

## Tottenham Green Market

Market Operator Tender Brief (2017-2020)

Date of Issue: 26 May 2017



## Tottenham Regeneration Programme

London Borough of Haringey

## **Tottenham Green Market: Appointment of a Market Operator**

The London Borough of Haringey's Regeneration Team invites submissions from market operators to operate the Sunday Market on Tottenham Green. Submissions are welcomed from operators who are skilled in delivering high quality food and produce markets that attract and engage the local community and will act as a destination for people both inside and outside Tottenham and Haringey.

### **1. PROJECT OUTLINE AND BACKGROUND**

As part of the Tottenham Regeneration Programme, Haringey Council want to enter into an agreement with an experienced market operator to operate and develop a recently established market on Tottenham Green. The successful contractor will be managed by the Tottenham Town Centre Growth Manager in the Council's Regeneration Team.

The last market under the current license agreement will be in summer 2017 therefore Haringey is seeking tenders from private market operators, or individuals, to operate (by way of a licence) the weekly Sunday market for a fixed term period of three years from summer 2017, subject to an annual performance review.

Tottenham Green is the cultural heart of Tottenham. The existing buildings and uses located around the Green (the College of Haringey, Enfield and North East London, the Bernie Grant Arts Centre, Town Hall, Old Fire Station, Marcus Garvey Library and Tottenham Green Leisure Centre), as well as the activities and ambitions of Holy Trinity Church and Friends of Tottenham Green on the Green itself, offer the opportunity to create a significant destination for North London. There is now an amazing opportunity to enhance and strengthen existing assets and the physical character of the Green so that it realises its potential and becomes recognised throughout London as the cultural heart of Tottenham.

The 'Tottenham's Future' consultation (2014) highlighted that respondents wanted more activities to bring the community together and also people supported an improved and revitalised Tottenham High Road. To address these objectives, Tottenham Green has had £1.5m investment in a public realm improvement scheme as part of the Tottenham Regeneration Programme. The overall objectives of the project were to increase footfall at Tottenham Green and transform it into an attractive well used space, including for events and markets.

Tottenham Green Market was first held in summer 2014 as a trial event over six Saturdays following the completion of the public realm improvement scheme on the Green. A new market operator was appointed in 2015 and a further 14 markets were held during that year. Planning permission was required in order to hold more than 14 markets per calendar year. This was granted in June 2016 (application no. HGY/2016/1304), allowing a weekly market to be held on the Green on a Sunday. The market operator was engaged for a year to develop the market, with a further twelve month extension granted to June 2017.

During the public consultation on the planning application over 100 comments of support were received, primarily from local residents, demonstrating its popularity with the local community.

Since that time the market has been held every week (with the exception of a post-Christmas break) and has been a key part of events such as the Tottenham Winter Festival and the Haringey Food and Drink Festival (September 2016) and First Birthday celebrations in March 2017.

The market accommodates 15-20 stalls per week on average. The planning consent permits up to 40 stalls on the Green, therefore there is still room to grow the market by around 20 - 25 stalls. The

operator has also broadened the offer to include family-friendly entertainment which adds to the attraction of the market and encourages people to dwell longer. Free pitches have been made available to local start up businesses, showcasing local producers and restaurants as well as close working with local groups such as the Friends of Tottenham Green. The market reflects the diverse communities within Tottenham and must continue to do so.

The market is now a well-established part of the community calendar which the Council want to see grow from strength to strength and is therefore offering a longer term contract of three years to allow the operator to plan for the long term, building upon its current success.

The Council manages market stalls and street trading under the London Local Authorities Act 1990 (LLAA) which provides street trading licences to individual traders for a designated geographical area. The successful operator must take full responsibility for the administration of all necessary licences and approvals such as the park hire application, street trading licenses for individual traders, food hygiene/safety certificates and temporary events notices for the sale of alcohol (see Section 4 for more details).

