



## Mayor and Cabinet

### **Adventure Playgrounds: Grant of Leases and Contract Award**

**Date:** 12 June 2024

**Key decision:** Yes

**Class:** Part 1

**Ward(s) affected:** All

**Contributors:** Head of Children and Young People's (CYP) Joint Commissioning Team, Early Help and Prevention Joint Commissioner for CYP, Finance Business Partner and Senior Lawyer.

### **Outline and recommendations**

This report seeks approval from the Mayor and Cabinet to award the contracts for the delivery of the Adventure Playground (APG) Play Service and the APG Site Maintenance and Development Service from 1 September 2024. This is for a period of five years with an option to extend for a further two years. The maximum value of the contracts over the 7-year period are respectively £1,386,000 and £360,107.

In addition, the report seeks approval to grant leases for three of the five Lewisham's APGs: Home Park, Honor Oak and Ladywell Fields to the successful bidder for the Play Service in accordance and compliance with section 123(2A) Local Government Act 1972.

The report outlines the procurement exercise undertaken to find suitable providers to deliver APG Services in Lewisham. Following an open procurement exercise two submissions were received for Play Service and two submissions for Site Maintenance and Development Service.

The recommendations in this report are also in line with the vision and recommendations of Lewisham Council's Play Strategy 2023-2028.

## Timeline of engagement and decision-making

- As part of the development of Lewisham's Play Strategy which was approved in October 2022, children, young people and their families were extensively consulted. Their views were represented in the Play Strategy's vision and recommendations
- Autumn 2022 - provider market engagement event
- Summer 2023 - Section 123 Local Government Act disposal notice in News Shopper for two consecutive weeks relating to Home Park APG, Honor Oak APG and Ladywell Fields APG. No objections received
- May 2023 - June 2024 extended existing contracts for Play and APG maintenance and Development service
- Nov-Dec 2024 - additional market engagement exercise
- Tender opportunities were advertised between 27/02/24 - 04/04/24 via the Council's online tendering system (ProContract), as per the Council's contract procedure rules

### 1.0 Summary

- 1.1 This report seeks approval from the Mayor and Cabinet to award the contract for the delivery of the APG Services to Youth First for the Play Service and to London Play Design for the APG Site Maintenance and Development Service following a successful open competitive tender process. The report summarises the work undertaken and the procurement approach implemented to recommend the contract awards for both contracts.
- 1.2 The term for both contracts is five years from 1 September 2024 with an option to extend the contracts for a further two-years. The total contract value over the five-year period for the Play Service is £990,000 with a maximum value of £1,386,000, if extended for a further two years.
- 1.3 This report also seeks approval from the Mayor and Cabinet to grant leases to Youth First for the following APG sites: Home Park APG, Honor Oak APG and Ladywell Fields for the duration of the contract to enable the delivery of the APG Play Service. At present, the remaining two APG site leases (Richard MacVicar and The Dumps) will remain as they are, however Youth First will have access to the sites to deliver the APG Play Service.
- 1.4 The total contract value over the five-year period for the Site Maintenance and Development Service, is £308,721 with a maximum value of £360,107 if extended for a further two years.
- 1.5 The purpose of both the APG Play Service and APG Site Maintenance and Development Service are to work in partnership with the Council to operate, maintain, and develop the APG sites to continue to meet the needs of children and young people over the coming years. The contracts and partnership approach recognise the Council alone cannot meet the challenge of operating the sites and that a partnership approach is required to draw in additional investment to enhance the current offer, whilst maintaining a core level of service across the borough.

### 2.0 Recommendations

- 2.1 Mayor and Cabinet are recommended to:

- 2.2 Approve the contract award for a five-year term to Youth First for the delivery of the Adventure Playground Play Service for a period of five years from 1 September 2024, with the option to extend for a further two years. Total maximum value of the contract over the seven-year period is £1,386,000.
- 2.3 Approve the contract award to London Play Design for the delivery of the Adventure Playground Site Maintenance and Development Service for a period of five years from 1 September 2024, with the option to extend for a further two years. Total maximum value of the contract over the seven-year period is £360,107.
- 2.4 Authorise the disposal by way of seven-year lease on a non-repairing basis to Youth First, the selected provider for APG Play service, the open space at Home Park APG, Honor Oak APG and Ladywell Fields APG in accordance with section 123(2A) Local Government Act 1972. The grant of leases for Home Park and Ladywell Fields will be at a peppercorn rent while Honor Oak APG being leased on annual rent of £1,500, subject to any increases in rent by the freeholder, Network Rail. There will be break and termination provisions, enabling the leases to be terminated if the contract is not extended or is terminated early for breach.

