

GREATERLONDONAUTHORITY

Contract Reference Number: GLA 80806

Date: 17th March 2016

Contract for Services

between

The Greater London Authority

and

Prederi Ltd

Version: Generic 24 July 2015

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THIS CONTRACT is made the 17th day of March 2016

BETWEEN:

- (1) **THE GREATER LONDON AUTHORITY** of City Hall, Queen's Walk, London SE1 2AA ("the Authority"); and
- (2) **PREDERI LTD**, a company registered in England and Wales (Company Registration Number 08006562) whose registered office is at 7 Station Road West, Oxted, Surrey RH8 9EE ("**the Service Provider**").

RECITALS:

- A. The contractor will be required to evaluate the contribution made at the programme (GLA) level towards achieving Food Flagship goals and distil findings into learning that can be applied to the future of the programme and elsewhere. The contractor will also be required to work with the GLA, the London Borough of Croydon, and other relevant delivery partners and stakeholders to develop a methodological framework that will assess the impact of the Food Flagships programme within LB Croydon and understand the process of change;
- B. The Authority wishes the Service Provider to provide the Services and the Service Provider is willing to provide the Services to the Authority on the terms and conditions set out in the Contract.
- C. The Service Provider should be aware that the Authority does not offer any guarantee or minimum volume of the Services that may be delivered under this Contract and does not offer any exclusivity to the Service Provider.

THE PARTIES AGREE THAT:

1. **Definitions and Interpretation**

In the Contract (including the Recitals):

- 1.1 unless the context indicates otherwise the following expressions shall have the following meanings:

"Authority Assets"	means any assets (whether tangible or intangible), materials, resources, systems, networks, connectivity and other equipment, machinery and facilities owned by or licensed to the Authority or any member of the Authority Group;
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"Authority Group"	shall mean where the Authority is:
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- (a) TfL, TfL in its own right and as holding company of all its subsidiaries (as defined in section 1159 of the Companies Act 2006) from time to time together and reference to any **“member of the Authority Group”** shall refer to TfL or any such subsidiary; and
- (b) the Greater London Authority (GLA), the GLA, TfL, the Mayor’s Office for Policing and Crime and the London Fire and Emergency Planning Authority, London Legacy Development Corporation, and the Old Oak and Park Royal Development Corporation (**“Functional Bodies”**) each in their own right and as holding companies of all of their subsidiaries (as defined in section 1159 of the Companies Act 2006) from time to time together and reference to any **“member of the Authority Group”** shall refer to the GLA, any Functional Body or any such subsidiary;

“Authority Premises”

any land or premises (including temporary buildings) owned or occupied by or on behalf of any member of the Authority Group;

“Business Day”

any day excluding Saturdays, Sundays or public or bank holidays in England;

“Cessation Plan”

a plan agreed between the Parties or determined by the Authority pursuant to Clauses 28.1 to 28.5 (inclusive) to give effect to a Declaration of Ineffectiveness or Clauses 28.6 to 28.10 (inclusive) to give effect to a Public Procurement Termination Event;

“Charges”

the charges payable by the Authority, in consideration of the due and proper performance of the Services in accordance with the Contract, as specified in or calculated in accordance with Schedule 4 as the same may be varied from time to time in accordance with Clause 26.6 or Clause 31;

“Confidential Information”

all information (whether written or verbal) that by its nature may reasonably be

	regarded as confidential to the Authority (or any member of the Authority Group) whether commercial, financial, technical or otherwise, and including information which relates to the business affairs, customers, suppliers, products, software, telecommunications, networks, trade secrets, know-how or personnel of the Authority Group);
“Contract”	this contract, including the Schedules and all other documents referred to in this contract;
“Contract Information”	(i) the Contract in its entirety (including from time to time agreed changes to the Contract) and (ii) data extracted from the invoices submitted pursuant to Clause 5 which shall consist of the Service Provider’s name, the expenditure account code, the expenditure account code description, the document number, the clearing date and the invoice amount;
“Contract Manager”	the person named as such in Schedule 1 or such other person as notified to the Service Provider by the Authority;
“Contract Commencement Date”	the date for commencement of the Contract specified in Schedule 1;
“Declaration of Ineffectiveness”	a declaration of ineffectiveness in relation to this Contract made by a Court of competent jurisdiction pursuant to Regulation 98 of the Public Contracts Regulations 2015 or Regulation 45J the Utilities Contracts Regulations 2006;
“Force Majeure Event”	any of the following: riot, civil unrest, war, act of terrorism, threat or perceived threat of act of terrorism, fire, earthquake, extraordinary storm, flood, abnormal weather conditions or other natural catastrophe or strikes, lock-outs or other industrial disputes to the extent that such event has materially affected the ability of the Party relying on the Force Majeure Event (“Affected Party”) to perform its obligations in accordance with the terms of the Contract but excluding any such event insofar as it arises from or is attributable to the wilful act, omission or negligence of the Affected Party or the failure on the part of the Affected Party to

take reasonable precautions to prevent such Force Majeure Event or its impact;

“Holding Company”

any company which from time to time directly or indirectly controls the Service Provider as set out by section 1159 of the Companies Act 2006;

“Insolvency Event”

any of the following:

- (a) either or both of the Service Provider or the Holding Company making any voluntary arrangement with its creditors or becoming subject to an administration order;
- (b) a receiver, administrative receiver, manager, or administrator being appointed over all or part of the business of either or both of the Service Provider or the Holding Company;
- (c) being a company, either or both of the Service Provider or the Holding Company having passed a resolution for its winding-up or being subject to a petition for its winding-up (except for the purposes of a voluntary amalgamation, reconstruction or other re-organisation without insolvency);
- (d) either or both of the Service Provider or the Holding Company ceasing or threatening to cease to carry on its business for any reason or being unable to pay its debts within the meaning of the Insolvency Act 1986;
- (e) being an individual or firm, the Service Provider becoming bankrupt or dying;
- (f) any similar event to those in (a) to (e) above occurring in relation to either or both of the Service Provider or the Holding Company under the law of any applicable jurisdiction for those purposes;

“Intellectual Property Rights”

any patent, know-how, trade mark or name, service mark, design right, copyright, rights in passing off, database right, rights in commercial or technical information, any other rights in any invention, discovery or process and any other intellectual property rights, in each case whether registered or unregistered and including applications for the grant of any such rights and all rights or forms of protection having equivalent or similar effect in each case in the United Kingdom and anywhere else in the world;

“Key Personnel”

the Service Provider’s key personnel named in Schedule 1;

“Losses”

all costs (including legal costs and costs of enforcement), expenses, liabilities (including any tax liability), injuries, direct, indirect or consequential loss (all three of which terms include pure economic loss, loss of profits, loss of business, depletion of goodwill and like loss), damages, claims, demands, proceedings and judgments;

“Milestone”

an event which is the completion of one or more of the specified activities as may be set out in the Project Plan;

“Parties”

the Authority and the Service Provider (including their successors and permitted assignees) and **“Party”** shall mean either of them as the case may be;

“Procurement Manager”

the person named as such in Schedule 1 and referred to in Clause 7 or such other person as notified to the Service Provider by the Authority;

“Project Plan”

the plan (if any) for implementation including (without limitation) project delivery set out in Schedule 5, developed and agreed by the Parties in relation to the performance and timing of the Services under the Contract which may include Milestones;

“Public Procurement Termination Event”

if a court determines that one or more of the circumstances described in regulation 73(1) of the Public Contracts Regulations 2015 or any equivalent provisions in regulations implementing the EU Utilities Directive

	2014/25 has occurred;
“Service Commencement Date”	the date for commencement of the Services set out in Schedule 1;
“Service Provider Equipment”	the equipment and materials of whatsoever nature used by the Service Provider in providing the Services which do not themselves form part of the Services and in which title is not intended to pass to the Authority under the Contract;
“Service Provider’s Personnel”	all such persons, including (without limitation) employees, officers, suppliers, sub-contractors and agents of the Service Provider, as are engaged in the performance of any of the Services and including the Key Personnel;
“Services”	<p>(a) subject to Clause 26.6 all or any part of the services to be provided to, or activities to be undertaken and completed for, the Authority by the Service Provider under the Contract as detailed in the Specification including any variations to such services or activities pursuant to Clause 31; and</p> <p>(b) any services, functions or responsibilities which may be reasonably regarded as incidental to the foregoing services or activities and which may be reasonably inferred from the Contract;</p>
“Specification”	the specification and other requirements set out in Schedule 3;
“Term”	the period during which the Contract continues in force as provided in Clause 2 and Schedule 1;
“TfL”	Transport for London, a statutory corporation established under the Greater London Authority Act 1999;
“Transparency Commitment”	means the Authority’s commitment to publish its contracts, tender documents and data from invoices received in accordance with the Local Government Transparency Code 2015 and the Authority’s own published

transparency commitments;

“VAT”

means value added tax as provided for in the Value Added Tax Act 1994 and any tax replacing the same or of a similar nature.

- 1.2 a reference to the singular includes the plural and vice versa, and a reference to any gender includes all genders;
- 1.3 a reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instrument as amended or re-enacted by any subsequent statute, enactment, order, regulation or instrument and shall include all statutory instruments or orders made pursuant to it whether replaced before or after the date of execution of the Contract;
- 1.4 a reference to any document other than as specified in Clause 1.3 and save as expressed otherwise shall be construed as a reference to the document as at the date of execution of the Contract;
- 1.5 headings are included in the Contract for ease of reference only and do not affect the interpretation or construction of the Contract;
- 1.6 references to Clauses and Schedules are, unless otherwise provided, references to clauses of, and schedules to, the Contract and any reference to a paragraph in any Schedule shall, in the absence of provision to the contrary, relate to the paragraph in that Schedule;
- 1.7 in the event, and only to the extent, of any conflict between the Clauses and the Schedules, the Clauses prevail, except where:
 - 1.7.1 the conflicting part of the Schedule is explicitly expressed to take precedence; or
 - 1.7.2 the conflict is with a provision in Schedule 2 (Special Conditions of Contract), in which case the provisions in Schedule 2 shall prevail;
- 1.8 the Schedules form part of the Contract and will have the same force and effect as if expressly set out in the body of the Contract;
- 1.9 the expression “person” means any individual, firm, body corporate, unincorporated association, partnership, government, state or agency of a state or joint venture; and
- 1.10 the words “including”, “includes” and “included” will be construed without limitation unless inconsistent with the context.

2. Commencement and Duration

The Contract commences on the Contract Commencement Date and continues in force for the duration stated in Schedule 1 unless terminated earlier in accordance with Clause 26.

3. The Services

3.1 The Service Provider:

3.1.1 shall provide the Services to the Authority from the Service Commencement Date in accordance with the Contract;

3.1.2 acknowledges that it has sufficient information about the Authority and the Specification and that it has made all appropriate and necessary enquiries to enable it to perform the Services in accordance with the Contract;

3.1.3 shall neither be entitled to any additional payment nor excused from any obligation or liability under the Contract due to any misinterpretation or misunderstanding by the Service Provider of any fact relating to the Specification or otherwise to the Contract; and

3.1.4 shall comply with all lawful and reasonable directions of the Authority relating to its performance of the Services.

3.2 Notwithstanding anything to the contrary in the Contract, the Authority's discretion in carrying out its statutory duties shall not be fettered or otherwise constrained or affected by any provision of the Contract;

3.3 The Service Provider shall provide the Services:

3.3.1 with the high degree of skill, care and diligence normally exercised by recognised professional firms or by highly skilled and experienced service providers providing services of a similar scope, type and complexity to the Services and with sufficient resources including project management resources;

3.3.2 in conformance in all respects with the Specification and so that they fulfil the purpose indicated by or to be reasonably inferred from the Specification;

3.3.3 in a safe manner and free from any unreasonable or avoidable risk to any person's health and well-being and in an economic and efficient manner; and

3.3.4 so that they are properly managed and monitored and shall immediately inform the Authority if any aspect of the Contract is not being or is unable to be performed.

- 3.4 Where reasonably requested to do so by the Authority and provided the Service Provider is willing to so contract, the Service Provider shall contract with such other member(s) of the Authority Group as on the terms of this Contract with only the necessary changes of Parties' details being made.
- 3.5 Throughout the term of the Contract the Service Provider shall when required give to the Authority such written or oral advice or information regarding any of the Services as the Authority may reasonably require.
- 3.6 Where a format for electronic receipt of orders by the Service Provider is set out in Schedule 1, the Service Provider shall, unless the Authority requires otherwise, receive orders in such format and shall maintain its systems to ensure that it is able to do so throughout the Term.

4. Charges

- 4.1 The Service Provider shall invoice the Authority in accordance with the procedures set out in Clause 5 and in consideration of, and subject to the due and proper performance of the Services by the Service Provider in accordance with the Contract, the Authority shall pay the Service Provider the Charges in accordance with those procedures and with the other terms and conditions of the Contract.
- 4.2 The Service Provider is not entitled to reimbursement for expenses unless such expenses are specified in Schedule 4 or have been incurred with the prior written consent of the Authority, in which case the Service Provider shall supply appropriate evidence of expenditure in a form acceptable to the Authority.
- 4.3 All Charges exclude any VAT which may be chargeable, which will be payable in addition to the sum in question at the rate and in the manner for the time being prescribed by law on delivery of a valid VAT invoice.

5. Payment Procedures and Approvals

- 5.1 The Service Provider shall invoice the Authority in respect of the Charges:
- 5.1.1 where no Milestones are specified in Schedule 4, at such dates or at the end of such periods as may be specified in Schedule 1; or
- 5.1.2 if specified in Schedule 4, on completion of each Milestone provided that any preceding Milestones have been completed in accordance with the Contract,

and shall not make any separate charge for submitting any invoice.

- 5.2 The Service Provider shall submit invoices to the postal address set out in Schedule 1 or, where an electronic format for submission of invoices is set out in Schedule 1, such electronic format shall, unless the Authority requires otherwise, be used. Each such invoice shall contain all information required by the Authority including the Contract Reference Number, SAP order number, Service Provider's name, address and bank account details to which payment should be made, a separate calculation of VAT and a brief description of the Services provided. Invoices shall be clear, concise, accurate, and adequately descriptive to avoid delays in processing subsequent payment.
- 5.3 In the event of a variation to the Services in accordance with the Contract that involves the payment of additional charges to the Service Provider, the Service Provider shall identify these separately on the relevant invoices.
- 5.4 The Authority shall consider and verify each invoice, which is submitted by the Service Provider in accordance with this Clause 5, in a timely manner. If the Authority considers that the Charges claimed by the Service Provider in any invoice have:
- 5.4.1 been correctly calculated and that such invoice is otherwise correct, the invoice shall be approved and payment shall be made by bank transfer (Bank Automated Clearance System (BACS)) or such other method as the Authority may choose from time to time within 30 days of receipt of such invoice or such other time period as may be specified in Schedule 1;
 - 5.4.2 not been calculated correctly or if the invoice contains any other error or inadequacy, the Authority shall notify the Service Provider and the Parties shall work together to resolve the error or inadequacy. Upon resolution, the Service Provider shall submit a revised invoice to the Authority.