## **2. OVERALL AIMS**

Building on recent success, the Council wishes to appoint an operator who can continue to develop a successful and thriving market on Tottenham Green. The market operator must ensure the market aids business growth in the area, bring increasing footfall to Tottenham Green, develop the quality and number of stalls, link to other local businesses and community groups/activities and develop awareness of the market so that competes to be recognised on a London-wide basis with similar produce markets (e.g. Brockley, Wapping).

The Market Operator will provide:

- A professional service and high quality customer and trader experience
- A thriving market offering a mixed range of quality street food and drink, including alcohol and produce with a clear focus on Tottenham/Haringey-based businesses/traders
- A breadth of quality across all stalls and an offer that meets the needs of the local residents as well as the businesses and traders
- A destination that appeals to customers from outside the area
- A minimum of 20 stalls trading on a weekly basis during the summer months (late June to late August)
- A minimum of 15 stalls trading on a weekly basis during the winter months (September to May) excluding a post-Christmas close down if required
- An annual programme of special events and activities to supplement the Sunday Market targeted at the local community (including some free activities); and
- An operating model that is sustainable and transparent with the costs and profits associated with the market reported and shared with Haringey Council.

The aim for the market after three years is for it to be a successful and sustainable commercial enterprise which competes at a London level.

### 3. PROJECT SCOPE - RESPONSIBILITIES AND REQUIREMENTS OF THE APPOINTED MARKET OPERATOR

The below tables outline the requirements for the market and the responsibilities of the market operator. Where indicated 'to be advised (tba)' the details of the specification are to be discussed and agreed as part of the tender process and will form the terms of the agreement between Haringey Council and the successful Market Operator.

#### 1. Market stalls: Type, mix and presentation of goods

The market operator will be responsible for securing all of the stalls on the market in accordance with the requirements below:

Mix of stalls	<ul style="list-style-type: none"> <li>• No less than 70% food stalls, including hot food and street food</li> <li>• At least one stall offering alcohol which can be consumed on site, which has a license to sell alcohol</li> <li>• At least 40% of the stalls being businesses based in Haringey</li> <li>• Quality products with price position and customer appeal across a range of price points</li> </ul>
Summer months- June to late August	<ul style="list-style-type: none"> <li>• No less than 20 stalls trading each weekend/ market day</li> </ul>
Winter months- September to May	<ul style="list-style-type: none"> <li>• No less than 15 stalls trading each weekend/ market day</li> </ul>
December market	<ul style="list-style-type: none"> <li>• December markets to be Christmas themed with at least 20 stalls trading</li> <li>• Work with Haringey Council to coordinate the market with the Christmas Light switch on (held on the first Sunday in December) including organising and managing additional entertainment and activities. A separate budget is available for this additional activity.</li> </ul>
Excellent presentation of goods and market stalls	<ul style="list-style-type: none"> <li>• Uniform look across the stalls showing a clean, orderly market i.e. aprons around tables, clearly labelled price tags, clearly marked chalk boards and advertising</li> </ul>

	boards
Excellent customer service	<ul style="list-style-type: none"> <li>• Provide a means for recording customer feedback, such as suggestions, compliments and complaints</li> <li>• Evidence customer service issues have been addressed</li> </ul>

