

Invitation to tender

Reference 2015/16 - 12

Support to London Waste Authorities to Improve Waste Management Practices in the Domestic Rented Sector

1. Overview

This invitation to tender is issued by the London Waste and Recycling Board (LWARB) ('the Customer') on behalf of the Resource London programme for the provision of consultancy services ('the Service Provider') to provide technical support to London Boroughs to improve waste management practices within the domestic rented sector (both private and social). This project will focus on the landlords/managing agents that are responsible for these premises and the mechanisms available to:

- London boroughs to enact and enforce greater landlord/managing agent responsibility with regard to waste and recycling management within their properties;
- London boroughs to enact and enforce compliance with their waste and recycling services directly with tenants; and
- Landlords/managing agents to enact and enforce compliance with the waste and recycling services provided by the local authority directly with tenants.

2. Background to Resource London

Resource London is the new, jointly funded support programme for London waste authorities delivered in partnership by the London Waste and Recycling Board and WRAP, the UK's resource efficiency body.

Its primary goal is to help local authorities across London achieve 50% recycling by 2020. The stated objectives of the programme are to:

- achieve the Mayor of London's target that London recycles 50% of local authority collected waste by 2020;
- make an effective contribution to the Mayor of London's CO₂ emissions performance standard; 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](http://resourcelondon.org) resourcelondon.org

3. Background

3.1 Introduction

Since April 2015 Resource London has held one-to-one meetings with 32 out of 33 London Boroughs as part of its programme of engagement to explore support opportunities to help London reach 50% recycling by 2020.

Amongst other barriers, boroughs have cited poor waste management practices in the domestic rented sector (private rented sector in particular) as a key service issue, affecting performance and causing significant street scene issues.

Private rented sector

c.26% (860,000)¹ of all households in London are in the private rented sector, 7% higher than the rest of England and Wales – of these 'Homes in Multiple Occupation' (HMO)² comprise c.7% (or c.185,000 HMOs). Importantly the number of households in this sector has doubled in the past 10 years and is predicted to continue to rise. These households are highly mobile, with 1 in 3 private renters having lived in their current home for less than a year and 70% for 2 years or less. Communications with transient populations, to ensure they are aware of waste storage and presentation requirements is therefore critical. It is acknowledged that a wealth of communication already occurs with the public, but it is not known how much of this reaches short-stay members of the public.

Appendix 2 provides further background information on the private rented sector.

Social rented sector

c.24% of all households in London are in the social housing sector, which has fallen from 35% in 1981, due in part to high levels of new supply of other tenures and in part to Right to Buy sales. Social housing is the most spatially concentrated of the tenures, comprising a high proportion of housing in many Inner London neighbourhoods. These households move less frequently than in the private sector with 7% moving in the last year.

Key waste management issues

The key waste management issues in the domestic rented (especially private) sector cited by boroughs are:

- overproduction and excess waste (partly due to overcrowding in rental properties);
- lack of sufficient waste storage and separation areas;
- difficulty in containing waste;
- contamination of recycling - mostly reject but also non-target;
- poor recycling rates;
- misuse of bulky waste services;
- fly-tipping (including placing waste out for collection on the wrong day);
- high bin replacement and
- high household churn in the private sector making it challenging to communicate with residents on waste.

All of these issues have significant cost and resourcing implications for the local authorities and a significant impact on street scene and recycling performance. Furthermore boroughs found these issues to be more prevalent from HMOs.

Resource London's overarching objective is to help the city move towards the Mayor of London's target of recycling 50% of local authority collected waste by 2020 and, in meeting this, London will make a contribution towards England achieving the national 50% household waste recycling target by the same date. Two of the programme's focus areas to achieve this are improving the quality of the recycling (i.e. decreasing contamination) and minimising the waste that is produced. This project seeks to address these areas within the domestic rented sector.

3.2 Selective licensing³

Three London boroughs (Newham, Barking & Dagenham and Waltham Forest) utilise borough-wide selective licensing of their private rented sector (other boroughs have partial selective licensing in place) and therefore have a good understanding of where these properties are located and have frameworks in place for aiding better overall management. Resource London held a meeting with these boroughs and Lewisham in August 2015 to further explore the

¹ ONS, 2011

² As per the definition in the Housing Act 2004.