### **3.0 Policy Context**

- 3.1 This report aligns with Lewisham's Corporate Priorities, as set out in Lewisham Council's [Corporate Strategy \(2022-2026\)](#):
- Cleaner and Greener
  - A Strong Local Economy
  - Quality Housing
  - Children and Young People
  - Safer Communities
  - Open Lewisham
  - Health and Wellbeing
- 3.2 This report also aligns to Lewisham Council's [Play Strategy 2023-28](#) vision that all Lewisham children will have a variety of supervised and unsupervised places for play within walking distance of their home, and the strategy's three co-produced aims:
- To oversee the development of a high-quality, accessible play service.
  - To ensure that all residents have play facilities within walking distance.
  - To make sure that all play developments are created in consultation with users.
- 3.3 In addition, the proposals within this report support Lewisham Council in meeting the key recommendations from the Play Strategy:
- The Council is committed first and foremost to developing and promoting play opportunities in the borough, and in doing so, we will ensure that this is undertaken through ongoing consultation and co-production with children and young people and their families on design and development of new play provision and play spaces.
  - Ensure that our current play provision and spaces, including the adventure playgrounds, are in locations where they are needed, and for the Council to consider how best to manage, maintain and drive their use including financial and legal implications and community engagement.
  - The council will ensure that consideration is given to 'play' in all plans, designs, and developments within the borough and making sure play is always in mind across all council activities.

## 4.0 Background

### General

- 4.1 Lewisham's adventure playgrounds hold a rich history and importance to Lewisham residents with some APGs dating back to the 1970s. There is a history of residents coming together to build APGs and turning these structures into community assets for children and young people to enjoy and experience the benefits of outdoor play in safe, welcoming environments.
- 4.2 Lewisham Council is proud to be one of the top five London boroughs in terms of the number of adventure playground sites and is committed to retaining this achievement. However, maintaining and developing the APGs (including the wider sites/grounds) comes with significant financial challenges and is difficult for local authorities, like Lewisham, to maintain APGs and provide sustainable play sessions year-round.
- 4.3 Despite the acute challenges, Lewisham Council continues to commit to operating APGs and spends an estimated £370,000 per annum to provide play sessions, maintain, and repair the APG sites, and cover the operational running costs (utilities, refuse collection, insurance, pest control, and site security) for each APG. In 2023, the council's Play Strategy (2023-28) committed Lewisham Council to work towards delivering the 'Gold Standard' (Play England) in APG play provision, which would reverse a trend of reducing play session and APG opening hours and increase the number of children and young people benefiting from play.
- 4.4 As part of the Play Strategy development, an audit of the five APGs was carried out and highlighted that the site structures are heavily dependent on large wooden telegraph poles. Telegraph poles are expensive to maintain and prone to wood rot in the ground with a relatively short lifespan. The audit highlighted that all the current APG structures would require replacement within the next five to seven years, with most sites requiring replacement within three to five years; sites would also require significant refurbishment before then to remain safe and compliant.
- 4.5 Based on current estimates, the cost of replacing all five APGs with modern long-lasting equipment that would require less maintenance would exceed £1m (est. £200-£285k per site), which the council is unable to meet alone. However, via S.106 funding and the expansion of a nearby school (Watergate Special School), the replacements cost for the Dumps APG have been secured. Under the current school expansion timeline, The Dumps is planned to close towards the end of 2024 and a new co-designed and inclusive site will open late 2024-2025, following the completed expansion of the school. The new contract provision will provide for services to be run flexibly across all sites taking into account site closures with replacement services running from youth centre buildings located within the sites, at nearby adventure playgrounds or community venues until sites open again.
- 4.6 To meet the challenges and deliver a Gold Standard of play across the APGs within the operating budget, the council needs to adapt its APG operating approach and look towards a partnership approach that draws on external funding opportunities and maximises commercial opportunities to generate income from the sites.
- 4.7 The contract awards for Youth First and London Play reflects the Council's operating model which will meet the Gold Standard for Adventure Play, ensure that through partnership working, income is generated that will not only expand Play Services but directs investment into a co-owned Master Development Plan between the Council and the two providers. The Master Development Plan will not only maintain the APG sites but will repair and modernise them, thus reducing overall maintenance and repair costs to the Council.

