

# AGREEMENT FOR THE PROVISION OF HOLIDAY ACTIVITIES AND FOOD (HAF) PROGRAMME COORDINATOR SERVICES

**DATE: 12/03/2021**

## **MADE BETWEEN:**

- (1) **IMPACT UNION** of 22, The Avenue, Ickenham. Middlesex. UB10 8NP (the “Provider” also referred to as “You” or “you” in this Agreement); and
- (2) **THE MAYOR AND BURGESSES OF THE LONDON BOROUGH OF SOUTHWARK** of 160 Tooley Street London SE1 2QH (the “Council” also referred to as “We” or “we” in this Agreement).

The parties agree that this Agreement is made up of:-

## **SPECIFIC TERMS GENERAL TERMS AND CONDITIONS AND SCHEDULES APPENDIX 1 – SPECIFICATION**

## **SPECIFIC TERMS**

|   |   |
|---|---|
| <b>Authorised Officer</b>                     | Rosie Dalton-Lucas, 160 Tooley Street, London, SE1 2QH, <a href="mailto:rosie.dalton-lucas@southwark.gov.uk">rosie.dalton-lucas@southwark.gov.uk</a> , 07917307597 who is your primary contact in the Council |
| <b>Council Rules</b>                          | Means all relevant Council policies, rules, codes, procedures, orders and codes of practice   |
| <b>Data Protection</b>                        | Schedule 2 does not apply   |
| <b>Description of Services to be provided</b> | Holiday Activities and Food (HAF) Programme Coordinator role for 2021 as set out in more detail in Appendix 1 – Specification   |
| <b>Fairer Future Procurement Framework</b>    | Schedule 3 does not apply<br>Clause D Real Living Wage is applicable  |
| <b>Fee (excluding VAT)</b>                    | Maximum fee of £31.5K which we will pay to you in the instalments and intervals set out in the Payment Periods  |
| <b>Indexation</b>                             | Clause 3.7 will not apply to this Agreement   |
| <b>Insurance</b>                              | The minimum amount of cover required for this Agreement is:-<br>Employers Liability Insurance: £10m<br>Public Liability Insurance: £5m<br>Professional Indemnity Insurance: £5m                               |
| <b>Legislation</b>                            | Means all relevant Acts of Parliament, statutory regulations, order, guidances and codes of practice including any subsequent amendments or comparable legislation  |

|                                  |  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
|----------------------------------|--|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|-----------------------|----------------------------------|----------------------|
| <b>Liability</b>                 | Clause 6.3 will not apply to this Agreement  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>London Living Wage</b>        | Clause 4.9: London Living Wage is applicable   |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Monitoring</b>                | Clause 5.4 (a) applies   |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Payment Periods</b>           | <p>Monthly in arrears as follows for the original contract fee of £24K:</p> <table> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/05/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/06/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/07/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/08/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/09/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/10/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/11/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/12/2021;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/01/2022;</td></tr> <tr><td>10% of the original contract Fee</td><td>£2,400 on 01/02/2022</td></tr> </table> <p>Monthly in arrears as follows for fees associated with the contract extension. Monthly fee will be dependent on the number of days worked within each month, with a daily rate of £300 a month.<br/> Fee to be determined on 01/03/2022;<br/> Fee to be determined on 01/04/2022;<br/> Fee to be determined on 01/05/2022</p> | 10% of the original contract Fee | £2,400 on 01/05/2021; | 10% of the original contract Fee | £2,400 on 01/06/2021; | 10% of the original contract Fee | £2,400 on 01/07/2021; | 10% of the original contract Fee | £2,400 on 01/08/2021; | 10% of the original contract Fee | £2,400 on 01/09/2021; | 10% of the original contract Fee | £2,400 on 01/10/2021; | 10% of the original contract Fee | £2,400 on 01/11/2021; | 10% of the original contract Fee | £2,400 on 01/12/2021; | 10% of the original contract Fee | £2,400 on 01/01/2022; | 10% of the original contract Fee | £2,400 on 01/02/2022 |
| 10% of the original contract Fee | £2,400 on 01/05/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/06/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/07/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/08/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/09/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/10/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/11/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/12/2021;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/01/2022;  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| 10% of the original contract Fee | £2,400 on 01/02/2022   |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Period of Appointment</b>     | from the Start Date until 30/04/2022 unless terminated early or extended by mutual agreement   |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Providers' Representative</b> | Vicki Exall, vicki.exall@googlemail.com, who has overall responsibility for the management of this Agreement   |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Safeguarding</b>              | Clause 4.7 (Safeguarding) is not applicable  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Staff</b>                     | Clause 4.6 (Staff) – the period for removing and replacing a notified member of staff under this clause is 7 days  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Start Date</b>                | 01/04/2021   |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |
| <b>Timetable</b>                 | <p>1<sup>st</sup> April – 16<sup>th</sup> April 2021: Easter of Food and Fun programme</p> <p>End of April - July 2021: Debrief from Easter and preparing for Summer</p> <p>26<sup>th</sup> July – 31<sup>st</sup> August 2021: Summer of Food and Fun programme</p> <p>September - December 2021: Debrief from Summer and preparing for Winter</p> <p>20<sup>th</sup> December – 31<sup>st</sup> December 2021: Winter of Food and Fun</p> <p>January 2022: Debrief from Winter and end of programme reporting</p> <p>January 2022 – March 2022: Preparation for Easter of Food and Fun 2022 programme</p> <p>April 2022: Handover</p>  |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                       |                                  |                      |

|  |  |
|--|--|
|  | You will provide the services in accordance with the timetable unless agreed in writing in advance by the Council. Persistent failure to meet agreed timescales may amount to a material breach of this Agreement. |
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References to “the Provider” in this Agreement includes anyone engaged by you to provide these Services including any sub-contractor, volunteer, licensee or employee.

References to “staff” or “employees” in this Agreement includes where appropriate volunteers providing these Services.

