Document 12

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

MEMO

To: Ka Ora, Ka Ako | Healthy School Lunch Programme Governance Board

From: Gary Basham, Manager Service Delivery, Special Projects

Date: 5 October 2020

Subject: Requests from schools for a non-universal approach to the school lunch programme

Purpose

1. This memo seeks Board guidance on the approach to working with schools who wish to provide lunches to only a portion of their student population.

Recommendation

2. It is recommended that you:

a)	**note** the contents of this memo	Noted
b)	**approve** the requirement for schools and kura to adopt an all or nothing approach until the end of 2021	Yes/No

Background

3. The intent of Ka Ora, Ka Ako | Healthy School Lunch Programme is for lunches to be served to all students in schools with the highest level of disadvantage. This universal approach is a key component to the policy that was approved by Cabinet.

4. The principle intent of this approach is to minimise any stigma that may come with receiving a free lunch. However, interactions with schools as part of the wider expansion of the programme has highlighted that some schools would prefer a non-universal approach to the school lunch programme. Concerns have been raised by a few schools that don't think the whole student population requires the provision of a free lunch and are not confident this proportion of students will eat the lunches provided. This has predominantly been raised by secondary schools. Additional feedback has referenced risks over large amounts of possible waste and comments that, in large schools, stigma is less of an issue.

Case Studies

s 9(2)(ba)(i) – *School roll 820 students*

5. s 9(2)(ba)(i) have requested 300 – 400 lunches are provided on a daily basis. Both the Principal and Board don't feel the entire population need the provision and aren't confident all the students would eat the lunches. Year 12 and 13 students are also allowed off-site during lunchtimes so there is a concern about food surplus and waste. The school also feel they won't be able to cope with the logistics of distributing 820 lunches.

Released under the Official Information Act 1982

s 9(2)(ba)(i) – *School roll 1,411 students*

6. s 9(2)(ba)(i) provide lunches with support from their community to around 300 – 400 students two days a week. They are not confident there is a genuine need for the rest of the student population and will only consider joining the programme if provision of lunches is limited to 400 students. The school is also concerned about coping with the logistics of distributing 1,411 lunches.

Options

7. There are two possible options a or b:

   a. Continue to require schools and kura to adopt an all or nothing approach to the programme (preferred option)

   Implementation considerations
   As part of the evaluation we would assess the impact of the universal approach and the implications of this approach on secondary schools. If the programme is extended we would relook at this approach.

   This option is clearly aligned with the Cabinet direction that lunches are served to all students within a school.

Pros	Cons
• If schools or kura don't think all of their students need a free school lunch we can invite a school that has a real need • Schools we have engaged with will likely continue to meet the need of student lunches internally with support from their community • The programme will continue to remove the stigma around receiving a free lunch for students • All students within a school will eat the same nutritious lunches and experience different foods together • Ensure consistent messaging across the duration of the programme	• Students who need a free school lunch may miss out because their school has opted out

   b. Allow schools and kura to adopt a non-universal approach

   Implementation considerations
   Depending on the school this could mean only certain year groups would receive a school lunch or students would opt-in to the programme. The approach would need to be signed off by the school Board of Trustees to ensure it met the needs of their community and changes wouldn't be made before the conclusion of the programme.

   This option does not align with Cabinet direction that *lunches are served to all students within a school.*

Released under the Official Information Act 1982

Pros	Cons
• Food surplus and wastage will be limited • More money will be available to fund additional schools or reduce the ongoing cost of the programme	• This may cause a stigma for students who eat free lunches and discourage engagement, undermining the programmes ethos • The programmes impact on nutrition within the school would be limited with a proportion of students using the school canteen or bringing unhealthy options • Operationally this will be difficult as numbers may fluctuate for suppliers depending on the demand for lunches • The universal approach is what we have used since the programme was initiated, making changes creates an inconsistent framework • Students who need a school lunch may miss out • Schools and kura that are part of the pilot programme may want changes to their delivery and schools who have declined may want back into the programme • Inconsistency for families with students across multiple year groups

Next Steps

8. If the Board agrees with the preferred option we will continue to ensure schools/kura adopt the universal approach in upcoming negotiations.

9. If agreement is reached to approve a partial programme, we would develop messages to inform other schools and kura of this option. Once we were clear about the possible cost saving we would consider if additional schools and kura could join the programme.

Released under the Official Information Act 1982

Document 13

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

MEMO

19/12

To:	Katrina Casey
From:	Jann Marshall 18/12
Cc:	Laurence Pidcock, Lucy Lawrence
Date:	18 December 2019
Subject:	School Lunches Procurement Plan

Summary

Please find attached the Procurement Plan for the Open Tender Process that we are running for the School Lunches Programme. The Tender will start in the Otago/Southland region and then later be expanded to the second tranche of schools (yet to be identified) in Hawkes Bay / Tairāwhiti and Bay of Plenty / Waiariki.

The Procurement Plan has been drafted by the Procurement lead in the programme with input from the Ministry of Health and Ministry for Primary Industries. It has since been peer reviewed by the Programme Manager, Lucy Lawrence and approved by Laurence Pidcock, Chief Procurement Officer.

Action Required

Please sign the Procurement Plan to confirm you are happy with the approach. This will enable us to commence the tender process on GETS. We are aiming to proceed with the tender on 20 December 2019.

Jann Marshall
Director of Education - Special Projects

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

PROCUREMENT PLAN (Long)

For goods, services or works with a maximum total estimated value of $100k or more