The Authority shall not be entitled to treat any properly submitted invoice as disputed or incorrect solely due to its own undue delay in considering and verifying it.

- 5.5 No payment made by the Authority (including any final payment) or act or omission or approval by the Authority or Contract Manager or Procurement Manager (whether related to payment or otherwise) shall:
- 5.5.1 indicate or be taken to indicate the Authority's acceptance or approval of the Services or any part of them or any act or omission of the Service Provider, or otherwise prejudice any rights, powers or remedies which the Authority may have against the Service Provider, or absolve the Service Provider from any obligation or liability imposed on the Service Provider under or by virtue of the Contract; or

- 5.5.2 prevent the Authority from recovering any amount overpaid or wrongfully paid including payments made to the Service Provider by mistake of law or fact. Without prejudice to Clause 17, the Authority shall be entitled to withhold such amount from any sums due or which may become due to the Service Provider or the Authority may recover such amount as a debt.
- 5.6 Except where otherwise provided in the Contract, the Charges shall be inclusive of all costs of staff, facilities, equipment, materials and other expenses whatsoever incurred by the Service Provider in discharging its obligations under the Contract.
- 5.7 Interest shall accrue at the rate of two percent (2%) above the base rate of the Bank of England from time to time on all sums due and payable under this Contract from the due date until the date of actual payment (both before and after judgement). All such interest shall be calculated on the basis of the actual number of days elapsed, over a three hundred and sixty five (365) day year and compounded at monthly intervals. The parties agree that this provision constitutes a substantial remedy for late payment of any sum payable under the Contract in accordance with s8(2) of the Late Payment of Commercial Debts (Interest) Act 1998.

6. Warranties and Obligations

- 6.1 Without prejudice to any other warranties expressed elsewhere in the Contract or implied by law, the Service Provider warrants, represents and undertakes to the Authority that:

6.1.1 the Service Provider:

- 6.1.1.1 has full capacity and authority and all necessary licences, permits, permissions, powers and consents (including, where its procedures so require, the consent of its Holding Company) to enter into and to perform the Contract; and
- 6.1.1.2 is aware of the purposes for which the Services are required and acknowledges that the Authority is reliant upon the Service Provider's expertise and knowledge in the provision of the Services; and
- 6.1.1.3 is entering into this Contract as principal and not as agent for any person and that it will act as an independent contractor in carrying out its obligations under this Contract;

- 6.1.2 the Contract is executed by a duly authorised representative of the Service Provider;

- 6.1.3 all materials, equipment and goods used or supplied by the Service Provider in connection with the Contract shall be of satisfactory quality within the meaning of the Sale of Goods Act 1979 (as amended), sound in design and in conformance in all respects with the Specification; and
 - 6.1.4 all documents, drawings, computer software and any other work prepared or developed by the Service Provider or supplied to the Authority under the Contract shall not infringe any Intellectual Property Rights or any other legal or equitable right of any person.
- 6.2 Each warranty and obligation in this Clause 6 shall be construed as a separate warranty or obligation (as the case may be) and shall not be limited or restricted by reference to, or reference from, the terms of any other such warranty or obligation or any other term of the Contract.
- 7. **Operational Management**
 - 7.1 The Authority authorises the Contract Manager to act as the Authority's representative for the Contract.
 - 7.2 The Service Provider shall deal with the Contract Manager (or his or her nominated representative) in respect of all matters arising under the Contract, except as set out below or unless otherwise notified by the Authority:
 - 7.2.1 variations to the Contract;
 - 7.2.2 any matter concerning the terms of the Contract; and
 - 7.2.3 any financial matter (including any issues in Schedule 4),which shall be referred to the Procurement Manager.
 - 7.3 The Service Provider shall, at the Authority's request, provide promptly to the Authority at no additional cost such reports on the provision of the Services as the Authority may reasonably request.
- 8. **Service Provider's Personnel**
 - 8.1 The Parties confirm that the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended do not apply on the Contract Commencement Date or the expiry or termination of this Contract.
 - 8.2 Nothing in this Contract will render the Service Provider's Personnel, an employee, agent or partner of the Authority or Authority Group by virtue of the provision of the Services by the Service Provider under the Contract, and the Service Provider shall be responsible for making appropriate deductions for tax and national insurance contributions from the remuneration paid to the Service Provider's Personnel.

- 8.3 The Service Provider shall provide the Service Provider's Personnel as necessary for the proper and timely performance and management of the Services in accordance with the Contract. All personnel deployed on work relating to the Contract shall have the appropriate qualifications and competence, be properly managed and supervised and in these and any other respects be acceptable to the Authority.
- 8.4 Without prejudice to any of the Authority's other rights, powers or remedies, the Authority may (without liability to the Service Provider) deny access to any Service Provider's Personnel to any Authority Premises and/or require that any Service Provider's Personnel be immediately removed from performing the Services if such Service Provider's Personnel in the Authority's view have not been properly trained in any way required by this Contract, are otherwise incompetent, negligent, guilty of misconduct or could be a danger to any person. The Authority shall notify the Service Provider of such denial and/or requirement in writing and the Service Provider shall comply with such notice and provide a suitable replacement (with the Contract Manager's prior consent in the case of Key Personnel).
- 8.5 The Service Provider shall give the Authority, if so requested, full particulars of all persons who are or may be at any time employed on the Contract and shall take all reasonable steps to avoid changes to any of its staff designated in the Contract as Key Personnel. The Service Provider shall give the Authority reasonable notice of any proposals to change Key Personnel and Clause 8.3 shall apply to the proposed replacement personnel.
- 8.6 Notwithstanding Clause 8.1, the Service Provider shall indemnify, keep indemnified and hold harmless the Authority from and against all Losses which the Authority or other member of the Authority Group incur or suffer in relation to the Service Provider's Personnel or any person who may allege to be the same (whenever such Losses may arise) or any failure by the Service Provider to comply with Clause 8.4.
- 8.7 The Service Provider shall pay to the Service Provider's Personnel not less than the amounts declared to the Authority (if any) as part of the tender process for the Contract and not less than the amounts to which the Service Provider's Personnel are contractually entitled.
- 8.8 The Service Provider shall provide training to the Authority's personnel (including its employees, officers, suppliers, sub-contractors and agents) as specified in Schedule 1.

9. Sub-Contracting and Change of Ownership

- 9.1 The Service Provider shall not assign or sub-contract all or any part of the Services without the prior written consent of the Authority, which may be refuse or grant consent subject to such conditions as the Authority sees fit.

- 9.2 Where the Service Provider sub-contracts all or any part of the Services to any person, the Service Provider shall:
- 9.2.1 ensure that such person is obliged to comply with all of the obligations and duties of the Service Provider under the Contract insofar as they relate to the Services or part of them (as the case may be) which that sub-contractor is required to provide;
 - 9.2.2 be responsible for payments to that person;
 - 9.2.3 remain solely responsible and liable to the Authority for any breach of the Contract or any performance, non-performance, part-performance or delay in performance of any of the Services by any sub-contractor to the same extent as if such breach, performance, non-performance, part-performance or delay in performance had been carried out by the Service Provider;
 - 9.2.4 on or before the Contract Commencement Date or the Service Commencement Date (whichever is the earlier), notify the Authority in writing of the name, contact details and details of the legal representatives of any such sub-contractor (of any tier), to the extent that such information has not already been provided by the Service Provider to the Authority under the Contract;
 - 9.2.5 promptly notify the Authority in writing of any change to the information notified under Clause 9.2.4 and provide in writing the name, contact details and details of the legal representatives of each such sub-contractor (of any tier) who is engaged after the Contract Commencement Date or the Service Commencement Date (whichever is the earlier);
 - 9.2.6 without prejudice to the provisions of Clause 12, ensure compliance with the Bribery Act 2010 and any guidance issued by the Secretary of State under it when appointing any such sub-contractor;
 - 9.2.7 include a term in each sub-contract (of any tier):
 - 9.2.7.1 requiring payment to be made by the Service Provider or (in respect of a sub-contract below the first tier) the payer under the relevant subcontract, to the sub-contractor within a specified period not exceeding 30 days from receipt of a valid and undisputed invoice as defined by the sub-contract requirements; and
 - 9.2.7.2 a requirement that any invoices for payment submitted by the sub-contractor are considered and

verified by the Service Provider, or (in respect of a sub-contract below the first tier) the payer under the relevant sub-contract, in a timely manner and that any undue delay in doing so shall not in itself be sufficient justification for failing to treat an invoice as being valid and undisputed under the sub-contract requirements.

9.3 The Service Provider shall give notice to the Authority within 10 Business Days where:

9.3.1 there is any change in the ownership of the Service Provider where such change relates to 50% or more of the issued share capital of the Service Provider; and

9.3.2 there is any change in the ownership of the Holding Company where such change relates to 50% or more of the issued share capital of the Holding Company; and

9.3.3 (in the case of an unincorporated Service Provider) give notice to the Authority if there is any change in the management personnel of the Service Provider, which alone or taken with any other change in management personnel not previously notified to the Authority, equates to a change in the identity of 50% or more of the management personnel of the Service Provider.

Upon the occurrence of any of the events referred to at Clauses 9.3.1 – 9.3.3 above, the Authority shall have the right to terminate the Contract.

10. **Conflict of Interest**

10.1 The Service Provider warrants that it does not and will not have at the Contract Commencement Date or Service Commencement Date any interest in any matter where there is or is reasonably likely to be a conflict of interest with the Services or any member of the Authority Group, save to the extent fully disclosed to and approved by the Authority.

10.2 The Service Provider shall check for any conflict of interest at regular intervals throughout the Term and in any event not less than once in every six months and shall notify the Authority in writing immediately upon becoming aware of any actual or potential conflict of interest with the Services or any member of the Authority Group and shall work with the Authority to do whatever is necessary (including the separation of staff working on, and data relating to, the Services from the matter in question) to manage such conflict to the Authority's satisfaction, provided that, where the Authority is not so satisfied, it may terminate the Contract in accordance with Clause 26.1.4.

11. Access to Premises and Assets

11.1 Subject to Clause 8.4 any access to either or both of any Authority Premises or Authority Assets made available to the Service Provider in connection with the proper performance of the Contract shall be free of charge and shall be used by the Service Provider solely for the purpose of performing the Services during the Term in accordance with the Contract provided, for the avoidance of doubt, the Service Provider shall be responsible for its own costs or travel including either or both of any congestion charging or low emission zone charging. The Service Provider shall:

11.1.1 have the use of such Authority Premises as licensee and shall not have or purport to claim any sole or exclusive right to possession or to possession of any particular part of such Authority Premises;

11.1.2 vacate such Authority Premises upon the termination or expiry of the Contract or at such earlier date as the Authority may determine;

11.1.3 not exercise or purport to exercise any rights in respect of any Authority Premises in excess of those granted under this Clause 11.1;

11.1.4 ensure that the Service Provider's Personnel carry any identity passes issued to them by the Authority at all relevant times and comply with the Authority's security procedures as may be notified by the Authority from time to time;

11.1.5 not damage the Authority Premises or any assets on Authority Premises; and

11.1.6 return immediately to the Authority in good working order and satisfactory condition (in the reasonable opinion of the Authority) all Authority Assets used by the Service Provider or the Service Provider Personnel in the performance of the Services.

11.2 Nothing in this Clause 11 shall create or be deemed to create the relationship of landlord and tenant in respect of any Authority Premises between the Service Provider and any member of the Authority Group.

11.3 The Authority shall be under no obligation to provide office or other accommodation or facilities or services (including telephony and IT services) to the Service Provider except as may be specified in Schedule 1.

12. Compliance with Policies and Law

12.1 The Service Provider, at no additional cost to the Authority:

- 12.1.1 undertakes to procure that all the Service Provider's Personnel comply with all of the Authority's policies and standards that are relevant to the performance of the Services, (including where the GLA is the Authority the Authority's Dignity at Work policy as updated from time to time and with the GLA's Code of Ethics as updated from time to time, and where TfL is the Authority, TfL's workplace harassment policy as updated from time to time (copies of which are available on request from TfL) and with TfL's Code of Conduct (which is available on TfL's website, www.tfl.gov.uk)) including the provisions set out in Schedule 7 and those relating to safety, security, business ethics, drugs and alcohol and any other on site regulations specified by the Authority for personnel working at Authority Premises or accessing the Authority's computer systems. The Authority shall provide the Service Provider with copies of such policies and standards on request. In the event that the Services are being provided to both the GLA and TfL, then the policies and standards of each of the GLA and TfL shall apply as appropriate;
- 12.1.2 shall provide the Services in compliance and ensure that the Service Provider's Personnel comply with all requirements of all Acts of Parliament, statutory instruments, court orders, regulations, directives, European Community decisions (insofar as legally binding), bye-laws, treaties and other regulatory requirements relevant to either of both of the Service Provider's or the Authority's business, from time to time in force which are or may become applicable to the Services. The Service Provider shall promptly notify the Authority if the Service Provider is required to make any change to the Services for the purposes of complying with its obligations under this Clause 12.1.2;
- 12.1.3 without limiting the generality of Clause 12.1.2, shall comply with all relevant enactments in force from time to time relating to discrimination in employment and the promotion of equal opportunities;
- 12.1.4 acknowledges that the Authority is under a duty under section 149 of the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination on the grounds of sex, marital or civil partnership status, race, sexual orientation, religion or belief, age, pregnancy or maternity, gender reassignment or disability (a "**Relevant Protected Characteristic**") (as the case may be) and to promote equality of opportunity between persons who share a Relevant Protected Characteristic and persons who do not share it. In providing the Services, the Service Provider shall assist and cooperate with Authority where possible in satisfying this duty;

12.1.5 acknowledges that where the Authority is the GLA, the GLA is under a duty under section 404(2) of the Greater London Authority Act 1999 and where the Authority is TfL, TfL is under a duty by virtue of a direction under section 155 of the Greater London Authority Act 1999 in respect of section 404(2) of that Act to have due regard to the need to:

12.1.5.1 promote equality of opportunity for all persons irrespective of their race, sex, disability, age, sexual orientation or religion;

12.1.5.2 eliminate unlawful discrimination; and

12.1.5.3 promote good relations between persons of different racial groups, religious beliefs and sexual orientation,

and in providing the Services, the Service Provider shall assist and co-operate with the Authority where possible to enable the Authority to satisfy its duty;

12.1.6 Where the GLA is the Authority the Service Provider shall:

12.1.6.1 comply with policies developed by the Authority with regard to compliance with the Authority's duties referred to in Clauses 12.1.4. - 12.1.5 as are relevant to the Contract and the Service Provider's activities;

12.1.6.2 obey directions from the Authority with regard to the conduct of the Contract in accordance with the duties referred to in Clauses 12.1.4. - 12.1.5;

12.1.6.3 assist, and consult and liaise with, the Authority with regard to any assessment of the impact on and relevance to the Contract of the duties referred to in Clauses 12.1.4. - 12.1.5;

12.1.6.4 on entering into any contract with a sub-contractor in relation to this Contract, impose obligations upon the sub-contractor to comply with this Condition 12.1.6 as if the sub-contractor were in the position of the Service Provider;

12.1.6.5 provide to the Authority, upon request, such evidence as the Authority may require for the purposes of determining whether the Service Provider has complied with this Clause 12.1.6. In particular, the Service Provider shall provide any evidence requested within such timescale as the Authority may require, and co-operate fully with the

Authority during the course of the Authority's investigation of the Service Provider's compliance with its duties under this Clause 12.1.6; and

12.1.6.6 inform the Authority forthwith in writing should it become aware of any proceedings brought against it in connection with this Contract by any person for breach of the Equality Act 2010.

