###### Specification

###### of requirements

###### The Provision of the

###### Food Roots Programme for the Greater London Authority (GLA)

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# INTRODUCTION

The Greater London Authority (GLA) wishes to commission external partner(s) – (the Commissioned Partners[[1]](#footnote-2)) to support the grantees of the next iteration of the [Food Roots programme](https://www.london.gov.uk/programmes-strategies/communities-and-social-justice/food/food-roots-programme), which is anticipated to run for twelve months. This programme will support 20-25 food partnerships to improve their ability to address food insecurity in their local communities, by improving their sustainability and resilience and improving their support for Londoners experiencing financial hardship.

The original Food Roots Incubator programme ran from April 2021 to August 2022. It supported and invested in ten local food partnerships to help them strengthen new relationships formed during the pandemic; and to encourage them to develop in ways that did not embed emergency food aid as the solution to food insecurity. In early 2023, Food Roots crisis grants were awarded to food partnerships in 30 London boroughs. These grants are providing staff capacity to help maintain and expand partnership working during a period of very high need for food banks, and helping new partnerships to trial new approaches to addressing food insecurity locally.

The GLA is now looking to expand on the successful foundations laid by these two iterations of the Food Roots programme and continue to improve the resilience and sustainability of community responses to food insecurity. This is necessary, as the cost of living crisis has had a significant impact on food insecurity in London – the sharp rise in inflation has meant that nearly 80 per cent of Londoners have seen an increase in their living costs. With inflation on the cost of food and soft drinks reaching 19% in March 2023, essentials are becoming increasingly unaffordable for many Londoners.

GLA polling from March this year shows that half of Londoners are now either financially struggling or just about managing; and 60 per cent of those on the lowest incomes are buying less food and other essentials to make ends meet. Therefore, providing support to food partnerships and embedding approaches to help Londoners increase their incomes is likely to make a tangible difference to many households.

This next iteration of Food Roots will consist of three parts:

1. A grant giving programme for new or existing food partnerships to improve the resilience and sustainability of their local response to food insecurity;
2. An accompanying learning and support programme, including a dedicated training and campaign support offer for partnerships to help them increase awareness in and take up of Healthy Start in their area;
3. An independent evaluation, to demonstrate the value of best practice and equip partnerships to obtain longer-term funding from sustainable sources

**This prospectus regards parts 2 and 3 – the learning and support programme and independent evaluation – only.** Further information on part 1 is available below, for information only.

The tender for parts two and three of Food Roots is split into three lots, details below. Two lots make up part 2, and there is one lot of part 3.

Organisations can either tender for Lot 3 or tender for any/both of Lot 1 and Lot 2. Organisations are not eligible to deliver services for Lot 3 along with any other lot. Therefore, you can either bid for:

* Lot 1 or Lot 2 or both Lot 1 and Lot 2 **AND** not for Lot 3.
* Lot 3 **AND** not permitted to bid for any other lot.

Cohort bids, from multiple organisations, are supported and encouraged. If you represent an organisation that is not able to tender for the whole of a lot but is interested in being involved, please get in touch as we may be able to introduce you to potential co-bidders for the same lot (see ‘More information’ section below for details).

**The grant programme**

The food partnerships involved in this iteration of Food Roots will be selected through a GLA application process. This application process launched on 7th June 2023 and the deadline for applications is 22nd June 2023. Further information on the application process can be found at [The Food Roots programme](https://www.london.gov.uk/programmes-strategies/communities-and-social-justice/food/food-roots-programme).

As well as receiving support through the learning support programme, food partnerships will also receive grants from the GLA of between £20,000 and £45,000 to develop, grow and become more sustainable and deliver against the programme objectives. There will be two levels of grant award, supplying funding for a full-time and a part-time staff role respectively, and the grants will cover 12 months of delivery.