Any square brackets in this Agreement shall be deemed to be deleted.

**IN WITNESS** the parties have entered into this Agreement by signature of their respective duly authorised representatives.

Signed by: Jin Lim

Signed by: Victoria Exall

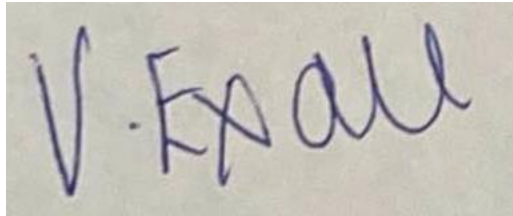
Position: Consultant in Public Health

Position: Shareholder, Impact Union

Signature:



Signature:



FOR AND ON BEHALF OF THE COUNCIL

FOR AND ON BEHALF OF THE PROVIDER

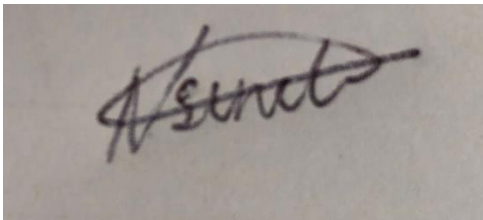
Signed by: Nikita Sinclair

Signed by:

Position: Public Health Policy Officer

Position:

Signature:



Signature:

FOR AND ON BEHALF OF THE COUNCIL

FOR AND ON BEHALF OF THE PROVIDER

# GENERAL TERMS AND CONDITIONS

## 1 Overall Aim

- 1.1 The Council and the Provider are both committed to providing service users with high quality Services at a fair price and we recognise the need for continuous improvement in economy, efficiency and effectiveness and aim to work together in a spirit of co-operation with a view to ensuring best value is achieved.

## 2 Provision of the Services - Your Obligations

- 2.1 You agree that you will provide the Services in accordance with the terms of this Agreement and any reasonable requests of the Council. You will comply with all relevant Legislation, government best practice and standards and Council Rules including in particular:
- 2.1.1 The Equality Act 2010, (and insofar as they remain in force - the Race Relations Act 1976 (as amended), the Race Relations (Amendment) Act 2000, the Sex Discrimination Act 1975, the Disability Discrimination Act 1995, the Disability Discrimination Act 2005) and all relevant codes of practice issued by the Equality and Human Rights Commission or comparable body;
  - 2.1.2 the Health and Safety at Work Act 1974 in order to protect the health and safety of your personnel and those of the Council and all other people and to adopt safe methods of work;
  - 2.1.3 the Modern Slavery Act 2015 and any other applicable anti-slavery and human trafficking laws, statutes, regulations and codes from time to time in force.
- 2.2 You will provide the Services in a good, safe and competent manner and free from dishonesty and corruption and in a manner which is not, and is not likely to become, injurious to health or detrimental to the environment or the image and reputation of the Council and will ensure that the Council's interests are protected at all times.
- 2.3 You will, so far as you can, operate an equal opportunities policy which complies with the practical guidance and recommendations contained in the Equalities and Human Rights Commission codes of practice.
- 2.4 You will support and assist the Council in compliance with our obligations under Best Value, the Human Rights Act 1998 and the Code of Practice on Government Information (1994), and any obligations imposed by any external funder of these Services.
- 2.5 You are aware of the Council's obligations under the Counter-terrorism and Security Act 2015 (CTSA15) (including any guidance, amendments and all subsequent regulations made pursuant to this Act) and in particular our obligation under s26 to have due regard to the need to prevent people from being drawn into terrorism in the exercise of our functions (the "Prevent duty").
- 2.6 You will:
- 2.6.1 co-operate with the Council in ensuring the Council's compliance with our obligations under

CTSA15 and in particular the Prevent duty;

- 2.6.2 comply with any CTSA15 policy produced by the Council;
  - 2.6.3 demonstrate an awareness and understanding of the risk of radicalisation within the London Borough of Southwark through effective leadership, working in partnership with the Council and the utilization of appropriate capabilities in relation to the delivery of the Services;
  - 2.6.4 ensure appropriate frontline staff have a good understanding of the Prevent duty and are trained to recognise vulnerability to being drawn into terrorism, are aware of available programmes to deal with this issue and will make appropriate referrals to Channel (the programme which provides support to individuals who are at risk of being drawn into terrorism which was put on a statutory footing by Chapter 2 of Part 5 of the Counter-Terrorism and Security Act 2015).
  - 2.6.5 ensure that any Council-owned venues and resources involved in the provision of the Services do not provide a platform for extremists and are not used to disseminate extremist views;
  - 2.6.6 use filtering solutions on any IT equipment made available to the general public under this contract which limit access to terrorist and extremist material.
- 2.7 Where the Services provided relate to children, the Provider must also ensure they are part of the Council's safeguarding arrangements and that staff are aware of and know how to contribute to Prevent duty related activity in their area where appropriate.

### **3 Payment and Invoicing**

- 3.1 We will pay the Fee to you in accordance with the Payment Periods set out in the Specific Terms.
- 3.2 At each Payment Period you will give the Authorised Officer an invoice recording all time spent, work done and the Fee due. The Authorised Officer will consider and verify the invoice in a timely fashion and without undue delay and we will pay any undisputed invoice within 28 days of verification by the Authorised Officer.
- 3.3 The Council will notify you as soon as possible if we become aware that any of the Services are not being provided in accordance with this Agreement and you will be given a reasonable period to rectify the position. If rectification does not occur within the period specified, the Authorised Officer will not make a payment in respect of those Services identified on any invoice and will give you written reasons.
- 3.4 If the Council makes a payment late you may claim interest on that late payment at 4% above the current basic rate of the National Westminster Bank PLC for the unpaid period.
- 3.5 We will pay VAT on the Fee at the appropriate rate upon receipt of a formal VAT invoice.
- 3.6 If the Council and the Provider agree to vary or extend this Agreement any additional Fee or applicable hourly rates will be agreed between us and set out in writing before any additional services are provided.