³ <https://www.gov.uk/government/publications/selective-licensing-in-the-private-rented-sector-a-guide-for-local-authorities>

collective waste management issues associated with properties in the private rented sector, including HMOs.

In addition to the Resource London meeting, the North London Waste Authority and its constituent boroughs have also met to explore potential legislative avenues for improving waste management practices within the private rented sector.

The outcome of these meetings was a request that Resource London undertakes a London-wide project to look at opportunities available to London boroughs (with and without selective licensing) for improving waste management practices within the private rented sector including carrot and stick approaches. This work would be very timely as a number of other London boroughs are also exploring selective licensing options for some or all of their privately rented housing.

Following further discussions with boroughs, Resource London have decided to expand the project to encompass all of the domestic rented sector i.e. private and social. Although appreciating that the make up of the sector and key socio-demographics differ, the waste management issues are similar in nature and whilst there will be some solutions which will be different between the two there will also be the same or similar solutions for all of the issues faced.

3.3 Examples of opportunities for improving waste management practices

Preston City Council has used the provisions within the Licensing and Management of Houses in Multiple Occupation (Additional Provisions) (England) Regulations 2007 (regulation 4, 8 and 10) to require HMO landlords to ensure that sufficient bins or receptacles are provided for the storage of waste; and must make arrangements for the disposal of refuse and litter. Preston provides one residual waste wheeled bin per household and it is the same for HMOs. This means that where more than one residual bin is required the landlord is responsible for arranging either through the Council or with a separate private contractor and paying for this.

Within London there is a lack of clarity over definitions of household and commercial waste and therefore how legislation could be effectively used to tackle some of the issues.

3.4 Wider UK Context

Although the project is focused on London and is being funded by Resource London and LEDNET, the project is relevant to the rest of the country. This will need to be considered from the outset of the project. It is anticipated that Local Authorities outside London will access the project output.

4 The specified requirement

Resource London is commissioning consultants to investigate the opportunities for improving waste management practices (as detailed in 3.1 above) within the domestic rented sector. The project will focus on the mechanisms available to:

- a. London waste authorities to enact and enforce greater landlord/managing agent responsibility;
- b. London waste authorities to enact and enforce greater compliance directly with tenants; and
- c. Landlords/managing agents to enact and enforce greater compliance directly with tenants.

The project will be commissioned and managed by Resource London, and will be led by a Project Board chaired by a London Environment Director Network (LEDNET) representative, Sue Harris (Interim Executive Director at Kensington and Chelsea and Director at Hammersmith

and Fulham) and comprising senior waste, enforcement, potentially WRAP/Core Cities and housing individuals to ensure all relevant perspectives are captured. The consultant will be required to liaise with the project board throughout the project.

Resource London appreciates the potential complexity and importance of this project both for London and the rest of the country and are therefore looking to split the project into two phases so as to involve the consultants to help with the final development of the project scope and deliverables. Bidders should therefore present methodologies and pricing accordingly. Please note that Resource London will award the project to one consultant to deliver both phases.

Phase 1

- Work with Resource London and the Chair of the Project Board to identify key stakeholders and individuals to be appointed to the Project Board. The consultant will be required to liaise with the organisations/individuals and agree their involvement.
- Preparation for and facilitation of the first Project Board meeting to stimulate and seed discussion. The consultant will be required to arrange the meeting, to present their ideas and work with the Board to develop the project. This meeting will be used to finalise the scope and deliverables for the project. The consultant will need to test potential ideas for action e.g. there's no point having a route map for actions that are politically unacceptable, local authorities are poorly resourced to deliver etc.
NB. Resource London will provide the venue, catering etc. at no cost to the consultant.
- Write up notes and actions from the Project Board meeting and provide Resource London with a fully costed proposal, amended methodology, outputs and project plan for Phase 2 of the project and present it to the Project Board. Presentation and agreement of the Phase 2 work would be made via conference call or web-ex, however it is anticipated that a large part of the scope and deliverables would be agreed during the first meeting with the Project Board.

At the end of Phase 1 and as part of the presentation to the Project Board, the consultant will be required to justify why and how the work in phase 2 will have a tangible effect for London Boroughs on the waste management issues listed.