The umbrella aim of the Food Roots programme is to **help food partnerships across London to develop and embed more sustainable and resilient ways of working to better support food insecure Londoners, especially those who are forced to rely on emergency food aid**. Within this iteration of Food Roots, this aim will be realised with four objectives:

1. **an increase in the number of food-aid providers within partnerships that offer support beyond food** – including cash-first and wraparound approaches, and referrals to advice services
2. **increased awareness and visibility of Healthy Start across food partnerships** **and the Londoners who use their services**, including newly trained staff and volunteers who can signpost and support applications and better links between statutory and voluntary sector work on Healthy Start
3. **new and strengthened relationships across the VCS within an area, and between borough councils and local community food providers**, including helping to develop and embed strategic solutions to shorter-term delivery challenges arising from spikes in demand for emergency food aid
4. **improved ability of food partnerships to access sustainable external funding**

The first three objectives will be met through parts one and two of the programme, including the Healthy Start training and campaigns offer. The fourth objective will be met by all three parts.

# THE PROJECT

**Lot 1: The learning support partner**

The learning support programme will be available to an expected maximum of 35 food partnerships. This 35 will consist of the 20-25 Food Roots grantees and a small number of additional food partnerships who were unsuccessful in applying for a Food Roots grant but who work in ways which are aligned with the aims of the Food Roots programme. Some of these may have been grantees of the Food Roots crisis granting programme in early 2023, but this is not essential. Partnerships which are not Food Roots grantees will need to demonstrate their reasons for wanting to be involved in the learning support programme and the benefits they hope it will bring to their partnership – exact numbers are currently unknown but are expected to be around 10 and may be capped in conversation with the learning support partner if they significantly exceed this.

The learning support programme will deliver online learning sessions, organise site visits and other in person learning events, and facilitate a peer learning network for partnerships for the duration of the 12-month programme. The learning support programme provider will also be expected to liaise with the commissioned Healthy Start training and campaigns support provider and consider working together where appropriate, such as for a learning session. The learning support partner will also be expected to work with the commissioned programme evaluator, in order to help demonstrate the impact of the programme.

These activities will build on the existing relationships and experience that food partnerships across London already have, and help to share and embed good practice and foster sustainability and resilience in partnerships in order to strengthen local efforts to address food insecurity.

**Lot 2: The Healthy Start training and campaigns support offer**

The Healthy Start training and campaigns support offer will provide Healthy Start awareness, signposting and application support training to frontline organisations in between 20 and 25 food partnerships, in order that services can support new applications for Healthy Start alongside their usual service delivery. This training is anticipated to be at two levels: improving awareness and signposting; and supporting new applications. In some cases, this may be an organisation’s first experience of providing a form of financial support in their setting.

The Commissioned Partner will also provide campaigns advice and support partnerships to work with statutory services and other local partners to join up with other existing work on Healthy Start in their area and in some cases run a local uptake campaign.

The Healthy Start offer provider will be expected to liaise with the commissioned programme evaluator to establish with grantees an appropriate and effective way to measure the impact of the Healthy Start uptake work. They should also liaise with the commissioned learning support provider, including occasional work together where appropriate such as for a learning session.

**Lot 3: The independent evaluation**

The independent evaluator will work with programme grantees and other Commissioned Partners to evaluate this iteration of the Food Roots programme and to help demonstrate the value of best practice partnership working. Through this, the evaluation will help equip partnerships to demonstrate their value, and so obtain longer longer-term funding from sustainable sources.

Individual outcomes and outputs will be developed for each food partnership and a unified framework of evaluation of success will be developed by the Commissioned Partner in collaboration with the GLA.

# FORMAT

**Lot 1: The learning support partner**

The learning support programme will be delivered over a 12-month period, with the delivery of the programme to be designed by the Commissioned Partner and responsive to the needs of the cohort. The Commissioned Partner for Lot One will support grantees to meet the umbrella aim of the Food Roots programme and help meet all the objectives of this round of Food Roots, with particular focus on the first and third objectives:

**an increase in the number of food-aid providers within partnerships that offer support beyond food** – including cash-first and wraparound approaches, and referrals to advice services

**new and strengthened relationships across the VCS within an area, and between borough councils and local community food providers**, including helping to develop and embed strategic solutions to shorter-term delivery challenges arising from spikes in demand for emergency food aid

We expect the Lot One Commissioned Partner to develop a learning and support offer for partnerships and their member organisations which:

* Delivers a curriculum of learning to food partnerships which supports them to deliver their grant projects and meet the aim of Food Roots and objectives of this round of the Food Roots programme
* Supports peer learning between partnerships and facilitates a peer learning network so that expertise is shared and relationships are built across London

For details on these two, see below.