12.1.7 without prejudice to any other provision of this Clause 12.1 or the Schedules, shall where TfL is the Authority comply with any provisions set out in the Schedules that relate to traffic management and shall comply with the reasonable instructions of TfL's Traffic Manager as may be made available to the Service Provider from time to time. For the purposes of this Clause 12.1.7, "Traffic Manager" means TfL's traffic manager appointed in accordance with section 17 of the Traffic Management Act 2004;

12.1.8 shall promptly notify the Service Provider's Personnel and the Authority of any health and safety hazards that exist or may arise in connection with the performance of the Services;

12.1.9 without limiting the generality of Clause 12.1.2, shall comply with the Bribery Act 2010 and any guidance issued by the Secretary of State under it.

In all cases, the costs of compliance with this Clause 12.1 shall be borne by the Service Provider.

12.2 In providing the Services, the Service Provider shall (taking into account best available techniques not entailing excessive cost and the best practicable means of preventing, or counteracting the effects of any noise or vibration) have appropriate regard (insofar as the Service Provider's activities may impact on the environment) to the need to:

12.2.1 preserve and protect the environment and to the need to avoid, remedy and mitigate any adverse effects on the environment;

12.2.2 enhance the environment and have regard to the desirability of achieving sustainable development;

12.2.3 conserve and safeguard flora, fauna and geological or physiological features of special interest; and

12.2.4 sustain the potential of natural and physical resources and the need to safeguard the life-supporting capacity of air, water, soil and ecosystems.

Work Related Road Risk

12.3 For the purposes of Clauses 12.3 to 12.11 (inclusive) of this Contract, the following expressions shall have the following meanings:

“Bronze Accreditation” the minimum level of accreditation within the FORS Standard, the requirements of which are more particularly described at:

www.fors-online.org.uk;

“Car-derived Vans” a vehicle based on a car, but with an interior that has been altered for the purpose of carrying larger amounts of goods and/or equipment;

“Collision Report” a report detailing all collisions during the previous 12 months involving injuries to persons or fatalities;

“Delivery and Servicing Vehicle” a Lorry, a Van or a Car-derived Van;

“Driver” any employee of the Service Provider (including an agency driver), who operates Delivery and Servicing Vehicles on behalf of the Service Provider while delivering the Services;

“DVLA” Driver and Vehicle Licensing Agency;

“FORS” the Fleet Operator Recognition Scheme, which is an accreditation scheme for businesses operating van and lorry fleets. It offers impartial, independent advice and guidance to motivate companies to improve their compliance with relevant laws and their environmental, social and economic performance;

“FORS Standard” the standard setting out the accreditation requirements for the Fleet Operator Recognition Scheme, a copy of which can be found at:

www.fors-online.org.uk;

“Gold Accreditation” the highest level of accreditation within the FORS Standard, the requirements of which

are more particularly described at:

www.fors-online.org.uk;

“Lorry”	a vehicle with an MAM exceeding 3,500 kilograms;
“MAM”	the maximum authorised mass of a vehicle or trailer including the maximum load that can be carried safely while used on the road;
“Side Guards”	guards that are fitted between the front and rear axles of a Lorry and that comply with EC Directive 89/297/EEC and the Road Vehicles (Construction and Use) Regulations 1986;
“Silver Accreditation”	the intermediate level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk ; and
“Van”	a vehicle with a MAM not exceeding 3,500 kilograms.

Fleet Operator Recognition Scheme Accreditation

12.4 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, it shall within 90 days of the Contract Commencement Date:

12.4.1 (unless already registered) register for FORS or a scheme, which in the reasonable opinion of TfL, is an acceptable substitute to FORS (the **“Alternative Scheme”**); and

12.4.2 (unless already accredited) have attained the standard of Bronze Accreditation (or higher) or the equivalent within the Alternative Scheme and shall maintain the standard of Bronze Accreditation (or equivalent standard within the Alternative Scheme) by way of an annual independent assessment in accordance with the FORS Standard or take such steps as may be required to maintain the equivalent standard within the Alternative Scheme. Alternatively, where the Service Provider has attained Silver or Gold Accreditation, the maintenance requirements shall be undertaken in accordance with the periods set out in the FORS Standard.

Safety Equipment on Vehicles

- 12.5 The Service Provider shall ensure that every Lorry, which it uses to provide the Services, shall:
- 12.5.1 have Side Guards, unless the Service Provider can demonstrate to the reasonable satisfaction of TfL that the Lorry will not perform the function for which it was built if Side Guards are fitted;
 - 12.5.2 have front, side and rear blind spots completely eliminated or minimised as far as practical and possible, through the use of fully operational direct and indirect vision aids and driver audible alerts;
 - 12.5.3 have equipment fitted with an audible means of warning other road users of the Lorry's left manoeuvre; and
 - 12.5.4 have prominent signage on the Lorry to warn cyclists and other road users of the dangers of passing the Lorry on the inside and of getting too close to the Lorry.

Driver Licence Checks

- 12.6 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services the Service Provider shall ensure that:
- 12.6.1 it has a system in place to ensure all its Drivers hold a valid driving licence for the category of vehicle that they are tasked to drive, along with recording any endorsements, or restrictions on the Drivers licence; and
 - 12.6.2 each of its Drivers engaged in the provision of the Services has a driving licence check with the DVLA or such equivalent before that Driver commences delivery of the Services and that the driving licence check with the DVLA or equivalent authority is repeated in accordance with either the following risk scale (in the case of the DVLA issued licences only), or the Service Provider's risk scale, provided that the Service Provider's risk scale has been approved in writing by TfL within the last 12 months:
 - 12.6.2.1 0 – 3 points on the driving licence – annual checks;
 - 12.6.2.2 4 – 8 points on the driving licence – six monthly checks;
 - 12.6.2.3 9 – 11 points on the driving licence – quarterly checks; or
 - 12.6.2.4 12 or more points on the driving licence – monthly checks.

Driver Training

- 12.7 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services the Service Provider shall ensure that each of its Drivers undergo approved progressive training (to include a mix of theoretical, e-learning, practical and on the job training) and continued professional development to include training covering the safety of vulnerable road users and on-cycle hazard awareness, throughout the Term of the Contract.

Collision Reporting

- 12.8 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, the Service Provider shall:
- 12.8.1 ensure that it has a system in place to capture, investigate and analyse road traffic collisions that results in fatalities, injury or damage to vehicles, persons or property and for generating Collision Reports; and
 - 12.8.2 within 15 days of the Commencement Date, provide to TfL a Collision Report. The Service Provider shall provide to TfL an updated Collision Report within five (5) working days of a written request from TfL.

Self Certification of Compliance

- 12.9 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, within 90 days of the Commencement Date, the Service Provider shall make a written report to TfL detailing its compliance with Clauses 12.5, 12.6 and 12.7 of this Contract (the **“WRRR Self-certification Report”**). The Service Provider shall provide updates of the WRRR Self-certification Report to TfL on each three month anniversary of its submission of the initial WRRR Self-certification Report.

Obligations of the Service Provider Regarding Subcontractors

- 12.10 The Service Provider shall ensure that those of its sub-contractors who operate Delivery and Servicing Vehicles to provide the Services shall:
- 12.10.1 comply with Clause 12.4; and
 - 12.10.2 where its subcontractors operates the following vehicles to provide the Services shall comply with the corresponding provisions of this Contract:
 - 12.10.2.1 For Lorries – Clauses 12.5, 12.6, 12.7 and 12.8; and
 - 12.10.2.2 For Vans – Clauses 12.6, 12.7 and 12.8,

as if those sub-contractors were a party to this Contract.

Failure to Comply with Work Related Road Risk Obligations

12.11 Without limiting the effect of any other clause of this Contract relating to termination, if the Service Provider fails to comply with Clauses 12.4, 12.5, 12.6, 12.7, 12.8, 12.9 and 12.10:

12.11.1 the Service Provider has committed a material breach of this Contract; and

12.11.2 TfL may refuse the Service Provider, its employees, agents and Delivery and Servicing Vehicles entry onto any property that is owned, occupied or managed by TfL for any purpose (including but not limited to deliveries).

13. Corrupt Gifts and Payment of Commission

The Service Provider shall not, and shall ensure that its employees, agents and sub-contractors do not, pay any commission, fees or grant any rebates to any employee, officer or agent of any member of the Authority Group nor favour any employee, officer or agent of any member of the Authority Group with gifts or entertainment of significant cost or value nor enter into any business arrangement with employees, officers or agents of any member of the Authority Group other than as a representative of the Authority, without the Authority's prior written approval.

14. Equipment

14.1 Risk in:

14.1.1 all Service Provider Equipment shall be with the Service Provider at all times; and

14.1.2 all other equipment and materials forming part of the Services (title to which will pass to the Authority) ("**Materials**") shall be with the Service Provider at all times until completion of the Services in accordance with the Contract,

regardless of whether or not the Service Provider Equipment and Materials are located at Authority Premises.

14.2 The Service Provider shall ensure that all Service Provider Equipment and all Materials meet all minimum safety standards required from time to time by law.

15. Quality and Best Value

15.1 The Service Provider acknowledges that the Authority is a best value authority for the purposes of the Local Government Act 1999 and as such the Authority is required to make arrangements to secure

continuous improvement in the way it exercises its functions (having regard to a combination of economy, efficiency and effectiveness) and, as such, the Service Provider shall, where reasonably requested by the Authority, participate in any relevant best value review.

- 15.2 Where the GLA is the Authority then in accordance with the statutory requirement set out in section 61(3) of the Greater London Authority Act 1999, the Service Provider shall send such representatives as may be requested to attend the Greater London Assembly for questioning in relation to the Contract. The Service Provider acknowledges that it may be liable to a fine or imprisonment if it fails to comply with a summons to attend.

16. **Records, Audit and Inspection**

- 16.1 The Service Provider shall, and shall procure that its sub-contractors shall:

16.1.1 maintain a complete and correct set of records pertaining to all activities relating to the performance of the Services and the Service Provider's obligations under the Contract and all transactions entered into by the Service Provider for the purposes of the Contract (including time-sheets for the Service Provider's Personnel where such records are material to the calculation of the Charges) ("**Records**"); and

16.1.2 retain all Records during the Term and for a period of not less than 6 years (or such longer period as may be required by law), except Records containing Personal Data (as defined in section 1(1) of the Data Protection Act 1998) which shall only be retained for as long as necessary, following termination or expiry of the Contract ("**Retention Period**").

- 16.2 The Authority and any person nominated by the Authority has the right to audit any and all Records at any time during the Retention Period on giving to the Service Provider what the Authority considers to be reasonable notice (whether in writing or verbally) and at any reasonable time to inspect any aspect of the Service Provider's performance of the Services (including compliance with Clause 12.1) and the Service Provider shall give all reasonable assistance to the Authority or its nominee in conducting such inspection, including making available documents and staff for interview.

17. **Set-Off**

All damages, costs, charges, expenses, debts, sums or other amounts owing (contingently or otherwise) to or incurred by the Authority arising out of or attributable to this Contract or any other contract between the Authority and the Service Provider may be deducted by the Authority from monies due or which may become due to the Service Provider

under this Contract or under any other contract with any member of the Authority Group may recover such amount as a debt.

18. **Indemnity**

18.1 Subject to Clause 18.2, the Service Provider is responsible for and shall indemnify, keep indemnified and hold harmless each of the Authority and all other members of the Authority Group (including their respective employees, sub-contractors and agents) ("**the Indemnified Party**") against all Losses which the Indemnified Party incurs or suffers as a consequence of any breach or negligent performance of the Contract by the Service Provider (or any of the Service Provider's Personnel) (including in each case any non-performance or delay in performance of the Contract) or of any breach of statutory duty, misrepresentation or misstatement by the Service Provider (or any of its employees, agents or sub-contractors).

18.2 The Service Provider is not responsible for and shall not indemnify the Authority for any Losses to the extent that such Losses are caused by any breach or negligent performance of any of its obligations under the Contract by the Authority or any other member of the Authority Group including by any of their respective employees, agents or sub-contractors.

19. **Insurance**

19.1 The Service Provider will at its sole cost maintain employer's liability and motor insurance cover as required by law and insurance cover in the sum of not less than £5 million per claim (in terms approved by the Authority) in respect of the following to cover the Services ("**the Insurances**") and will ensure that the Authority's interest is noted on each and every policy or that any public liability, product liability or employer's liability insurance includes an Indemnity to Principal clause:

19.1.1 public liability to cover injury and loss to third parties;

19.1.2 insurance to cover the loss or damage to any item related to the Services;

19.1.3 product liability; and

19.1.4 professional indemnity or, where professional indemnity insurance is not available, a "financial loss" extension to the public liability insurance referred to in Clause 19.1.1 or, if applicable, the product liability insurance referred to in Clause 19.1.3. Any professional indemnity insurance or "financial loss" extension shall be renewed for a period of 6 years (or such other period as the Authority may stipulate) following the expiry or termination of the Contract.

19.2 The insurance cover will be maintained with a reputable insurer.

- 19.3 The Service Provider will produce evidence to the Authority on reasonable request of the insurance policies set out in Clause 19.1 and payment of all premiums due on each policy.
- 19.4 The Service Provider warrants that nothing has or will be done or be omitted to be done which may result in any of the insurance policies set out in Clause 19.1 being or becoming void, voidable or unenforceable.
- 19.5 In the event that any of the Insurances are cancelled or not renewed, the Service Provider shall immediately notify the Authority and shall at its own cost arrange alternative Insurances with an insurer or insurers acceptable to the Authority.

20. **The Authority's Data**

- 20.1 The Service Provider acknowledges the Authority's ownership of Intellectual Property Rights which may subsist in the Authority's data. The Service Provider shall not delete or remove any copyright notices contained within or relating to the Authority's data.
- 20.2 The Service Provider and the Authority shall each take reasonable precautions (having regard to the nature of their other respective obligations under the Contract) to preserve the integrity of the Authority's data and to prevent any corruption or loss of the Authority's data.

21. **Intellectual Property Rights**

- 21.1 The Service Provider hereby assigns with full title guarantee to the Authority all Intellectual Property Rights in all documents, drawings, computer software and any other work prepared or developed by or on behalf of the Service Provider in the provision of the Services ("**the Products**") provided that such assignment shall not include items not prepared or developed for the purposes of this Contract.
- 21.2 The Service Provider shall provide the Authority with copies of all materials relied upon or referred to in the creation of the Products together with a perpetual, irrevocable, royalty-free and transferable licence free of charge to use such materials in connection with the use of the Products.
- 21.3 The Service Provider shall have no right (save where expressly permitted under the Contract or with the Authority's prior written consent) to use any trade marks, trade names, logos or other Intellectual Property Rights of the Authority.
- 21.4 The Service Provider shall ensure that all royalties, licence fees or similar expenses in respect of all Intellectual Property Rights used in connection with the Contract have been paid and are included within the Charges.

