

Invitation to tender

Service review for the London borough of Haringey

12th June 2019

Overview

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) for the provision of a service review for the London Borough of Haringey (The Borough).

2. Background to Resource London

Resource London was established in 2015 as a jointly funded partnership between LWARB and WRAP to maximise the resources of both organisations for the benefit of London. 2019-20 will be the final year of the five year programme.

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

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

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

1. Background to the requirement

The London Borough of Haringey is located in North London, and shares borders with six other London boroughs. Clockwise from the north, they are: Enfield, Waltham Forest, Hackney, Islington, Camden, and Barnet.

Haringey covers an area of more than 11 square miles (28.5 km²). The borough has extreme contrasts: areas in the west, such as Highgate, Muswell Hill and Crouch End are among the most prosperous in the country; in the east of the borough, some wards are classified as being among the most deprived 10% in the country. The borough includes large areas of green space, which make up more than 25% of its total area.

Population

According to the GLA's population projections for 2018, the current population of Haringey is 282,904 residents.

Haringey is the 6th most deprived borough in London, and the 30th most deprived local authority in England (out of 326).

The population grew by 17.7% between the 2001 and 2011 Censuses and is projected to have grown by a further 11% between 2011 and 2018.

The male to female ratio in Haringey is 50:50. While the age structure is similar to that of London, the borough has a slightly larger proportion of residents aged 20–44, and a slightly smaller proportion of residents aged 65+.

According to the GLA Population Estimate for 2018, 33.6% of the borough's population are White British, 25.9% are "Other White", 8.2% are of Black African heritage, and 5.8% are of Black Caribbean heritage. Haringey is also home to several smaller Asian communities.

Dwellings

According to the 2011 Census, there are approximately 114,313 dwellings in Haringey. Of those: 43% are owner occupied; 29% are rented from the local authority or a housing association; and 24% are rented from a private landlord.

The local council and Housing Associations provide just over 27,000 affordable homes. As of Q4 2017 there were 3,002 households living in temporary accommodation in Haringey.

Approximately 25,000 dwellings are in purpose-built blocks of flats; approximately 8,000 are flats above shops/commercial properties and there are a growing number of dwellings converted from non-domestic properties.

Houses to flat conversions make up approximately 40,000 dwellings.

Most houses (i.e. single household/not converted) are terraced with very limited front garden space.

In February 2019 Haringey Council designated the whole borough subject to additional HMO Licensing. The scheme becomes operative on 27 May 2019 and effectively extends licensing to all HMOs in the borough by requiring the licensing of HMOs occupied by three or four persons, together with section 257 HMOs.

The number of new homes to be built between 2019 and 2026 is calculated at 17,00 net additional units (in addition to 8,000 net units since 2011). Housing growth is and will continue to be almost entirely in the category of purpose-built blocks of flats, with smaller numbers of flat conversions.

Waste and Recycling service

Haringey is a waste collection authority, one of the seven WCAs whose waste and recycling is managed by the North London Waste Authority (NLWA). The other boroughs are Barnet, Enfield, Camden, Hackney, Islington and Waltham Forest. NLWA also operate the Recycling Centre (HWRC) service across the sub-region.

All collections have been managed by Veolia since April 2011, with the contract due to end in 2025.

The current waste and recycling services within the borough are as follows:

Kerbside service

- Residual waste is collected fortnightly in a 240l bin
- Dry recycling is collected weekly in a 240l bin. This is fully co-mingled
- Food waste is collected weekly in a separate caddy
- (Chargeable) garden waste is collected weekly in a 240l bin (140L bins and sacks also available)
- Food and garden waste are presented separately, but mixed on the vehicle upon collection

Estates service

- Residual waste is collected weekly in a 360l / 660l / 1100l bin
- Dry recycling is collected weekly in a 360l / 660l / 1100l bin
- Mixed organics are collected weekly in a 140l bin

Communications

The Council's contractor, Veolia, are responsible for delivering communications across the borough on waste and recycling services. They have a commitment within their contract to provide service information to residents and other customers through appropriate media, which includes the design and distribution of annual service leaflets/calendars, maintenance of information online, design and distribution of contamination tags and container signage.

Veolia employ a Communications Manager and two outreach officers, who are typically engaged in a mixture of day to day customer liaison (problem solving) and project work (eg. door-knocking activities to support engagement campaigns).

Veolia are responsible for devising and managing projects to increase recycling performance, along with council support and oversight, and they also operate a call centre for the services they provide (waste and street cleansing).