**Delivers a curriculum of learning to food partnerships**

We expect the Lot One Commissioned Partner to develop an incubator curriculum which is modelled on the learning cycle of reflecting, planning and doing. A draft curriculum is below, and the final curriculum will be agreed between the Lot One Commissioned Partner and the GLA following learning from the Food Roots Crisis grant and initial consultation with the Food Roots grantee cohort. It should be noted that participating food partnerships are likely to have varying levels of experience – including those which have formed in response to the cost of living crisis, those which formed in response to the Covid-19 pandemic, and those which are older still. The design of the final curriculum will need to reflect and accommodate this variety, and the various levels of grant support that partnerships will have (Level One, Level Two, and no grant).

Draft curriculum

* Understanding the root causes of food insecurity in London and identifying ways to address them locally
* Collaboration, decision making and managing disagreement between partners
* Engaging, retaining and building the capacity of volunteers and strengthening volunteer management
* Working in partnership as volunteer-involving organisations to address volunteering challenges
* Financial sustainability and fundraising
* Involving experts by experience
* Designing referral processes between partner organisations
* Engaging businesses as donors and partners
* Working in partnership with local authorities and other statutory services
* Communications and marketing strategy
* Using data and insights in decision making
* Evidencing impact through monitoring and evaluation
* Developing a theory of change and a partnership work plan

The curriculum can be delivered in various formats – for example through workshops, expert-led sessions, or facilitated skill swaps and other peer learning approaches – to ensure the programme responds to the needs of the food partnerships.

The GLA may also be able to identify partner organisations that can deliver support that is additional/complementary to the curriculum (such as one-off webinars). The Commissioned Partner should be prepared to work with these organisations as part of the programme if opportunities arise.

**Supports peer learning between partnerships and facilitates a peer learning network**

Alongside and in addition to covering the curriculum, the Lot One Commissioned Partner will be expected to support relationship building and peer learning between the partnerships supported by the learning support programme, including through the facilitation of a peer learning network for food partnerships and their members.

This can and should take a range of formats throughout the programme duration, including supporting networking opportunities for participants, facilitating structured skills and resource sharing sessions, and supporting participants to discuss the progress and challenges of their grant projects and wider partnership working with each other, to receive feedback and benefit from each other’s experiences.

By the end of the learning support programme, the food partnerships will each have developed a long-term sustainable work programme, which is in line with the aim and objectives of the Food Roots programme.

During the programme, the Lot One Commissioned Partner will also be expected to liaise with the Lot Two Commissioned Partner and consider working together where appropriate, such as for learning sessions. The Lot One Commissioned Partner will also be expected to work with the Lot Three Commissioned Partner, in order to help demonstrate the impact of the programme. The GLA will also share any relevant networking or funding opportunities, either from within the GLA or via external stakeholders.

Please note that the GLA is also intending to separately commission best-practice mentors who will provide more personalised and tailored support Level Two grantees – particularly with changes to delivery approaches or the development of specific initiatives which need more support and will take longer to develop and implement. The Lot One Commissioned Partner may wish to liaise with the commissioned mentors or encourage grantees to share their learning from the mentor programme in wider learning support programme. However, the final design of the mentoring tender will be informed the grant applications received and the Level Two grants awarded, in order to ensure that the mentors are appropriate for the grantee cohort, so further details are not yet available.

It should be noted that the GLA will award the granting part of the Food Roots programme and will have overall responsibility for managing the grant funding agreements with the food partnerships.

**Lot 2: The** **Healthy Start training and campaigns support offer**

The Healthy Start training and campaigns support offer will be delivered over a 12-month period, with the delivery of the offer to be designed by the Commissioned Partner and responsive to the needs of the cohort. The Commissioned Partner for Lot Two will support grantees to meet the umbrella aim of the Food Roots programme and help meet all the objectives of Food Roots, with a particular focus on the second objective:

**increased awareness and visibility of Healthy Start across food partnerships** **and the Londoners who use their services**, including newly trained staff and volunteers who can signpost and support applications and better links between statutory and voluntary sector work on Healthy Start

We envisage the grantee cohort receiving training (and delivering short local uptake campaigns) in smaller groups throughout the 12-month Food Roots programme. It is hoped that this will allow for closer support of grantee partnerships by the Lot Two Commissioned Partner, as a learning cycle of reflecting, planning and doing – as each group of grantees receives training and delivers subsequent uptake projects, the Lot Two Commissioned Partner should learn from grantees’ experiences and be open to adapting the training and support model in response.