- 3.7 On the first Monday that follows April 1<sup>st</sup> of each calendar year during the Period of Appointment, the Council may agree a variation in the Fee in line with:-
- (a) any increase in the Council's overall budget or
  - (b) a percentage equivalent to the overall percentage increase or decrease of the Consumer Prices Index as published by the Central Statistical Office.
- 3.8 The Provider must include requirements to the same effect as clause 3.2 and this clause 3.8 within any sub-contract entered into for the provision of all or part of these Services.

#### **4 Staff**

- 4.1 The Providers' Representative appointed by you is identified in the Specific Terms. They are your authorised representative and are entitled to act on your behalf and receive any notices or information regarding these Services from the Council. They should be reasonably contactable by the Authorised Officer and able to attend meetings. Any change in your Representative must be immediately notified to the Council in writing and any replacement Representative must have equivalent experience and qualifications.
- 4.2 If you have identified specific staff to provide these Services, those staff shall not be changed without notifying us and confirming that their replacements have equivalent skills and experience by supplying copies of their CVs. There must be a sufficient number of appropriately trained and skilled staff and supervisors available at all times. You will use reasonable endeavours to ensure that all members of your staff are properly and sufficiently qualified, reference checked, competent, skilled, honest and experienced to carry out these Services, and at all times exercise proper care in the execution of their duties and tasks.
- 4.3 You must carry out all appropriate checks with the Disclosure and Barring Service and any other relevant statutory checks on all staff or potential staff who are to provide these Services to ensure they are fit and suitable to provide the Services. If having carried out such checks, you are unsure as to the fitness or suitability of a particular person to provide these Services, you will discuss the matter, on an anonymised basis with the Authorised Officer and agree the course of action to be taken.
- 4.4 You must take prompt appropriate disciplinary action against any employee who is engaged or is alleged to be engaged in gross misconduct.
- 4.5 All your employees providing these Services shall provide information in accordance with the Rehabilitation of Offenders Act 1974 and the Rehabilitation of Offenders Act (Exceptions) Order 1975 about convictions which would otherwise be spent.
- 4.6 The Council may reasonably require you in writing to remove any member of staff employed or used by you to provide the Services. Upon receiving such notification you will ensure that the specified person is removed and replaced as soon as possible, and in any event not later than the period of time set out in the Specific Terms after notification. The Council shall not be liable to you

or to the specified person in respect of any costs, expenses, liability, loss or damage caused by this removal.

4.7 You will comply with the Council's Safeguarding Policies as set out in Schedule 1 and the documents appended to this Agreement.

4.8 Unless in response to an openly advertised recruitment process, during this Agreement, and within 12 months of its termination, neither party shall approach or make offers of employment to or engage any member of each other's staff engaged or employed in connection with this Agreement without having first obtained the written consent of the other.

#### 4.9 **LONDON LIVING WAGE**

4.9.1 For the purposes of this clause:

**Relevant Staff:** shall mean all employees and other staff (including without limitation temporary and casual workers and agency staff as defined by Regulation 3 of the Agency Workers Regulations 2010 as amended by the Agency Workers (Amendment) Regulations 2011, and whether such staff are engaged or employed on a full or part time basis, but not including unpaid volunteers, interns or apprentices), who are employed or engaged on the Services for 2 or more hours of work in any given day in a week, for 8 or more consecutive weeks in a year.

**Equivalent Hourly Wage:** shall mean the hourly wage paid to an employee and calculated using the same method as prescribed by the National Minimum Wage Act 1998 and related applicable law to assess whether an employee is at any time receiving the national minimum wage (as identified in that Act),

**the London Living Wage:** shall mean the most recently identified London Living Wage hourly figure (or equivalent set figure(s)) published from time to time by the Greater London Authority or any successor body with responsibility for setting this figure,

4.9.2 You will:

- ensure that all Relevant Staff employed or engaged by you are paid an Equivalent Hourly Wage which is equal to or exceeds the London Living Wage;
- ensure that all Relevant Staff employed or engaged by your Subcontractors (if any) pay an Equivalent Hourly Wage which is equal to or exceeds the London Living Wage;
- provide to the Council such information concerning the London Living Wage and the performance of your obligations under this clause 4.9 as we may reasonably require and within the deadlines we reasonably impose;
- co-operate and provide all reasonable assistance to the Council in monitoring the effects of the London Living Wage including without limitation assisting the Council in conducting surveys and assembling data in respect of the affect of payment of London Living Wage to Relevant Staff.

4.9.3 For the avoidance of doubt, any breach by you of this clause 4.9 may be a material breach in relation to which the Council is entitled to rely upon its termination rights under this agreement.

- 4.10 This Agreement is a contract for the provision of services and nothing in this Agreement is intended to create any employment relationship between the Council and the Provider or any of your employees or authorised representative who are entitled to act on your behalf.