## 2. Communications and engagement with local businesses and stakeholders/Promotion

Requirement	Specification
Engage with local stall holders	<ul style="list-style-type: none"> <li>• Actively promote the opportunity to trade at Tottenham Green Market to businesses operating in N15 and N17 postcodes.</li> <li>• Ensure at least 40% of the stalls at each market are local Haringey businesses. If this figure cannot be reached, evidence must be provided of why businesses did not meet the quality standard or did not take up the trading opportunity.</li> </ul>
Promotion and communications	<ul style="list-style-type: none"> <li>• Work with the Council's appointed design team to review and develop the branding for Tottenham Green Market. The copyright of artwork designs and other merchandise and materials produced shall upon payment of any monies due be vested in London Borough of Haringey.</li> <li>• Develop and deliver a marketing plan for the three year period, to be agreed with the Council, which promotes the market and its associated activities to local residents and those outside the area (including use of online/social media) and ensures it competes on a London-wide level.</li> </ul>
Engagement with Tottenham Green businesses / stakeholders and community groups	<ul style="list-style-type: none"> <li>• Haringey Council to provide a list of local businesses, stakeholders and community groups whom the market operator must contact to introduce themselves prior to the first market taking place</li> <li>• Explore ways of working with these groups to maximise footfall and engagement with local people and stakeholders</li> <li>• Explore ways to work with local schemes to support local people into employment or training, signing up to</li> </ul>

	the Tottenham Business Charter and contributing to the Council's People Programme.
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### 3. Operation and management of the market

Requirement	Specification - ALL OF THE BELOW REQUIREMENTS MUST BE PUT IN PLACE BEFORE THE FIRST MARKET TAKES PLACE
Event Safety Management Plan	<ul style="list-style-type: none"> <li>The Market Operator must complete an Event Safety Management Plan including a risk assessment that has been agreed with the Council before the contract commences.</li> </ul>
Highest standards of environmental health and trading standards	<ul style="list-style-type: none"> <li>Clear policy in place for traders to meet required standard and deal with infringements to ensure the quality of the market.</li> <li>All Environmental Health and Trading Standards recommendations arising to be met including all licensing requirements.</li> </ul>
Cleansing and waste management	<ul style="list-style-type: none"> <li>Market area cleared of litter and waste at the end of each market day. Market Operator to agree terms with the Council's waste management provider (Veolia).</li> <li>Clear arrangements in place with traders on the management of waste.</li> <li>Additional bins and recycling units to be provided on the Green during market day.</li> </ul>
Parking, loading and unloading	<ul style="list-style-type: none"> <li>Loading and unloading strictly controlled during the day keeping vehicles off Tottenham Town Hall Approach Road during the market customer opening hours.</li> <li>The parking arrangements of the traders to be made with the Market Operator. There is no parking available on site.</li> </ul>
Market manager	<ul style="list-style-type: none"> <li>The market operator must identify/appoint a person who is on site and has responsibility for the day to day running of the market and liaison with all of the traders.</li> </ul>

Hours of operation	<ul style="list-style-type: none"> <li>• The market must always be fully set up by 11am and not commence dismantling before 4pm in the winter and 5pm in the summer, unless there are exceptional circumstances such as very bad weather that would pose a health and safety risk to the public.</li> <li>• Delivery, set up and dismantling times will be restricted to a set time outside core market operating hours (tba).</li> <li>• Late opening experiments are welcomed for special events (subject to appropriate licensing approvals).</li> </ul>
Licenses and insurances	<ul style="list-style-type: none"> <li>• All necessary licenses to operate the market to be in place before the opening of the market. This is the responsibility of the Market Operator.</li> <li>• All insurances of the Traders and Market Operator to be up to date and valid for the scale of the market with evidence to prove such available for inspections.</li> <li>• The Market Operator must have £5,000,000 public liability cover and £1,000,000 professional indemnity cover.</li> <li>• The operator is responsible for ensuring they have all relevant and up to date trading details relating to their traders. This must include full name, current address, vehicle details, public liability insurance details and proof of the trader's eligibility to work in the UK. These details must be available for inspection (in a table format) by Council officers when requested.</li> </ul>
Utilities and facilities	<ul style="list-style-type: none"> <li>• Power points available on Tottenham Green, fees payable.</li> <li>• There are no water points or toilets on site. Appropriate measures for water should be put in place for traders who require this.</li> </ul>
Market infrastructure	<ul style="list-style-type: none"> <li>• The Council will not provide any market stalls or storage facilities, with the exception of the use of a container near to site. All market infrastructure must be arranged and managed by the Market Operator.</li> </ul>
Market Layout	<ul style="list-style-type: none"> <li>• Work with Haringey Council to determine the layout of the market during the summer and winter months.</li> </ul>