## Grant of leases

- 4.8 Under the Council's procurement strategy, which was approved by Mayor and Cabinet on 21.06.2023, the APG Play Service provider is expected to increase APG site usage (including number of play sessions) and source funding through charitable grants and other external sources. It was recognised that this would be challenging, and grant funders and high net worth individuals require long-term security of bids. Therefore, following feedback from providers and potential funders, granting of non-repairing leases were proposed.
- 4.9 Lewisham Council is the freeholder of four of the five APG sites – Ladywell APG, The Dumps APG, Home Park APG, and Richard MacVicar APG. Network Rail are the Freeholder of Honor Oak APG and lease the site to the Council for £1508.10 pa. In conjunction with the proposals within this report, the council intends to issue coterminous non-repairing leases of seven years to the provider of the APG Play Service contract for Ladywell APG, Honor Oak APG (sub-lease), and Home Park APG. There will be break and termination provisions, enabling the leases to be terminated if the contract is not extended or is terminated early for breach.
- 4.10 The lease to the Dumps will not be granted at this stage due to the site being redeveloped as a result of the Watergate School expansion. The new Provider will be expected to continue to provide services until its closure and resume services at the new site when it opens. During the period of the closure, the Service Provider is expected to provide services at either the youth centre building located at the site, at a nearby community venue or increase services at other APG sites. This is clearly stipulated in the contract and service specification.
- 4.11 In terms of Richard MacVicar APG, there is an existing lease until March 2025 (with Youth First for youth service provision) and services are expected to run at the site in line with the contract requirements. It is likely the lease for Richard MacVicar APG will be aligned with Ladywell APG, Home Park APG, and Honor Oak APG when the existing lease ends.
- 4.12 As Richard MacVicar and The Dumps APGs are not currently in scope for the grant of leases, this may be considered later to support the delivery and aims of the APG Play Service.
- 4.13 Section 123 Local Government Act 1972 requires the Council to publish notice of its intention to dispose (including by way of lease) of land forming open space for two consecutive weeks in a local newspaper and consider any objections to the proposed disposal which may be made to the Council. Accordingly, the notice of the Council's intention to grant the leases as proposed was published for two consecutive weeks in the News Shopper newspaper which circulates in the area from the 7 June 2023 of the Council's intention. This was published for two consecutive weeks. No objections were received by any stakeholders including members of the public. This means the Council has complied with the statutory requirements.
- 4.14 In 2009, the then Big Lottery Fund (now National Lottery Community Fund), provided a grant to redevelop the Home Park APG site and an interest was registered against the site as part of the funding conditions. In consultation with the National Lottery Community Fund, the registered interest has been removed so that the Council can freely lease the site.

## 5.0 Procurement Process

- 5.1 An open tender process was undertaken to identify the most appropriate provider via

the Proactis system to advertise the two tender opportunities.

5.2 The tenders for the APG Play Service and APG Site Maintenance and Development Service contract went live on 27 February 2024. Two bids were received for Play Service and two bids were received for Site Maintenance and Development Service. A synopsis of the bids is set out in Section 5 of the part 2 report.

5.3 The table below set out details of the key dates and number of tenders received.

Activity	Play Service	Site Maintenance and Development Service
Tender published	27th February 2024	27th February 2024
Tender deadline	4th April 2024	2nd April 2024
Evaluation moderation meeting	15th April 2024	16th April 2024
Compliant tenders	2	1
Tenderers assessed for experience (SSQ)	2	2
Tenders evaluated	2	1

5.4 The tender closed on 4 April 2024 for the APG Play Service and 2 April 2024 for the APG Site Maintenance and development service. The evaluation panel consisted of representatives from CYP Joint Commissioning as well as Parks and Leisure. A moderation was held on the 15th and 16th April 2024. The meeting was held and supervised by a Senior Procurement Officer from the Council's Procurement Team.