Free and Healthy School Lunches Programme –

Otago/ Southland Panel of Suppliers

Tranche 2

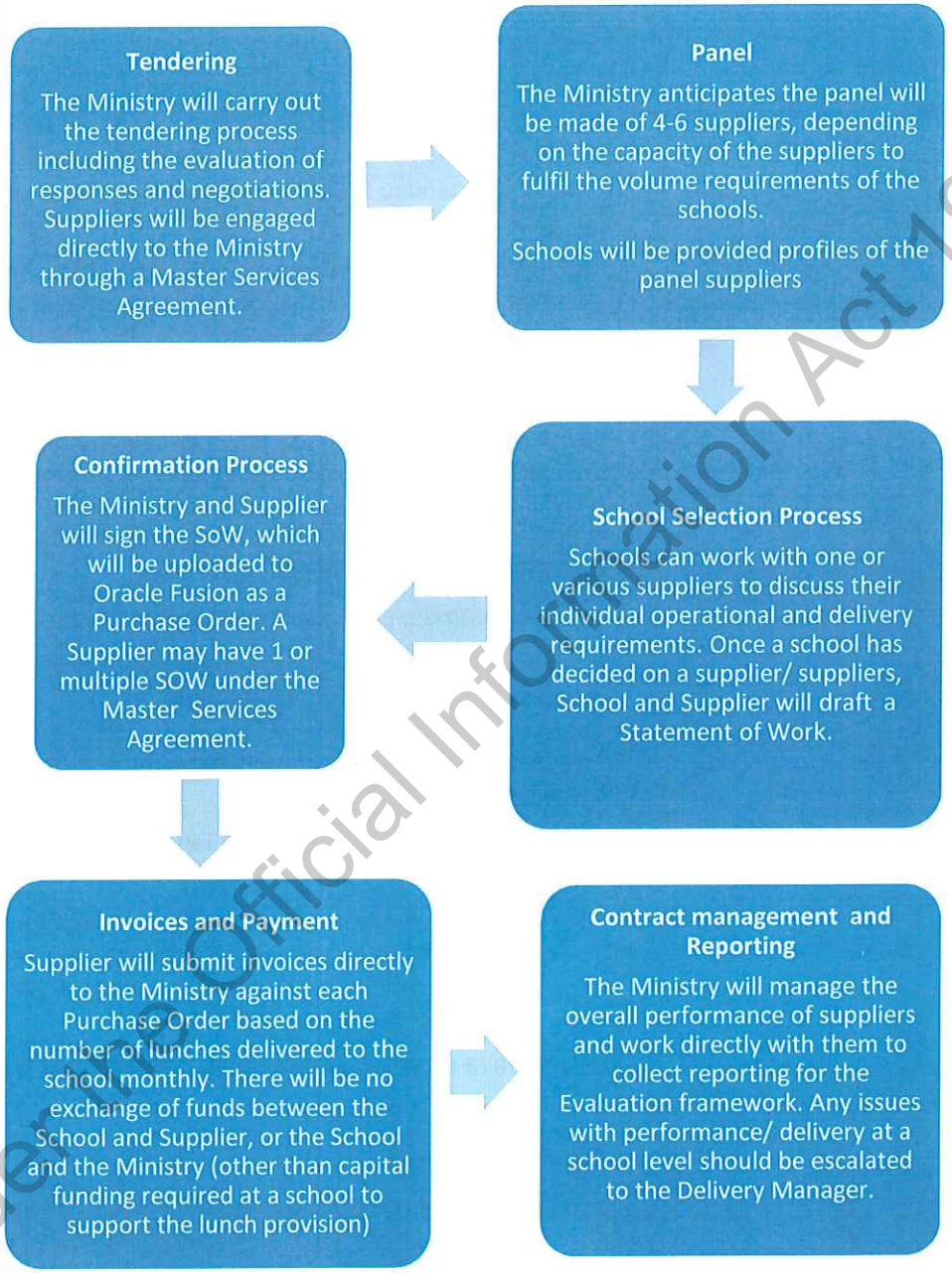
ProcurEd ID: MOE06898

Released under the Official Information Act 1982

BACKGROUND / REQUIREMENTS	
Procurement Title:	Free and Healthy School Lunches Programme – Otago/ Southland Panel of Suppliers (Tranche 2)
Proposed Contract Type:	Master Services Agreement and Panel Agreement with Supplier Memorandum of Understanding with Schools
Purpose / Objectives	The objective of this procurement is for the Ministry to engage a panel of capable lunch suppliers for the Otago and Southland Region which schools in the programme can appoint a lunch supplier(s) of their choice. The purpose of this approach is: • ensure an open, fair and consistent process for all interested suppliers • create an attractive opportunity for suppliers, by being transparent about the volume of available work in the region • to have an efficient end to end process, minimising time and effort for schools and suppliers managing individual tendering/ quote process • minimise the commercial risk of schools entering into agreements with potentially unfavourable terms • ensure schools receive good value and quality The key outcomes that we want to achieve through the procurement are: • Having an established panel of capable lunch suppliers with immediate capacity to supply lunches to schools • A simple secondary selection for schools with some room to tailor the delivery to meet their individual requirements • Efficient and transparent contract management framework and payment/ invoicing process • A collaborative and simple relationship amongst all parties to share knowledge, insights and data to report on the status of the programme, and inform the future of the programme

Released under the Official Information Act 1982

How it will work



Note: A Memorandum of Understanding will be issued to each school in the programme to ensure they fulfil the reporting, privacy management and media obligations required of the Ministry

Released under the Official Information Act 1982

Background / Context	The Free and Healthy School Lunches Programme was announced by the Prime Minister in August 2019 as part of the Government's new Child Youth and Wellbeing Strategy. Up to 21,000 Year 1-8* students in around 120 schools will eventually benefit from this pilot by the beginning of 2021. This is a two- year pilot to trial different delivery models and approaches in a mix of school types and locations to understand what is involved in delivering a government-funded free and healthy school lunch programme. A decision will be made after two years about whether to continue or extend the programme. The Ministry is responsible for the delivery of the Free and Healthy School Lunches Programme from 2020 to the end of 2021.The Ministry is testing and evaluating various delivery models to better understand the requirements, costs, benefits, risks and challenges required to inform the Government on future decisions to extend or scale the programme. Some of the models that are being considered through the programme (but are not limited to) are schools making lunches in-house where a school has appropriate existing facilities, an individual school engaging an external supplier, a collection of schools engaging an external supplier or the Ministry engaging suppliers on behalf of schools. This procurement plan describes the latter approach. * There has been further funding approved for those Tranche 1 and 2 schools which also include Year 9-15 students.
Description of Requirement	The Ministry requires any interested suppliers to meet the following pre-conditions prior to evaluation: ✓ Have a registered and verified Food Control Plan (FCP)under the Food Act 2014 ✓ Have immediate capacity to provide healthy and nutritious lunches each day, for the required number of students in each school or cluster of schools. School rolls range from approximately 40 – 350 children daily, with an average size of 180 children. ✓ Have minimum public liability insurance of $1,000,000 **Services required:** a) Supply nutritious and healthy lunch options (drinks are no required) to suit students Year 1-15 during the school term which are: • Consistent with the Draft Ministry of Health – Healthy Food and Drink Guidance for Schools 2019 in Appendix 1 • Appetising, varied and are of age appropriate serving sizes • Where possible, made from locally sourced, seasonal product • Produced, handled, stored and transported that meets all food safety and H&S requirements • Where possible, minimises production waste and unnecessary packaging b) Provide a reliable, consistent and punctual service to ensure lunches are delivered to classrooms according to the schedule agreed with the school c) Engage with schools to understand student requirements, collect feedback to continuously improve lunch offering

Released under the Official Information Act 1982

d) Collect any necessary data, provide information or reports to the Ministry to support the Ministry's Evaluation framework. Below are some of the measures required:

i. Number of lunches prepared (per child serving), and if possible, breakdown of number of school lunches provided by type (e.g. 250 standard, 75 vegetarian, 10 GF, 12 non-dairy);
ii. Number of lunches taken by students (per child serving);
iii. A brief description about what was done with any leftover lunches;
iv. Any costs incurred for lunch outside of produce, if different from proposal (e.g. delivery and distribution costs);
v. Lunch menu (as an example week from the month).

e) Work collaboratively with other relevant agencies (e.g. Ministry of Health, DHBs) to ensure services align with their programmes/ requirements

f) Where possible, incorporate other wider benefits and broader outcomes to the provision of the services. Examples of these are:

- Innovation relevant to the service
- Supporting local suppliers
- Creating of job opportunities locally
- Providing the minimum of the living wage to employees
- Contributing to environmental sustainability
- Providing benefits to the community, school or families (e.g. food education)

For more information on the Government's priorities on broader outcomes: https://www.procurement.govt.nz/broader-outcomes/

Estimated volume of work:

Below are the schools in the Otago and Southland regions that have been selected in the programme to start in Term 2 2020. Some schools may still opt-out of the programme if they choose to provide lunches in house.

Otago Region

School Number	School Name	Region	Roll 1-4	Roll 5-8	Roll 9+	Roll Total
647	Bathgate Park School	Otago	92	98	0	**190**
648	Carisbrook School	Otago	166	171	0	**337**
3727	Concord School	Otago	53	28	0	**81**
3745	Halfway Bush School	Otago	34	17	0	**51**
3779	Musselburgh School	Otago	117	66	0	**183**
3801	Pine Hill School (Dunedin)	Otago	24	13	0	**37**

Released under the Official Information Act 1982

3785	Oamaru North School	Otago	57	19	0	**76**
2351	TKKM o Otepoti	Otago	22	15	0	**37**
					Total	**1146**

Southland Region

School Number	School Name	Region	Roll 1-4	Roll 5-8	Roll 9+	Roll Total
1625	Ascot Community School	Southland	173	142	0	**315**
548	Aurora College	Southland	0	128	287	**415**
2117	Fernworth Primary School	Southland	160	117	0	**277**
3986	Mataura School	Southland	77	50	0	**127**
2118	Newfield Park School	Southland	164	94	0	**258**
2116	New River Primary	Southland	129	87	0	**216**
4032	Tuturau Primary School	Southland	21	13	0	**34**
4217	Te Wharekura o Arowhenua	Southland	82	66	36	**184**
402	Waiau Area School	Southland	43	35	48	**126**
					Total	**1952**

* Numbers based on total enrolment numbers as of 1 July 2019 and may vary over duration of the contract. The Supplier will be provided actual numbers by the Ministry.

The Ministry does not guarantee work through the panel. The Ministry reserves the right to include more schools to the programme in Terms 3 and 4 2020 to the panel.

An individual school may appoint one or more suppliers to provide lunches. (E.g. Supplier A for Mon, Wed, Fri and Supplier B for Tues, Thurs.) However, this will be done in consideration of the Supplier's capacity and minimum order requirements.

Schools can engage a supplier for 3 terms and change suppliers in the following school term, as long as it is reflected in the SoW and/ or notice periods are adhered to.