Monitoring and Finance	<ul style="list-style-type: none"> <li>Monitoring information including visitor numbers, number and mix of stalls, postcodes of stallholders etc. to be collected per market by the operator and submitted to Haringey Council using a mutually agreed monitoring template / procedure devised by the operator.</li> <li>Submission of annual accounts.</li> </ul>
Management meetings	<ul style="list-style-type: none"> <li>Meet with the Project Manager (Tottenham Town Centre Growth Manager) on a monthly basis to discuss management issues.</li> </ul>
Annual Performance Review	<ul style="list-style-type: none"> <li>Participate in an annual market health check (conducted by NABMA) and agree measures to improve performance if required.</li> </ul>
Community activities / events	<ul style="list-style-type: none"> <li>Devise and implement an annual programme of events to be held alongside the market to encourage greater patronage of Tottenham Green and improve footfall to the Market.</li> </ul>

#### 4. Finance

The market is subject to charges from Parks, Licensing and the council's waste contractor, Veolia. These are set out in the table below. A waste collection arrangement has been agreed with Veolia and the Council. The operator will be responsible for collecting traders' license fees (set at £25 for six days of trading) and 35% of fee income taken by the operator will be payable to LBH Parks Department each week for use and upkeep of the Green. The Regeneration Team have a test-trading programme which can be used to fund up to three market stalls for test-trading purposes (£3,600) and New Homes Bonus funding to assist with marketing and promotion (up to £5,000).

Requirement	Specification
LBH costs	<ul style="list-style-type: none"> <li>Parks Space Hire Fee (£420 per annum)</li> <li>35% of stallholder license fee income (estimated at £10,000 per annum on current pitch numbers)</li> <li>Premises license for alcohol and entertainment (£70)</li> <li>Waste Management costs to Veolia (c. £400 per annum)</li> </ul>

Trader information and charges	<ul style="list-style-type: none"> <li>• Provide a financial model to the Council of how the market will operate</li> <li>• Provide a log of traders and fees paid to Regeneration</li> </ul>
Market operational costs	<ul style="list-style-type: none"> <li>• The Market Operator will be responsible for all costs relating to the market including staffing, insurance, marketing and communications, service charges for utilities, costs associated to the provision of water and toilets and other amenities and equipment needed and any costs incurred through fines relating to the market.</li> </ul>
Licensing costs	<ul style="list-style-type: none"> <li>• All fees associated to licensing and events are payable to the Council and are the responsibility of the Market Operator. Each trader must have an individual license to trade at each market. The Market Operator will set out in the financial model how these fees will be paid to the council and the costs to the trader.</li> </ul>

#### 4 APPLICATION PROCEDURE

If you would like to apply, please submit a Quality Delivery Proposal in the form of your response to the brief which covers:

1. General experience and competence of company of managing and operating a similar market. Including a brief outline of your core business, physical resources, geographical coverage, financial performance and management structure (no longer than one page)
2. Experience and ideas for ensuring a quality offer for the market according to the vision and our aims (including test-trading)
3. Experience and ideas for delivering excellent stakeholder engagement and customer service
4. Experience and ideas for promotion and co-ordination with local businesses and the wider community (including use of social media)
5. Financial model and timescales set out for delivering a market within defined timescales for the three year contract period
6. Details of two referees.

All of the above information should be no longer than six pages of A4 in total and should be supplied in digital format (pdf or doc) via email to [keith.trotter@haringey.gov.uk](mailto:keith.trotter@haringey.gov.uk) by 9.00am on Friday 9 June 2017.