5.5 The evaluation criteria were made up of 45% for price and 45% for quality to reflect the need to secure services which are economic whilst providing for the capability to deliver overall service standards and 10% social value.

5.6 The qualitative assessment was based on the responses to the method statements included in the Invitation to tender (ITT) and as shown the below table. These were used to assess tenderers' understanding of service requirements. The following criteria were assessed during the quality evaluation:

	Quality Criteria	Weighting
MS1	Service delivery	10%
MS2	Service mobilisation	5%
MS3	Management, supervision and competency	5%
MS 4	Partnership working	5%
MS5	Income Generation and Service/Site Development	10%
MS6	Quality, Contract and Performance Monitoring	5%
MS7	Health and Safety including Safeguarding	5%
MS8	Social value	10%

MS9	Business Continuity for information only (For Information only)	Not Scored
MS 19	Equality, Diversity and Inclusion (For Information only – non scoring)	Not Scored
MS11	GDPR and Data Handling (For information only – non scoring)	Not Scored
	Price	45%

5.7 Each criterion in the table above was assigned a minimum percentage weighting score that bidders had to achieve. Any tender which failed to attain the minimum score was deemed invalid on this basis.

5.8 The scoring for quality was awarded on a scale of 0 – 10, 0 being non-existent and 10 being perfect. The table below provides a description of each score:

Score	Level	Standard
0	Non-existent	Proposal absent. The response is deemed unacceptable.
1	Inadequate	Proposal contains significant shortcomings and/or is inconsistent or in conflict with other proposals. The response is deemed unacceptable.
2	Very poor	Proposal contains many shortcomings and/or is inconsistent or in conflict with other proposals. The response is deemed unacceptable.
3	Poor	Proposal falls well short of achieving expected standard in a number of identifiable respects. The response is deemed unacceptable.
4	Weak	Proposal falls just short of achieving expected standard in a number of identifiable respects. The response is deemed unacceptable.
5	Barely adequate	Proposal just meets the required standards in nearly all major aspects but is lacking or inconsistent in others. <b>Note:</b> a barely adequate response may include some strong reservations.
6	Adequate	Proposal meets the required standards in all major aspects but is lacking or inconsistent in other areas. It confirms that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures. <b>Note:</b> an adequate response may include some reservations.
7	Good	Proposal meets the required standard in all major aspects but lacks detail in some areas. <b>Note:</b> a good response may include minor reservations.
8	Very good	Proposal meets the required standard in all aspects. <b>Note:</b> a very good response may include a small number of minor reservations.
9	Excellent	Proposal meets and exceeds in some areas. It builds a level of confidence that the Tenderer can deliver the requirements through evidence of relevant ability,

		understanding, skills, resources and quality measures. <b>Note:</b> an excellent response should not include any major reservations.
10	Perfect	Proposal meets and exceeds in all areas. It builds a high level of confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures. <b>Note:</b> a perfect response should not include any major or minor reservations.

5.9 The price of the tender received for Site Maintenance and Development Service was evaluated using the Lowest Price Option, in line with the methodology detailed in the ITT document and the worked example, which was provided to bidders as part of the tender pack as follows:

$$[\text{price score} = (\text{lowest price} / \text{tendered price}) \times \text{price weighting}]$$

5.10 This means that the lowest price submitted for the Site Maintenance Service would receive the highest score for the financial element of the evaluation.

5.11 The price of the tenders received for Play Service was evaluated using a fixed price over the duration of the contract in combination with the quality aspects of the bid.

## 6.0 Synopsis and Tender Evaluation of the bids received

6.1 The table below summaries the final quality, price scores and overall scores for each tender for the APG Play Service and Site Maintenance and Development Service.

Play Service		
	Youth First	Bidder 2
Quality Score	45:00	42:00
Price Score	45:00	45:00
Total Score	90:00	87:00
Overall ranking	1st	2nd

6.2 The table below summaries the final quality, price scores and overall scores of the APG Site Maintenance Service tender.

Site Maintenance and Development Service		
	London Play Design	Bidder 2
Price Score	45:00	Invalid tender
Quality Score	47:00	Invalid tender
Total Score	92:00	Invalid tender
Overall ranking	1st	Invalid tender

6.3 Bidder 2 for the Site Maintenance and Development Service, submitted supporting documentation (e.g., health and safety policy, professional indemnity insurance etc.) but did not submit the mandatory tender documentation including Form of Tender, Method Statements, Pricing Schedule and Social Value Matrix. Therefore, their tender was invalid on this basis.