22. Privacy and Data Protection

- 22.1 The Service Provider shall comply with all of its obligations under the Data Protection Act 1998 and, if Processing Personal Data (as such terms are defined in section 1(1) of that Act) on behalf of the Authority, shall only carry out such Processing for the purposes of providing the Services in accordance with Schedule 2 of this Contract.

23. Confidentiality and Announcements

- 23.1 Subject to Clause 24, the Service Provider will keep confidential:
- 23.1.1 the terms of this contract; and
 - 23.1.2 any and all Confidential Information that it may acquire in relation to the Authority.
- 23.2 The Service Provider will not use the Authority's Confidential Information for any purpose other than to perform its obligations under this Contract. The Service Provider will ensure that its officers and employees comply with the provisions of Clause 23.1.
- 23.3 The obligations on the Service Provider set out in Clause 23.1 will not apply to any Confidential Information:
- 23.3.1 which either of the Parties can demonstrate is in the public domain (other than as a result of a breach of this Clause 23);
 - 23.3.2 which a Party is required to disclose by order of a court of competent jurisdiction but then only to the extent of such required disclosure; or
 - 23.3.3 to the extent that such disclosure is to the Secretary for Transport (or the government department responsible for public transport in London for the time being) the Office of Rail Regulation, or any person or body who has statutory responsibilities in relation to transport in London and their employees, agents and sub-contractors.
- 23.4 The Service Provider shall keep secure all materials containing any information in relation to the Contract and its performance.
- 23.5 The Service Provider shall not communicate with representatives of the general or technical press, radio, television or other communications media in relation to the existence of the Contract or that it is providing the Services to the Authority or in relation to any matter under or arising from the Contract unless specifically granted permission to do so in writing by the Authority. The Authority shall have the right to approve any announcement before it is made.
- 23.6 The provisions of this Clause 23 will survive any termination of this Contract for a period of 6 years from termination.

24. **Freedom of Information and Transparency**

24.1 For the purposes of this Clause 24:

24.1.1 **“FOI Legislation”** means the Freedom of Information Act 2000, all regulations made under it and the Environmental Information Regulations 2004 and any amendment or re-enactment of any of them; and any guidance or statutory codes of practice issued by the Information Commissioner, the Ministry of Justice or the Department for Environment Food and Rural Affairs (including in each case its successors or assigns) in relation to such legislation;

24.1.2 **“Information”** means information recorded in any form held by the Authority or by the Service Provider on behalf of the Authority; and

24.1.3 **“Information Access Request”** means a request for any Information under the FOI Legislation.

24.2 The Service Provider acknowledges that the Authority:

24.2.1 is subject to the FOI Legislation and agrees to assist and co-operate with the Authority to enable the Authority to comply with its obligations under the FOI Legislation; and

24.2.2 may be obliged under the FOI Legislation to disclose Information without consulting or obtaining consent from the Service Provider.

24.3 Without prejudice to the generality of Clause 24.2, the Service Provider shall and shall procure that its sub-contractors (if any) shall:

24.3.1 transfer to the Contract Manager (or such other person as may be notified by the Authority to the Service Provider) each Information Access Request relevant to the Contract, the Services or any member of the Authority Group that it or they (as the case may be) receive as soon as practicable and in any event within two (2) Business Days of receiving such Information Access Request; and

24.3.2 in relation to Information held by the Service Provider on behalf of the Authority, provide the Authority with details about and copies of all such Information that the Authority requests and such details and copies shall be provided within five (5) Business Days of a request from the Authority (or such other period as the Authority may reasonably specify), and in such forms as the Authority may reasonably specify.

24.4 The Authority shall be responsible for determining whether Information is exempt from disclosure under the FOI Legislation and for

determining what Information will be disclosed in response to an Information Access Request in accordance with the FOI Legislation.

- 24.5 The Service Provider shall not itself respond to any person making an Information Access Request, save to acknowledge receipt, unless expressly authorised to do so by the Authority.
- 24.6 The Service Provider acknowledges that the Authority is subject to the Transparency Commitment. Accordingly, notwithstanding Clause 23.1 and Clause 24, the Service Provider hereby gives its consent for the Authority to publish the Contract Information to the general public.
- 24.7 The Authority may in its absolute discretion redact all or part of the Contract Information prior to its publication. In so doing and in its absolute discretion the Authority may take account of the exemptions/exceptions that would be available in relation to information requested under the FOI Legislation.
- 24.8 The Authority may in its absolute discretion consult with the Service Provider regarding any redactions to the Contract Information to be published pursuant to Clause 24.6. The Authority shall make the final decision regarding both publication and redaction of the Contract Information.

25. **Dispute Resolution**

- 25.1 The Authority and the Service Provider shall use all reasonable endeavours to negotiate in good faith and settle any dispute or difference that may arise out of or relate to the Contract ("**Dispute**") before resorting to litigation.
- 25.2 If the Dispute is not settled through discussion between the Contract Manager and a representative of the Service Provider within a period of seven (7) Business Days of the date on which the Dispute arose, the Parties may refer the Dispute in writing to a director or chief executive (or equivalent) ("**Senior Personnel**") of each of the Parties for resolution.
- 25.3 If the Dispute is not resolved within 14 Business Days of referral to the Senior Personnel, the Parties shall attempt in good faith to resolve the Dispute through entry into a structured mediation or negotiation with the assistance of a mediator. Either Party may give notice to the other Party ("**Notice**") to commence such process and the Notice shall identify one or more proposed mediators.
- 25.4 If the Parties are unable to agree on a mediator, or if the agreed mediator is unable or unwilling to act within 28 Business Days of the service of the Notice, either Party may apply to the Centre for Effective Dispute Resolution ("**CEDR**") in London to appoint a mediator. The costs of that mediator shall be divided equally between the Parties or as the Parties may otherwise agree in writing.

- 25.5 Where a dispute is referred to mediation under Clause 25.3, the Parties will attempt to settle such Dispute by mediation in accordance with the model mediation procedures published by CEDR or such other procedures as the mediator may recommend.
- 25.6 If the Parties reach agreement on the resolution of the Dispute, such agreement shall be recorded in writing and once signed by the Parties' authorised representatives, shall be final and binding on the Parties.
- 25.7 If either Party refuses at any time to participate in the mediation procedure and in any event if the Parties fail to reach agreement on the Dispute within 40 Business Days of the service of the Notice either Party may commence proceedings in accordance with Clause 40.
- 25.8 For the avoidance of doubt, the Service Provider shall continue to provide the Services in accordance with the Contract and without delay or disruption while the Dispute is being resolved pursuant to this Clause 25.
- 25.9 Neither Party shall be prevented from, or delayed in, seeking any order for specific performance or for interim or final injunctive relief as a result of the provisions of this Clause 25 and Clause 25 shall not apply in respect of any circumstances where such remedies are sought.

26. Breach and Termination of Contract

- 26.1 Without prejudice to the Authority's right to terminate at common law, the Authority may terminate the Contract immediately upon giving notice to the Service Provider if:
- 26.1.1 In addition and without prejudice to Clauses 26.1.2 to 26.1.6 (inclusive), the Service Provider has committed any material or persistent breach of the Contract and in the case of such a breach that is capable of remedy fails to remedy that breach within 10 Business Days (or such other timeframe as specified in writing by the Authority) from the date of written notice to the Service Provider giving details of the breach and requiring it to be remedied;
 - 26.1.2 the Service Provider is subject to an Insolvency Event;
 - 26.1.3 in the event that there is a change of ownership referred to in clause 9.3 or the Service Provider is in breach of Clause 9.3;
 - 26.1.4 the Authority is not satisfied on the issue of any conflict of interest in accordance with Clause 10;
 - 26.1.5 the Service Provider or any of its officers, employees or agents commits any act of bribery described in the Bribery Act 2010;
or

- 26.1.6 the Service Provider commits any of the money laundering related offences listed in the Public Contracts Regulations 2015.
- 26.2 Without prejudice to any of the Authority's other rights, powers or remedies (whether under the Contract or otherwise) if the Service Provider is in breach of any of its warranties, or obligations either under Clause 6 or any other provision of this Contract, the Service Provider shall, if required to do so by the Authority, promptly remedy and/or re-perform the Services or part of them at its own expense to ensure compliance with such warranties and obligations. Nothing in this Clause 26.2 shall prevent the Authority from procuring the provision of any Services or any remedial action in respect of any Services from an alternative contractor and, where the Authority so procures any Services or any remedial action, the Authority shall be entitled to recover from the Service Provider all additional cost, loss and expense incurred by the Authority and attributable to the Authority procuring such Services or remedial action from such alternative contractor.
- 26.3 Neither Party shall be deemed to be in breach of the Contract, or otherwise liable to the other Party in any manner whatsoever, for any failure or delay in performing its obligations under the Contract to the extent that such failure or delay is due to a Force Majeure Event. If a Force Majeure Event has continued for more than 8 weeks from the date on which that Force Majeure Event first arose and is having a material adverse effect on either Party's performance of its obligations under the Contract ("**the Affected Party**"), then for as long as such Force Majeure Event continues and has that effect, the Party not affected by such Force Majeure Event ("**Innocent Party**") may terminate the Contract immediately upon giving notice to the Affected Party. If the Contract is terminated in accordance with this Clause 26.3 then without prejudice to any rights and liabilities which accrued prior to termination the Affected Party shall not be liable to the Innocent Party by reason of such termination.
- 26.4 Without prejudice to the Authority's right to terminate the Contract under Clause 26.1 or to terminate at common law, the Authority may terminate the Contract at any time without cause subject to giving the Service Provider written notice of the period specified in Schedule 1, provided that this Clause 26.4 may be disapplied by notice to that effect in Schedule 1.
- 26.5 Without prejudice to the Authority's right to terminate the Contract under Clauses 26.1, 26.4 or at common law, the Authority may terminate the Contract at any time following a Declaration of Ineffectiveness in accordance with the provisions of Clause 28.
- 26.6 To the extent that the Authority has a right to terminate the Contract under this Clause 26 then, as an alternative to termination, the Authority may by giving notice to the Service Provider require the

Service Provider to provide part only of the Services with effect from the date specified in the Authority's notice ("**Change Date**") whereupon the provision of the remainder of the Services will cease and the definition of "the Services" shall be construed accordingly. The Charges applicable with effect from the Change Date will be adjusted proportionately or if in the Authority's opinion a proportionate adjustment would not be reasonable in such manner as the Authority may determine.

27. Consequences of Termination or Expiry

27.1 Notwithstanding the provisions of Clause 23, wherever the Authority chooses to put out to tender for a replacement service provider some or all of the Services, the Service Provider shall disclose to tenderers such information concerning the Services as the Authority may require for the purposes of such tender and shall also comply with all requirements as are set out at Schedule 8. The Service Provider may impose upon any recipient of such information such obligations of confidentiality as it may require.

27.2 The termination or expiry of the Contract shall not prejudice or affect any right, power or remedy which has accrued or shall accrue to either Party prior to or after such termination or expiry.

27.3 Upon expiry or termination of the Contract (howsoever caused):

27.3.1 the Service Provider shall, at no further cost to the Authority:

27.3.1.1 take all such steps as shall be necessary to agree with the Authority a plan for the orderly handover of Services to the Authority (or its nominee), such that the Services can be carried on with the minimum of interruption and inconvenience to the Authority and to effect such handover; and

27.3.1.2 on receipt of the Authority's written instructions to do so (but not otherwise), arrange to remove all electronically held information by a mutually agreed date, including the purging of all disk-based information and the reformatting of all disks.

27.3.2 the Authority shall (subject to Clauses 17, 27.1 and 27.4 and the provisions of any security for due performance supplied by the Service Provider) pay the Service Provider any Charges remaining due in relation to any Services properly performed in accordance with the Contract up to the date of termination or expiry calculated so far as is possible in accordance with Schedule 4 or otherwise reasonably determined by the Authority.

27.4 On termination of all or any part of the Contract, the Authority may enter into any agreement with any third party or parties as the Authority thinks fit to provide any or all of the Services and (save where terminated under Clause 26.4) the Service Provider shall be liable for all additional expenditure reasonably incurred by the Authority in having such services carried out and all other costs and damages reasonably incurred by the Authority in consequence of such termination. The Authority may deduct such costs from the Charges or otherwise recover such costs from the Service Provider as a debt.

28. Declaration of Ineffectiveness and Public Procurement Termination Event

28.1 In the event that a court makes a Declaration of Ineffectiveness, the Authority shall promptly notify the Service Provider. The Parties agree that the provisions of Clause 27 and Clauses 28.1 to 28.5 (inclusive) shall apply as from the date of receipt by the Service Provider of the notification of the Declaration of Ineffectiveness. Where there is any conflict or discrepancy between the provisions of Clause 27 and this Clauses 28.1 to 28.5 (inclusive) or the Cessation Plan, the provisions of this Clauses 28.1 to 28.5 (inclusive) and the Cessation Plan shall prevail.

28.2 The Declaration of Ineffectiveness shall not prejudice or affect any right, liability or remedy which has accrued or shall accrue to either Party prior to or after such Declaration of Ineffectiveness.

28.3 As from the date of receipt by the Service Provider of the notification of the Declaration of Ineffectiveness, the Parties (acting reasonably and in good faith) shall agree or, in the absence of such agreement, the Authority shall reasonably determine an appropriate Cessation Plan with the object of achieving:

28.3.1 an orderly and efficient cessation of the Services or (at the Authority's request) a transition of the Services to the Authority or such other entity as the Authority may specify; and

28.3.2 minimal disruption or inconvenience to the Authority or to public passenger transport services or facilities,

in accordance with the provisions of Clauses 28.1 to 28.5 (inclusive) and to give effect to the terms of the Declaration of Ineffectiveness.

28.4 Upon agreement, or determination by the Authority, of the Cessation Plan the Parties will comply with their respective obligations under the Cessation Plan.

28.5 The Authority shall pay the Services Provider's reasonable costs in assisting the Authority in preparing, agreeing and complying with the Cessation Plan. Such costs shall be based on any comparable costs or

Charges agreed as part of this Contract or as otherwise reasonably determined by the Authority. Provided that the Authority shall not be liable to the Service Provider for any loss of profit, revenue, goodwill or loss of opportunity as a result of the early termination of this Contract pursuant to Clauses 28.1 to 28.5 (inclusive).