## **5 Information**

- 5.1 **Information from the Council** - We will supply you without charge and within a reasonable time all necessary and relevant information and shall give you reasonable assistance required to carry out the Services.
- 5.2 **Final Report** - You will provide us with a final project report at the end of the Period of Appointment (in a format to be agreed by both parties) with supporting documentation (monitoring forms for participants etc) to enable us to monitor the provision of the Services and the achievement of any agreed outputs and outcomes.
- 5.3 **Confidential Information** – Neither party will, whether during or after this appointment, disclose or allow to be disclosed to any person (except on a confidential basis to professional advisers) any confidential information acquired in the course of carrying out duties under this Agreement, except as may be required or permitted by law.
- 5.4 **Monitoring** - You will operate effective systems to monitor and report back on the performance of the Services to the Council (a) in a format and timetable to be agreed at the Start Date. OR (b) in accordance with the specific requirements identified in the Specific Terms.
- 5.5 **Inspection** – During the Period of Appointment and for six years afterwards, you will give to the Council, the Council's auditors, the District Auditor and the Local Government Ombudsman such information, explanations and access to and copies of any documents as may reasonably be required to satisfy themselves as to your compliance with the terms of this Agreement.
- 5.6 **Co-operation** – You will, in performing your obligations under this Agreement, liaise with and co-operate with all officers of the Council and other contractors appointed to undertake duties on behalf of the Council. You shall comply with all reasonable instructions issued by the Authorised Officer.
- 5.7 **Complaints handling** - You will deal with any complaints promptly, courteously and efficiently and will notify the Council in writing of all complaints received and the steps you have taken in response to them.
- 5.8 **Publicity** - You may not undertake any publicity or place any advertisement referring to the Council without our prior written agreement.
- 5.9 **Copyright** - All copyright or other intellectual property rights in all work created or produced by you under this Agreement shall be your property. You hereby grant the Council, and/or any third party which performs services on behalf of the Council, a non-exclusive, perpetual, transferable, royalty free licence to use such work for Council business that is reasonably related to the Services. You also warrant that any document or design produced by you under this Agreement is your original work which does not infringe the copyright, design right, moral right or any other rights of any third



party, and that no claims of such infringement have been made or are the subject of litigation actual or threatened.

## 5.10 Data Protection

5.10.1 For the purposes of this clause and Schedule 2:

**Data Protection Legislation:** means (i) the General Data Protection Regulations (GDPR), (ii) the Data Protection Act 2018 (iii) all applicable law about the processing of personal data and privacy; **Controller, Processor,** : take the meaning given in the Data Protection Legislation.

5.10.2 Both parties undertake that we will comply with our respective obligations, whether Controller, Processor or otherwise under the Data Protection Legislation as and when the same are applicable to this Agreement. This clause 5.10 and Schedule 2 is in addition to, and does not relieve, remove or replace, a party's obligations or rights under the Data Protection Legislation.

5.10.3 The parties agree that the provisions of Schedule 2 shall apply to this Agreement.

5.10.4 Each party undertakes to the other that we will not knowingly place the other in breach of that other party's obligations under the Data Protection Legislation.

## 5.11 Information Requests

5.11.1 You accept that the Council is obliged to comply with information legislation including the Freedom of Information Act 2000 and Code of Practice, Environmental Information Regulations 2004, Aarhus Convention and Local Audit and Accountability Act 2014. You will assist the Council to comply with our obligations under this information legislation. This includes helping the Council comply with our obligation to respond to requests for information within statutory deadlines; and providing information to the Council where the Council requests.

5.11.2 The Council is entitled to disclose information unless we believe that the information is exempt or excluded under the legislation or the legislation does not apply. For example where information is provided in confidence; the information is a trade secret; or where release is likely to prejudice commercial interests. The Council will decide, acting reasonably, whether information requested is to be disclosed or not. The Council will where reasonably practicable consult you and will consider any representations made you. The Council shall not be liable for any loss or other detriment caused by the disclosure of any information.

## 6 Insurance, Indemnity and Liability

6.1 You must maintain a comprehensive policy or policies of insurance to cover your liability under this Agreement and will give us appropriate evidence of the insurance policy or policies upon written request of at least the minimum amount set out in the Specific Terms.

6.2 You shall, subject to clause 6.3 below, be responsible for and shall release and indemnify us on demand from and against all liability which may arise out of, or in consequence of the performance

or non-performance by you of your obligations under this Agreement or your negligence or a breach by you or your obligations under this Agreement for:

6.2.1 death or personal injury

6.2.2 loss of or damage to any property (whether tangible or intangible), including property belonging to the Council;

6.2.3 actions, claims, demands, costs, charges and expenses (including legal expenses on an indemnity basis)

6.3 Subject to Schedule 2, you will not be liable to indemnify the Council for any claims made under clause 6.2.2 and 6.2.3 in respect of that part which exceeds any cap figure included in the Specific Terms.

6.4 For the avoidance of doubt, the indemnities provided in Clauses 6.2. above shall cover any costs, charges or expenses (including legal expenses on an indemnity basis) that are incurred by the Council in relation to any claims, demands or actions that may arise out of, or in consequence of the performance or non-performance by you of your obligations under this Agreement or your negligence or a breach by you of your obligations under this Agreement.

6.5 You shall not be responsible or obliged to indemnify us for any injury, loss, damage, cost and expense caused by the negligence or wilful misconduct of the Council or by the breach by the Council of its obligations under this Agreement.

## **7 Dispute Resolution**

7.1 We will both endeavour to resolve any disputes by discussion and agreement. If any dispute can not be resolved by the Providers' Representative and the Authorised Officer within five (5) working days, the matter shall be referred to more senior officers or managers representing both parties. If the dispute is not resolved within ten (10) working days, either party may refer the dispute to mediation in accordance with the current Model Mediation Procedure of the Centre for Effective Dispute Resolution (CEDR).

7.2 If a dispute is referred to CEDR the parties shall co-operate fully with any mediator appointed and will bear their own costs and one half of the fees and expenses of the mediation (unless a different agreement is reached in the mediation).

7.3 Neither party may start legal proceedings until the mediation is complete, abandoned or fails to resolve the dispute.

7.4 In the event that this Agreement is or is deemed to be a construction contract within the meaning of the Housing Grants Construction and Regeneration Act 1996, then if either party shall refer any dispute to adjudication, the adjudication shall be carried out pursuant to the TeCSA Adjudication Rules.

