

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cllr Sanderson, Deputy Leader of Hammersmith and Fulham Council

Date: 12/01/2026

Subject: Contract Award and Decision Report for the Coordination of the Holiday Activity and Food Programme from 2026

Report Author: Marcus Robinson, Strategic Commissioner

Responsible Director: Sarah Bright, director Commissioning Transformation
Jacqui McShannon, Executive Director of People's Services and DCS.

SUMMARY

This report seeks approval a contract award for the coordination of the local Holiday Activity and Food Programme, following an open procurement exercise.

This report provides an overview of the requirement procured, the pre-procurement considerations which informed the procurement strategy agreed, the approach adopted in achieving the Most Economically Advantageous Tender (MEAT), and the post-procurement activities, including the outcome of the procurement process.

RECOMMENDATIONS

1. Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. To approve a contract award to the Preferred Suppliers, identified in Appendix 1 (the "Preferred Suppliers") for the Contract Award Values included in Appendix 1 (the "Contract Award Values") for a period of 3 years to 31 March 2029 with the option of extension of up to a further 2 years.

The Director of Finance (S151 Officer):

3. Accepts the Holiday Activities and Food Programme funding of £540,240 from Central Government and agrees corresponding expenditure budgets.
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Wards Affected: All

Our Values	Summary of how this report aligns to the <u>H&F Corporate Plan</u> and the H&F Values
Building shared prosperity	This provision will help vulnerable children to build knowledge and resilience over the school holidays
Creating a compassionate and inclusive council	This provision will help vulnerable children have access to food and support and support the council's food plan.
Doing things with local residents, not to them	This provision will work involve a significant partnership of local organisations that work directly with communities to develop provision that is accessible and reaches children across the borough
Being ruthlessly financially efficient	Makes use of grant funding to support residents, whilst also building resilience.
Taking pride in H&F	We will deliver high quality holiday provision
Rising to the challenge of the climate and ecological emergency	Provision will help children to have a greater knowledge of health and nutrition, that supports a more sustainable diet.

Financial Impact

The government has announced national HAF funding of just over £200 million per year for three years (financial years 2025/26 to 2028/29) consolidated within a ringfenced portion of the Local Government Finance Settlement (LGFS) Children, Families and Youth Grant. The LGFS Grant also includes LA capacity elements for wraparound childcare or national breakfast club funding that are not included as part of this contract.

The DfE allocation of Holiday Activities and Food Programme grant to H&F for FY206/27 is £540,240.

This is a ringfenced grant and the grant conditions do not allow the grant to be carried forward to future years.

This contract award provides a fixed value of £52,000 per year for HAF management with no annual uplift.

The council has previously provided additional funding to deliver additional provision beyond DfE grant requirements. Additional funding available during this contract lifetime may be limited by wider council pressure, including pressure on the council's food poverty budget to deliver primary school breakfast provision. There is also a risk of the DfE grant allocation reducing during the lifetime of the contract. This risk can be managed through contract management in order to scale the level of provision to

the budget envelope and the award does not commit the council to providing this additional funding.

The optional extensions after 2028/29 will be subject to notification from DfE of further funding being available for this purpose.

Reviewed by:

Barbara Ncube, Finance Manager (Children's Services), dated: 04/12/2025

Tony Burton Head of Finance Children's Services and Education, 04/12/2025

Verified by James Newman, AD Finance, 9 December 2025

Legal Implications

This procurement process was managed and undertaken in accordance with the Procurement Act 2023 (UKPGA 2023/54), and the Procurement Regulations 2024 (UKDSI 2024/9780348259728), as well as the requirements of the Council's Contract Standing Orders (CSOs).

Joginder Singh Bola, Senior Solicitor (Contracts & Procurement), 25/11/2025

Procurement Comments

1. The Contract falls within the scope of the "light touch" regime as defined in the Procurement Act 2023, and due to the value is classified as a High Value contract under our Contract Standing Orders (CSO's). CSO's require all High Value (above threshold) Contracts to be compliantly procured, via a tender or compliant framework. The process followed in this case was an Open tender.
2. Once the award decision has been confirmed and the necessary call-in period elapsed. Suppliers must be issued with Assessment Summaries detailing the result of the tender.
3. Additionally, under the Procurement Act, we are required to publish the following Notices on the governments Find A tender website.
 - a. Contract Award Notice, that commences the 8 working days standstill period. (After which Contracts may be executed), Followed By;
 - b. Contract Details Notice (including a copy of the contract). (within 120 days for Light Touch Contracts)
4. Upon award CSO's also require that any contract in excess of £5,000 be recorded on the Council's Contract Register in order to comply with our [Transparency Duties](#). Officers, on completion of the necessary contract documentation must create a contract entry (and upload a copy of the contract. A named contract manager must be allocated to the contract. Procurement colleagues will support this where appropriate.