Released under the Official Information Act 1982

Other requirements:

- Supplier's personnel (including those of all subcontractors) who are likely to have unsupervised (not chaperoned by a school staff member or parent) access to students at the School during normal school hours must be Police vetted (a review by the school Board of Trustees of a person's criminal conviction and other relevant information held by the New Zealand Police Vetting Service). An adverse police vet may result in the vetted person being refused access to the School.
- Depending on the approach proposed by the Supplier, the Supplier may be required to maintain during the Term of this Agreement a child protection policy that accords with the requirements of section 19 of the Vulnerable Children Act 2014 (the VC Policy). If the Supplier does not have in place a VC Policy as at the Commencement Date, it undertakes to adopt one as soon as practicable, but in any event no later than three months after the Commencement Date.
- The Supplier (including Supplier's and subcontractors' personnel) must comply with all legislative, Ministry and Supplier's health and safety requirements.

Capability:

Suppliers must be able to demonstrate the following capability:

- Experienced in food preparation and supplying meals to large numbers
- Organisational resource, operational and financial systems to manage the requirements of the contract
- Robust hiring, staff training and quality assurance processes to ensure food is consistently produced in accordance with the Food Act 2014, sanitation and legislative requirements relating to food preparation
- Where staff are entering into school grounds, staff are trained on school procedures including requirements under the Health and Safety Act, Vulnerable Children's Act or Police Vetting requirements
- Good relationship management approach and escalation process

Capacity:

Suppliers must be able to demonstrate the following capacity:

- Immediate facilities and resource to deliver to the minimum number of students
- A plan to scale up to their maximum capacity by Term 2 2020
- Contingency plan (e.g. staff illness, supply chain issues, inability to access schools)

Released under the Official Information Act 1982

Price:

The Ministry is seeking public value for money over the life of the contract.

The Supplier will be asked to demonstrate their best offer at the maximum value of $5 per student (including operational cost to deliver to students) by providing:

- A sample of healthy lunch menu over a week for that value
- A breakdown of pricing to the following components: food, packaging, delivery, distribution
- Other pricing options and benefits (e.g. Lower per head cost, volume discounts, environmentally friendlier packaging)
- Assumptions and considerations.

Contract requirements:

The following are the key outcomes that are to be delivered.

Description	Due Date
Healthy lunches that meet all Ministry requirements delivered to all students	At the agreed time, every school day over the term of the contract
Reporting and data collection submitted in the template required by the Ministry	By the end of each month
Invoices submitted in the format required by the Ministry	End of each month

Any significant changes to menus requires the approval of the Ministry to ensure it continues to meet the required nutritional guidelines.

Payment will be made monthly on invoice to the Ministry for the number of lunches delivered, with the correct Purchase Order number.

New Intellectual Property arising as a result of the Contract will be the property of the Ministry of Education.

RESEARCH

Details of Market Research Undertaken

The Ministry released an Advance Notice in the Otago/ Southland region through GETS to notify suppliers of the upcoming tender opportunity and to provide the high level pre-conditions suppliers must meet in order to participate in the tender and the food and nutritional guidelines.

14 suppliers have subscribed to the notice. They are:

Supplier name	Services	National/ Regional	Relevant
[redacted]			

s 9(2)(b)(ii)

Released under the Official Information Act 1982

s 9(2)(b)(ii)

[redacted]

7 of the 12 are suppliers relevant to the programme. Other suppliers who have shown interest in the programme and are current school lunch suppliers are:

s 9(2)(b)(ii)

There may be other local suppliers who may be interested to bid once the Ministry publicly announces the schools involved in the Tranche 2 programme.

As this is an industry that may not be familiar with Government tendering requirements, a supplier briefing session to meet with the procurement leader will be organised to ensure suppliers receive some support in understanding our requirements and smaller Supplier s are not disadvantaged or overwhelmed by the GETS process.

Details of Additional Analysis

The Ministry is currently running Tranche 1 schools under a devolved model, where schools can contract their individual supplier of choice. The learnings, questions and insights gathered from schools, Ministry delivery staff and suppliers have helped to inform the requirements of this procurement.

The findings so far that supports this centralised approach are:

1) The flexibility and choice required by schools is focused on the delivery approach (i.e. to carry out the service in house or by an external Supplier). Once a school decides to go down the route of contracting an external Supplier, schools appear to be less particular about having

Released under the Official Information Act 1982

	a customised approach. To date, the engagements and proposed delivery approach has been supplier led. 2) Schools currently require heavy Ministry support and involvement to lead and manage the procurement process and conversations with suppliers. Through the work down in the School Buying Strategy, we know that many schools lack the time and capability to carry out robust procurement processes. 3) It is feasible for most suppliers to provide a quality lunch for $5 per head. There is room to either get better value through the lunch offering, better service or for the supplier to incorporate broader outcomes to the service. (i.e. recyclable/ reusable packaging, social enterprise)
CONTRACT TERM	
Contract Term	**Master Services and Panel Agreement Term:** Start Date: 13 March 2020 End Date: 12 March 2022 **Statement of Work with schools:** Start Date: 28 April 2020 (Start of Term 2) End Date: 31 December 2021 Schools may wish to appoint a supplier on a 3 terms + 4 term basis.
Number of and Length of Additional Terms	1 additional term of 2 years for the Master Services and Panel Agreement should the Lunch Programme is extended or scaled up. This enables panel suppliers to continue to provide services to the region without having to run another open tender process. No additional terms on the SOW
Maximum Contract Term	4 years
ESTIMATED VALUE	
Procurement Value:	**Initial term:** The maximum total value of the procurement over the period of 1 year and 3 terms is $5m. This is based on enrolment numbers below, inclusive of students Year 9-15 who are enrolled at the school.

School name	Region	Student numbers	Contract value over life of programme (195 days per school year)
Bathgate Park School	Otago	190	$324,188
Carisbrook School	Otago	337	$575,006
Concord School	Otago	81	$138,206
Halfway Bush School	Otago	51	$87,019
Musselburgh School	Otago	183	$312,244

Released under the Official Information Act 1982

Pine Hill School (Dunedin)	Otago	37	$63,131
Oamaru North School	Otago	76	$129,675
TKKM o Otepoti	Otago	37	$63,131
		1146	**$1,692,600**

School name	Region	Student numbers	Contract value over life of programme (195 days per school year)
Ascot Community School	Southland	315	$537,469
Aurora College	Southland	415	$708,094
Fernworth Primary School	Southland	277	$472,631
Mataura School	Southland	127	$216,694
Newfield Park School	Southland	258	$440,213
New River Primary	Southland	216	$368,550
Tuturau Primary School	Southland	34	$58,013
Te Wharekura o Arowhenua	Southland	184	$313,950
Waiau Area School	Southland	126	$214,988
		1952	**$3,330,602**

Potential renewal: If the right of renewal is taken up, there is a further value of $5m

Total value of the procurement: $10 million over 4 years

Cost code	Funding will be allocated from Director of Education - Special Projects (Non Dept). The cost code is: RC charge: 3-7101-2517-9999-368

STAKEHOLDERS

Internal Stakeholders

Stakeholder	Responsibility, requirements, desired outcomes
Sector Enablement and Support - Director, Special Projects	Business Owner, directly responsible for the budget and overall delivery of the programme
- Director of Education and Delivery Manager	Main point of contact between schools and the Ministry, potentially Contract manager.