## **8 Termination**

- 8.1 This Agreement will end on the completion of the Period of Appointment unless terminated early in accordance with Condition 8 or extended by agreement of both parties.
- 8.2 Either party may, following discussions with the other, terminate this Agreement, or part thereof, by one month's written notice if you have seriously failed to deliver the Services or are in material breach of this Agreement or if we have persistently failed to comply with our payment obligations in Condition 3;
- 8.3 The Council may by written notice having immediate effect terminate this Agreement, or part thereof, if you:
- 8.3.1 suffer any distress or execution to be levied, commit an act of bankruptcy, make any composition or arrangement with creditors, have a receiver appointed or go into liquidation; or
  - 8.3.2 or any employee or any other person acting on your behalf has offered, given or agreed to give any gift or consideration of any kind as an inducement or reward for doing or not doing something or for showing favour or disfavour in relation to this or any other agreement with the Council; or shall have committed any offence under the Prevention of Corruption Acts 1889 to 1916, or shall have offered or given any fee or reward to any officer of the Council which if accepted is or would be an offence contrary to s.117 Local Government Act 1972 or any amendment or re-enactment thereof; or
  - 8.3.3 make any fraudulent claims.
- 8.4 The Council may terminate this Agreement, or part thereof, by giving you three months' written notice.
- 8.5 On the early termination of this Agreement, the Council will pay you a fair and reasonable proportion of the Fee for the Services which you have provided (less any amounts previously paid). If you have already received payment for Services which have not been provided, you will immediately repay those sums to the Council. Where this Agreement is terminated under Condition 8.2 or 8.3 the Council may claim from you any additional costs incurred by providing the Services ourselves or arranging for some one else to provide them.
- 8.6 The Council shall have no liability for any consequential loss incurred by you as a result of early termination of this Agreement under Clause 8.2 and 8.3. Where this contract is terminated by notice under Clause 8.4, you may submit a written claim, with such evidence as is reasonably necessary, to the Council for your reasonable direct costs of early termination. You are however under a duty to take all reasonable steps to mitigate any loss incurred.
- 8.7 On termination of this Agreement you will give to the Council all correspondence, documents, specifications, papers and property belonging to us that are in your possession.
- 8.8 Termination of this Agreement shall be without prejudice to either party's rights or remedies in respect of any default or breach of contract, which may have arisen prior to the date of termination.

## 9 Miscellaneous Provisions

- 9.1 **Assignment and Subcontracting** – You will not assign or sub-contract any of your obligations under this Agreement without the prior written agreement of the Council which will not be unreasonably withheld.
- 9.2 **Notices** - Any notice or other communication given under this Agreement shall be in writing and may be delivered or sent by first class prepaid post or by fax to the address or number notified by either party for this purpose. Unless the contrary is proved, any such notice or communication shall be deemed to have been given to and received by the addressee:
- 9.2.1 if delivered, at the time it is left at the address of or handed to a representative of the party to be served;
- 9.2.2 if sent by post, 2 working days following the date of posting;
- 9.2.3 if sent by fax, 1 working day following the date of transmission.
- 9.3 **Waiver and cumulative rights** - No failure or delay by either party to exercise any right, power, privilege or remedy under this Agreement shall operate as a waiver. All such rights, powers, privileges and remedies are several and cumulative and are not exclusive of each other or of any other rights or remedies otherwise available at law or in equity.
- 9.4 **Whole contract** - This Agreement contains the full and complete understanding between the parties and supersedes all prior arrangements and understandings, whether written or oral, relating to the subject matter of this Agreement. It may not be varied except in writing, signed by both parties.
- 9.5 **Severance** - If any provision of this Agreement is declared by any judicial or other competent authority to be voidable illegal or otherwise unenforceable it shall not affect any other provision of this Agreement which shall remain in full force and effect.
- 9.6 **Continuation of obligations** - The provisions of clauses 5.3, 5.5, 5.6, 5.8, 5.9, 6, 8 and 9 of this Agreement shall continue in force notwithstanding the termination or expiry of this Agreement.
- 9.7 **Agency** – You are not and shall in no circumstances hold yourself out as being a servant or agent of the Council.
- 9.8 **Contracts (Rights of Third Parties) Act 1999** - Notwithstanding any other provisions of this Agreement nothing in this Agreement confers or purports to confer any right to enforce any of its terms on any person who is not a party to it.
- 9.9 **Governing Law** - This Agreement shall be governed by and construed in accordance with the laws of England and the parties irrevocably submit to the exclusive jurisdiction of the courts of England.



## **Schedule One – Safeguarding Provisions**

1. The Provider must ensure that any users of the services it provides and/or persons it deals with are safeguarded from any form of abuse or exploitation including physical, financial, psychological and sexual abuse, neglect, discriminatory abuse or self harm or inhuman or degrading treatment through deliberate intent, negligent acts or omissions or ignorance by staff members in accordance with written policies and procedures.
2. The Provider must ensure that all of its staff are aware of Southwark Safeguarding Adults Partnership's "Multi-agency policy for protecting adults.
3. The Provider must ensure that all staff undertake safeguarding adults basic awareness training as part of their induction and ongoing training appropriate to their level of responsibility that is comparable with Southwark's safeguarding Multi-agency policy. This should include active encouragement to staff in whistle blowing if aware of suspected abuse.
4. The Provider will have an internal policy for safeguarding adults that is substantially the same as Southwark's Partnership Multi-agency policy for protecting adults.
5. The Provider must ensure that all allegations, suspicions and incidents of abuse are reported immediately to the Authorised Officer.
6. The Council may require the Provider to remove any member of staff employed or used by the Provider for the performance of its obligations under this agreement. Such a request shall be in writing signed by the Authorised Officer. Before issuing such request, the Authorised Officer shall satisfy him/herself that the Provider has exhausted its internal investigations and disciplinary procedures.
7. The Provider must ensure that the organisation operates a rigorous recruitment and selection procedure that comply with Southwark Safeguarding Adults Partnership's guides to "Safeguarding Standards in Human Resources Management" and "Safer Disciplinary Decisions in Human Resources Management" and which meets the requirements of legislation, equal opportunities and anti discriminatory practice and ensures the protection of service users, carers and their relatives.
8. The selection and vetting of volunteers and staff should be rigorous and properly conducted in line with the national requirements for registered Providers. Providers that are not registered with CSCI would be expected to comply with National and Local standards. This should include the rigorous checking of CV's and references and making appropriate DBS and ISA checks.
9. The Provider shall have a designated person of sufficient seniority who is responsible for safeguarding adults. He/she should be an individual whose responsibility is to make sure that the policy is robust and implemented.
10. Services users, carers, relatives and representatives must be made aware that they have the right to complain using the Council complaints procedure (copies of which are available from the Authorised Officer on request) which should be easily understood and made accessible.