Waste statistics

Over the past three years, the recycling rate within the borough has steadily fallen from 37.3% in 2014/15 to 32.9% in 2017/18.

Residual waste arisings have remained stable at around 515kg/household/year

Contamination levels are currently approximately 24%.

The service currently delivered by Haringey largely aligns with the recommended service for minimising levels of residual waste arisings and maximising recycling rates, and meets the minimum service requirements outlined in the Mayor's London Environment Strategy (June 2018).

Despite this, Haringey's recycling rates are falling short of what is expected from a service of this arrangement and they are continuing to decrease.

2. The specified requirement

The successful bidder will provide an in-depth analysis and review of the issues which are influencing the Council's recycling rate and performance, and provide recommendations on how these can be addressed.

The review could be conducted (for example) by using available data, case studies, running workshops, conducting site visits, interviews and any other approaches it is felt would be useful, to provide a complete and full analysis of why the Council's service is performing more poorly than expected, and how it can be improved.

The scope needs to be as wide-ranging as possible, in order to determine all of the factors influencing the service, be that operational, strategic, demographic and ethnographic.

The following is a list of examples of issues which *could* be analysed in depth as part of the review. However, Resource London expects applicants to use their previous knowledge and experience to compile a broader list of all aspects which could influence service performance, and then provide a detailed methodology of the approach that will be used for this research.

- Contamination
 - are there specific areas of the Borough/days/seasonal timings when contamination is worse and what causes these patterns?
 - How do the contamination levels and rejects compare with other similar boroughs?
 - How robust is the contamination policy?
 - What resources are being committed to addressing contamination?
 - What (if any) previous projects have been carried out by the Council to address contamination, what were the outcomes and how are these being implemented?

- Uptake of services
 - Food waste participation/barriers; differences by area.
 - Housing stock - Does the particular type/mix of housing contribute to lower recycling rates / poor performance?
 - If so, how?
 - What (if any) previous projects have been carried out by the Council to focus on specific housing types what were the outcomes and how are these being implemented?

- Residents
 - does the particular type/mix/culture/age of residents contribute to lower recycling rates / poor performance?
 - If so, how?
 - How does the number/location of hard to reach groups compare with other boroughs?
 - Are there a higher number of non-English speaking or illiterate residents within the borough?
 - What (if any) previous projects have been carried out by the Council to focus on specific resident types, what were the outcomes and how are these being implemented?

- Operational policies and procedures
 - what policies are in place relating to contaminated bins and side waste?
 - Is performance being affected by routes? Vehicle use? Tipping arrangements? Receptacles, signage? Collection days/frequencies?
 - What (if any) previous projects have been carried out by the Council to focus on specific operational aspects, what were the outcomes and how are these being implemented?

- Communications
 - are communication materials still relevant/clear?
 - What materials are used and how often are residents communicated with?
 - What (if any) previous communications projects have been carried out by the Council, what were the outcomes and how are these being implemented?

3. The project deliverables are:

- Attendance at a project inception meeting with the Borough and Resource London on Monday 29th July 2019 at Haringey Borough Council's offices, River Park House, 1st Floor, 225 High Road, London N22 8HQ
- Throughout the project, the provision of regular project updates by email, telephone or in person (whichever is appropriate at the time of the project) with the Borough and Resource London. This will be agreed at the inception meeting.
- Research – including both desktop and on site - issues which could influence the recycling rate.
- The production of a final report, including the results of the research, conclusions and recommendations.

4. Timetable

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

Bidders are asked to note the timescale for delivery and in their tender submission they should set out how they propose to complete the work within this timescale and identify key dates where they would expect input from the borough's project team.

Milestone	Date
Invitation to Tender issued	Wednesday 12 th June 2019
Deadline for clarification questions	12pm on Friday 5 th July 2019
Tender return deadline	12pm on Wednesday 17 th July 2019
Contract award	Wednesday 24 th July 2019
Inception Meeting	Monday 29 th July 2019
Deadline for provision of information from the Borough	Monday 19 th August 2019
Completion of research phase and interim meetings (if required)	Monday 16 th September 2019
Submission of final report	Friday 4 th October 2019

7. Interface/ Contract management

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

cathy.cook@resourcelondon.org / T: 07732 681846

8. Quality of Service

The Service Provider shall provide the services in a competent, timely manner in accordance with recognised industry quality standards. The Service Provider shall ensure an adequate supply of suitably qualified and competent personnel are available to fulfil the requirements of the Contract.

9. Delivery Personnel

The Borough requires bidders to nominate Key Personnel with appropriate skills to perform the service for the duration of the contract.