Note: A potential outcome from phase 1 could be there is little/nothing that can be done to improve the issues without either policy guidance from government/change of law and if that is the case the Project Board reserve the right not to continue the project to phase 2.

Phase 2

Phase 2 would be the main phase of the work. Although the exact specification for Phase 2 will depend on the Phase 1 output, from our discussions with local authorities to date we anticipate it covering the following:

- Investigation into the opportunities and potential interventions for improving waste management practices as detailed in section 4 points a-c above. To include:
 - A review and analysis of all relevant legislation and applicability to the waste management issues in the rented housing sector highlighted by London waste authorities in section 3.1;
 - Options available to London boroughs with and without selective licensing in place for managing these issues;
 - Options available for different types of housing e.g. estates, kerbside properties, flats above shops, including single occupancy and HMOs; and
 - Case studies of where interventions have been successfully used including their impact.
 - A legal assessment of each of the intervention options along with any case law.

The final output could be:

- Production of a publicly available toolkit including a 'routemap' for local authorities and landlords/managing agents for rolling out interventions to improve waste management practices within the rented housing sector. This could include specific sections for local authority waste, enforcement and legal teams with sections that can be shared with landlords/managing agents, such as:
 - Research into drivers for, and opportunities to engage, landlords (e.g. the London Rental Standard);
 - Research into good practices (case studies) nationally/internationally (recognising that in some countries domestic renting is more prevalent);
 - Research into relevant case law and national and London specific legislation;
 - Evaluation of findings for applicability within the London authorities (focusing on housing types, enforcement resources, waste/recycling services etc.);
 - Development of options, interventions and associated SWOT analysis for London authorities; and
 - Development of the routemap, tools and any supporting documentation/resources.
- Recommendations for legislative change if needed.

For the purpose of fair evaluation for Phase 2, please cost for 40 days using a composite day rate including VAT comprising the following. Please identify these staff within your proposal along with their CV's.

- 5% Director
- 20% Principal Consultant
- 30% Senior Consultant
- 25% Consultant
- 20% Junior Consultant/support worker

For the Phase 2 composite day rate cost please show how the composite day rate was built up by providing the individual day rates for the consultants used. Please note that when it comes to the actual pricing for Phase 2 (following the output from Phase 1) these day rates for each level of consultant will be used.

5 The project deliverables are:

Phase 1

- 5.1 Attendance at a project inception meeting on Thursday 31 March 2-4pm with the Chair of the Project Board and Resource London at Resource London's offices, 169 Union Street, London SE1 0LL. This will be to discuss Phase 1 of the project.
- 5.2 Identification and recruitment of stakeholders/organisations to be Project Board members – in agreement with the Project Board Chair and Resource London.
- 5.3 Delivery of the first Project Board meeting at Resource London's offices.
- 5.4 Development of a Phase 2 proposal and presentation to the Project Board.

Phase 2 – to be agreed following Phase 1

- 5.5 Undertake research and investigation into the opportunities and interventions for improving waste management practices
- 5.6 Production of a draft report/toolkit.
- 5.7 Use the Project Board to assess the draft report/toolkit.
- 5.8 Finalise the report/toolkit.
- 5.9 Attend a close out meeting
- 5.10 Weekly project updates with Resource London and monthly updates to the Project Board either via email, phone or webex, depending on what is appropriate for the point in the project.

6 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 Councils' project teams.

Milestone	Date
Invitation to Tender issued	Tuesday 9 February
Deadline for clarification questions	Thursday 18 February 9am
Tender return deadline	Monday 29 February 9am
Sign contract	18 March
Inception Meeting	Thursday 31 March 2-4pm
Other milestones to be agreed in project inception meeting	TBC
Project closure	31 July 2016

7. Interface/ Contract management

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

gemma.scott@resourcelondon.org / T: 07766 698313.

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

Resource London requires Bidders to nominate Key Personnel with appropriate skills to perform the service for the duration of the contract.

Bidders shall provide a CV for Key Personnel as part of their submission. The CV shall demonstrate the individual's relevant experience, competence and capability and their role in this project and should be no more than 3 sides.

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 Resource London.