## Schedule 2 – Data Protection

### Option A – Provider is Data Controller

1. For the purposes of this schedule

**Agreed Processing Purposes:** are set out in Annex 1.

**Data Subject, Personal Data, Processing and appropriate technical and organisational measures:** take the meaning given in the Data Protection Legislation in force at the time.

**Permitted Recipients:** are set out in Annex 1.

**Shared Personal Data:** the Personal Data to be shared between the parties under this Agreement as set out in Annex 1.

2. This schedule sets out the framework for the sharing of Personal Data between the parties as Data Controllers. Each party acknowledges that one party (the Data Discloser) will regularly disclose to the other party (the Data Recipient) Shared Personal Data collected by the Data Discloser for the Agreed Processing Purposes.
3. Each party shall:
  - 3.1 Comply with all the obligations imposed on a Controller under the Data Protection Legislation;
  - 3.2 Ensure that it has all necessary notices and consents in place to enable the lawful transfer of the Shared Personal Data to the Permitted Recipients for the Agreed Processing Purposes;
  - 3.3 Give full information to any Data Subject whose Personal Data may be processed under this Agreement of the nature such Processing. This includes giving notice that, on the termination of this Agreement, Personal Data relating to them may be retained by or, as the case may be, transferred to one or more of the Permitted Recipients, their successors and assignees;
  - 3.4 Process the Shared Personal Data only for the Agreed Processing Purposes;
  - 3.5 Not disclose or allow access to the Shared Personal Data to anyone other than the Permitted Recipients;
  - 3.6 Ensure that all Permitted Recipients are subject to written contractual obligations concerning the Shared Personal Data (including obligations of confidentiality) which are no less onerous than those imposed by this Agreement;

- 3.7 Ensure that it has in place appropriate technical and organisational measures, reviewed and approved by the other party, to protect against unauthorised or unlawful Processing of Personal Data and against accidental loss or destruction of, or damage to, Personal Data.
- 3.8 Not transfer any Personal Data received from the Data Discloser outside the EEA unless the transferor complies with the provisions of Articles 26 of the GDPR (in the event the third party is a Joint Controller); and ensures that (i) the transfer is to a country approved by the European Commission as providing adequate protection pursuant to Article 45 GDPR; (ii) there are appropriate safeguards in place pursuant to Article 46 GDPR; or (iii) one of the derogations for specific situations in Article 49 GDPR applies to the transfer.
4. Each party shall assist the other in complying with all applicable requirements of the Data Protection Legislation. In particular, each party shall:
- 4.1 Consult with the other party about any notices given to Data Subjects in relation to the Shared Personal Data;
- 4.2 Promptly inform the other party about the receipt of any Data Subject rights request;
- 4.3 Provide the other party with reasonable assistance in complying with any Data Subject rights request;
- 4.4 Not disclose or release any Shared Personal Data in response to a Data Subject rights request without first consulting the other party wherever possible;
- 4.5 Assist the other party, at the cost of the other party, in responding to any request from a Data Subject and in ensuring compliance with its obligations under the Data Protection Legislation with respect to security, breach notifications, impact assessments and consultations with supervisory authorities or regulators;
- 4.6 Notify the other party without undue delay on becoming aware of any breach of the Data Protection Legislation;
- 4.7 At the written direction of the Data Discloser, delete or return Shared Personal Data and copies thereof to the Data Discloser on termination of this Agreement unless required by law to store the Personal Data.
- 4.8 Use compatible technology for the processing of Shared Personal Data to ensure that there is no lack of accuracy resulting from Personal Data transfers;
- 4.9 Maintain complete and accurate records and information to demonstrate its compliance with this



schedule and allow for audits by the other party or the other party's designated auditor; and

- 4.10 Provide the other party with contact details of at least one employee as point of contact and responsible manager for all issues arising out of the Data Protection Legislation, including the joint training of relevant staff, the procedures to be followed in the event of a data security breach, and the regular review of the parties' compliance with the Data Protection Legislation.
5. Any material breach of the Data Protection Legislation by one party shall, if not remedied within 30 days of written notice from the other party, give grounds to the other party to terminate this Agreement with immediate effect.
6. You will indemnify the Council and keep the Council indemnified against any damages, losses, liabilities, claims, actions, costs, deductions and expenses arising as a result of any breach you, your employees, sub-contractors, sub-processors or agents, of your obligations under this Schedule 2 up to a maximum total aggregate amount of £18,000,000. This indemnity is not subject to the liability cap under clause 6.3.

**Annex 1 - Details of Data Sharing**

|                                      |     |
|--------------------------------------|-----|
| Personal Data                        | N/A |
| Data Subjects                        | N/A |
| Agreed Processing Purposes           | N/A |
| Permitted Recipients                 | N/A |
| Key members of staff at the Council  | N/A |
| Key members of staff at the Provider | N/A |

## Schedule 2 – Data Protection Option B – Provider is Data Processor

1. For the purposes of this schedule

**Data Subject, Personal Data, Processing and appropriate technical and organisational measures:** take the meaning given in the Data Protection Legislation in force at the time.