Joe Sardone Category Lead – People. Procurement and Commercial 2nd December 2025

Background Papers Used in Preparing This Report

NONE

DETAILED ANALYSIS

Procurement Approach

1. The procurement process has been undertaken in accordance with the Procurement Strategy included at Annex 1, agreed by the Deputy Leader of Hammersmith and Fulham Council on 13/10/2025, and following a process in line with the Procurement Act 2023, Procurement Regulations 2024, Light Touch Regime and the Councils Contract Standing Orders (CSOs).
2. The procurement opportunity was published on the Find a Tender Service (FTS) via the Councils procurement portal (capitalEsourcing), with the reference itt__ 19155. The reference number for the published notices is 2025/S 000-058622.
3. The quality (including added value), and price weightings applicable to this procurement process are set out below, and were identified as being appropriate, to a model designed to drive a greater influence over the quality (including added value) of the contract, during the contract term.

Criteria	Weighting	
Quality, including Added Value (70%)	Quality	Added Value
	60%	10%
Price (30%)	30%	
Total (100%)	100%	

4. The following were used as part of this procurement:
 - a. Minimum pass rates.

Conflicts of Interest

5. All officers and decision makers have been required to complete a Conflict of Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.
6. Approval of this Contract Award by the Strategic Leadership Team (SLT) member and elected member constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement,

except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.

7. All members of the Evaluation Panel were required to complete and sign a Conflict of Interest and Confidentiality Undertaking Declaration. A completed and signed copy of this form was returned by all members of the Evaluation Panel, ahead of them reviewing Potential Supplier responses.

Procurement Outcome

8. Six potential suppliers responded to the pre-market notice, with three suppliers continuing to the bid stage. Procurement bid responses were received from one Potential Supplier.
9. The Procurement Response was checked to determine they were compliant of the rules of the procurement process.
10. The Potential Suppliers demonstrated minimum capacity and capabilities, as set out in the Procurement Specific Questionnaire (PSQ) Further details relevant to the procurement outcome are included in Appendix 3.
11. Following assessment and moderation of all compliant Procurement Responses received, moderated weighted scores were confirmed. Detail of these is included in the Moderation Matrix, included at the annexes of this report.
12. The Preferred Supplier's procurement response has been objectively assessed as providing the Most Advantageous Tender (MAT) in providing this requirement.
13. Breakdown of moderated scores against all assessment criteria for the Preferred Supplier is included in Appendix 4.

People Based Considerations

14. There are no TUPE implications for this award.

Risk Assessment and Proposed Mitigations

15. The table below includes the key risks and proposed mitigations identified as being relevant to the contract award.

Identified Risk	Proposed Mitigations
1. Timescales The last major holiday covered by the existing contract are the Christmas holidays 2025. It is important that a new contract be in place by the start of February to allow for planning and	Current timescales for award and is expected to provide a sufficient period for contract mobilisation.

Identified Risk	Proposed Mitigations
mobilisation for deliver in the Easter Holidays 2026	
2. Limited market and responses Pre-market engagement demonstrated there remains a market capable of delivering this work, however bid responses were limited.	We are satisfied that a quality bid was received.
3. DfE grant requirements – DfE grant funding has been confirmed for three years however full grant conditions have not yet been published.	Flexibility of delivery was built into the procurement process and we are confident the delivery as set out is able to adapt to any requirement changes.

Mobilisation Timetable

16. The table below provides an estimated timetable of the competition process through to contact commencing.

Action	Date
1. SLT Sign-Off (Award)	Tuesday, 9 December 2025
2. Contract Engrossment	Monday, 12 January 2026
3. Contract Details Notice Published	Monday, 19 January 2026
4. Contract Signed	Monday, 26 January 2026
5. Contract Start Date	Wednesday, 1 April 2026
6. Contract Mobilisation and Implementation	Monday, 2 February 2026
7. Service Start Date	Wednesday, 1 April 2026
8. Contract End Date (initial term, excluding extension periods)	Saturday, 31 March 2029
9. Contract End Date (including all extension periods)	Monday, 31 March 2031

Contract Management

17. This contract will be managed by People's Commissioning as well as regular contract management meetings the provider will be to report against delivery of KPIs after each of the three main holiday delivery periods each year. Minimum levels of KPI delivery were set out in the bid process. The management element of this contract is fixed price with no annual inflation applied.

KPIs

KPI	Description	Minimum level of delivery committed
Uptake	The number of eligible children participating is maximised.	4,500 unique young people per year with a 5% annual increase
Inclusion	The number of vulnerable children participating is maximised. <ul style="list-style-type: none"> - Children eligible for FSM - Vulnerable children not eligible for FSM 	Be in the top 50th percentile for FSM reach nationally 85% FSM/vulnerable representation and 18% SEND.
Additional provision	The number of additional hours of provision that families are able to affordably access is maximised.	At least 65% of providers to offer extended or low-cost sessions
Food	The number of eligible children receiving healthy and nutritious meals during the holidays is maximised. The number of sustainable and low waste meals is maximised.	100% of providers meet School Food Standards and deliver nutritional education. 35,000 meals per year.
Quality	The number of families considering holiday provision good or excellent is maximised (min. 90% during in main holiday periods) The number of holiday providers who rate the coordination of the programme as good or excellent is maximised (min. 90% during in main holiday periods)	95% of families considering holiday provision good or excellent. 95% of providers considering coordination good or excellent.

