeholder workshop is expected to be held over the duration of the project (for information gathering, consultation and validation of ideas). How bidders plan to engage and ensure buy in with stakeholders should be included in their submission. ReLondon's Project Manager and project team will be able to provide some connections with ReLondon's key stakeholders and some industry representatives, and will be able to support with setting up the stakeholder workshop. But bidders should expect to lead on the design of this workshop and present at this workshop. Bidders should also highlight any networks or contacts of their own that they can bring to this workshop which will add value to the project.

One meeting with representatives from the GLA is expected to be held over the duration of the project (for information gathering, consultation and validation of ideas). **Note:** The ReLondon team will be responsible for all logistical elements of this meeting. Bidders will be expected to design and present at this meeting and follow up on any actions relevant to the project.

One meeting with representatives from London's local authorities is expected to be held over the duration of the project (for information gathering, consultation and validation of ideas). **Note:** The ReLondon team will be responsible for all logistical elements of this meeting. Bidders will be expected to design and present at this meeting and follow up on any actions relevant to the project.

In addition to delivering one stakeholder workshop and two stakeholder meetings, the consultant will be expected to attend two ReLondon advisory group meetings, for scrutiny of work and sign-off. All papers need to be shared a week in advance of each meeting. **Note:** The ReLondon team will be responsible for all logistical elements of this meeting. Bidders will be expected to design and present at this meeting and follow up on any actions relevant to the project.

The contractor will be expected to prepare materials and present at all Project advisory group meetings, stakeholder workshops, and stakeholder meetings and follow up on any actions from these meetings.

4) Conducting research (including primary data collection) and delivery of a report

This activity constitutes the most significant part of this assignment and should be designed and delivered in a way that will provide ReLondon with clear account of: the weight and types of food that is and isn't redistributed across the supply chain in London; the actors involved in redistributing food across the supply chain and their relationships or interdependencies; the different models/mechanisms of food redistribution; the different financial models that underpin the different mechanisms/models of food redistribution; the financial sustainability and scalability of the different mechanisms/models of food redistribution; the barriers to increasing the redistribution of edible food in London; the capacity and demand among business and redistribution organisations for increased food redistribution.

The end-product will include an external-facing report (including an executive summary) which must contain a methodology document. As well as a slide deck for dissemination of results.

Bidders should also highlight any networks or contacts of their own, or any datasets that they have access to, that they can bring to the project which will add value to the research.

5. Deliverables

The project will deliver the following key deliverables:

1. x1 report, including an executive summary and detailed methodology.
2. x1 excel spreadsheet detailing the components and findings of the analysis (including data collected in a clear format, scenarios, and an explainer for ReLondon on how to use the spreadsheet).
3. x2 meetings with a Project Advisory Group
4. x1 stakeholder workshop.
5. x2 stakeholder meetings.
6. x1 PowerPoint presentation with slides which detail the key results and methodology.

All the deliverables must be branded with ReLondon logos, and the intellectual property created by the service provider will be owned by ReLondon. These will be provided at the kick-off meeting.

6. Budget

The total budget for this project is capped at **£25,000 including VAT and expenses**. The payment of the contract will be phased in several instalments upon completion of each stage.

7. Timescales

The total duration of the project is a 5 month period.

The end date for the project and the report submission date is the 2nd December 2024.

The timetable below gives an indicative timeline for the project. Bidders are advised that, with the exception of the end date of the 2nd December 2024, this timetable may be changed as necessary.

Project start	By w/c 1 st July 2024
Stage 1: Literature and data availability review	Completion by 1 st August 2024
Stage 2: Data collection and analysis	Completion by 30 th September 2024
Stage 3: Modelling local government actions	Completion by 4 th November 2024
Stage 4: Report production	Completion by 2 nd December 2024

8. Interface/Contract management

The main point of liaison between the Service Provider and client will be ReLondon's Senior Advisor in ReLondon's Business Transformation and Sector Support team.