Bidders shall provide a CV for Key Personnel as part of their submission. The CV shall demonstrate the individual's experience, competence and capability and their role in the project.

The Service Provider shall ensure any changes to the Key Personnel be undertaken with minimal negative impact to the service and at no additional cost to the Borough.

The Borough may, at its discretion, request that the Service Provider remove and replace any Key Personnel from the service that it considers in any respect unsatisfactory in the delivery and performance of the contract. Neither LWARB nor the borough shall be liable for the cost of replacing any Key Personnel.

Bidders may include other specialists ("Sub-contractors") in their Delivery Teams. However, the Service Provider will remain entirely responsible for the performance of the service. Such Sub-contractors must act in accordance with the terms and conditions of the contract entered into between LWARB and the Service Provider.

10. Submissions

Bidders are requested to submit:

- Details of their suitability to fulfil the contract; how the contract is to be managed; their approach to delivering the required specification; and a project plan. To include examples of relevant, similar project experience, in particular how the nominated personnel were involved in said projects.
- Details of the personnel comprising the Delivery Team, including CVs (these should be no more than 2 sides of A4) and a description of their role in delivering the contract.
- An example of the data the Service Provider expects the Borough to provide in order to run the project. This will be provided to the Borough in advance in order to ensure data gathering can begin immediately.
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- A Pricing Schedule, including a price banding mechanism, detailing the day rates and number of days for nominated personnel (see Appendix 1) to **include VAT and expenses**.

Tender clarification questions must be submitted by **12pm on Friday 5th July 2019** with the reference "**LWARB tender: 2019-20 05 Haringey Service Review**" to info@lwarb.gov.uk

Bids must be submitted by **12pm on Wednesday 17th July** with the reference "LWARB tender: **2019-20 05 Haringey Service Review** " to info@lwarb.gov.uk

11. Contract

The contract will be let by LWARB, as the contracting organisation.

The following special terms shall apply:

Travel and Expenses

All fees shall be inclusive of any travel and subsistence incurred to locations in Greater London.

Where additional expenses* are incurred, the following rates will apply:

Hotel accommodation	Up to 3 Star hotels should be used. Actual cost up to a maximum of £150 per night in Greater London and £110 per night elsewhere. NB extras such as newspapers, telephone calls, laundry, room service, films and mini bars are not claimable.
TRAVEL	
Public Transport (Train, tube, tram, bus, light rail)	Actual cost. NB you cannot claim travel from home to your normal place of work or vice versa. Rail travel will be standard class.
Taxis	Only to be used in exceptional circumstances. Actual cost.
Mileage	Private cars may only be used where reasonable public transport is not available and you have a valid business insurance cover. HMRC approved rates are applied.

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

12. Evaluation

LWARB must be satisfied that each potential contractor has the appropriate capabilities and resources available to undertake the work to our requirements and provide the necessary services. The process we use to select contractors is a competitive one. Your tender submission will be evaluated by looking at the following criteria:

Evaluation criteria	Weighting
Price ¹	25%
Methodology – the proposed approach and timeline to deliver the project requirements.	50%
Authority of allocated personnel, their skills and technical capability including that of options modelling for local authority household waste collections.	25%

Scoring	
Outstanding - cannot be faulted	100
Excellent	90
Very good	80
Good	70
Above average	60
Average	50
Below average	40
Poor	30
Very poor	15

¹ This will be assessed by deviation from the lowest compliant tender

13. Acceptance of bids

In issuing this invitation to bid, LWARB is not bound to accept the lowest or any bid, and reserves the right to accept the whole or any specified part of the bid unless the bidder expressly stipulates otherwise.

LWARB will not enter into discussion with non-selected potential suppliers, or justify its decision. Potential suppliers are deemed to have accepted these conditions by the act of submitting their quote. The selected preferred supplier cannot assume they have been granted the contract until a formal contract is signed.

14. Period for which bids shall remain valid

Unless otherwise stipulated by the bidder, bids shall remain valid for 60 days from the closing date for receipt of tenders.

Appendix One Pricing Schedule

Specification for the provision of surveying services Ref

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

1. Project management and expenses

Role: Name: Day rate (incl VAT): Task	Project Manager	Site supervisor	Surveyor	Surveyor	Total days	Total cost
	John Smith	Name	Name	Name		
	£cost per day	£cost per day	£cost per day	£cost per day		
Initiation meeting						
Feedback during the project						
Wrap up meeting						
Report writing						
Expenses						
Total days						
Total Fees						

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

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