Released under the Official Information Act 1982

• Evidence, Data and Knowledge	Responsible for data collection throughout the programme to report and inform future of the programme
• Procurement and Legal	Responsible for the procurement process and contractual framework
• GM Communications, Strategy Planning and Governance • Investing in Educational Wellbeing, Education System Policy	Responsible for communication strategy and day to day management between Ministry, schools and other stakeholders
Health and Safety	Are there any significant Health and Safety considerations that need to be undertaken? The procurement of a particular good or service should not introduce any risks to the health and safety of employees and/or third parties.
External Stakeholders	
Department of Prime Minister and Cabinet	Overarching Sponsor for the Programme. Keen interest in the delivery of lunches to schools by the anticipated start date and the success and benefits of the programme on the students.
School Board of Trustees in programme	Recipient of the lunch provision. Interest in ensuring their requirements can be fulfilled by the panel Supplier s.
Lunch Suppliers	Interest in ensuring the Ministry carries out a fair process.
Ministry of Primary Industries (MPI), Ministry of Health and Heart Foundation	Other government agencies providing advice and guidelines on Food Safety, Food Act 2014 and nutritional guidelines for schools
PROCUREMENT STRATEGY	
What procurement method are you planning to use?	**Open Process (one stage)** The services will be procured through an open process RFX advertised on GETS.
EXEMPTION DETAILS	
Is there an exemption required?	*No*

Released under the Official Information Act 1982

ROLES and RESPONSIBILITIES			
	Name	**Title**	**Group**
Procurement Lead	*Jane Lim*	Strategic Procurement Specialist, Schools	Education Infrastructure Services
Procurement Owner	*Laurence Pidcock*	Chief Procurement Officer	Business Services and Support
Business Lead	*Lucy Lawrence*	Project Manager	Sector Enablement and Support
Business Owner	*Jann Marshall*	Director of Education, Special Projects	Sector Enablement and Support
Contract Owner (if different from Business Owner	*TBC*		
Specialist Advisors	*Tim Mallon*	Senior Solicitor	SPG Ministry of Health Ministry of Primary Industries

Document / Activity	**Approval Authority**
Procurement Plan	Procurement Owner / Business Owner
Conflict of Interest Management Plans	Procurement Owner
RFx document (prior to release)	Procurement Owner / Business Owner
Evaluation Workbook	Procurement Owner / Business Owner
Notices (e.g. clarifications)	Procurement Lead / Business Lead
Exclusion of a proposal from evaluation	Business Lead / Business Owner
Selection of Preferred Supplier	Business Owner / Procurement Owner
Final form of contract	Procurement Owner / Business Owner
Contract signatory	Business Owner
Contract Management Plan	Business Owner

TIMELINE			
	Task	**Responsible**	**Due Date**
Go to market	Approve procurement plan and tender documents	Jane Lim	18 Dec 2019
	Approve tender documents	Jane Lim	20 Dec 2019

Released under the Official Information Act 1982

	Publish RFP on GETS	Jane Lim	20 Dec 2019
	Supplier briefing	Jane Lim	17 Jan 2020
	Final date for clarification requests from Suppliers	Jane Lim	20 Jan 2020
	Final date to respond to clarification requests	Lucy Lawrence	24 Jan 2020
	RFP Closing Date Final date for the acceptance of late Proposals in GETS	Jane Lim	5 February 2020
Evaluation	Evaluation team briefing	Jane Lim	10 Feb 2020
	Individual Evaluations	Evaluation team	10 Feb – 20 Feb 2020
	Moderation Meeting	Jane Lim Evaluation team	21 Feb 2020
	Recommendation Report approved	Jane Lim	28 Feb 2020
Contract negotiations and Award	Contract negotiations concluded and participating Suppliers advised	Jane Lim	2 March 2020 – 12 March 2020
	Contract awarded/signed/ published on GETS	Jane Lim	12 March 2020
	Master Services Contract start date	Jane Lim	13 March 2020
Secondary Process	School carries out secondary process	Schools	16 March – 9 April 2020
	School appoints Supplier	Schools	10 April 2020
	Supplier starts delivery	Supplier	28 April 2020
Close-out	Debriefs completed	Jane Lim	1 May – 1 June 2020

EVALUATION			
Evaluation Team	**Role**	**Name**	**Job Title**
	Chair	Jane Lim	Strategic Procurement Specialist, Schools

Released under the Official Information Act 1982

	Evaluator	Lucy Lawrence	Project Manager
	Evaluator	Mary Geary	Manager Education, Otago-Southland
	Evaluator	Chris Nielsen/ Samantha Vernon	Principal Adviser – Service Delivery
	Evaluator	TBC	Principal Adviser – Service Delivery, Otago-Southland
	Evaluator	TBC	Ministry of Health representative
	Evaluator	Potentially	Ministry of Primary Industries representative

Evaluation Weightings

	Weighting	Key criteria
Proposed solution	40%	Understanding of the requirement End to end approach of delivering a lunch service Waste management and environmental sustainability Quality Assurance and Risk Management Relationship management and reporting Innovation, value-add, broader outcomes
Capability	20%	Organisational structure and capability Track record in delivering similar services Staff capability and training
Capacity	20%	Facilities and resource Contingency
Price	20%	Value for money based on menu options and service offering

Evaluation Method

Weighted Attribute

a. A Proposal may be excluded from further evaluation/selection if it scores four or less (deficient or unacceptable) for any evaluation criteria.

b. Proposals that meet a score of five and above for all criteria will be deemed successful.

Released under the Official Information Act 1982

	c. If there is insufficient supplier capacity or coverage to meet the school requirements, the Ministry reserves the right to add more suppliers to the panel through a quote process. Selection to the panel does not guarantee work. The secondary selection carried out by the school determines the volume of work for the panel supplier.		
Scoring	EXCELLENT – significantly exceeds our requirements	Exceeds the requirement. Exceptional demonstration by the Supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods, services or works. Response identifies factors that will offer potential added value, with supporting evidence.	9-10
	GOOD – exceeds our requirements in some aspects	Satisfies the requirement with minor additional benefits. Above average demonstration by the Supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods, services or works. Response identifies factors that will offer potential added value, with supporting evidence.	7-8
	ACCEPTABLE – meets the requirements at a minimal level	Satisfies the requirement. Demonstration by the Supplier of the relevant ability, understanding, experience, skills, resource, and quality measures required to provide the goods / services, with supporting evidence.	5-6
	MINOR RESERVATIONS – marginally deficient	Satisfies the requirement with minor reservations. Some minor reservations of the Supplier's relevant ability, understanding, experience, skills resource and quality measures required to provide the goods, services or works, with little or no supporting evidence.	3-4
	SERIOUS RESERVATIONS – significant issues that need to be addressed	Satisfies the requirement with major reservations. Considerable reservations of the Supplier's relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods, services or works, with little or no supporting evidence.	1-2
	UNACCEPTABLE – significant issues	Does not meet the requirement. Does not comply and/or	0

Released under the Official Information Act 1982

	not capable of being resolved	insufficient information provided to demonstrate that the Supplier has the ability, understanding, experience, skills, resource & quality measures required to provide the goods, services or works, with little or no supporting evidence.	

DUE DILIGENCE	
Due Diligence to be Conducted	Initial review of all Proposals. Any due diligence concerns will be noted and the Evaluation Team will be advised prior to final selection of a Preferred Supplier. Further due diligence will be conducted as determined by the Evaluation Team. Due diligence will involve investigation into whether entering into a contract with a Supplier may expose the Ministry to significant risk including in relation to: • validity of the Proposal • a Supplier's financial viability • a Supplier's ownership/structure • a supplier's business practices • Director status statements • disputes with the Ministry
CONFLICT OF INTEREST	
Process	All personnel involved in the procurement process must submit a completed Conflict of Interest and Confidentiality Agreement upon commencement of their involvement. All involved personnel are required to immediately report any Conflict of Interest that arises at any time during the procurement process (including once participating Suppliers have been identified). For each Conflict of Interest identified, a Conflict Management Plan must be approved by the Procurement Owner (or the Procurement Owner's manager for any Conflict of Interest relating to the Procurement Owner).
RISK ASSESSMENT	

		THREATS CONSEQUENCE			
		Minor	**Moderate**	**Major**	**Severe**
LIKELIHOOD	**Almost Certain**	Medium	High	Extreme	Extreme
	Likely	Low	High	High	Extreme
	Possible	Low	Medium	High	High
	Unlikely	Very Low	Low	Medium	High
	Rare	Very Low	Low	Medium	Medium

Released under the Official Information Act 1982

Risk	Treatment	Rating
Schools unable to contract a Supplier by Term 2, Day 1 due to a time delay	Sufficient time has been factored into the tender process to allow for delays. Majority of the due diligence and tendering work will be done by the Ministry, and therefore the process for schools to decide on a supplier should be fairly quick and simple. Schools will be given 3 weeks to liaise with suppliers before the school holidays.	Medium
Insufficient number of successful suppliers to meet the volume	Most of the Suppliers who have shown interest are medium-large organisations. This allows us to fill most of the capacity requirements, and also have smaller organisations be part of the panel.	Medium
Suppliers are unable to provide the service based on the budget available	From discussions with other school lunch Suppliers, we know that $5 per head is achievable	Very low
Smaller Suppliers may feel they do not have a chance to be part of the process	We have allowed the tender to be open for 28 business days instead of the 18 business days. We will also provide the opportunity for suppliers to speak to procurement to guide them through the templates	Low

HEALTH AND SAFETY / CHILDREN'S ACT	
Are there any significant Health and Safety considerations that need to be undertaken? The procurement of a particular good or service should not introduce any risks to the health and safety of employees and/or third parties.	Suppliers will be asked to provide a company Health and Safety policy as part of the RFP. Depending on the delivery approach of the Supplier, the Supplier may have direct contact with children, in the presence of school staff. Children's Act policy compliance will be stipulated in the terms and conditions of the contract, and will include: • Supplier maintaining during the terms of the contract a child protection policy that accords with the requirements of section 19 of the Children's Act 2014. Policy to be provided. • The Supplier undertakes to ensure its Children's Policy is reviewed on a regular basis. All people involved in delivery or running of the Service will be safety checked prior to any engagement with students, in accordance with Part 3 of the Children's Act 2014. Failure to comply will constitute a breach of contract. Evidence to be provided.