The Food Roots programme will award an expected 20-25 grants, of which around 50% will be Level One grantees and 50% will be Level Two grantees. Level Two grantees will have a larger grant award and greater requirements regarding their engagement with the Healthy Start training and campaigns support offer. Bidders should lay out in their response to Lot Two the number of individuals and / or member organisations they would be able to provide training for each of the two grantee types, as well as the size of training groups and the cycle of training and engagement across the year.

We expect the Lot Two Commissioned Partner to develop a training offer for partnerships and their member organisations which:

* Equips organisations to increase Healthy Start uptake among their service users, through increased awareness and understanding, signposting skills, and support to make new applications;
* Equips partnerships to increase Healthy Start uptake across a local area by working with statutory services and other existing schemes to run a local uptake campaign.

For details on these two, see below.

More resource within Lot Two is expected to be allocated to Healthy Start signposting and application support training than to campaigns support. The Lot Two Commissioned Partner may wish to work with the Lot One Commissioned Partner to support some of the delivery of the campaigns support element.

**Equipping organisations to increase Healthy Start uptake among their service users**

The Lot Two Commissioned Partner should develop a training programme which supports grantee partnerships and their member organisations to increase Healthy Start uptake among the communities they support. There should be two levels to this training:

* Improving awareness and signposting skills for Healthy Start in membership organisations, so that Londoners who may be eligible for Healthy Start are informed about the benefit in community and crisis settings and encouraged to apply
* Equipping front line staff or volunteers in some organisations to identify eligibility and support new applications, so that Londoners who are likely to be eligible for Healthy Start can be supported to start new applications in community and crisis settings

Bidders are encouraged to detail how they would expect to allocate resources between the two levels of training, considering an appropriate balance between maximising the overall reach of the programme and ensuring that application support is available to as many Londoners as possible. Bidders may provider options.

Please note that the GLA is also intending to separately commission an expert organisation to develop resources which will support with the identification of Healthy Start eligibility among Londoners with No Recourse to Public Funds. The Lot Two Commissioned Partner is expected to engage with these and embed them into the delivered training.

**Equipping partnerships to increase Healthy Start uptake across a local area**

The Lot Two Commissioned Partner should also provide support to partnerships to maximise the impact of their newly trained staff and volunteers by working with the local authority, statutory services and other existing schemes to run a local uptake campaign.

The Lot Two Commissioned Partner may wish to work with the Lot One Commissioned Partner to support some of the delivery of the campaigns support element, and may include an example of what this may look like in their response to this tender. In some instances, the GLA may also be able to provide relevant stakeholder connections to support or expand local campaigns, for example to Healthy Early Years London partners, advice partners or Housing Associations.

The Lot Two Commissioned Partner will also be expected to liaise with the Lot Three Commissioned Partner to establish with grantees an appropriate and effective way to measure the impact of the training and campaigns. When deciding metrics, consideration should be given to both outputs (such as the number of newly trained volunteers) and outcomes (such as an approximate value of new Healthy Start applications made).

**Lot 3: The independent evaluation**

The independent evaluation will be delivered over a 13-month period, with the delivery of the programme to be designed by the Commissioned Partner and responsive to the needs of the cohort. The Commissioned Partner for Lot Three will evaluate the impact of the programme as a whole, with some focus on the fourth objective:

**improved ability of food partnerships to access sustainable external funding**

Therefore, the focus of the evaluation should be to provide evidence of the benefits of partnership approaches, and on the importance of cash-first and wraparound support being available in and via community crisis settings and food providers. Consideration should be given to whether value-for-money assessments can be made.