Resource London may at its discretion request that the Service Provider remove and replace any Key Personnel from the service that Resource London or the Councils considers in any respect unsatisfactory in the delivery and performance of the contract. Resource London or the Councils shall not be liable for the cost of replacing any Key Personnel.

Bidders may include other specialists ("Sub-contractors") in their Delivery Teams. However, the Service Provider will remain entirely responsible for the performance of the service. Such

Sub-contractors must act in accordance with the terms and conditions of the contract entered into between LWARB and the Service Provider.

10. Submissions

Bidders are requested to submit:

- Details of their suitability to fulfil the contract, how the contract is to be managed and their approach to delivering the required specification within the timeline indicated above. To include examples of relevant project experience, in particular experience of similar work.
- Details of the personnel comprising the Delivery Team, including CVs (should be no more than 3 sides) and a description of their role in delivering the contract. Please clearly identify who the Director, Principal Consultant, Senior Consultant, Consultant and Junior Consultant/support worker(s) are that you are using for the composite day rate.
- A Pricing Schedule giving day rates and anticipated number of days for nominated personnel (see Appendix 1) to **include VAT and expenses**.

Bids must be submitted by 09:00 Monday 29 February 2016 with the reference “LWARB tender: 2015/16 – 12” to info@lwarb.gov.uk

11. Contract

The contract will be let by the London Waste & Recycling Board, as the contracting organisation.

The following special terms shall apply:

Travel and Expenses

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

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

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

Resource London 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 Resource London staff by looking at the following criteria:

Evaluation criteria	Weighting
Price ⁴	25%
Methodology – the proposed approach and timeline to deliver the project requirements. ⁵	40%
Authority of allocated personnel, their skills and technical capability including that of similar projects to this tender.	25%
Project management – including managing the Project Board input and updates to Resource London	10%

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

13. Acceptance of bids

In issuing this invitation to bid, Resource London 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.

Resource London 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 30 days from the closing date for receipt of tenders.

⁴ This will be assessed by deviation from the lowest compliant tender. The price used to evaluate this will be made up of the actual cost for Phase 1 and the 40 day composite day rate cost for Phase 2, including expenses and VAT.

⁵ This will be assessed on the methodology for Phase 1 and Phase 2.

Appendix One Pricing Schedule

Specification for the provision of consultancy services Ref 2015/16 - 12

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

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

Please ensure all day rates are inclusive of VAT. Expenses should be detailed separately as shown in the table above.

Bidders should provide their best estimate of price to deliver the phase 1 specification outlined in 4 and 5 based on the day rate and days input for each of the nominated personnel. For Phase 2 please provide a composite day rate as per the instructions in section 4 of this tender document multiplied by 40 days and add this to the Phase 1 cost in order to arrive at the overall price for the project. It is this overall price that will be evaluated.

For the Phase 2 composite day rate cost please show how the composite day rate was built up by providing the individual day rates for the consultants used. Please note that when it comes to the actual pricing for Phase 2 (following the output from Phase 1) it is these day rates for each level of consultant will be used.

Appendix Two London's private rented housing sector - key statistics

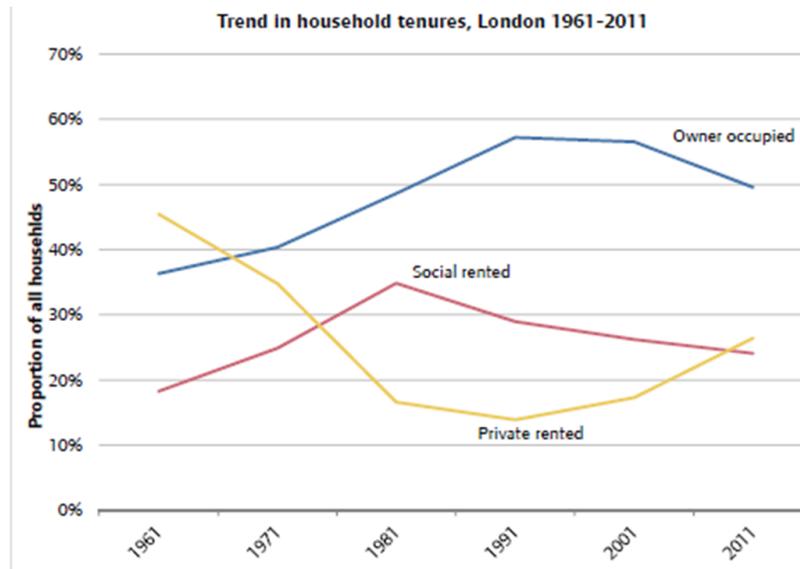
Specification for the provision of consultancy services Ref 2015/16 - 12