Released under the Official Information Act 1982

PRIVACY ASSURANCE	
How you will get assurance that privacy will be appropriately managed during this contract?	The Master Services Agreement states the following: **14.1 Confidentiality obligations** Subject to clause 14.2, each party will keep the other party's Confidential Information in the utmost confidence, and will not use or disclose that Confidential Information except as permitted by this Agreement. **14.3 Privacy** To the extent applicable to its activities in connection with this Agreement, the Supplier will comply with all aspects of privacy and data protection legislation governing the collection, use, security and storage of personal information. A supplier may not have access to individual student's dietary requirements if the distribution is managed by the school. (e.g. nut allergy, halal requirements) This has been deemed as a low privacy risk as this information should be known for the safety and respect of the child.
PROBITY ASSESSMENT	
Probity risk summary and recommendation	**Recommendation and Rationale** Low/very low – Manage probity through the standard procurement process (Procurement Lead responsible)
PROCUREMENT PLAN APPROVAL (Approvals)	
Procurement Owner	Laurence Pidcock 15.12.2019
Business Owner	Jann Marshall 18/12/19
Business Sponsor and Deputy Secretary*	Katrina Casey 19/12/19

*Deputy Secretary sign off of this Procurement Plan approves the issue of this requirement to the market, and approves the Business Owner to execute the final contract (and Optional Extensions) on the basis that the contract does not exceed the value, timeframes, or scope as detailed in this Procurement Plan and attached draft Statement of Work.

Released under the Official Information Act 1982

Document 14

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

MEMO

To:	Katrina Casey, Deputy Secretary Sector Enablement and Support
From:	Jann Marshall, Director of Education, Special Projects
Cc:	Lucy Lawrence, Programme Manager, Special Projects
Date:	12 March 2020
Subject:	**Approval for School Lunches Panel**

Purpose

The purpose of this memo is to seek your approval to accept the panel recommendation that we proceed to negotiate with the identified suppliers with a view to contracting them.

Background

On 19 December 2019 you approved the Procurement plan for the open tender of the school lunch programme for Otago/Southland.

On 24 February the Evaluation panel comprising national and regional office staff, Ministry for Primary Industries and the Ministry of Health met to consider the proposals submitted by prospective suppliers. The recommendation report has been approved by the Chief Procurement Officer.

Next steps

The Procurement team will negotiate with identified suppliers to draw up a master agreement. Schools will then be able to select from a panel of pre-approved suppliers. Regional staff supported by the procurement team will work with schools and suppliers to develop and agree on a statement of work.

Delegations

The total value of the procurement is circa $5 million dollars over 21 months and therefore falls within the financial delegations of the Deputy Secretary.

Recommendations

It is recommended that you:

a) **Approve** the team proceed to the next phase of negotiating with suppliers to identify the panel from which schools can select their lunch provider.

Yes/ No

b) **Sign** the evaluation report.

Katrina Casey
Deputy Secretary
Sector Enablement and Support

Released under the Official Information Act 1982

Ministry of Education
Evaluation Panel Recommendation

Free and Healthy School Lunches Programme

Otago/ Southland Panel of Suppliers
Ref: MOE06898

Document development control	
	Jane Lim
Position / title:	Strategic Procurement Specialist- Schools
	Education Infrastruc
Document version:	2.0
	4/3/2020
Status:	final for approvals

Contents

Approvals **3**

Summary **5**

Requirements **5**

Our requirements 5

Contract dates 5

Evaluation panel **6**

Conflicts of Interest **6**

Evaluation methodology **6**

Evaluation method 6

Evaluation criteria and weightings 7

Due diligence 8

Bids from suppliers **9**

Bids received 9

Summary of evaluation 10

Summary of strengths and weaknesses 10

Due diligence **11**

Summary of due diligence 11

Additional process 12

Recommended suppliers 12

Recommended supplier's contract price 13

Budget approval 14

Negotiation recommendations **14**

Appendix 1: Signed Procurement Plan **15**

Appendix 2: Specification of Requirements **16**

Appendix 3: Final evaluation spreadsheet **17**

Released under the Official Information Act 1982

Acronyms

The following acronyms are used in this document.

Acronym	Term
RFP	Request for Proposal
FHSL	Free and Healthy School Lunches

Approvals

Recommendation endorsement

The voting members of the evaluation panel			
Approval that all bids were evaluated as planned. Endorse the panel recommendation/s.			
Name:	**Position / title:**	**Signature:**	**Date:**
Lucy Lawrence	Project Manager		9th March 2020
Chris Nielsen	Principal Advisor Service Delivery, Rotorua		09/03/2020
Samantha Vernon	Principal Advisor, Hawkes Bay		9/03/2020
Mary Geary	Manager Education, Otago Southland	Mary Geary	09.03.2020
Kristen D'Silva	Advisor, Nutrition and Physical Activity -Public Health		10.03.20
Chris Hewins (Non-voting, advisor to pre-condition regarding Food Safety)	Specialist Advisor, New Zealand Food Safety	Chris Hewins	10.03.20

Approval of the evaluation panel recommendation

Procurement Manager		
Approval:	The evaluation of bids has been carried out as planned and according to Ministry procurement policies, and the selection of suppliers accurately reflects the panel's conclusions.	
Name:	Laurence Pidcock	
Position/title:	Chief Procurement Officer	
Signature:		**Date:** 11.03.20

Released under the Official Information Act 1982

Acceptance of the recommendation and authority to negotiate

Project sponsor / business owner		
Endorsed by:	Jann Marshall, Director of Education, Special Projects	
Delegated Financial Authority		
Approval to:	Accept the panel recommendation/s and proceed to negotiate with the recommended suppliers with a view to contracting them as suppliers	
Name:	**Katrina Casey**	
Position/title:	**Deputy Secretary, Sector Enablement and Support**	
Signature:		**Date:** 12/3/20

Released under the Official Information Act 1982

Summary

Background

This evaluation panel recommendation builds upon the procurement plan dated 18 December 2019 with document reference Appendix 1.

What we are buying and why

- This recommendation relates to the purchase of Otago/ Southland Panel of Lunch Providers for the Free and Healthy School Lunches Programme.
- The key objective of the procurement is to engage a panel of capable lunch suppliers for the Otago and Southland Region which schools in the programme can appoint a lunch supplier(s) of their choice
- The outcomes that the procurement aims to achieve are:
    a. Having an established panel of capable lunch suppliers with immediate capacity to supply lunches to schools
    b. A simple secondary selection for schools with some room to tailor the delivery to meet their individual requirements
    c. Efficient and transparent contract management framework and payment/ invoicing process
    d. A collaborative and simple relationship amongst all parties to share knowledge, insights and data to report on the status of the programme, and inform the future of the programme.