6.4 The successful tenderers have been selected following an open tender process carried out in accordance with the Council's Contract Procedure Rules. A full synopsis of the bids received is set out in Section 6 of the Part 2 report and summary provided below.



- 6.5 The APG Play Service tender's highest scoring bidder, Youth First, provided a strong overall bid that demonstrated a good understanding of the Council's requirements and detailed their ability to deliver the service and work in partnership to achieve the service outcomes. The bid was particularly strong on service mobilisation, income generation, and a comprehensive service delivery model. There was also a strong commitment to achieving the Gold Standard in APG service delivery, which is a key requirement and expected to be in place by the end of the contract.
- 6.6 The APG Site Maintenance and Development Service tender submitted by London Play Design was the only one qualifying bid and the bid scored highly across all levels. The bid provided a strong overall bid that demonstrated robust partnership working and a range of partnerships that were already in place. The bid was very strong on maximising community and voluntary support as well as drawing on external funding to support the delivery of the contract.
- 6.7 Therefore it is recommended that the contract is awarded for the APG Play Service to Youth First and for the APG Site Maintenance and Development Service to London Play Design based on the outcome of the tender processes. The submission from Youth First attained the highest overall ranking score and the submission from London Play Design achieved a high evaluation score. The performance of the successful bidders will be robustly monitored. Should there be any performance issues, these will be dealt with in accordance with the terms of the contract.

## 7.0 Financial implications

- 7.1 The cost of managing and maintaining Lewisham's Adventure Playgrounds (APG) are met from the Contracts for Youth Services budget which is currently £1.743m.
- 7.2 The total cost to the Council in awarding the contracts as recommended in section 2 of this report is set out below:

	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Initial cost	Yr. 6	Yr. 7	Max. Cost
	£k	£k	£k	£k	£k	£k	£k	£k	£k
Play Service	198.0	198.0	198.0	198.0	198.0	990.0	198.0	198.0	1,386.0
Site Maint. & Dev.	36.6	72.1	60.7	67.9	71.3	308.7	25.1	26.2	360.1
Total	234.6	270.1	258.7	265.9	268.3	1,298.7	223.1	224.2	1,746.1

- 7.3 The costs set out above are included in the service financial plan and can be met from the current budget.
- 7.4 The successful contractor is expected to explore external funding and income generation opportunities to develop the service and meet ongoing cost increases, such as inflation and pay awards.
- 7.5 The cost of the annual rent of Honor Oak APG will be met by the successful contractor for the play service with no financial implications on the Council.

## 8.0 Legal implications

- 8.1 The Council's Constitution contains requirements about how to procure and manage contracts. These are in the Contract Procedure Rules (Constitution Part IV). Some of the requirements in those Rules are based on the Public Contracts Regulations 2015 as amended by the Public Procurement (Amendment etc) (EU Exit) Regulations ("the Regulations") with which the Council must comply.

- 8.2 The report proposes the establishment of two contracts for 5 years with an option to extend for up to a further 2 years. The potential value of the contract for the Play Service including the extension is above £500,000, which means that this is a Category A contract for the purposes of the Council's Contract Procedure Rules. The potential value of the contract for the site maintenance and development, including the extension, is below £500,000, which means it is a Category B contract. Both contracts can be awarded by the Mayor and Cabinet.
- 8.3 Both contracts have been externally and openly advertised as required by the Council's Constitution. The report explains the evaluation approach and process applied to the bids and the reasons for recommending the successful bid for approval. The Invitation to Tender set out that tenderers had to reach specified scores. The process followed, including exclusion of tenderers who did not reach the minimum score, was in compliance with the advertised and required procedures.
- 8.4 It is proposed that the Council grants leases of some of the adventure playground sites to the successful bidder for the play service. Section 123 of the Local Government Act 1972 gives the Council sufficient powers to dispose of its land by way of lease as proposed in this report. This legislation permits the Council to dispose of its land in any manner it wishes and, given that the leases will not exceed seven years, there is no statutory requirement to obtain the best consideration that can reasonably be achieved. As the land is "open space", prior to any disposal the Council must advertise its intention to dispose of the land in question for in two consecutive weeks in a newspaper circulating in the area in which the land is situated, and consider any objections to the proposed disposal which may be made to them. Officers have confirmed (in paragraph 4.13 of this report) that this requirement has been complied with.