2. Where the Council is Controller for any Personal Data processed by you under this Agreement as Processor you will:
  - Only process that Personal Data in accordance with Annex A – Data Processing Schedule;
  - Act only on written instruction from the Council;
  - Inform the Council immediately if you are asked to do something infringing the Data Protection Legislation;
  - Ensure that all staff who have access to Personal Data are appropriately trained and are subject to confidentiality undertakings;
  - Take appropriate technical, operational and security measures against unauthorised or unlawful Processing of Personal Data and against accidental loss or destruction of, or damage to, Personal Data.
  - Assist the Council with a security assessment of the Provider's systems in order to be able to assess the Provider's compliance;
  - Only engage sub-processors with the prior consent of the Council and under a written contract;
  - Not transfer Personal Data outside the EU without prior written consent of the Council;
  - Assist the Council in providing subject access and allowing Data Subjects to exercise their rights under the Data Protection Legislation, including immediate notification of any access requests, complaints or communications received by you;
  - Assist the Council in meeting our Data Protection Legislation obligations in relation to the security of processing, the notification of Personal Data breaches and data protection impact assessment;
  - Delete or return all Personal Data to the Council as requested at the end of this Agreement;
  - Submit to audits and inspections and provide the Council with whatever information we need to ensure that we are both meeting our Data Protection Legislation obligations.
3. You will indemnify the Council and keep the Council indemnified against any damages, losses, liabilities, claims, actions, costs, deductions and expenses arising as a result of any breach you, your employees, sub-contractors, sub-processors or agents, of your obligations under this Schedule 2 up to a maximum total aggregate amount of £5,000,000. This indemnity is not subject to the liability cap under clause 6.3.

## Annex A – Data Processing Schedule

This Schedule shall be completed by the Council, who may take account of the view of the Provider, however the final decision as to the content of this Schedule shall be with the Council at its absolute discretion.

1. The contact details of the Council's Data Protection Officer are: Duncan Whitfield, Strategic Director of Finance And Governance: [dpo@southwark.gov.uk](mailto:dpo@southwark.gov.uk)
2. The contact details of the Provider's Data Protection Officer are: [Insert Contact details]
3. The Provider shall comply with any further written instructions with respect to processing by the Council.
4. Any such further instructions shall be incorporated into this Schedule.

| Description  | Details  |
|--|--|
| Identity of the Controller and Processor   | The Parties acknowledge that for the purposes of the Data Protection Legislation, the Council is the Controller and the Provider is the Processor. |
| Subject matter of the processing   | N/A  |
| Duration of the processing   | N/A  |
| Nature and purposes of the processing  | N/A  |
| Type of Personal Data being processed  | N/A  |
| Categories of Data Subject   | N/A  |
| Plan for return and destruction of the data once the processing is complete UNLESS requirement under union or member state law to preserve that type of data | N/A  |

### **Schedule 3 - Fairer Future Procurement Framework**

The Council has adopted a new Fairer Future Procurement Framework (FFPF) which sets out how the Council will use procurement to support the delivery of the Council Plan and Fairer Future Commitments and the processes and practices that are needed to do this. The Council expects all of its procurement activity to be undertaken to the highest ethical, sustainable and responsible standards and within a robust and transparent governance framework and all contractors are expected to sign up to this framework.

#### **A Good Work Standards, Policies and Reporting**

The Provider shall:

1. Prior to commencement of the Services, complete the Mayor's Good Work Standard Foundation Test and is encouraged to seek accreditation.
2. Work towards accreditation under the London Healthy Workplace Award.
3. Commit to signing Unison's End Violence at Work Charter.
4. Be encouraged to adopt and demonstrate appropriate Fair Work practices as set out in the Unite Construction Charter within their organisation and their supply chain (*construction services only*).
5. Have a clear policy on a zero-tolerance approach to all forms of discrimination, harassment and bullying at work. Provider's employees can also raise concerns through the Council's whistleblowing policy.
6. Voluntarily report and publish its gender pay gap information (if there are more than 50 employees but under 250 employees), unless doing so would lead to the disclosure of pay information on individuals. Providers with more than 250 employees are also requested to develop action plans to reduce any gap and tackle diversity and inclusion challenges throughout all levels and areas of their organisation.
7. Voluntarily report and publish its ethnicity pay gap information (if there are more than 50 employees), where data allows for statistical significance. Providers with more than 250 employees are also requested to develop action plans to reduce any gap and tackle diversity and inclusion challenges throughout all levels and areas of their organisation.
8. Comply with any reasonable request from the Council to provide action plans around undertaking any organisational and supply chain changes to address issues where legislation does not directly apply.

#### **B Trade Union Recognition**

1. The Provider shall commit to trade union recognition or a timetable to work towards recognition where this does not already exist and work with relevant trade union/s and have agreed collective consultation and bargaining arrangements if requested by the workforce.

#### **C Provision of Equipment**

1. The Provider shall provide all workers, free of charge, with all equipment necessary to provide the Services, including safety equipment and any required uniform.

#### **D Real Living Wage**

### 1.1. Definitions

For the purposes of this Clause:

- “Relevant Staff” shall mean all employees and other staff (including without limitation temporary and casual workers and agency staff as defined by Regulation 3 of the Agency Workers Regulations 2010 as amended by the Agency Workers (Amendment) Regulations 2011, and whether such staff are engaged or employed on a full or part time basis, but not including unpaid volunteers, interns or apprentices), who are employed or engaged on the Services for 2 or more hours of work in any given day in a week, for 8 or more consecutive weeks in a year and who provide those Services outside the Greater London area.
- “Equivalent Hourly Wage” shall mean the hourly wage paid to an employee and calculated using the same method as prescribed by the National Minimum Wage Act 1998 and related applicable law to assess whether an employee is at any time receiving the national minimum wage (as identified in that Act),
- “the Real Living Wage” shall mean the most recently identified Real Living Wage hourly figure applicable across the UK outside of London (or equivalent set figure(s)) published from time to time by the Living Wage Foundation) or any successor body with responsibility for setting this figure,

### 1.2. Provider's obligations

The Provider will:

- ensure that all Relevant Staff employed or engaged by the Provider are paid an Equivalent Hourly Wage which is equal to or exceeds the Real Living Wage;
- ensure that all Relevant Staff employed or engaged by its subcontractors (if any) pay an Equivalent Hourly Wage which is equal to or exceeds the Real Living Wage;
- provide to the Council such information concerning the Real Living Wage and the performance of its obligations under this Clause D as the Council may reasonably require and within the deadlines it reasonably imposes;
- co-operate and provide all reasonable assistance to the Council in monitoring the effects of the Real Living Wage including without limitation assisting us in conducting surveys and assembling data in respect of the effect of payment of Real Living Wage to Relevant Staff.