- 28.6 Without prejudice to the Authority's rights of termination implied into the Contract by regulation 73(3) of the Public Contracts Regulations 2015 or any equivalent provisions in regulations implementing the EU Utilities Directive 2014/25, in the event of a Public Procurement Termination Event, TfL shall promptly notify the Service Provider and the Parties agree that the provisions of Clause 27 and these Clauses 28.6 to 28.10 (inclusive) shall apply as from the date of receipt by the Service Provider of the notification of the Public Procurement Termination Event. If there is any conflict or discrepancy between the provisions of Clause 27 and these Clauses 28.6 to 28.10 or the Cessation Plan, the provisions of these Clauses 28.6 to 28.10 and the Cessation Plan shall prevail.
- 28.7 The Public Procurement Termination Event shall not prejudice or affect any right, liability or remedy which has accrued or shall accrue to either Party prior to or after such Public Procurement Termination Event.
- 28.8 As from the date of receipt by the Service Provider of the notification of the Public Procurement Termination Event, the Parties (acting reasonably and in good faith) shall agree or, in the absence of such agreement, TfL shall reasonably determine an appropriate Cessation Plan with the object of achieving:
- 28.8.1 an orderly and efficient cessation or (at the Authority's election) a transition to the Authority or such other entity as the Authority may specify of: (i) the Services; or (at Authority's election), (ii) the part of the Services which are affected by the Public Procurement Termination Event; and
- 28.8.2 minimal disruption or inconvenience to the Authority or to public passenger transport services or facilities,
- in accordance with the provisions of these Clauses 28.6 to 28.10 (inclusive) and to give effect to the terms of the Public Procurement Termination Event.
- 28.9 Upon agreement, or determination by the Authority, of the Cessation Plan the Parties will comply with their respective obligations under the Cessation Plan.
- 28.10 The Authority shall pay the Service Provider's reasonable costs in assisting the Authority in preparing, agreeing and complying with the Cessation Plan. Such costs shall be based on any comparable costs or Charges agreed as part of this Agreement or as otherwise reasonably determined by the Authority, provided that the Authority shall not be

liable to the Service Provider for any loss of profit, revenue, goodwill or loss of opportunity as a result of the early termination of this Contract pursuant to these Clauses 28.6 to 28.10 (inclusive)

29. Survival

The provisions of Clauses 1, 3.1.3, 4, 5, 6.1.4, 8.1, 9.2.2, 9.2.3, 11.1.1, 11.1.2, 11.1.5, 11.2, 14, 16-20 (inclusive), 21.2, 22-25 (inclusive), 27, 29-31 (inclusive), 33-40 (inclusive) and any other Clauses or Schedules that are necessary to give effect to those Clauses shall survive termination or expiry of the Contract. In addition, any other provision of the Contract which by its nature or implication is required to survive the termination or expiry of the Contract shall do so.

30. Rights of Third Parties

30.1 Save that any member of the Authority Group has the right to enforce the terms of the Contract in accordance with the Contracts (Rights of Third Parties) Act 1999 ("Third Party Act"), the Parties do not intend that any of the terms of the Contract will be enforceable by virtue of the Third Party Act by any person not a party to it.

30.2 Notwithstanding Clause 30.1, the Parties are entitled to vary or rescind the Contract without the consent of any other person including any member of the Authority Group.

31. Contract Variation

Save where the Authority may require an amendment to the Services, the Contract may only be varied or amended with the written agreement of both Parties. The details of any variations or amendments shall be set out in such form as the Authority may dictate and which may be substantially in the form set out in Schedule 6 and shall not be binding upon the Parties unless completed in accordance with such form of variation.

32. Novation

32.1 The Authority may novate or otherwise transfer the Contract (in whole or in part).

32.2 Within 10 Business Days of a written request from the Authority, the Service Provider shall at its expense execute such agreement as the Authority may reasonably require to give effect to any such transfer all or part of its rights and obligations under the Contract to one or more persons nominated by the Authority.

32.3 Subject to Clause 9, the Contract is personal to the Service Provider who shall not assign the benefit or delegate the burden of the Contract or otherwise transfer any right or obligation under the Contract without the prior written consent of the Authority.

33. Non-Waiver of Rights

No waiver of any of the provisions of the Contract is effective unless it is expressly stated to be a waiver and communicated to the other Party in writing in accordance with the provisions of Clause 35. The single or partial exercise of any right, power or remedy under the Contract shall not in any circumstances preclude any other or further exercise of it or the exercise of any other such right, power or remedy.

34. Illegality and Severability

If any provision of the Contract (in whole or in part) is held invalid, illegal or unenforceable for any reason by any court of competent jurisdiction, such provision shall be severed from the Contract and the remaining provisions shall continue in full force and effect as if the Contract had been executed without the invalid, illegal, or unenforceable provision. In the event that in the Authority's reasonable opinion such a provision is so fundamental as to prevent the accomplishment of the purpose of the Contract, the Authority and the Service Provider shall immediately commence good faith negotiations to remedy such invalidity.

35. Notices

Any notice, demand or communication in connection with this Contract will be in writing and may be delivered by hand, prepaid recorded delivery first class post or facsimile addressed to the recipient at its registered office, the address stated in Schedule 1 or any other address (including a facsimile number) notified to the other Party in writing in accordance with this Clause as an address to which notices, invoices and other documents may be sent. The notice, demand or communication will be deemed to have been duly served:

if delivered by hand, at the time of delivery;

if delivered by post, two (2) Business Days after being posted or in the case of Airmail 14 Business Days after being posted; or

if delivered by facsimile, at the time of transmission, provided that a confirming copy is sent by first class post to the other Party within 24 hours after transmission.

36. Entire Agreement

36.1 Subject to Clause 36.2:

36.1.1 the Contract and all documents referred to in the Contract, contains all of the terms which the Parties have agreed relating to the subject matter of the Contract and such documents and supersedes and extinguishes any prior drafts, agreements, undertakings, representations, warranties and arrangements of any nature whatsoever, whether or not in writing relating to the

provision of the Services. Neither Party has been induced to enter into the Contract by a statement which the Contract does not contain; and

36.1.2 without prejudice to the Service Provider's obligations under the Contract, the Service Provider is responsible for and shall make no claim against the Authority in respect of any misunderstanding affecting the basis of the Service Provider's tender in respect of the Contract or any incorrect or incomplete information howsoever obtained.

36.2 Nothing in this Clause 36 excludes any liability which one Party would otherwise have in respect of any statement it has made fraudulently to the other Party.

37. Counterparts

This Contract may be executed in any number of counterparts or duplicates, each of which shall be an original, and such counterparts or duplicates shall together constitute one and the same agreement.

38. Relationship of the Parties

Nothing in the Contract constitutes, or shall be deemed to constitute, a partnership between the Parties. Except as expressly provided in the Contract, neither Party shall be deemed to be the agent of the other, nor shall either Party hold itself out as the agent of the other.

39. Further Assurance

Each Party will do or procure the doing of all acts and things and execute or procure the execution of all such documents as the other Party reasonably considers necessary to give full effect to the provisions of the Contract.

40. Governing Law

The Contract shall be governed by and construed in accordance with the law of England and Wales. Without prejudice to Clause 25, the courts of England will have exclusive jurisdiction to settle any dispute which may arise out of or in connection with the Contract provided that the Authority has the right in its absolute discretion to enforce a judgment and take proceedings in any other jurisdiction in which the Service Provider is incorporated or in which any assets of the Service Provider may be situated. The Parties agree irrevocably to submit to that jurisdiction.

THE CONTRACT has been signed for and on behalf of the Parties the day and year written above.

Signed by
for and on behalf of
The Authority

)**REDACTED**
)
)

Signature

Print name and position

Date:

Signed by
for and on behalf of
the **Service Provider**

)
)**REDACTED**
)

Signature

Print name and position

Date:

SCHEDULE 1 - KEY CONTRACT INFORMATION

- 1. Contract Reference Number: GLA 80806**
- 2. Name of Service Provider: Prederi Ltd**
- 3. Commencement:**
 - (a) Contract Commencement Date:** 1 April 2016
 - (b) Service Commencement Date:** 1 April 2016
- 4. Duration/Expiry Date:** 1 March 2017
- 5. Payment (see Clauses 5.1, 5.2 and 5.4):**

Clause 5.1

Where no alternative is listed, the payment period shall be 4-weekly

The period cannot exceed 30 days

- 6. Address where invoices shall be sent:**

The GLA
Accounts Payable
14 Pier Walk
North Greenwich
London
SE1 0ES

Invoice: accountspayable@tfl.gov.uk

- 7. Time for payment where not 30 days (see Clause 5.4):**

- 8. Details of the Authority's Contract Manager**

Name: REDACTED

Address: Greater London Authority
City Hall,
The Queens Walk,
London
SE1 2AA

Tel: REDACTED

Email: REDACTED

9. Details of the Authority's Procurement Manager

Name: REDACTED

Address: 16th Floor Windsor House
42-50 Victoria Street
London
SW1H 0TL

Tel: REDACTED

Email: REDACTED

10. Service Provider's Key Personnel:

Name & Position	Contact Details
REDACTED	REDACTED
REDACTED	REDACTED

11. Notice period in accordance with Clause 26.4 (termination without cause):

30 days unless an alternative is listed here.

12. Address for service of notices and other documents in accordance with Clause 35:

For the Authority: Greater London Authority
City Hall,
The Queens Walk,
London
SE1 2AA

For the attention of: REDACTED

For the Service Provider: Prederi Ltd
Moorgate House

7 Station Road West
Oxted
Surrey
RH8 9EE

For the attention of: **REDACTED**

- 13. Office facilities to be provided to the Service Provider in accordance with Clause 11.3: N/A**
- 14. Training to be provided by the Service Provider in accordance with Clause 8.8: N/A**

SCHEDULE 2 - SPECIAL CONDITIONS OF CONTRACT

NOT APPLICABLE

SCHEDULE 3 - SPECIFICATION

GLA's Requirement

Background

As part of the Food Flagship Programme the Mayor of London and the Department for Education are funding the London Boroughs (LB) of Lambeth and Croydon to develop and deliver a whole borough approach to changing their food environments to support the health and wellbeing of local residents and school children.

The Greater London Authority (GLA) is seeking a contractor to deliver an evaluation of the Food Flagships Programme from March 2016. This comprises two elements:

- The overall GLA programme-level evaluation and;
- The Croydon borough-level evaluation.

The LB of Lambeth has decided to use their evaluation budget to conduct an in-house evaluation (which will feed in to the programme-level evaluation).

The contractor will be required to evaluate the contribution made at the programme (GLA) level towards achieving Food Flagship goals and distil findings into learning that can be applied to the future of the programme and elsewhere. The contractor will also be required to work with the GLA, the London Borough of Croydon, and other relevant delivery partners and stakeholders to develop a methodological framework that will assess the impact of the Food Flagships programme within LB Croydon and understand the process of change.

Running alongside this evaluation is an Economic Impact Assessment which is being led by GLA Economics and will include an assessment of cost benefit and value for money. The contractor(s) will be expected to support this work by providing evaluation findings to underpin this economic modelling.

The contractor will also be expected to liaise with LB of Lambeth evaluation leads to ensure a coordinated approach between all evaluations and to gather data to input into the wider requirements under this contract. They will also be expected to involve key Lambeth stakeholders as part of the programme level evaluation.

Work should commence in March 2016 and final reports completed by February 2017.

Requirements

1. Introduction

This section sets out the requirements for specialist external consultancy support to the GLA and LB Croydon that is required to deliver an evaluation of the Food Flagships Programme and to produce reports detailing the findings.

2. Background

London's population is facing a substantial burden of food related morbidity that shortens life and causes multiple health complications. This in turn increases pressure on health services and hits the poorest and most socially excluded the hardest. A third of 11 year olds are overweight or obese and obesity is a significant cause of health inequalities; the number of overweight and obese children in the most deprived areas is around

double that of the areas of greatest affluence. A third of London's children have dental decay and this is the most common reason 5 to 9 year olds are admitted to hospital.

The Food Flagships Programme is one of many initiatives developed as a response to London's growing food related problems. It came out of the national School Food Plan¹ (SFP) which stated that improving school food – and the way children are taught about food – can have a significant and measurable impact on both health and attainment in any given area. The Food Flagship Programme aims to address the whole food environment in two London boroughs through an intensive and co-ordinated programme of interventions involving community groups along with private and public sector organisations.

The Food Flagship Programme is driven by the Greater London Authority (GLA) and after a competitive process the 2 boroughs of Croydon and Lambeth were awarded flagships status in July 2014. The delivery phase of the programme (i.e. implementation of interventions in both boroughs) began in January 2015 and is currently funded to run until end of January 2017.

3. Food Flagships Vision

The overall vision of the Food Flagships is to foster the conditions which support and incentivise actors within the system to work together more effectively to produce many small shifts in the obesogenic environment which will in turn interact in new ways and ultimately create a different, healthier environment.

Food Flagships Aims

The three long-term goals of the Food Flagships are:

1. Reduce childhood obesity
2. Reduce the incidence of type 2 adult diabetes
3. Increase academic attainment

In order to achieve these aims Flagship boroughs are delivering a range of initiatives which intend to:

(1) Improve the quality of food available (PROVISION)

Unless people have easy access to affordable, culturally appropriate good food and fresh ingredients it is hard for them to eat healthily even if they want to.

(2) Increase understanding of how diet impacts health (KNOWLEDGE)

Even if good food is available, unless people understand why eating well matters, they won't necessarily try to make healthy food choices.

(3) Develop practical cooking skills (SKILLS)

Even if people appreciate the importance of healthy eating, unless they have practical cooking skills and affordable access to an appropriate 'kitchen', they won't be able to produce good food for themselves.

(4) Foster a love of good food (VALUES)

Even if all of the above are in place, unless people have a desire to eat well and cook good food they will not develop healthier diets.

¹ <http://www.schoolfoodplan.com/flagships/>

4. Borough Delivery

A summary of food flagship initiatives within both boroughs that are within the GLA funding agreement is given below.

Summary of Borough Food Flagship Initiatives	
LB Croydon	LB Lambeth
Creation of borough Food Flagships project team	
Establishment and/or development of a borough Food Partnership Board	
Publish a local SFP. Establishment of lead Flagship schools to implement SFP and offer support to other schools	
Community Food Learning Centre – supporting residents to build healthier lifestyles through food growing and cooking lessons.	Rose Voucher scheme giving eligible families weekly vouchers to spend at local fruit and vegetable markets.
Food Growing through Community Gardening – training a team of master gardeners and food buddies to support borough residents’ access to food growing.	Lambeth Village Hub Project – community based initiative addressing local food systems encouraging a more positive food environment in an area of high health and socio-economic related needs.
Development of new healthy food businesses – professional business mentoring scheme	Natural Thinkers connecting children and parents with nature.
	Social Marketing – developing appropriate healthy eating messages for young people to support behaviour change.

A more detailed description of the initiatives (both those funded through the programme and those that are resourced through other means) is given in Appendix I.

The national SFP lays out an expectation for Food Flagships to become “*energetic hubs of food related activity*” which attract food related investment into Flagship boroughs beyond that of the Flagships initiatives. This investment could be in the form of individuals/organisations giving up resources (time, expertise, funding) in order to build upon Flagship activities and bring about a lasting impact on the food culture/environment that is wider than the change effected by individual initiatives.

Flagship boroughs aim to achieve this through a culture and ethos that inspires others through strong leadership and innovative approaches to governance.