Requirements

Our requirements

- In summary we require a panel of capable suppliers to:
    a) Supply nutritious and healthy lunch options (drinks are not required) to suit students Year 1-15 during the school term that meet nutritional and food safety requirements
    b) Provide a reliable, consistent and punctual service to ensure lunches are delivered to classrooms according to the schedule agreed with the school
    c) Engage with schools to understand student requirements, collect feedback to continuously improve lunch offering
    d) Collect any necessary data, provide information or reports to the Ministry to support the Ministry's Evaluation framework.
    e) Work collaboratively with other relevant agencies (e.g. Ministry of Health, DHBs) to ensure services align with their programmes/ requirements
    f) Where possible, incorporate other wider benefits and broader outcomes to the provision of the services.
- A detailed statement of our requirements is contained in *Appendix 1.*

Contract dates

- We require the Master Services Agreement and Panel Agreement to start by 18 March 2020.
- The initial term will be 2 years and the contract is due to expire on 17 March 2022.
- There is an option to extend the contract term by two years if the programme is extended or scaled up. This may be subject to negotiation.

Released under the Official Information Act 1982

- Individual Statement of Works will be issued upon confirmation of engagement between the panel supplier and a school. The anticipated start date is 28 April 2020, expiring on 31 December 2021.

Evaluation panel

A cross-functional team of participants was involved in the evaluation of bids and recommending the supplier.

Non-voting members

Role	Name	Organisation
Chair of evaluation panel:	Jane Lim	Ministry of Education
Official liaison officer:	Linh Tong	Ministry of Education
Food Safety advisor:	Chris Hewins	Ministry for Primary Industries
Programme Evaluation advisor:	Patricia Vermillion-Price	Ministry of Education

Voting members

Representative/s	Name	Organisation
Business group/owner:	Lucy Lawrence	Ministry of Education
User group/beneficiary:	Chris Nielsen Samantha Vernon Mary Geary	Ministry of Education
Subject matter expert:	Kristen D'Silva	Ministry of Health

Conflicts of Interest

All evaluation team members completed a conflict of interest and confidentiality form.

s 9(2)(a) declared a perceived conflict of interest as s 9(2)(a) runs a business that produces fruit bars and meals. The company however, does not provide lunch services and is not one of the suppliers involved in the RFP or in competition with any of respondents to the RFP. s 9(2)(a) has declared this COI to the Ministry when appointed to the role of s 9(2)(a) to the programme.

It is confirmed that the outcome of the evaluation was not influenced by any conflict of interest.

No other conflicts were declared.

Evaluation methodology

Evaluation method

- The evaluation model that was used is weighted attribute (weighted score).
- Price was a weighted criterion. However, respondents were not ask to provide a fixed price, rather to demonstrate the value they can provide for the budgeted price per head and to provide a breakdown of the price.

Released under the Official Information Act 1982

A Proposal could be excluded from further evaluation/selection if it is scores four or less (deficient or unacceptable) for any evaluation criteria.

Panel Selection Method

Proposals that met a score of five and above for all criteria were appointed to the panel.

Selection to be on the panel does not guarantee work. The secondary selection carried out by the school determines the volume of work for the panel supplier.

If there is insufficient supplier capacity or coverage to meet the school requirements, the Ministry reserves the right to add more suppliers to the panel.

Evaluation criteria and weightings

Each supplier must meet the all of the following pre-conditions before its bid was considered for evaluation on its merits.

Pre-conditions

1.	Supplier has a registered and verified Food Control Plan in accordance with the Food Act 2014
2.	Supplier has immediate capacity to provide healthy and nutritious lunches daily, for the required number of students in each school or cluster of schools. School rolls range from approximately 40 – 350 children, with an average size of 180 children.
3.	Supplier has minimum public liability insurance of $1,000,000

Having met all of the preconditions, qualifying bids were evaluated on their merits using the following evaluation criteria and weightings. Please note that this model includes price as a weighted criterion.

Evaluation criteria

Criterion	Weighting
1. Proposed solution (fit for purpose)	**40%**
Understanding of requirement	
Approach and methodology	
Environmental Sustainability	
Data collection and reporting	
Innovation, value-add, broader outcomes	
2. Capability of the Respondent to deliver	**20%**
Organisational structure	
Track record in delivering similar services	
Relationship management and escalation process	
Staff capability, recruitment and training	
3. Capacity of the Respondent to deliver	**20%**
Facilities and resource	
Contingency	
4. Value for money	**20%**

Released under the Official Information Act 1982

Quality and value of offering	
Additional benefits	
Total weightings	100%

In evaluating suppliers' bids against the criteria, the panel used the following rating scale.

Rating scale

Description	Definition	Rating
Excellent	Exceeds the requirement. Exceptional demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	**9-10**
Good	Satisfies the requirement with minor additional benefits. Above average demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. Response identifies factors that will offer potential added value, with supporting evidence.	**7-8**
Acceptable	Satisfies the requirement. Demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with supporting evidence.	**5-6**
Minor reservations	Satisfies the requirement with minor reservations. Some minor reservations of the supplier's relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with little or no supporting evidence.	**3-4**
Serious reservations	Satisfies the requirement with major reservations. Considerable reservations of the supplier's relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with little or no supporting evidence.	**1-2**
Unacceptable	Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the supplier has the ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with little or no supporting evidence.	**0**

Due diligence

The following verification matrix was used as part of the evaluation and due diligence process. The table shows how elements of the criteria were verified by the panel.

Released under the Official Information Act 1982

Verification table

Evaluation & due diligence options	Criteria		
	Fit for purpose	Ability to deliver	Value for money
Food Control Plan check	✓	✓	✓
Written offer / tender documents	✓	✓	✓
Buyer clarifications of offer	✓	✓	✓
Reference checks	✓	✓	✓
Audited accounts/ credit check		✓	
Companies office check		✓	
Accepts proposed conditions of contact		✓	
Police / security check		✓	

Bids from suppliers

Bids received

Suppliers that have bid for this contract

Name of supplier	Met procedural requirements	Met mandatory pre-conditions
s 9(2)(b)(ii) [redacted]		

Supplier not shortlisted

Name of supplier	Reason for not shortlisting
s 9(2)(b)(ii) [redacted]	

Released under the Official Information Act 1982

Summary of evaluation

Suppliers shortlisted for evaluation

The following suppliers met all pre-conditions and were taken through to evaluation.

Name of supplier	Proposed Solution (40%)	Capability (20%)	Capacity (20%)	Value for money (20%)	Overall score
s 9(2)(b)(ii)					

Summary of strengths and weaknesses

Summary of each short-listed supplier's relative strengths and weaknesses.

Name of supplier	Strengths	Weaknesses
s 9(2)(b)(ii)		

Released under the Official Information Act 1982

s 9(2)(b)(ii)

[redacted]

Due diligence

Summary of due diligence

Due diligence for shortlisted suppliers

Name of supplier	Nature of due diligence and results

s 9(2)(b)(ii)

[redacted]

Release Official Information Act 1982

s 9(2)(b)(ii)

[redacted]

Additional process

- Following the first moderation meeting, the evaluation panel requested further clarification from s 9(2)(b)(ii) [redacted] for more detail to their sample menu.
- s 9(2)(b)(ii) [redacted] responded to the Ministry's clarification question by the deadline on Wednesday 26th February 2020 5pm.
- The response was sent to the evaluation panel for review.
- The Evaluation team reconvened on the 27th February 2020 to review their scores based on the additional information. Mary Geary was absent from the meeting.
- The other Evaluation team agreed on the outcome of the scores.
- Mary was briefed in writing on the process and outcome. Mary has confirmed she agrees with the process carried out and the outcome of the meeting.

Panel recommendation

Recommended suppliers

- The panel recommends the following suppliers as representing the best value-for-money over the whole-of-life. The panel recommends that the Ministry enters into negotiations with the recommended suppliers with a view to contract.

  s 9(2)(b)(ii) [redacted]

- The panel has capacity to service all Term 2 schools. (i.e. No school is left without a provider)
- This recommendation is subject to further reference checks and credit checks.
- This decision is based on suppliers meeting the following requirements:
  - ✓ Food Safety Act 2014 requirements, including having a verified Food Control Plan and a good track record in relation to Food Safety Standards.
  - ✓ Having an acceptable understanding of the programme, nutritional requirements, methodology and approach to the end to end of process of delivery of lunches to schools in the Otago/ Southland region

Released under the Official Information Act 1982

- ✓ Acceptable track record and capability of delivering lunches at scale
- ✓ Appropriate amount of resource, facilities and contingency to provide quality, continuous service
- ✓ Acceptable sample menu that demonstrates quality and value for money

- In the event that the Ministry is unsuccessful in negotiating a contract with any of the recommended suppliers, the evaluation panel recommends reviewing the total capacity of the panel suppliers to identify gaps in service delivery to the selected schools and will work with the current panel suppliers to fulfil those gaps. If still unable to meet the capacity requirements, the Ministry will carry out a closed tender process with local suppliers. New suppliers will be subject to the same level of evaluation and due diligence as those who have been through the RFP.