As well as tracking the outputs of the grantees and various elements of the support programme through the programme evaluation, we will also seek to track some or all of the following outcomes:

* the number of people who receive advice or other cash-first support as a result of partnerships, including referrals to local council crisis support
* the number of people supported to claim Healthy Start vouchers via the programme (and the resulting monthly/annual cash value of the claims)
* the number of organisations that, at the end of the supported programme, would maintain or expand cash-first delivery in their settings
* the impact of partnership working on organisations’ resilience, sustainability and/or service delivery capabilities
* any changes in staff and volunteer attitudes and confidence in offering support beyond the provision of emergency food
* the value of any additional external funding that partnerships, or organisations within them, obtain for sustainable models of support following the Food Roots programme
* the experiences of people who no longer need or need less frequent emergency food provision as a result of cash-first or wraparound support
* the impact that partnership working and peer learning has on local efforts to address food insecurity

The final set of outcomes will be agreed between the Lot Three Commissioned Partner and the GLA following the programme inception meeting, discussion with the Lot One and Two Commissioned Partners, and initial consultation with the Food Roots grantee cohort.

It should be noted that participating food partnerships and their member organisations will have varying levels of experience of and resources for data capture and will support a variety of communities in a wide range of ways. The design of the final evaluation approach will need to reflect and accommodate this variety, and the various levels of grant support that partnerships will have (Level One, Level Two, and no grant). Therefore, while it may be possible to collect some quantitative data for some outcomes or from some grantees, a mixed-methods approach is strongly encouraged.

The Lot Three Commissioned Partner is expected work with the Lot One and Lot Two Commissioned Partners to identify appropriate metrics and capture data.

# SCOPE

By providing grants to food partnerships to take forward initiatives that address food insecurity and providing the support programme detailed in the three Lots above, the Food Roots programme expects to meet the following objectives:

1. **an increase in the number of food-aid providers within partnerships that offer support beyond food** – including cash-first and wraparound approaches, and referrals to advice services
2. **increased awareness and visibility of Healthy Start across food partnerships** **and the Londoners who use their services**, including newly trained staff and volunteers who can signpost and support applications and better links between statutory and voluntary sector work on Healthy Start
3. **new and strengthened relationships across the VCS within an area, and between borough councils and local community food providers**, including helping to develop and embed strategic solutions to shorter-term delivery challenges arising from spikes in demand for emergency food aid
4. **improved ability of food partnerships to access sustainable external funding**

Together, these objectives will help meet the umbrella aim of Food Roots – **helping food partnerships across London to develop and embed more sustainable and resilient ways of working to better support food insecure Londoners, especially those who are forced to rely on emergency food aid**. Bidders are encouraged to indicate their understanding of this aim in the delivery proposal, and may find it useful to refer to Appendices 1 and 2.

# DELIVERABLES

**Lot 1: The learning support partner**

The GLA would like the following essential services to be delivered:

|  |  |
| --- | --- |
| **Services** | **Description** |
| Inception and planning | The provider should be available to attend an inception and planning meeting with the GLA in September 2023. |
| Design and format | The learning support programme should be designed to achieve the objectives set out above. We expect the programme will be delivered through a series of group and individual sessions running between October 2023 and September 2024, but are open to innovative formats |
| Core Programme Element | The provider should build into the programme the following elements:   * Pre-programme engagement with grantees to identify and prioritise needs and refine the curriculum accordingly * A programme which covers all elements of the final agreed curriculum * Bespoke sessions for the grantees to develop their food insecurity initiatives * Create and curate ongoing networking and peer learning opportunities for the participants for 12 months (in-person, online spaces etc.). The Commissioned Partner will be responsible for ensuring any opportunities take the access requirements of participants into account. * Clear mechanisms to capture and reflect on learning – supporting collaborations to share their stories and ways of working (blogs, social media, presentations) * Support all grantees to have produced long-term, sustainable work plans by the end of the incubator, with particular consideration given to achieving longer term funding |
| Engagement with the GLA | The provider should hold regular update meetings with the GLA. The frequency and format for these will be agreed during the inception and planning meeting. They will be responsible for keeping the GLA programme team informed and updated on project activity, this includes escalating any risks and issues in good time with appropriate mitigating actions. |
| Engagement with other Commissioned Partners with the programme | The provider should liaise with the Commissioned Partners for Lots Two and Three, in order to streamline communications to grantee partnerships, maximise engagement and value, and meet the programme objectives. Between them, the Commissioned Partners should agree a shared engagement calendar / approach for engaging with grantees.  The approach to this will be agreed following the inception meetings and will likely be refined over the duration of the programme. The GLA will facilitate conversations between Commissioned Partners where necessary and appropriate. |
| Programme reporting | The provider should provide the GLA with brief quarterly reports which update on the progress of delivery and identify any challenges faced and learning for the future of the programme.  The provider should produce a full report at the end of programme delivery which addresses the objectives set out above and includes: a summary of the sessions, case studies on how participating food partnerships have developed through the programme, and learning on the impact of the peer learning approach, including recommendations for the future.  This report should be produced in an easily digestible format and presented in both Word and Power Point. We may ask the provider to present the final report in person to the GLA and partners, either alone or alongside other Commissioned Partners for the programme.  Format and depth of all reports will be agreed at the project inception meeting. |