**PLEASE CONTINUE OVER THE PAGE FOR QUOTE INSTRUCTION AND SUBMISSION FORM**

## APPENDIX A - QUOTATION INSTRUCTIONS

### 1. PROJECT DETAILS

Employer:	London Borough of Haringey	
Project Name:	Tottenham Green Market	
Project Address:	Tottenham Green, Tottenham	
Project Description / Scope of work	Please see Section 1, 2 and 3	
Tender return date and time:	9.00am on Friday 9 June 2017	
Project programme:	Evaluation completion:	13 June 2017
	Internal approval:	16 June 2017
	Notification to tenders:	16 June 2017
	Start Date of Commission:	26 June 2017
	Project Completion:	26 June 2020
Conditions of Contract	See below	
Supporting Documents:	Tottenham's Future Consultation Report 2014	
	Tottenham Strategic Regeneration Framework	
	Tottenham Physical Development Framework (documents available at <a href="http://www.haringey.gov.uk/tottenham">www.haringey.gov.uk/tottenham</a> )	

### 2. THE QUOTATION PROCESS

#### 2.1 Disqualification of the Quotation

Any Quotation submitted by any of the Tenderers in respect of which the Tenderer:

- 2.1.1 has failed to quote to provide all of the services required; or
- 2.1.2 has fixed or adjusted the prices, charges and rates shown in its Quotation; or
- 2.1.3 the Tenderer makes or attempts to make any variation or alteration to the terms of the Contract Documents without bringing this to the Employer's attention, except where the variation or alteration is expressly permitted therein; or
- 2.1.4 has included any qualifications which have been made to the quote;

shall not be considered for acceptance and shall accordingly be rejected by the Employer provided always that such non-acceptance or rejection shall be without prejudice to any other civil remedies available to the Employer in respect thereof or to any criminal liability which such conduct by a Tenderer may attract.

#### 2.2 Non-Consideration of Quotation

The Employer may in its absolute discretion refrain from considering and therefore reject a tender if:

2.2.1 the Tenderer has failed to return the Tender fully completed. A returned tender which does not contain all up to date amendments issued by the Employer or their consultants will be deemed to be incomplete and may be rejected; or

2.2.2 the Tender has been submitted after the closing date and time.

### 2.3 Terms and Conditions

Each Quote received by the Employer shall be deemed to be subject to the Terms and Conditions of the Quotation Documents unless the Employer should previously have expressly agreed in writing to the contrary.

## 3. EVALUATION CRITERIA AND METHODOLOGY

Tenderers will be evaluated based on their submission of the Qualitative Delivery Proposals. The quality criteria are detailed in the table on page 11. You should submit clear, concise and unambiguous statements that provide sufficient evidence as to how you will deliver the requirements of the Council's specification.

You should ensure that you do not exceed the maximum page count specified. Please note if the page count has exceeded the amount specified then the part of the submission that has exceeded the count will not be scored.

### 3.1 Qualitative Delivery Proposal

The Tenderer must provide a Qualitative Delivery Proposal. The Qualitative Delivery Proposal (QDP) shall include written details as to how the Tenderer intends to meet the requirements of the Employer.

#### Qualitative Delivery Proposals Questions

Each weighted sub-criterion set out in the Qualitative Delivery Proposal will be evaluated/assessed and marked in accordance with the following scoring chart:

Score	Criterion	Elemental Breakdown
0	<b>Question not answered.</b>	<ul style="list-style-type: none"> <li>No answer or response given or provided to the Question or part of the Question</li> <li>Inappropriate and irrelevant response</li> </ul>
1	<b>Poor</b> – Falls well short of meeting the requirements of the Question.	<ul style="list-style-type: none"> <li>Only a minimal response made to the Question or part of the Question being the subject of the response</li> <li>Fails to understand all of the requirements of the Question or part of the Question being the subject of the response</li> </ul>
2	<b>Low Expectations</b> - Meets some of the requirements of the Question.	<ul style="list-style-type: none"> <li>Covers a few of the elements / points set out in the Question or part of the Question being the subject of the response</li> <li>Does not however show a full understanding of the Question or part of the Question being the subject of the response</li> </ul>