Recommended supplier's contract price

As stated in the procurement plan, the maximum total value of the contract for Term 2 schools is **$5 million**, based on $5 per head excluding GST at 195 days per school year. All recommended suppliers have demonstrated their ability to deliver lunches that meet the requirements for that value.

At this point we are unable to calculate the contract value of individual suppliers, as it is the school's decision to select their supplier of choice from the panel. However, below is the maximum **potential** contract value for an individual supplier based on the supplier's region of interest, number of students in that region and the supplier's stated maximum capacity.

Table 1: Panel supplier's area of interest and capacity

Region	No. of Schools	No. of Students	s 9(2)(b)(ii)
Dunedin	7	916	[redacted]
Oamaru	1	76	[redacted]
Invercargill	6	1665	[redacted]
Mataura	1	127	[redacted]
Tuturau	1	34	[redacted]
Tuatapere	1	126	[redacted]
	RFP Response	Min Capacity	[redacted]
		Max Capacity	[redacted]
	Potential contract value (7 school terms) based on supplier maximum capacity and eligible students		[redacted]

Released under Official Information Act 1982

s 9(2)(b)(ii) [redacted]

Budget approval

Budget approval for the total costs over whole-of-life has been given by Katrina Casey, Deputy Secretary of Sector Enablement and Support who has approved the budget on 19 December 2019. This approval is up to a maximum spend of $10 million over 4 years.

Negotiation recommendations

The panel recommended addressing various points in the negotiations. These recommendations will be included in the negotiation plan to be developed.

s 9(2)(b)(ii) [redacted]

As stated in the procurement plan, the Deputy Secretary sign off of the procurement plan approves the Business Owner to execute the final contract (and optional extensions) on the basis the contract does not exceed the value, timeframes or scope as detailed in the Procurement Plan and draft contracts.

Released under the Official Information Act 1982

Appendix 1: Signed Procurement Plan

2019 12 20 SIGNED - Procurement Plan for

Released under the Official Information Act 1982

Appendix 2: Specification of Requirements

Free+and+Healthy+
School+Lunches_RFP

Released under the Official Information Act 1982

Appendix 3: Final evaluation spreadsheet

FREE AND HEALTHY SCHOOL LUNCHES TERM 2 RFP

Final Moderated Scoresheet

Date: 27 February 2020

s 9(2)(b)(ii)

	No. of Schools/ (No. of	7 (916)	1 (76)	6 (1665)	1 (127)	1 (34)	1 (126)								
		Min Capacity	500	Min Capacity	N/A	Min Capacity	800 (2 days)	Min Capacity	50	Min Capacity	50	Min Capacity	40	Min Capacity	30
		Max Capacity	2818	Max Capacity	1600	Max Capacity	2000	Max Capacity	400	Max Capacity	200	Max Capacity	(300,300,200,100,200)	Max Capacity	150
Criteria	**Weighting**														
Proposed Solution	**40%**	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score
Understanding of requirement	5%	7.00	3.50	7.00	3.50	5.00	2.50	6.00	3.00	6.00	3.00	6.00	3.00	6.00	3.00
Approach and methodology	25%	7.00	17.50	7.00	17.50	5.00	12.50	5.00	12.50	5.00	12.50	5.00	12.50	5.00	12.50
Environmental Sustainability															
Data collection and reporting	10%														
Innovation, value-add, broader outcomes		6.00	6.00	6.00	6.00	4.00	4.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
			27.00		27.00		19.00		20.50		20.50		20.50		20.50
Capability of the Respondent to deliver	**20%**	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score
Organisational structure	5%	7.00	3.50	7.00	3.50	4.00	2.00	7.00	3.50	7.00	3.50	7.00	3.50	7.00	3.50
Track record in delivering similar services	5%	7.00	3.50	7.00	3.50	4.00	2.00	7.00	3.50	7.00	3.50	7.00	3.50	7.00	3.50
Relationship management and escalation process	5%	7.00	3.50	7.00	3.50	4.00	2.00	7.00	3.50	7.00	3.50	7.00	3.50	7.00	3.50
Staff capability, recruitment and training	5%	7.00	3.50	8.00	4.00	5.00	2.50	6.00	3.00	6.00	3.00	6.00	3.00	6.00	3.00
			14.00		14.50		8.50		13.50		13.50		13.50		13.50
Capacity of the Respondent to deliver	**20%**	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score
Facilities and resource	15%	7.00	10.50	7.00	10.50	5.00	7.50	6.00	9.00	6.00	9.00	6.00	9.00	6.00	9.00
Contingency	5%	7.00	3.50	7.00	3.50	4.00	2.00	5.00	2.50	5.00	2.50	5.00	2.50	5.00	2.50
			14.00		14.00		9.50		11.50		11.50		11.50		11.50
Value for money	**20%**	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score	Score (1-10)	Weighted Score
Quality and value of offering	20%	4.00	8.00	7.00	14.00	5.00	10.00	6.00	12.00	6.00	12.00	6.00	12.00	6.00	12.00
			8.00		14.00		10.00		12.00		12.00		12.00		12.00
TOTAL			53.00		68.50		47.00		57.50		57.50		57.50		57.50
SELECTED?			YES		YES		NO		YES		YES		YES		YES

Evaluation and selection criteria

Proposals that meet a score of five and above for all criteria will be appointed to the panel.

A Proposal may be excluded from further evaluation/assessment if it is assessed four or less (deficient or unacceptable) for any evaluation criteria.

Released under the Official Information Act 1982

Document 15

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Free and Healthy School Lunches Programme – Status Report to 23 March, 2020

Programme Details					
Programme Purpose	Provide free and healthy lunches for years 1-8 students in 120 selected schools Test and evaluate service delivery models			Governing Body	Programme Board
Business Owner	Jann Marshall, Director of Education – Special Projects			Programme Manager	Lucy Lawrence
Programme Start Date	August 2019	End Date	December 2021	Reporting Date	23 March 2020

Programme Status			
	Previous	Current	Status Commentary
Overall Status	n/a	A	**Tranche 1:** As of 23 March, 40 schools have started their lunch programme in Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiariki. We are reviewing if and how we continue operations given school closures due to Covid-19. **Tranche 2:** Contract negotiations with 7 suppliers (4 are franchises) went well on 20 March. At this stage we are intending to notify Otago/Southland schools about the panel of suppliers by 25 March with the clear message that the timing of when they start to negotiate is up to them. **Tranche 3:** A total of 51 schools have been selected for starting in Terms 3 and 4. Hawke's Bay/Tairāwhiti schools were invited last week and there has been a really favourable response. With these invitations we have been mindful of the Covid-19 situation and we are not asking schools for an immediate response. Bay of Plenty/Waiariki has postponed their invitations to schools due to the pressure they are under due to Covid-19.
Benefits	n/a	G	Reduction in Food Poverty for those in the pilot Evaluation of the programme assessing success criteria and future viability
Scope	n/a	G	Up to 21,000 students by start of 2021
Schedule	n/a	A	**Tranche 1**: 40 schools are delivering lunches to approximately 7,000 students as of 23 March. The last two schools in this Tranche have indicated that they will start in Term 2. **Tranche 2:** Open tender for Tranche 2 is on-track. Contracts with the panel of suppliers are expected to be finalised this week. Start dates for Tranche 2 are likely to be moved to the second half of Term 2 at this stage. **Tranche 3:** Timings for Tranche 3 may be pushed out due to Covid-19 to start no earlier than the middle of Term 3. The selected schools in Hawke's Bay/Tairāwhiti have been invited. We are reviewing the timings of open tender process, which was due to get underway next week.
Stakeholders	n/a	G	Continued engagement with Stakeholders including: MOH, MPI, NZSTA, MSD, KidsCan, Fruit in Schools and Kickstart. All groups engaged to date continue to be supportive and helpful
Budget	n/a	G	Budget reforecasting is completed. An education report for budget transfer and the next drawdown is prepared and will be submitted in May.