## **9.0 Equalities implications**

- 9.1 The successful bidders each have appropriate and relevant equalities and diversity strategies, policies, and procedures in place for ensuring that the service is meeting the needs of Lewisham's children and young people to a high standard. They will be expected to maintain and report on equalities service data as part of the contract monitoring process.
- 9.2 An Equalities Analysis Assessment (EAA) has been conducted as part of the re-commissioning exercise. Broadly, the findings are that play services should be much more accessible to increased number of children and young people and should involve Lewisham's many communities in the development and use of APG sites. In the long term, new services will also enable APG sites to be used for children from 0-19 (up to 25 for children with special educational needs and disabilities). The proposed Watergate School Expansion's proximity to the Dumps provides new opportunities to develop services there for disabled children. The EAA, therefore, shows that the new service models will have a positive impact on children and young people with protected characteristics as more disabled children and children from minoritized communities participate.

## **10.0 Climate change and environmental implications**

- 10.1 The new provider is expected to comply with the Council's Environmental and Climate Change requirements, to minimise the environmental impact of the service.

## **11.0 Crime and disorder implications**

- 11.1 Adventure play services contributes towards keeping children and young people safe from exploitation, anti-social behaviour, or criminal activity.

## **12.0 Health and wellbeing implications**

- 12.1 Adventure play services plays a significant role in promoting the health and mental wellbeing of children and young people and contributes towards the public health outcomes around obesity and health.

## **13.0 Social Value implications**

- 13.1 The tenderers were asked a method statement question to demonstrate what social value they can deliver through the contract.

- 13.2 Social Value formed 10% of the award criteria for this contract. The awarded tenderers made various social value commitments as part of their tender submission. These commitments will form part of their contract and will be monitored to ensure delivery.

- 13.3 As part of the tender process, Youth First's social value commitments include:
- Use of local and sustainable resources by utilising recycled wood to repair and develop play areas
  - All staff have access to wellbeing activities and counselling to fulfil the Wellbeing practice for employees
  - Take on 4 Lewisham residents on work experience
  - 45 volunteering opportunities per week and generally to promote volunteering
  - Register as a disability confident employer
  - Sign up to the Mayor's good work charter

- 13.4 As part of the tender process, London Play Design social value commitments include:
- Use local and sustainable resources
  - Reduced travel, encouraging staff to cycle, work from home, use public transport
  - Commitment to carbon net zero policy
  - Physical health improvement – encouraging staff to cycle
  - Creating 2 FTE job opportunities with job opportunities open to all including unemployed, employed and refugees
  - Planned intergenerational carpentry shop for young people
  - Working in partnership with HM Probation Service deploying over 10,500 Hours to Lewisham APGs carrying out duties such as gardening, weeding, painting and small repairs

- 13.5 The Council is also an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or service within Lewisham pay their staff at a minimum rate equivalent to the LLW rate. Successful contractors will be expected to meet LLW requirements and reflected in the contractual documents.

## **14.0 Contracts Management**

- 14.1 In accordance with the Council's contract management framework, the contract with YF will be a tier 1 contract while the contract with London Play Design will be a tier 2 contract. Contract management meetings will be held on a monthly/quarterly basis and the key performance indicators (KPIs) on the contract management dashboard will be monitored and reported on accordingly.

- 14.2 The performance of the successful bidders will be robustly monitored. Should there be any performance issues, these will be dealt with in accordance with the terms of the contract.

## 15.0 Background papers

Lewisham Play Strategy – Mayor and Cabinet, October 2022

<https://councilmeetings.lewisham.gov.uk/documents/s103136/MC%20Play%20Strategy%20Report%20Final.pdf>

## 16.0 Glossary

Term	Definition
YF	Youth First
APGs	Adventure Playgrounds
EAA	Equalities Analysis Assessment
MEAT	Most Economically Advantageous Tender
FTE	Full Time Equivalent
RoSPA	The Royal Society for the Prevention of Accidents
GDPR	General Data Protection Regulations

## 17.0 Report author(s) and contact

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## 18.0 Appendices

Not applicable