<b>3</b>	<b>Satisfactory</b> - Largely meets the requirements of the Question.	<ul style="list-style-type: none"> <li>Indicates a broad understanding of the Question or part of the Question being the subject of the response but does not cover all the points required by the Question</li> </ul>
<b>4</b>	<b>Good</b> - Meets all major requirements of the Question.	<ul style="list-style-type: none"> <li>Meets most of the points set out in the Question or part of the Question being the subject of the response but is still a comprehensive response</li> <li>Provides a robust answer showing how the Tenderer will put theory into practice.</li> <li>Workable and practical methods/proposals provided in the response</li> </ul>
<b>5</b>	<b>Excellent</b> - Meets and complies with all the requirements of the Question. No Reservations	<ul style="list-style-type: none"> <li>Fully complies with the Question or part of the Question being the subject of the response</li> <li>Response demonstrates that the Tenderer has exceptional ability which shows clear potential to provide an exceptional service under the contract</li> </ul>

Marks will be adjusted accordingly based on the allocated scoring for each question.

**Example 1:** Question 1 has a maximum score of 30 marks. A score of good would give a score of 4. The score of 4 would then be adjusted to a mark out of 30, i.e.  $4/5 \times 30 = 24$ .

**Example 2:** Question 3 has a maximum score of 15 marks. A score of satisfactory would give a score of 3. The score of 3 would then be adjusted to a mark out of 15, i.e.  $3/5 \times 15 = 9$ .

Each of the Qualitative Delivery Proposals will be marked separately, by members of the Regeneration Team. The score will be computed and transferred onto a Quality Assessment Evaluation Matrix and weighted in order to arrive at a final score. The weightings have been included in the Qualitative Delivery Proposals below. The total weighted score, a sum of the scores for each of the Qualitative Delivery Proposals, is expressed as a percentage of the maximum possible score of 100. This procedure establishes the adjusted quality score for each Tenderer.

**A minimum quality score of 70% out of the 100% is required.**

Tenderers who do not achieve the minimum Quality score will be eliminated. This will be arrived or calculated from the summation of the quality scores.

**The Qualitative Delivery Proposal must be provided in the order referenced and numbered.**

#### Quality Criteria

No.	Question	Weighting
1	General experience and competence of company of managing and operating a similar market	30%
2	Experience and ideas for ensuring a quality offer for the market according to the vision and our aims (including test-trading) catering for the Tottenham community	30%

3	Experience and ideas for delivering excellent stakeholder engagement and customer service	15%
4	Experience and ideas for promotion and co-ordination with local businesses and the wider community (including use of social media)	15%
5	Financial model and timescales set out for delivering a market within defined timescales	10%
		<b>100</b>

**4. QUERIES**

All queries must be submitted to keith.trotter@haringey.gov.uk by **12 p.m. (midday) on Wednesday 7 June 2017.**

**5. RETURN OF TENDER**

The tender must be returned to keith.trotter@haringey.gov.uk by 9 a.m. on Friday 9 June 2017. It is the Tenderer's responsibility to ensure that the tender is sent by the date and time specified above. The client will not enter into any discussion with Tenderers who fail to meet this deadline.

**6. TENDER RETURN**

Please confirm the following:	Yes	No
Please confirm that you agree to the terms and conditions.	<input type="checkbox"/>	<input type="checkbox"/>
If you do not have the level of insurance cover stated in the Terms and Conditions (Public Liability Insurance - £5,000,000, Employer's Liability Insurance - £10,000,00 and Professional Indemnity Insurance - £1,000,000) would you be willing to increase the cover to the values stated if successful?	<input type="checkbox"/>	<input type="checkbox"/>

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2017

Name of Provider: \_\_\_\_\_ Company Number: \_\_\_\_\_

Address of Provider: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Email address: \_\_\_\_\_

Name of person signing on behalf of the Provider: \_\_\_\_\_

Signature of Provider: \_\_\_\_\_  
 (Partner/Director)