London's private rented housing sector - key statistics

c.26% (860,000)⁶ of all households in London are in the private rented sector, 7% higher than in England and Wales. The main reasons for a high private rental sector in London are; high house prices, labour mobility, high migrant population and a younger population. The areas in London with the current highest private rented sector are; Westminster (37.6%), Kensington and Chelsea (34%) and City of London (33%).

Importantly the number of households in this sector has doubled in the past 10 years – see graph below and is set to continue increasing with a corresponding decrease in the social rented and owner occupied sector.

Figure 1. Graph showing increase in private rented sector coupled with decrease in owner occupation and social rented sector since 1991.⁷

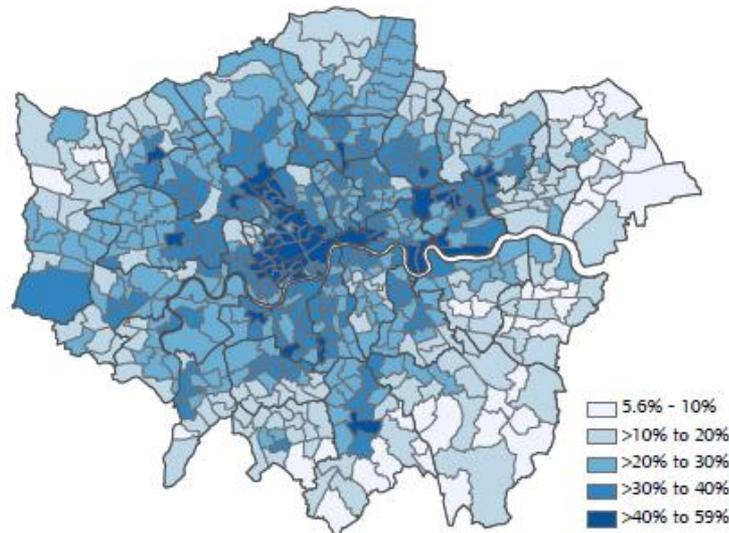


⁶ ONS, 2011

⁷ GLA Housing Report 2014 (from 2011 ONS)

Figure 2. Map showing private tenants as a proportion of all households ⁸

Private tenants as a proportion of all households in London by ward, 2011



Other key rental statistics

- Over 60% of adults in the private rented sector were born overseas, compared to 26% in owner occupied housing and 40% in social housing.⁹
- Mobility is far higher in the private rented sector, where 32% of households have moved in the last year, compared to 7% of social renting households and 4% of owner occupiers. 1 in 3 private renters have lived in their current home for less than a year and 70% for 2 years or less.
- Younger households are now much more likely to privately rent than to own. 55% of private rented households have heads under the age of 35¹⁰ compared to 20% in social rented and 26% in owner occupied.

Houses of Multiple Occupancy

Houses in multiple occupation (HMO) is a property privately rented by at least three people who are not from the same household, but who do share facilities such as a bathroom or kitchen e.g. student accommodation, young professionals, migrant workers etc.

Homes in Multiple Occupation comprise c.7% of London's private housing stock (or c.185,000 HMOs), a much higher rate than in other areas (see bar graph below).

Of the estimated 185,000 HMOs in London, 5,640 have been issued mandatory licenses by London boroughs and 1,360 of these have been found upon inspection to have Category 1 hazards under the Housing Health and Safety Rating System.

All HMOs must be licensed by local authorities if they are rented to five or more people from more than one household and are at least three storeys high.

⁸ ONS 2011

⁹ GLA analysis of Understanding Society survey Wave 1 (2009–10)

¹⁰ ONS Census data 2001 and 2011 - 'Household head' refers to Household Reference Person

Estimated number of Houses in Multiple Occupation as a proportion of total private sector dwelling stock, 2013