### 1.3. Default

For the avoidance of doubt, any breach by the Provider of this Clause D may be a material breach in relation to which the Council is entitled to rely on its termination rights under the Agreement.

# APPENDIX ONE - Service Specification for Holiday Activities and Food (HAF) Programme Coordinator

- Description of the Services

The Department for Education (DfE) have confirmed funding for an extended Holiday Activities and Food (HAF) programme in 2021 running across Easter, Summer and Winter holidays. Funding is being allocated to each local authority in England and Southwark Council is anticipating to receive approximately £1.5 million to cover coordination and delivery for 2021.

Previous experience from last year's summer holiday programme, the Lambeth and Southwark Summer of Food and Fun, has demonstrated the importance of having a dedicated holiday provision coordinator to support the programme from design through to delivery and evaluation.

This contract is for the Holiday Activities and Food (HAF) Programme Coordinator role for the financial year 2021/2022. The contract value is £31.5K and is on a freelance basis at an agreed day rate of £300 per day.

- Outcomes expected (specify whether anticipated or guaranteed and dates by which anticipated or guaranteed)

The Holiday Activities and Food Programme Coordinator role will be responsible for the project management of the below high level areas of work.

| Category   | Examples of tasks   |
|--|---|
| Decisions  | <ul style="list-style-type: none"> <li>• Strategy for budget allocating i.e. grant per hub/ additional SEND provision etc</li> <li>• Centralised meal delivery like Thomas Franks, Take and Make boxes etc</li> <li>• Complimentary offerings- welcome packs, books etc</li> </ul>  |
| Engagement with Holiday Network/ Steering group meetings | <ul style="list-style-type: none"> <li>• Discuss level of funding available</li> <li>• Hubs to consider the scope of their delivery capacity for 2021 (i.e. Summer and Christmas)</li> <li>• Availability of other funding streams (match funding, local businesses etc)</li> </ul> |
| Training   | <ul style="list-style-type: none"> <li>• Defining requirements/ creation/ delivery of training e.g. School Food Standards</li> </ul>  |
| Delivery packs   | <ul style="list-style-type: none"> <li>• Creation of information packs for hubs</li> </ul>  |
| Grants   | <ul style="list-style-type: none"> <li>• Creating grant agreements for each hub, managing allocation of grant</li> </ul>  |
| Quality Assurance  | <ul style="list-style-type: none"> <li>• Defining required QA's (currently approx 12 per hub), review of existing documents and those submitted for 2021 programme</li> </ul>   |
| Internal/ external communications plan                   | <ul style="list-style-type: none"> <li>• Pre, during and post programme engagement with parents, care givers etc</li> <li>• Gathering social media content during the programme</li> </ul>  |

|                          |  |
|--------------------------|--|
| Engagement               | <ul style="list-style-type: none"> <li>Council colleagues to ensure cross-network approach; <ul style="list-style-type: none"> <li>E.g. Education, Children Services, Comms, Housing, Faith, Early Years, Funding, Libraries, Sport &amp; Leisure, Policy officers who work on child obesity/ healthy food in schools,</li> <li>External contacts; VCS, food companies / businesses- SFM - breakfast boxes. Fareshare/ City Harvest, Take and Make boxes etc</li> <li>Engagement with existing hubs throughout the lifecycle of the programme</li> </ul> </li> </ul> |
| Project Management       | <ul style="list-style-type: none"> <li>Adopt a PM tool/ data repository system</li> <li>Creation of a high-level project plan for 2021 delivery</li> <li>Agenda and minutes for working group meetings</li> </ul>  |
| Administrative support   | <ul style="list-style-type: none"> <li>Central databases -contact spreadsheet, delivery dates database, QAMS, grant allocations, SEND provision etc</li> <li>Support documents- school food standards</li> </ul>   |
| Communications with hubs | <ul style="list-style-type: none"> <li>Weekly dial ins</li> <li>Visits to hubs- quality assurance, moral support, addressing issues- all hubs should be visited</li> <li>Responding to email/ phone enquiries</li> <li>Councillor visits</li> </ul>  |
| Monitoring and Reporting | <ul style="list-style-type: none"> <li>Data collection, monitoring, output data, attendance, delivery data impact measurement, learnings</li> <li>Reporting back to DfE</li> <li>In depth qualitative interviews</li> <li>End of holiday/ programme reporting</li> </ul>   |

- Place(s) where Services are to be provided

Remotely, with some travel to visit holiday providers in Southwark. Dependent on COVID-19 restrictions, there may be a requirement to attend Southwark Council's Tooley Street office.

- Days/times during which Services are to be available

Two days per week, for 40 working weeks between 01/04/2021 and 31/01/2022 (assuming four weeks unpaid annual leave).

Between 01/02/2022 and 30/04/2022, a maximum of 25 full days will be worked across the three month period. Working days will be agreed in advance dependent on need for capacity provided by Impact Union. There is no requirement to work all 25 days if capacity is not requested.



- Key performance indicators

The following key performance indicators will be expected from the provider:

- Completion of all reporting requirements for DfE in a timely manner
- Holiday hub providers feel supported by the HAF programme coordinator
- Holiday hub providers are able to easily contact and get advice from the HAF programme coordinator
- Holiday hub providers are quality assured and are provided with up to date training and guidance as appropriate
- Key programme milestones are tracked and met
- Collection of relevant quantitative and qualitative data, and completion of end of programme report