Programme Delivery

At a programme level there is coordinated oversight and governance of the borough-led individual food flagship initiatives involving GLA and delivery partners. Programme leads are also involved in raising the profile and awareness of Food Flagships to encourage senior-level support both within the Flagship councils and the GLA and also other organisations. The following is a brief description of programme level leads and roles.

Programme Leads	Roles
London Food Board: Chair	Food Flagships Champion; securing and sustaining senior-level buy-in.
GLA:	

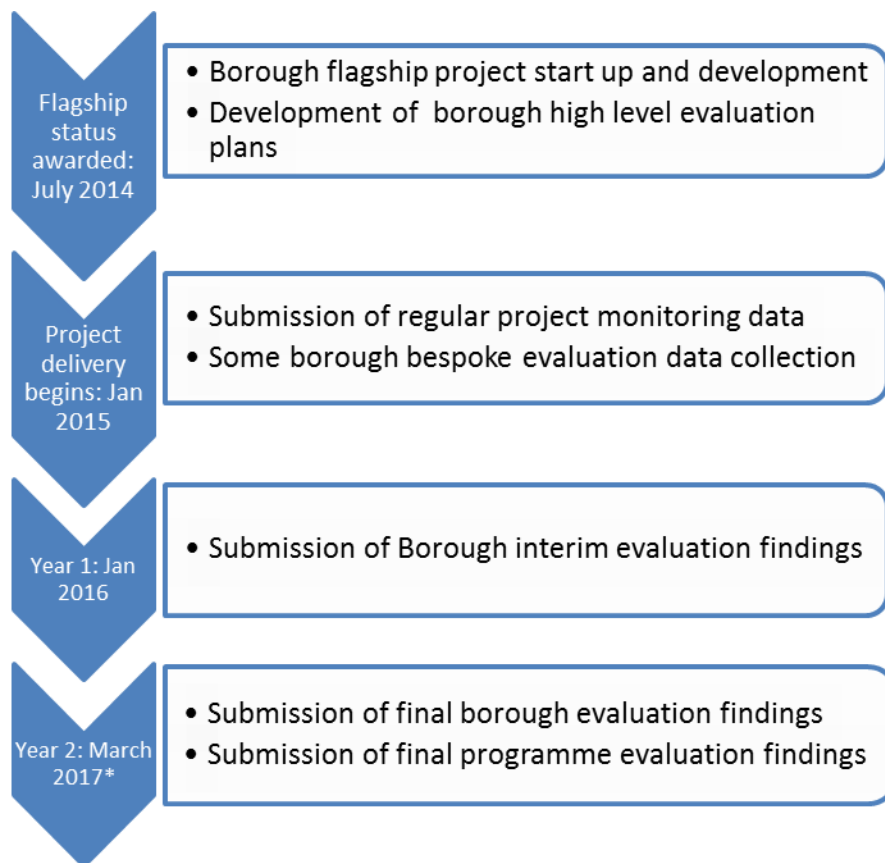
Food team principle policy officer Food Flagships programme manager	Strategic oversight of FF programme. Programme and contract management; regular borough engagement; oversight of all FF related activity.
Public Health specialist	Strategic public health support
School Food Plan Office:	
Director	Support to embed SFP in Flagship borough schools; brokerage of partnerships with external agencies.
SFP project officer	Support to embed SFP in Flagship borough schools.
SFP project officer	Support to FFs including communications and programme development.

5. Food Flagships Evaluation

Evaluation is integral to the Food Flagships programme and has been built into it from inception. The evaluation is structured as follows (with the Croydon Borough level evaluation and programme level evaluation being delivered by the successful contractor):

1. Borough Level Evaluations
These are being carried out in both boroughs and aim to assess the effectiveness of flagship initiatives against stated objectives, including the mechanisms of change. They seek to understand and describe the whole system including the linkages between components and the resulting synergies that facilitate change.
2. Programme Level Evaluation
This seeks to describe the relationships between borough-level activities and programme-level activities and to understand the programme level factors that affect the delivery and impact of the Food Flagships programme, including those impacts that are wider than immediate project impacts
3. Economic Evaluation
This is being led by GLA Economics and is an impact analysis which will assess the costs and benefits of the Food Flagship programme. Data collected as part of the borough and programme evaluations will feed into this economic analysis.

The evaluation timeline is shown in the diagram below. Borough evaluations began in 2015/16 (year 1 of delivery) but data collection to date has mainly been limited to routine monitoring data (for example the number of participants attending specific flagship initiatives). This is due to the fact that many projects were getting off the ground within this time period. The majority of evaluation activity will take place in Year 2.



*evaluation findings to also be submitted to GLA Economics team by Feb 2017

6. Requirements

The GLA is seeking a contractor to carry out the following:

- **Design and deliver Food Flagships Programme Level Evaluation**
- **Design and deliver the LB Croydon Borough Level Evaluation**
- **Support the GLA led economic evaluation**
- **Work with Lambeth evaluation leads to ensure a coordinated approach between all evaluations (noting that the Lambeth Borough level evaluation is being carried out by Lambeth Council)**

6.1. Scope

The scope of the evaluation is to assess the impact of the Food Flagships Programme against the aims and objectives described below. It will cover:

- All Food Flagship initiatives within LB Croydon within the GLA funding agreements
- All strategic and additional Food Flagship activities within LB Croydon
- Those strategic Food Flagship activities within the LB Lambeth that relate to the programme level evaluation
- All operational and strategic Food Flagship programme level activities within the GLA

The overall **aims** of the commissioned evaluation are:

Programme level evaluation (led by contractor)

Aims

To assess the contribution that the Food Flagship programme is making towards the two Food Flagship boroughs becoming hubs of food related activity and the ability of the programme to identify and influence the causal factors that may improve health, wellbeing and educational outcomes in these boroughs.

Objectives

- To assess the potential for the Food Flagships programme to promote the adoption of healthy eating within the two Food Flagship boroughs and through this potentially influence the prevalence of obesity and type 2 diabetes amongst programme participants
- To assess the potential for the Food Flagships programme to influence educational outcomes in the two Food Flagships boroughs
- To explore the extent to which the Food Flagship programme is associated with attracting additional inward food-related resource into the two Food Flagship boroughs.
- To explore the extent to which GLA programme level activity has influenced the delivery and impact of borough Food Flagship initiatives
- To inform the ongoing development of the Food Flagship programme.

LB Croydon borough level evaluation (led by contractor)

Aims

To assess the contribution that Food Flagship status is making to LB Croydon to improve health and wellbeing, including educational attainment. To evaluate whether the programme has initiated or influenced behaviour change and/or a change in attitude towards the food agenda in the Borough.

Objectives

- To capture and understand the local processes that were undertaken to deliver the borough Food Flagship initiatives
- To evaluate all individual initiatives and activities that are within the GLA funding agreement within the borough food flagship programmes in relation to their identified aims and objectives
- To assess the impact made by the food flagships borough programme on factors that influence diet and food intake, including an assessment of individual knowledge, skills and behaviour change
- To assess the contribution made by the Food Flagship borough programme to influence educational outcomes in the borough
- To explore the extent to which becoming a Food Flagships borough is associated with changes in borough-level policies, priorities, resources and activities.

GLA Economic Impact Analysis (led by GLA)

In addition it is expected that the evaluation team will provide support to the GLA led Economic Impact Assessment. The aim of this impact evaluation will be to see whether the Food Flagship programme offers value for money in terms of whether the benefits exceeded the costs. It will address the following objectives:

- What is the (expected) impact of the Food Flagship programme?

- What are the short and long-term benefits?
- Did the benefits of the programme exceed its costs?
- What activities were most effective and offered the greatest value for money?

Within the scope of this commissioned evaluation the contractor will support the economic analysis through the collection, collation and distribution of LB Croydon Food Flagship project impact and outcome data.

7. Evaluation Methods

The Medical Research Council (MRC) recommends that a key question in evaluating a complex intervention is whether the intervention works in everyday practice. Therefore it is important to understand the whole range of effects and how they vary among the recipients of the intervention, as well as considering how the intervention works. According to the MRC, evaluation should assess effectiveness and understand mechanisms of change².

Bidders are requested to propose a plan describing how they will deliver an evaluation in line with these principles. We would expect the evaluation to address the following:

Assessment of effectiveness (impact evaluation)

- Use an appropriate evaluation design to assess the impact of Food Flagship interventions against stated aims and objectives

Understanding mechanisms of change (process evaluation)

To use an appropriate evaluation design to:

- Identify underpinning casual assumptions and mechanisms through which Food Flagship interventions bring about change.
- Identify and where possible quantify factors that affect the implementation and impact of Flagship initiatives including those that influence project fidelity, dose, adaptation and reach.
- Describe common features of success across interventions identifying factors that are reproducible either in other geographical areas or in other food related programmes.
- Assess the contribution programme level activities make towards achieving effectiveness including the coordination, integration, communication, dissemination and governance of borough and programme delivery
- Identify the wider impacts and added value of the programme. What resource has been attracted into boroughs because they are food flagships?

Responses should provide a proposed methodology, key milestones and project plan. As a minimum we expect that the methodology for this project will include the following elements:

- A justification of the approach selected explaining why it is suited to the evaluation requirements
- An evaluation framework which sets out the types of data you would expect to collect, including an estimate of the number of qualitative data collection events planned (such as one to one interviews and focus groups)

² The MRC guidance also states that evaluation of complex interventions should also assess cost-effectiveness, but that is outside the scope of this project.

- How you would analyse and interpret all the data, including an assessment of data validity
- A comparative approach

We would expect the contractor to collect data for the impact evaluation at the beginning and end of the evaluation period in order to demonstrate if change has been achieved.

8. Deliverables

The outputs of this evaluation will be used to:

1. inform decisions on future programme development, including decisions about future funding.
2. identify critical success factors that could support the wider roll out of flagship interventions both within the flagship boroughs and elsewhere.

The deliverables will be:

- A presentation to the Evaluation Steering Group ESG in November detailing interim key findings to date. This data will be used to support LB of Croydon 2017/18 core funding decisions.
- An end of project data report describing the evaluation background, aims, objectives, methods and findings.
- Two end of project summary reports – one for LB Croydon and one for the GLA – that highlight key findings including successes and challenges and makes recommendations relevant to the receiving organisation for the future delivery of the Food Flagships programme.
- An end of project slide deck of key findings and recommendations to be used in presentations to stakeholders

9. Reporting /governance arrangements

Strategic advice and operational support will also be provided by the Evaluation Steering Group (ESG) which will meet every two months for the evaluation lifetime. The contractor will attend all meetings to provide an update on project progress and to raise issues that require ESG input.

The ESG will be responsible for providing feedback on interim findings but will not provide sign-off for the final report. This will be the remit of the GLA Food Team.

APPENDIX 1

CROYDON - FOOD FLAGSHIPS INITIATIVES FUNDED BY THE GLA. THESE ARE <u>WITHIN</u> THE SCOPE OF THE EVALUATION	
FOOD FLAGSHIPS PROJECT TEAM	Food flagship team sits in the Public Health directorate and include a Food Flagships Project Manager. The School Improvement Officer, who is delivering the Croydon School Food Plan sits within the Children and Families directorate.
ESTABLISH A CROYDON FOOD PARTNERSHIP BOARD	To establish a Croydon Food Partnership Board with the objective to provide a legacy and continuity beyond the initial funded phase of the pilot and to enable greater buy-in from other stakeholders than would not be achieved through programme management alone.
TO PUBLISH A CROYDON SCHOOL FOOD PLAN	To publish Croydon School Food Plan with agreed targets and the Lead Flagship Schools (two primary and one secondary) to offer support to other schools through delivering healthy eating, growing and cooking workshops to teachers and parents. Also to work with Croydon's 12 main caterers to meet the School Food Standards.
FOOD GROWING THROUGH COMMUNITY GARDENING	To develop a team of Master Gardeners and Food Buddies who will work across the borough with schools, housing associations, elderly and allotments to increase access to food growing and to implement food growing on prescription with the CCG and GP networks.
COMMUNITY FOOD LEARNING CENTRE	Based in the New Addington area, the Community Food Learning Centre consists of allotments and a modern well equipped teaching kitchen. It currently enables the local community to learn about food through growing and cooking in a positive and supportive environment. The Centre will provide a range of services to the Flagship such as delivering courses in cooking, growing and horticulture for 414 participants.
TO DEVELOP NEW HEALTHY FOOD BUSINESSES	To develop 15 healthy food businesses with a healthier and more sustainable food offer. Food businesses need to meet the accreditation criteria for an Eat Well food outlet and a minimum Food Safety of three stars and aim to attain high standards for food sustainability.
COMMUNITY GRANTS SCHEME	Community grants scheme for community groups that have an innovative idea around food growing and cooking.
OTHER CROYDON FOOD FLAGSHIP INITIATIVES. THESE ARE <u>OUTSIDE</u> THE SCOPE OF THE EVALUATION	
HEALTHY SCHOOLS	To build on Croydon's successful Healthy Schools programme objective is to ensure 95% of Croydon schools achieve Healthy Schools bronze
HEALTHY WORKPLACE CHARTER	Flagship borough expected to gain London Healthy Workplace Charter accreditation. Also working with organisations in the flagships to sign up to the charter.
TEAM LONDON - BOROUGH YOUTH PANELS	To elevate the already existing Team London Young Ambassadors programme, the Borough Youth Panels aim to give a selection of young people 5 from 4 schools in each borough a further platform to take social action and inspire their peers to have a positive influence in their local community. The panels are piloted in both flagship boroughs.

FOOD AND REGEN SUMMIT IN CROYDON	Leader of Croydon to host a Food and Regeneration summit in Croydon. Objective to engage with developers including Westfield, take away owners and residents to ascertain what food they want to see on offer with the objective to drive up healthy food and urban food growing on the agenda of developers, planners and food businesses
SUSTAINABLE FOOD CITY STATUS	Croydon to achieve Sustainable Food City Status by 2017
PEOPLE'S GATEWAY	To integrate the Flagships within existing People's Gateway council referral system
GROWING AND COOKING GRANTS FOR SCHOOLS	Identified underspend have been allocated towards growing and cooking grants for schools to run 15/16 - in line with the Flagships ethos
SUSTAIN'S GOOD FOOD FOR LONDON	To ensure Croydon rises to the top in Sustain's Good Food For London table
(GARDEN ORGANIC) FOOD GROWING SCHOOLS LONDON	Food Growing Schools London is providing one to one support in food growing to 15 schools in Croydon.
NATIONAL FARMERS UNION (NFU)	NFU to provide "from fork to field" opportunities for 5 schools in Croydon.
LIDL'S HEALTHY EATING BUS	Lidl's Healthy Eating bus visited 5 Schools in Croydon during a week targeting 600 children
EDIBLE PLAY GROUNDS (TREES FOR CITIES)	Trees for Cities to provide Edible Playgrounds for all three Croydon Flagship schools (Rockmount in the summer and a joint one for Fairchildes Primary and Meridian High to start work in October 2015).
SCHOOL GARDEN GRANTS	The GLA is partnering with the Whole Kids Foundation to pilot School garden grants in the two Flagship Boroughs. A total of REDACTED will be granted to schools - with a 50/50 split between the two flagship boroughs.