**Lot 2: The Healthy Start training and campaigns offer**

The GLA would like the following essential services to be delivered:

|  |  |
| --- | --- |
| **Services** | **Description** |
| Inception and planning | The provider should be available to attend an inception and planning meeting with the GLA in July 2023. |
| Design and format | The Healthy Start training and campaign support programme should be designed to achieve the objectives set out above. We expect the programme will be delivered through a series of physical or digital resources, and group training sessions of various kinds, including direct training and train-the-trainer approaches. We are open to innovative formats |
| Core Programme Element | The provider should build into the programme the following elements:   * Healthy Start uptake training at both levels, for member organisations within grantee partnerships * At the second level of training, specific and focus and support for the identification of Healthy Start eligibility among Londoners with NRPF, including the use of GLA-commissioned resources * Campaigns support for grantee partnerships to support the development of short local Healthy Start uptake campaigns, including with local authorities and other statutory services where possible * Co-development of appropriate, proportional evaluation metrics |
| Engagement with the GLA | The provider should hold regular update meetings with the GLA. The frequency and format for these will be agreed during the inception and planning meeting. They will be responsible for keeping the GLA programme team informed and updated on project activity, this includes escalating any risks and issues in good time with appropriate mitigating actions. |
| Engagement with other Commissioned Partners with the programme | The provider should liaise with the Commissioned Partners for Lots One and Three, in order to streamline communications to grantee partnerships, maximise engagement and value, and meet the programme objectives. Between them, the Commissioned Partners should agree a shared engagement calendar / approach for engaging with grantees.  The approach to this will be agreed following the inception meetings and will likely be refined over the duration of the programme. The GLA will facilitate conversations between Commissioned Partners where necessary and appropriate. |
| End of programme report | The provider should provide the GLA with brief quarterly reports which update on the progress of delivery and identify any challenges faced and learning for the future of the programme.  The provider should produce a full report at the end of programme delivery which addresses the objectives set out above and includes: a summary of training sessions and other support provided, case studies on how participating food partnerships have used the training and the campaigns they have run, and on the impact of partnership working across sectors to maximise reach and impact.  This report should be produced in an easily digestible format and presented in both Word and Power Point. We may ask the provider to present the final report in person to the GLA and partners, either alone or alongside other Commissioned Partners for the programme.  Format and depth of all reports will be agreed at the project inception meeting. |

**Lot 3: The independent evaluation**

The GLA would like the following essential services to be delivered:

|  |  |
| --- | --- |
| **Services** | **Description** |
| Inception and planning | The provider should be available to attend an inception and planning meeting with the GLA in July 2023. |
| Design and format | The independent evaluation should be designed to achieve the objectives set out above. We expect the evaluation will take a mixed-methods approach that may include surveys, interviews and service delivery data, among other sources, but are open to innovative formats. |
| Core Programme Element | The provider should build into the programme the following elements:   * A unified framework to evaluate the success of Food Roots, which includes tracking outputs and measuring all agreed outcomes of the programme * Clear mechanisms to capture and reflect on learning * Appropriate and streamlined engagement with programme grantees, as agreed with other Commissioned Partners and likely including attendance at learning sessions (subject to revision, see below) * Appropriate data capture about service provision (e.g. referrals) or service users (e.g. numbers) from member organisations within grantee partnerships * Surveys of grantee partnerships * Interviews of at least one of: frontline service providers, or service users. |
| Engagement with the GLA | The provider should hold regular update meetings with the GLA. The frequency and format for these will be agreed during the inception and planning meeting. They will be responsible for keeping the GLA programme team informed and updated on project activity, this includes escalating any risks and issues in good time with appropriate mitigating actions. |
| Engagement with other Commissioned Partners with the programme | The provider should liaise with the Commissioned Partners for Lots One and Two, in order to streamline communications to grantee partnerships, maximise engagement and value, and meet the programme objectives. Between them, the Commissioned Partners should agree a shared engagement calendar / approach for engaging with grantees.  The approach to this will be agreed following the inception meetings and will likely be refined over the duration of the programme. The GLA will facilitate conversations between Commissioned Partners where necessary and appropriate. |
| End of programme report | The provider should provide the GLA with brief quarterly reports which update on the progress of delivery and identify any challenges faced and changes the evaluation approach that need to be taken as a result.  The provider should produce a full evaluation report of the programme that addresses the objectives set out above and includes assessment of all agreed outcomes.  This report should be produced in an easily digestible format and presented in both Word and Power Point. We may ask the provider to present the final report in person to the GLA and partners, either alone or alongside other Commissioned Partners for the programme.  Format and depth of all reports will be agreed at the project inception meeting. |

**Programme timetable**

The timetable below sets out key programme milestones.

|  |  |
| --- | --- |
| **Activity** | **Timeframe** |
| Successful food partnership grantees informed | 17 July |
| Successful tenderers informed | 05 September 2023 |
| Commissioned Partner inception meetings | Early September 2023 |
| Design and content of learning support programme agreed | Mid September 2023 |
| Start of learning support programme | Early October 2023 |
| Learning support programme complete | End September 2024 |
| Completion of draft final evaluation | End October 2024 |
| Completion of final report | Mid November 2024 |

All Commissioned Partners will be responsible for keeping the GLA programme team informed and updated on project activity. This includes escalating any risk and issues in good time with appropriate mitigating actions.

* The Commissioned Partners will be responsible for adhering to the project scope, objectives and timelines agreed with regard to their Lot at the outset of project. Delays or slippage should be communicated to the GLA programme team in good time and any subsequent activities or action to be taken should be at no additional cost to the Greater London Authority. Where project delays or changes may affect the delivery of other Lots, the responsible Commissioned Partner should work with the Commissioned Partners for other Lots to mitigate issues.
* The Commissioned Partners should maintain regular communication with the GLA programme team. Communications will be conducted predominantly through email and face to face/virtual meetings. The Partners will be expected to respond to emails within 3 working days, and will be expected to attend project review meetings (frequency to be agreed at the start of the project). Any changes to dates should be discussed ahead of time.
* All report(s) should be submitted to the GLA in a clear and readable format. It should be delivered within the project deadline unless otherwise agreed with the GLA programme team.

Failure to meet the above Services will result in a performance review. The purpose of the review will be to identify causes of failure.

Specific measures and targets will be agreed at contract mobilisation.

# ROLES AND RESPONSIBILITIES

For all commissions, the GLA will:

* Set out a clear scope of work for the design and delivery of the incubator programme.
* Support the Commissioned Partners provider to connect with the food partnerships.
* Provide limited expert officer input from the GLA’s Financial Hardship team
* Manage the grant funding agreements with the food partnerships
* Connect the Commissioned Partner with any organisations that can provide additional support or training to the food partnerships
* Identify and share information on any additional funding opportunities that may be relevant to the food partnerships
* Provide a platform for information sharing and amplification with wider stakeholders through the London Food Board and Boroughs Food Group.

For all commissions, the successful supplier(s) will:

* Meet all essential requirements described in the Scope of Services and Deliverables in Sections 4 and 5 above.
* Participate in Lot-specific inception meetings once the contract has been mobilised. If Lots One and Two are commissioned together,
* Meet all key milestones set out in the timetable in section 8 or agree any extensions with the GLA well in advance of deadlines.