ReLondon will be able to provide connections with their key stakeholders (including larger redistribution charities, small food redistribution businesses, and some food retailers and hospitality businesses) but please note ReLondon does not have connections to the many small redistribution charities operating in London. ReLondon will also be able to offer support setting up workshops and surveys for information gathering and primary data collection, editorial support and collection of photographs for the final public-facing report.

9. 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.

10. Submitting a tender

We are seeking a contractor with:

- An in-depth understanding of the circular economy, the food waste and food redistribution landscape in London, relevant datasets, and the technical skills to produce a piece of research which is recognised by key stakeholders as credible and informative.
- Excellent copywriting skills, with the ability to communicate technical detail in a clear, accessible and concise way.
- The capacity to deliver this project “in-house”.

They will be required to work alongside ReLondon’s project manager and project team who will be able to provide connections with ReLondon’s key stakeholders, support setting up workshops and surveys for information gathering and primary data collection, provide editorial support and collection of photographs for the final public-facing report.

Interested parties are invited to submit a bid which should comprise of their suitability for the contract, the technical approach, and financial proposal as detailed below. Please ensure that your proposal is realistic within the timeframe and budget, while ensuring the research is also high quality, replicable, robust, and easy to understand.

Suitability to fulfil the contract (max 2 pages) should include:

- Summary of organisational experience and knowledge in this field, examples of relevant projects are welcomed.
- Summary of key personnel who will work on the project.
- How the contract is to be managed and their approach to delivering the required specification within the timeline indicated above.
- Describe how they will measure the impact of final product(s) and any other means by which they will measure effectiveness.

Technical approach (max 3 pages) should include your approach/methodology in supporting the ReLondon team with respect to the scope of work required including:

- How you approach the scope and expectations on what can be included.
- How you approach data collection, deal with lack of data availability, and methodology for analysis and developing scenarios.
- How you plan to engage and ensure buy-in with stakeholders.
- What networks or other datasets you will be able to draw on to benefit the project.
- What input you will require from ReLondon prior to and during the project.

Financial proposal (1 page)

Please provide a financial breakdown of fees (£GBP) including day rates and anticipated number of days for nominated personnel plus any other costs plus VAT. Costs should be split out for each stage of the project. An example template is shown below but you may use your own as long as it fulfils these requirement.

	No. of Days	Daily Rate (£)	Nominated Personnel	Total Cost per Activity (£)
Stage 1				
Literature and data availability review				
Stage 2				
Data collection and analysis				
Stage 3				

Modelling local government actions				
Stage 4				
Report production				
			Total Costs (£) exd VAT:	
			VAT (£)	
			Total Cost (£) incl VAT:	
			Total Cost (£) incl VAT:	

If you wish to have a short discussion and ask any questions relating to this bid please email Rachel.shairp@relondon.gov.uk to arrange a short call, using the reference “ReLondon tender: **2024/25 02**”.

Bids must be submitted by email to tenders@relondon.gov.uk by **5pm on 14th June 2024**. When submitting a bid, please use the reference “ReLondon tender: **2024/25 02**”.

The timetable below gives an indicative timeline for procurement. Bidders are advised that, with the exception of the tender submission date, this timetable is not binding and may be changed if necessary.

Milestone	Date
Invitation to Tender issued	17 th May 2024
Tender return deadline	14 th June 2024, 5.00pm
Award of contract	By 28 th June 2024
Inception Meeting	w/c 1 st July 2024
Final Report	By 2 nd December 2024

Evaluation

ReLondon will select to work with the contractor that best demonstrates their suitability and approach to the project along with value for money through the submission process. ReLondon will publish the outcome of the tender within 90 days of an award being made.

11. Contract

The contract will be formally let by ReLondon and ReLondon’s standard terms and conditions will apply (available on request).

Travel and Expenses

All fees shall be inclusive of any travel and subsistence incurred.