Conclusion

- Following conclusion of the procurement process, it is recommended that the contract is awarded to the Preferred Supplier, who achieved the highest score, following comprehensive and objective assessment and moderation of all compliant Procurement Responses received, by the Evaluation Panel.

Equality and Inclusion Implications

- There are no anticipated negative implications for groups with protected characteristics, under the Equalities Act 2010, by the proposed procurement exercise set out in this report. An EIA has been undertaken and can be found in Annex 1

Positive implications include:

- **Targeting vulnerable children:** The programme prioritises children eligible for free school meals and allows up to 15% of funding to support other children identified as vulnerable.
 - **Inclusive delivery model:** The use of local VCSEs and CICs supports community-based, culturally competent provision, ensuring accessibility for diverse communities..
 - **Monitoring and accountability:** The contract includes KPIs for inclusion, specifically tracking participation of children with SEND and FSM eligibility. Annual reporting will include disaggregated data by protected characteristics.
 - **Social Value:** The tender includes a 10% weighting for Added Value, with expectations around volunteering and employment opportunities for young people.
20. As part of the coordinator's role, quality of service and reach to groups with protected characteristics will be monitored regularly, with actions taken to improve access for underserved and underrepresented groups.
21. The programme will uphold children's rights under UNCRC and embed safeguarding principles. Intersectional barriers (e.g., SEND and poverty) will be addressed through tailored support. Consultation with equality networks and parent groups will inform delivery. Actions to improve access for underserved groups will be implemented as part of continuous improvement

Verified by: Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI), 26th November 2025

Risk Management Implications

22. There is a financial risk that external funding is reduced or ceased. This risk should be accepted. However, it is recommended the situation regarding continuance of external funding is monitored, and that alternative sources of funding be identified should the risk be realised. There is an operational risk that the supplier will be unable to meet either the required quality levels, or size of portions. This risk must be reduced. Quality KPIs should be defined and measured. In addition, it is recommended that quality levels are assessed through spot checks as well as engagement with residents.

Jules Binney, Risk and Assurance Manager, 26th November 2025

Climate and Ecological Emergency Implications

23. This contract will require that the coordinator develop a programme of activity that supports the objectives of the council's climate strategy. This includes supporting nutritional education that promotes healthy, low carbon and sustainable diets to children and young people.

The coordinator will be required to monitor sustainability of food purchased by providers, including number of meat free days and information on food waste.

24. The contract will also build on previous collaborative work between the holiday programme and climate team to integrate climate activity and information into holiday activity.

Hulya Ataoglu, Climate Programme and Finance Lead, 28 November 2025

Local Economy and Social Value Implications

25. It is a requirement that all contracts let by the council with a value above £100,000 propose and commit to social value contributions that are additional to the core services required under the contract.
26. The supplier has made commitments around local employment, local supply chain spend, delivery of EDI training and volunteering in the community.
27. It is recommended that the commissioner and Social Value officer work with the chosen supplier at contract commencement to ensure that the contributions committed by the supplier are realistic and supported by a delivery plan.
28. It is recommended that the commissioner works closely with Legal Services to ensure appropriate social value clauses are included in the contract, so that the council can enforce its right to remedies if social value commitments are not delivered.

Harry Buck, Social Value Officer (Procurement), 26th November 2025

Digital Services and Information Management Implications

29. H&Fs approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use our H&F contract templates.
30. The Coordinator must also have Data Protection and will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training.
31. The contract with the appointed coordinator will need to include H&F's data protection and processing schedule. This is compliant with the UK Data Protection law.
32. A Data Privacy Impact Assessment (DPIA) may need to be completed to ensure that all the potential data protection risks around the use of data are properly assessed with mitigating actions agreed and implemented

Umit Jani, Strategic Relationship Manager for People Wednesday 26th November 2025

Consultation

33. A Preliminary market engagement notice was published on 22 September 2025 to engage with the market.

LIST OF APPENDICES

Appendix 1 (Exempt) – Contract Award Details
Appendix 2 (Exempt) – Further Financial Assurance
Appendix 3 (Exempt) – Procurement Outcome
Annex 1 – Procurement Strategy
Annex 2 – Procurement Timetable
Annex 3 (Exempt) – Moderation Matrix
Annex 4 (Exempt) – Social Value Portal (SVP) Assessment Summary (Added Value)

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Annex 2 – Procurement Timetable

Activity	Time and Date (as applicable)
Publish Tender Notice and Procurement Document Suite	Tuesday, 21 October 2025
Deadline for Questions from Potential Suppliers	12:00 noon on Monday, 3 November 2025
Deadline to Provide Answers to Questions from Potential Suppliers	Thursday, 6 November 2025
Deadline for Submission of Procurement Responses	23:00 on Friday, 14 November 2025
Assessment of Procurement Responses	Thursday, 20 November 2025
Clarification of Procurement Responses (if required)	Monday, 24 November 2025
Moderation of Procurement Assessment	Wednesday, 26 November 2025