For each commission, both parties will:

* Identify a named individual to act as the Contract Manager who shall co-ordinate with the services provided, monitor the quality of programme delivery, and liaise with the other party and other Commissioned Partners within the Food Roots programme.
* Participate in regular Quality Assurance to monitor contract performance and ensure that the agreements outlined within the contract are maintained.

# BUDGET

The GLA invites bids for each Lot according to the budgets below**:**

|  |  |
| --- | --- |
| **Lot** | **Budget** |
| Lot One | £100,000 |
| Lot Two | £90,000 |
| Lot Three | £120,000 |

Organisations can either tender for Lot 3 or tender for any/both of Lot 1 and Lot 2. Organisations are not eligible to deliver services for Lot 3 along with any other lot. Therefore, you can either bid for:

* Lot 1 or Lot 2 or both Lot 1 and Lot 2 **AND** not for Lot 3.
* Lot 3 **AND** not permitted to bid for any other lot.

# SUBMISSION REQUIREMENTS

We recognise that this programme may require the expertise and skills of more than one organisation, even within each Lot. Therefore, we welcome consortium bids with one named lead organisation.

Where an organisation bids for multiple Lots (Lot 1 and Lot2), their bids will be assessed separately. A named lead organisation may propose to work with different partners to fulfil the briefs of each Lot.

If you represent an organisation that is interested in being involved in the delivery of the Food Roots programme but cannot put together a bid alone or with existing partner organisations, we may be able to introduce you to potential lead partners or co-bidders. In this instance, please get in touch with [emily.spoor@london.gov.uk](mailto:emily.spoor@london.gov.uk) or [lowincome@london.gov.uk](mailto:lowincome@london.gov.uk)

**Appendix 1: Policy context**

* The Survey of Londoners 2021-22 found that 1.2m adults, and the children of one in seven parents, have low or very low food security.
* Since then, the sharp rise in inflation has meant that nearly 80 per cent of Londoners have seen an increase in their living costs. With inflation on the cost of food and soft drinks reaching 19% in March 2023 and food prices continuing to drive inflation, essentials are increasingly unaffordable for many Londoners.
* GLA polling from March 2023 shows that half of Londoners are now either financially struggling or just about managing; and 60 per cent of those on the lowest incomes are buying less food and other essentials to make ends meet.
* In London only 57 per cent of eligible households are claiming Healthy Start vouchers, compared to 64 per cent across the whole of England. Sustain estimates that, in April 2023, the value of unclaimed Healthy Start benefits in London totalled £9.3 million.2

**Appendix 2: Glossary**

**Food security**

The Survey of Londoners defines food security as having access at all times to enough food for an active, healthy life, while being food-insecure means that, at times, a person’s food intake was reduced and their eating patterns were disrupted because of a lack of money and other resources for obtaining food.3

**Food partnerships**

‘Food partnerships,’ as referred to in this document, are typically local groups or networks of organisations that work separately and collectively to provide support to Londoners experiencing food insecurity. They typically involve voluntary and community sector (VCS) organisations, local authorities and/or other statutory services, and businesses. Many of them were formed at the height of the pandemic but some are older, and some have been developed more recently, in response to the cost of living crisis.

**Cash first**

‘Cash-first’ approaches are interventions or measures that focus on providing monetary support to service users (e.g., supermarket vouchers, cash payments, or help to increase income through new benefit claims) rather than emergency food parcels or other in-kind support. These approaches help to tackle the underlying causes of food insecurity; offer greater choice and dignity to those who benefit from them; and are often more sustainable to provide in the longer term.

**Healthy Start**

The [Healthy Start scheme](https://www.healthystart.nhs.uk/) is open to pregnant people and those responsible for a child under four, who are also on a low income. The vouchers, worth between £4.25 and £8.50 a week, can be used anywhere that accepts debit cards to purchase fruit and vegetables, pulses, milk, and infant formula. The scheme also provides vitamins for babies and young children, and for adults during and after pregnancy.

1. The Commissioned Partner is an organisation (s) which is awarded contract under tender reference (WS1546325718) to deliver each of the three Lots which make up this aspect of the Food Roots programme and support the food partnership grantee cohort to meet the specified objectives. [↑](#footnote-ref-2)