LAMBETH FOOD FLAGSHIPS INITIATIVES FUNDED BY THE GLA – THESE ARE OUTSIDE THE SCOPE OF THE EVALUATION

FOOD FLAGSHIPS PROJECT TEAM	A Food Flagship team created in the Council that sits within the Communities, Environment & Housing directorate also reporting to Public Health and consists of Project Manager (funded by GLA/DfE) and 2 Food Flagships Officers leading on schools and communities (match funded).
SUPPORT LAMBETH FOOD PARTNERSHIP CAPACITY	Objective is to increase capacity building of the already existing Lambeth Food Partnership Board through supporting the board and monthly board meetings.
TO ESTABLISH 4 LEAD FLAGSHIPS SCHOOLS	Four Lead Flagship schools (three primary and one secondary) have been chosen in the borough with the objective to offer a range of services to other schools including cooking and food growing classes. Flagship schools also to support other schools to complete the School Food Plan Head Teachers' checklist.
NATURAL THINKERS	Natural Thinkers is a Lambeth born project which reconnects children and parents with nature via the medium of growing, cooking and eating. It is well connected with food growing projects in the borough. Objective is to extend the reach of the programme across the whole borough to ensure coverage for as many children, schools and communities as possible.
VILLAGE HUB PROJECT "Flagships within the Flagship"	Objective is to test out a residents' led localised whole systems approach to food in a small geographical area of Lambeth (the Gipsy Hill ward) to: 1. raise the awareness of local residents and organisations of food issues and the vision of the food flagship borough; 2. empowering the community to take responsibility for food related issues in their area through community engagement and capacity building. Outcomes include 1. a more positive food environment, e.g. food growing spaces 2. skills, employment and enterprise e.g. cooking/nutrition/catering/food safety, apprenticeships and healthy food business development; 3. Community cohesion e.g. intergenerational activity through food growing, cooking, food preservation, local enterprise and connecting residents to relevant local community organisations and services
SOCIAL MARKETING	Objective is to develop a social marketing campaign working with local youth networks to develop their own local healthy eating messages.
ALEXANDRA ROSE VOUCHERS	Objective is to help low income families access more healthy and affordable food through food vouchers. Aim is to recruit 96 families across 6 Children's centres in Lambeth. Families are able to redeem the vouchers at fruit and veg stalls at Brixton market.
LAMBETH SCHOOL FOOD PLAN	To publish Lambeth School Food Plan with a number of agreed targets including increase of school food meal take up.
OTHER LAMBETH FOOD FLAGSHIPS INITIATIVES. THESE ARE OUTSIDE THE SCOPE OF THE EVALUATION	
HEALTHY SCHOOLS	To build on Lambeth's successful Healthy Schools programme. Objective is to ensure 95% of Lambeth schools achieve Healthy Schools bronze.
TEAM LONDON - BOROUGH YOUTH PANELS	To elevate the already existing Team London Young Ambassadors programme, the Borough Youth Panels aim to give a selection of young people 5 from 4 schools in each borough a further platform to take social action and inspire their peers to have a positive influence in their local community. The panels are piloted in both flagship boroughs.

HEALTHY WORKPLACE CHARTER	Flagship borough expected to gain London Healthy Workplace Charter accreditation. Also working with organisations in the flagships to sign up to the charter.
WORKING WITH SUPERMARKETS	As part of improving the food system in Lambeth, Lambeth, with support from the GLA are leading on a series of engagement meetings with local supermarkets focusing on how Lambeth can work with supermarkets towards joint outcomes around health and waste.
EDIBLE ROUTE - CLAPHAM COMMON	Incredible Edible Todmorden working with Incredible Edible Lambeth and Garden Organic to create an Edible Route in the Clapham Common area, linking up local schools with Lambeth college, via businesses and other local community growing projects.
(GARDEN ORGANIC) FOOD GROWING SCHOOLS LONDON	Food Growing Schools London are providing four food growing workshops for Lambeth schools.
SCHOOL GARDEN GRANTS	The GLA is partnering with the Whole Kids Foundation to pilot School garden grants in the two Flagship Boroughs. A total of REDACTED will be granted to schools - with a 50/50 split between the two flagship boroughs.

PREDERI'S APPROACH

The evaluation will consist of:

- An overall GLA programme-level evaluation
- A Croydon borough-level evaluation.

Prederi's evaluation team is to work with the LB Lambeth evaluation team to ensure a co-ordinated approach across all evaluations. Also the evaluation team will collaborate with the GLA Economic Impact Assessment (EIA) in order to feed evaluation findings into their proposed cost-benefit analysis.

1.1 Evaluation theory and framework

The Food Flagship programme is a complex intervention comprising multiple interacting components that target a number of organisational levels. When evaluating complex public health initiatives recognised evaluation practice highlights the need to assess both the effectiveness of interventions *and* how they work in practice. The Food Flagship programme can be considered to be a complex public health initiative as long-term outcomes are to improve population health (including the wider determinants of health).

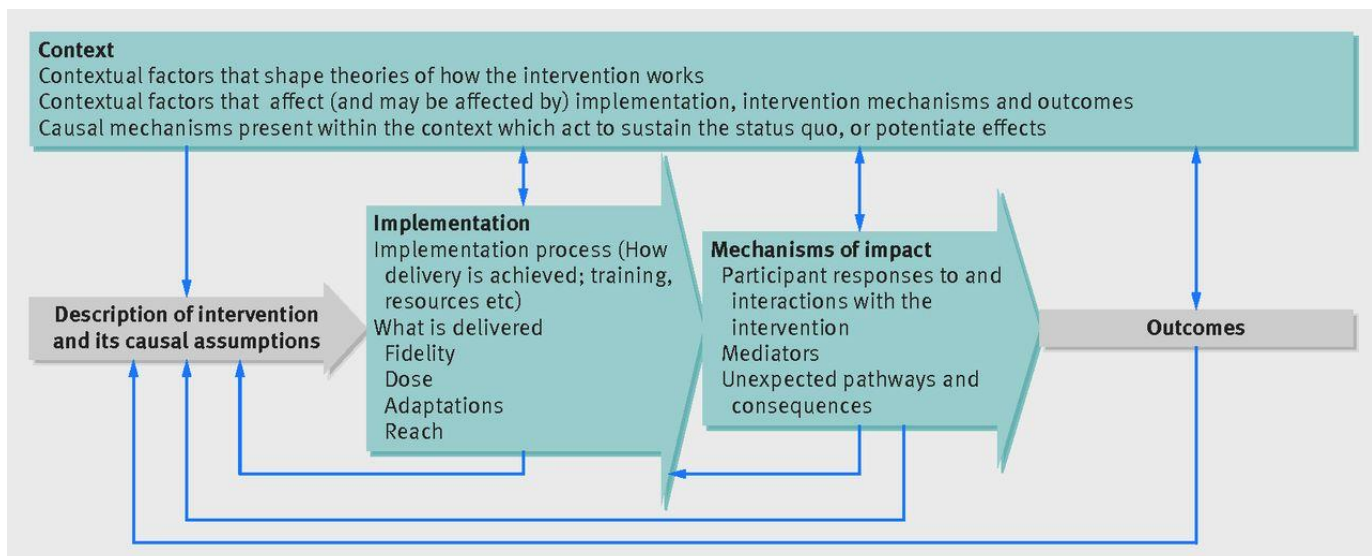
The evaluation will consist of a process and outcome evaluation.

1.1.1 Process evaluation

This can be thought of as the study of implementation and explores the mechanisms through which interventions bring about change. It investigates how interventions³ are delivered, including:

- Fidelity – are interventions delivered as intended
- Dose – how much intervention is delivered
- Reach – whether and how the intended audience comes into contact with the interventions.

The diagram below shows the key functions of a process evaluation and the relationship between them.



1.1.2 Outcome evaluation

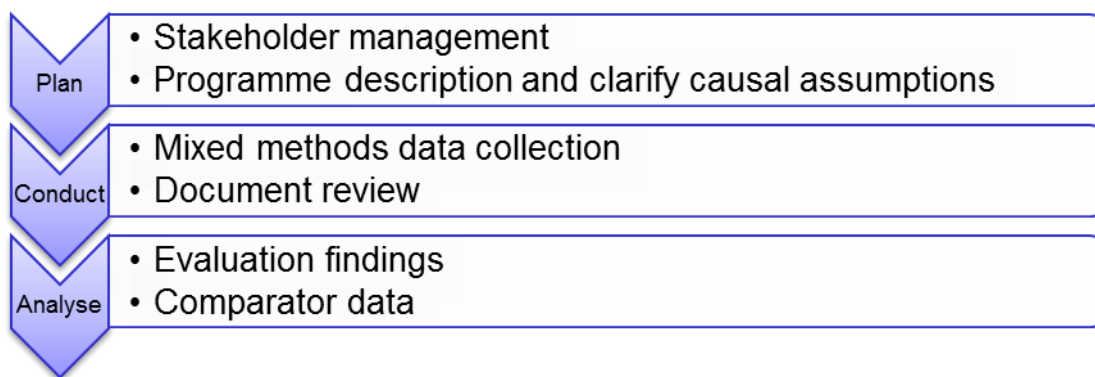
This assesses progress on outcomes that the interventions aim to achieve. Outcomes can be short-term, intermediate and long-term including:

- Changes in people's attitudes and beliefs
- Changes in behaviour
- Changes in the environment
- Changes in trends in morbidity and mortality.

The Food Flagship programme is in its second year of implementation and may not yet have made an impact on long-term outcomes. Therefore it will be important to collect data on short-term impacts e.g. a change in knowledge about healthy eating amongst project participants.

1.1.3 Evaluation framework

The evaluation framework that Prederi will follow is set out schematically below and is based on guidance from the Medical Research Council on evaluating complex interventions and the Center for Disease Control's 'Framework for Program Evaluation in Public Health'. Each step is subsequently discussed in more detail.



1.2 Evaluation planning

The purpose of this phase is to work collaboratively with key stakeholders to tailor our approach to the local context. The outcome of this phase will be to define the parameters of the evaluation through stakeholder management and programme description.

1.2.1 Stakeholder management

Stakeholders influence every step of the evaluation framework. They are both key informants and also provide vital input into evaluation design. They are key users of evaluation findings. The table below describes the three main stakeholder groups that will be consulted in the evaluation.

Stakeholder Groups

Group	Examples
Those involved in programme operations	Management, project staff, funders
Programme participants	Clients, community members, students
Users of evaluation findings	Decision makers

In the planning phase Prederi will identify a core group of stakeholders⁴ who are central to Food Flagship delivery and we will work collaboratively with them to:

- Refine and focus our evaluation approach
- Identify and facilitate access to a wider stakeholder group
- Understand how findings will be used to effect decisions about the future of the Food Flagship programme.

1.2.2 Programme Description

The purpose of this is to describe all interventions in scope, including the context in which they are delivered, the stage of implementation and the causal assumptions linking aims, inputs and activities to desired outputs/outcomes - logic models. A logic model provides a rationale linking inputs/activities to outputs/outcomes. It allows evaluators to identify programme elements that are key to achieving intended outcomes and therefore should be investigated.

Wherever possible, programme descriptions and logic models will be obtained through document review and intelligence provided by the core stakeholder group. However as the Food Flagship interventions are varied in nature, and some are iterative in design, it is recognised that logic models for some interventions may require further development during the evaluation. If this is the case it will be done following the approach proposed by Judge *et al.* and used in the national evaluation of Health Action Zones⁵.

The output of this phase will be a comprehensive description of interventions and the context in which they are delivered with a description of the following components:

- Inputs
- Activities
- Outputs
- Outcomes.

⁴ This could be the Evaluation Steering Group or a smaller group

⁵ Judge K, Bauld L. (2001) *Critical Public Health*, Vol. 11, No. 1. Strong theory, flexible methods: evaluating complex community-based initiatives

At this point it would be helpful to review descriptions with the core stakeholder group/Evaluation Steering Group in order to refine and strategically focus the evaluation if necessary.

1.3 Conducting the evaluation

Prederi will carry out a process and outcome evaluation. Both evaluation designs will be informed by published evaluations of similar interventions and research evidence.

1.3.1 Process Evaluation

Prederi will use a mixed methods approach to collect data on intervention inputs, activities and outputs in order to understand what has been implemented and how.

Examples of process data:

Routine project monitoring data	Provides information on: <ul style="list-style-type: none"> • Dose • Reach • Coverage • Attendance • Participant characteristics
Stakeholder intelligence - 1:1 interviews and/or focus groups	Provides information on: <ul style="list-style-type: none"> • Stage of implementation • Barriers and facilitators to implementation • Fidelity and adaptations • Mechanisms of implementation

Prederi's process evaluation will meet the following evaluation objectives:
Borough Level

- To capture and understand the local processes that were undertaken to deliver the borough Food Flagship initiatives
- To evaluate all individual initiatives and activities that are within the GLA funding agreement within the borough food flagship programmes in relation to their identified aims and objectives.

Programme Level

- To explore the extent to which GLA programme level activity has influenced the delivery and impact of borough Food Flagship initiatives.

The table below gives an illustration of the types of process data Prederi will collect for the borough initiatives.

LB Croydon FF Initiative	Types of Process Data
Croydon School Food	Project monitoring data and document review

Plan	1:1 interviews and/or focus groups: <ul style="list-style-type: none"> • School improvement officer • Head teachers of flagship schools • Key implementation staff eg school caterers, teachers
Food Growing through Community Gardening	Project monitoring data and document review 1:1 interviews and/or focus groups: <ul style="list-style-type: none"> • Project managers/leads
Community Food Learning Centre	Project monitoring data and document review 1:1 interviews and/or focus groups <ul style="list-style-type: none"> • Service managers • Key implementation staff eg cookery teachers
Healthy New Food Businesses	Project monitoring data and document review 1:1 interviews and/or focus groups <ul style="list-style-type: none"> • Business mentors • Sample of business leads
Community Grant Scheme	Project monitoring data and document review 1:1 interviews <ul style="list-style-type: none"> • Scheme leads
Croydon Food Partnership Board	1:1 interviews board members

Additionally Prederi will hold one to one interviews with the following to explore the influence Food Flagship programme activities have had on implementation of local projects.

- Food team principle policy officer
- Food Flagships programme manager
- Food Flagships project manager
- School improvement officer
- LB Croydon Consultant in Public Health.

1.3.2 Outcome evaluation

This will go beyond processes and outputs and will assess the impact that the Food Flagship programme has had on intended outcomes.

Examples of outcome data:

Stakeholder intelligence – 1:1 interviews; focus groups; workshops	Provides qualitative information on change in knowledge, skills and behaviours.
Survey data	Provides quantitative information on change in knowledge, skills and behaviours.
Statutory data	Provides population level data on trends in long-term outcomes e.g. childhood obesity and educational attainment.

Prederi's outcome evaluation will meet the following evaluation objectives:

Borough Level

- To evaluate all individual initiatives and activities that are within the GLA funding agreement within the borough food flagship programmes in relation to their identified aims and objectives
- To assess the impact made by the food flagships borough programme on factors that influence diet and food intake, including an assessment of individual knowledge, skills and behaviour change
- To assess the contribution made by the Food Flagship borough programme to influence educational outcomes in the borough
- To explore the extent to which becoming a Food Flagships borough is associated with changes in borough-level policies, priorities, resources and activities.

Programme Level

- To assess the potential for the Food Flagships programme to promote the adoption of healthy eating within the two Food Flagship boroughs and through this potentially influence the prevalence of obesity and type 2 diabetes amongst programme participants
- To assess the potential for the Food Flagships programme to influence educational outcomes in the two Food Flagships boroughs
- To explore the extent to which the Food Flagship programme is associated with attracting additional inward food-related resource into the two Food Flagship boroughs.

The following table gives an illustration of the types of outcome data we will collect for the borough initiatives.

LB Croydon FF Initiative	Types of Outcome Data
Croydon School Food Plan	1:1 Interviews: <ul style="list-style-type: none"> • Head teachers • Key staff e.g. breakfast club staff Focus Groups: <ul style="list-style-type: none"> • Parents/carers flagship schools • School students flagship schools School Health Education Unit Survey National Child Measurement Programme Data Educational attainment data
Food Growing through Community Gardening	Focus Groups: <ul style="list-style-type: none"> • Food Buddies and Master Gardeners • Project participants Routine project evaluation data (if collected) or bespoke online survey
Community Food Learning Centre	Focus Groups: <ul style="list-style-type: none"> • Project participants Routine project evaluation data (if collected) or bespoke online survey
Healthy New Food Businesses	<ul style="list-style-type: none"> • Online customer survey and/or focus groups
Community Grant Scheme	1:1 interviews <ul style="list-style-type: none"> • Sample of grant recipients

Additionally Prederi will consult with the following to understand the wider impact of FFs. This will either be through 1:1 interviews or where appropriate focus groups or workshops:

- Chair of the London Food Board
- Director of the School Food Plan Office
- Food team members
- GLA senior sponsors
- School Food Plan Officers
- LB Croydon FF senior sponsors e.g. Director of Public Health, council leaders, Local Authority senior offices, Clinical Commissioning Group leads
- LB Lambeth FF senior sponsors (as for LB Croydon)
- FF project managers (both boroughs)
- Wider stakeholders e.g. leads of organisations that have provided resources to FFs.

The outcome evaluation will be observational in nature (i.e. it is not experimental). We will hold stakeholder events at the beginning and end of

the evaluation time period in order to monitor any changes in outcomes that have occurred. Case studies will also be used where applicable to describe programme impacts.

Anticipated number of stakeholder events

It is difficult to give an exact figure for the number of stakeholder events we will hold as the final stakeholder list will be agreed at the start of the evaluation with the client. Therefore the following is only indicative of the total number of events **although we do not anticipate exceeding this number. If more are required we will agree this with you through our change of scope process:**

1:1 interviews	Up to 40
Workshops	Up to 4
Focus groups	Up to 20
Surveys	1 master survey, adapted to specific projects to collect project outcome data Use the SHEU survey to collect school student data this year. Explore the possibility of repeating the SHEU in selected school years for a sample of schools at the end of 2016.

1.4 Analysis

Prederi will analyse our findings to provide descriptive quantitative information on dose, fidelity and reach. This will include a description of variations in participant characteristics between interventions/sites in order to make an assessment of the potential impact FFs may have on inequalities. Our qualitative data will be collected and thematically analysed iteratively so that themes that emerge in early interviews can be explored in later ones. Our quantitative and qualitative analysis will build upon one another so that qualitative data can be used to explain quantitative findings.

1.4.1 Comparative analysis

Although the FFs are not being delivered as a controlled intervention trial it is important to seek a comparative analysis of some outcome data with other similar geographical areas in order to build a picture of the expected benefits of the FF programme. Prederi suggest exploring the following options:

1. Using statutory data e.g. NCMP and educational attainment data to benchmark LB Croydon with statistical neighbours
2. Refining the above approach to benchmark LB Croydon with boroughs with similar levels of Healthy Schools London coverage
3. Stratifying schools within LB Croydon with respect to their degree of implementation of the Croydon School Food Plan and using school survey results to compare school level data between full, partial and non-implementers.

1.4.2 Report Back

Prederi will do this in a way that addresses the evaluation objective of informing the ongoing development of the Food Flagship programme. We will produce the following deliverables:

- A presentation to the Evaluation Steering Group ESG in November detailing interim key findings to date. This data will be used to support LB of Croydon 2017/18 core funding decisions.
- An end of project data report describing the evaluation background, aims, objectives, methods and findings.
- Two end of project summary reports – one for LB Croydon and one for the GLA - that highlight key findings including successes and challenges and makes recommendations relevant to the receiving organisation for the future delivery of the Food Flagships programme.
- An end of project slide deck of key findings and recommendations to be used in presentations to stakeholders – and deliver a final presentation of findings.

1.4.3 Economic Impact Assessment

Prederi will work with the GLA Economics team to understand the principles of their economic impact assessment including the types of input and outcome data needed to populate a cost-benefit model. Prederi will collect these data for LB Croydon during the process and outcomes evaluation and work with LB Lambeth leads to agree and support equivalent data collection and submission for LB Lambeth.

1.5 Quality Assurance

Prederi adopts a robust approach to Quality Assurance for all projects. We employ processes and controls that ensure we carry out stated tasks to the best of our ability in order to deliver the defined outputs. Our work is underpinned by explicit project governance and information governance standards.

The following is our approach to project management and the steps we would take to ensure the Quality Assurance of our work, including information on project governance and handling risks.

Our information governance policy is provided at Appendix II.

1.6 Project Management

Flexible Project Management Method

PRINCE2 is the standard project management methodology of the UK public sector and has a track record for enabling quality results; our support for you will be based on this. However, with seven processes (e.g. Starting up a Project) comprising 40 activities (e.g. appointing sponsor and project manager), up to 12 management products (e.g. Business Case), multiple records and reports, up to nine roles and many further activities, PRINCE2

is complex. Even for larger projects this method needs to be tailored. In our experience most projects (especially those that are smaller and medium sized, of low complexity, have a clearly defined scope and a follow regular pattern) do not require the application of the full methodology. It is possible to deliver high quality project management by employing a simplified version of the PRINCE2 project lifecycle.

Prederi will work with you to determine the best project management controls to suit the scale and/or complexity of the project and align it with other internal procedures.

Prederi will adhere to the following project governance steps:

1. Define tasks, activities and outputs

We will ensure that you the client has full knowledge of our tasks, activities and outputs at the outset of the project. We will do this by:

- Describing explicit tasks, activities and outputs within the project proposal
- Developing and agreeing a project plan with you based on this proposal, incorporating agreed milestones and outputs
- Defining and agreeing project scope with you as well as a process to deal with any changes in scope that may occur.

All of the above will be dealt with through a Project Initiation Meeting with you.

2. Instigate progress review

We will agree a reporting system with you in which feedback about project progress is given at regular intervals. We will feedback information on:

- the tasks/activities that have been completed in the reporting period
- any significant delayed progress and reasons why
- updates to risks (see below).

3. Risk Management

The risk matrix below describes anticipated risks to the project and actions we and/or you could take to mitigate them.

Risk	Impact	Likelihood	Owner	Mitigation
Insufficient baseline data has been collected in order for pre and post project outcome evaluation to take place.	M	M	FF and Prederi	Prederi to flag this up early on in the evaluation. Where possible Prederi will support project leads to collect mid-project 'baseline' data during the planning phase of the evaluation period. Data collections can then be

				repeated towards the end of the project. Where this is not possible end of project data only will be collected and analysed accordingly. Final report will emphasise both process and outcome evaluation findings.
There are many interventions to be evaluated resulting in data collection efforts being spread too thinly to collect sufficient information on all projects	M	M	FF and Prederi	Agree scope with client during evaluation planning phase, including final stakeholder list and amount of overall data collection. If necessary prioritise evaluation focus with client.
FFs will not have been running long enough to impact on stated outcomes.	M	H	Prederi	Agree with client to focus evaluation on short-term impacts and outcomes
There is a change in view about what is required	H	L	FF	Agree scope between FF and Prederi at outset. Agree a process for work to be conducted that is out of scope
Stakeholders are not available as and when required. Difficult to get dates in diaries Holiday period limits availability of key stakeholders	H	M	FF and Prederi	The client secures senior project champions who can facilitate access to stakeholders. Clear communication in advance of and during project to ensure stakeholder buy-in.
Stakeholders do not supply information as requested in a timely fashion	M	L	FF and Prederi	Agree response times with client team. Escalate to senior project sponsor if response times are exceeded.
Changeover in key roles results in a loss stakeholder intelligence available to the evaluation.	H	M	FF	Client to identify suitable substitute informants where possible.
There is too much information to process in a timely fashion	M	M	Prederi	Agree checkpoints and milestones with the client. Regular progress and risk

				reporting to highlight issues early.
Schools do not agree to give access to school level SHEU data	H	M/L	FF	Client to agree data sharing with schools
Selected schools do not want to repeat the SHEU survey	H	M/L	FF	Client to work with school leads to identify schools willing to participate
There is likely to be a cost associated with repeating the SHEU survey	H	H	FF	Prederi to investigate the feasibility of repeating the SHEU survey, including possible costs, with the client. Client to make go/no go decision.
Due to the collaborative nature of the evaluation it is not viewed as independent	M	L	FF and Prederi	The evaluation will be overseen by an independent steering group. Prederi will use internal quality assurance to assess independence.
Locations to work are not available	M	L	FF	Ensure assets, people and space are available well in advance of requirement

Prederi will undertake regular risk reporting to the client. When a risk is identified we will agree what mitigating steps we will take or identify action that needs to be taken by others within the change of scope policy that was agreed at the project outset. We will make regular assessments of the impact that the risk is having on the project and feedback this to the client. We will monitor actions taken to assess resolution.

The evaluation will also be internally quality assured by the Prederi medical director.

Prederi Statement on Data Protection and Information Governance

REDACTED

SCHEDULE 4 – CHARGES

Item Description / Deliverable		Cost of that Item / Deliverable £	Estimate of time taken to complete that Item / Deliverable
	Planning	REDACTED	REDACTED
	Flagship document review	REDACTED	REDACTED
	Research document review	REDACTED	REDACTED
	Evaluation data collection	REDACTED	REDACTED
	Analysis	REDACTED	REDACTED
	Report writing	REDACTED	REDACTED
	Project review meetings	REDACTED	REDACTED
	Total	£70,410	

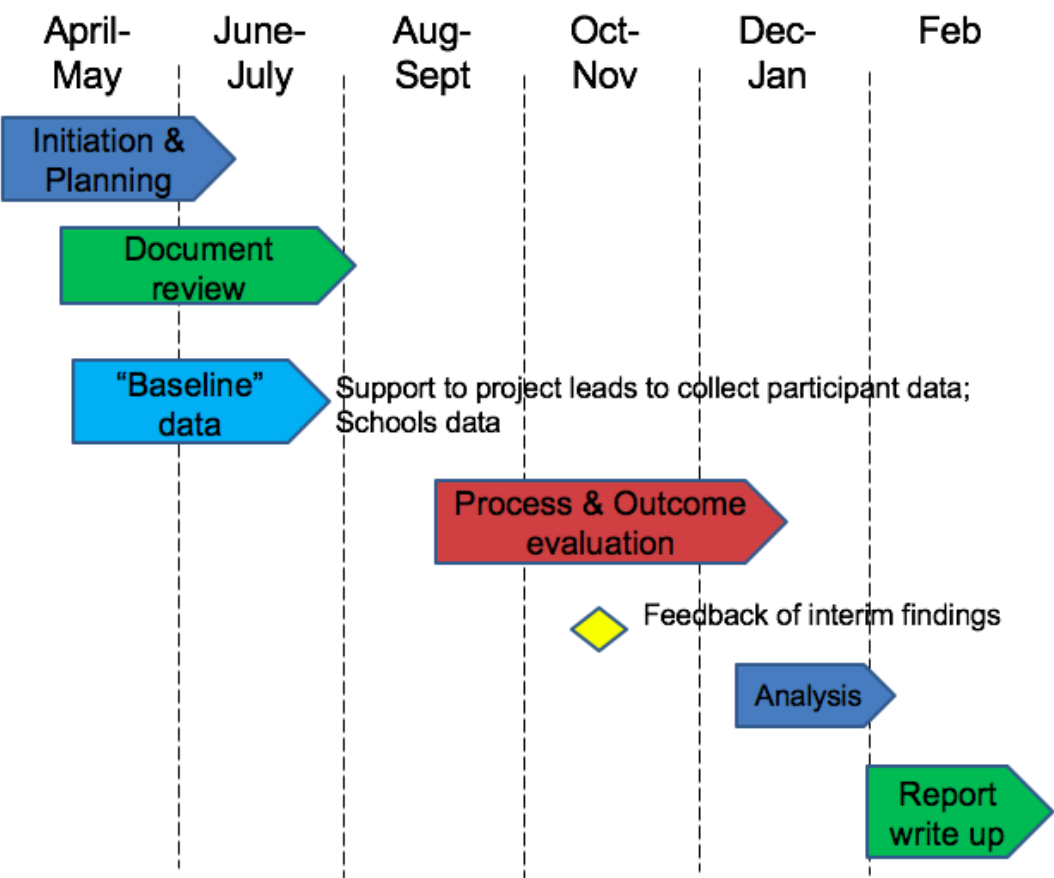
Breakdown of the total cost

Personnel		*Day Rate £	Estimated no. days	Total Cost £
	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED
	REDACTED	REDACTED	REDACTED	REDACTED
	Total		REDACTED	70,410

Payments

The GLA will retain **REDACTED** of the contract price, this payment will be made on delivery of the final report.

SCHEDULE 5 - PROJECT PLAN



SCHEDULE 6 - FORM FOR VARIATION

Contract Parties: *[to be inserted]*

Contract Number: *[to be inserted]*

Variation Number: *[to be inserted]*

Authority Contact Telephone *[to be inserted]*

Fax *[to be inserted]*

Date: *[to be inserted]*

AUTHORITY FOR VARIATION TO CONTRACT (AVC)

Pursuant to Clause 31 of the Contract, authority is given for the variation to the Services and the Charges as detailed below. The duplicate copy of this form must be signed by or on behalf of the Service Provider and returned to the Procurement Manager as an acceptance by the Service Provider of the variation shown below.

• DETAILS OF VARIATION	• AMOUNT (£)
• •	•
• ALLOWANCE TO THE AUTHORITY	•
• EXTRA COST TO THE AUTHORITY	•
• TOTAL	•

.....
For the Authority (signed) (print name)

<p>• ACCEPTANCE BY THE SERVICE PROVIDER</p>	<p>•</p>
<p>•</p> <p>•</p> <p>•</p> <p>• Date</p>	<p>•</p> <p>•</p> <p>•</p> <p>• Signed</p> <p>•</p>

**SCHEDULE 7 - CONTRACT QUALITY, ENVIRONMENTAL & SAFETY
CONSIDERATIONS**

NOT APPLICABLE

SCHEDULE 8 – RE-TENDER COOPERATION

MOT APPLICABLE