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Risk	n/a	A	**Tranche 1:** Some smaller suppliers are at risk and may not remain in business due to Covid-19. If schools are closed for a significant period and we suspend the lunch programme they will likely close. This will require a re-set **Tranche 2 and 3:** There is a risk that the start times for these tranches are delayed due to Covid-19. The implementation plan and timings for subsequent tranches will be reconsidered.
Resources	n/a	A	The project team continues to work closely with various teams across the Ministry with significant input from staff from ESP, EDK, BE and S (Procurement) and Comms. Recruitment for Principal Advisor roles in Otago/Southland and Hawke's Bay/Tairāwhiti regions is underway. This may be delayed.

Programme Update

Due to Covid-19 and school closures the programme is expected to pause until schools re-open. This Board will ratify this decision.

Communications:

We will contact all schools and suppliers today (Tuesday) to give direction on the school closures for Tranche 1.

Collateral to support schools continues. We are in the process of setting up a Confluence page for the programme for easy access to resources and process guidance that will be regularly updated to support our regional staff, schools and suppliers

Procurement:

Tranche 2 - open tender: A panel of suppliers has been approved and established. Contract negotiation with suppliers were held on 20 March. All suppliers showed confidence in getting up and running in term 2. A panel of suppliers has been established with a total of 7 capable and eligible suppliers (4 of them are franchises of a national food supplier). One of the approved suppliers on the panel has been providing lunches to most schools in their region. At this stage we are intending to notify Otago/Southland schools about the panel of suppliers by 25 March with the clear message that the timing of when they start to negotiate is up to them.

There was a disappointingly final few suppliers that were approved to the panel. The reasons for this and what we can do differently for the next round will be reviewed in further detail.

Tranche 3 – open tender: Timing to be advised

Evaluation:

Useful data and information on the programme has been collected so far. February evaluation questionnaire was sent out to the first 42 schools. 36 schools have responded to the questionnaire representing a 86% compliance rate. Information collected has also been used to modify the programme as we go, including adjustments in menus.

Future work on this work-stream to be paused and re-planning on the future approach will be needed.

Costs:

Budget reforecasting is done. Work on the budget transfer and the next draw down of funding for the next financial year is underway. The programme is tracking well against time and budget for the re-forecasted budget.

The programme was forecasting for $3 million underspend for FY 20/21. This will transferred to subsequent years of the programme. The financial spend for these years will need to be reviewed as the longer impact of the Covid-19 situation becomes clearer and we re-plan the programme.

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Worksteam Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
Schools Tranche 1 (n1-42)	Chris Nielsen, Natasha Kiwara, Amber Kairau, Samantha Vernon	A	• 42 schools have confirmed their participation • 1 school who initially declined the invitation is now reconsidering their participation in the programme • 40 schools in Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti have now commenced their lunch programme. • Tiaho Primary School in Wairoa and Te Kura o Pakipaki will start in term 2.	• Discussing continuation plans for Tranche 1 schools and suppliers given the current lockdown
Schools Tranche 2 (n43-59)	Mary Geary	G	• 17 schools in Otago/Southland have confirmed their participation • Chris Nielsen from the Bay of Plenty/Waiariki office recently visited the Otago/Southland schools to assist them with making decisions about their delivery models.	• Reconsidering our implementation plan and timings for Tranche 2 given the current lockdown
Schools Tranche 3 (n60-111)			• Hawke's Bay/Tairāwhiti schools have been invited	• Bay of Plenty/Waiariki schools to be invited. • Open tender process in both regions to be started • Reconsidering our implementation plan and timings for Tranche 3 given the current lockdown
Stakeholder Engagement	Lucy Lawrence	A	• MSD, MPI, MOH, Heart Foundation, and local DHBs continue to provide invaluable support • Constructive and collaborative conversations held with current suppliers of food and lunches to schools	• Ongoing collaboration and engagement with key stakeholders • KidsCan engagement
Procurement	Jane Lim	G	• A panel of suppliers has been approved and established • Contract negotiation held on 20 March and went well	• Sign contracts with the suppliers and notify schools • Reconsidering the implementation plan for Tranche 3 given the current lockdown

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Workstream Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
Evaluation	Patricia Vermillion-Peirce	G	• 36 out of 42 schools have completed the February report, representing an 86% compliance rate • Work on the March questionnaire is in progress	• Data analysis and evaluation report • Evaluation plan for phase 2
Communications	Claire John	A	• Ongoing support to schools as needed. • We are in the process of setting up a Confluence page for the programme for easy access to resources and process guidance that will be regularly updated to support our regional staff, schools and suppliers	• Messages to schools and suppliers about what will happen to the programme during school closures

Issues Only showing Medium issues and higher

Issue Reference	Description	Owner	Severity	Plans / Comments
	Due to Covid-19 and the national lockdown, we will need to review the continuation plans for Tranche 1 schools and suppliers. There is a risk that some small and local suppliers who had ramped up their business significantly to be part of the programme will go out of business if schools close for 4 weeks or longer.	Lucy Lawrence	High	Options for Consideration: 1. Where possible and practical, continue the delivery of the lunches irrespective of where the children are located. Initial conversations with suppliers and schools indicate that they are interested in doing this. This will require organising a distribution network/approach, confirming suppliers are deemed essential businesses and can stay open, and for a Wairoa school would require a delivery solution too. Some suppliers may need to modify their menus and their lunch boxes. This would need to be reviewed on a case by case basis. 2. Postpone the programme immediately. This gives suppliers and schools certainty and enables them to make alternative plans going forward. 3. Continue funding schools and suppliers for the next two and half weeks until the end of Term 1 (9 April). Suppliers to consider options for 1 above while continuing to deliver food where they can. A decision from Board is required on whether or not to continue with the programme despite schools being closed. The role of the Ministry as a Wellbeing lead needs to be considered as part of this decision.

Programme Update Only showing Medium risks and higher

Ref.	Risk Description	Owner	Post-mitigation Severity	Treatment Plan(s)

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

	Staff recruitment is underway for the HB and Otago/Southland Principal Advisor roles. These roles may not be given due consideration or applied for by good candidates, given the current Covid-19 situation. If good candidates are not found or available, timelines and outcomes will be pushed out and compromised.	LL		Continue with active recruitment process in the meantime.

Released under the Official Information Act 1982

Document 17

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Free and Healthy School Lunches Programme – Status Report to 23 April 2020

Programme Details					
Programme Purpose	Provide free and healthy lunches for years 1-8 students in 120 selected schools Test and evaluate service delivery models			Governing Body	Programme Board
Business Owner	Jann Marshall, Director of Education – Special Projects			Programme Manager	Gary Basham / Lucy Lawrence
Programme Start Date	August 2019	End Date	December 2021	Reporting Date	23 April 2020

Programme Status	Previous	Current	Status Commentary
Overall Status	n/a	A	The programme was suspended on 9 April, 2020. This was previously the end of Term One, 2020. All tranches are paused and we are currently working through requirements for re-starting the programme. We are also considering: a) how we might support communities on an interim basis while schools are closed/partially open (Alert 4,3) b) the scope and possible expansion of the programme when schools are fully open (Alert 2,1) A paper outlining a full range of options for programme is being prepared for the Minister for submission 24 April.
Benefits	n/a	G	Reduction in Food Poverty for those in the pilot Evaluation of the programme assessing success criteria and future viability
Scope	n/a	G	Up to 21,000 students by start of 2021
Schedule	n/a	A	Tranche 1 is paused and Tranche 2 and 3 roll-outs are delayed. Start dates are dependent on when schools are re-open: - T1: We expect suppliers to be able to resume providing school lunches soon after schools re-open (40 schools) - T2: For the Otago/Southland tranche we anticipate start dates will be one month after schools re-open. - T3: Work to establish the 50 schools' delivery models and a supplier panel will begin when the programme resumes
Stakeholders	n/a	G	- Continued engagement with Stakeholders including: MOH, MPI, NZSTA, MSD, KidsCan, Eat My Lunch, Fruit in Schools and Kickstart. - Additional engagement with wider welfare and COVID-19 response stakeholders including MSD
Budget	n/a	A	The programme was tracking well against time and budget. We are now anticipating an under-spend for Term 2. A re-forecast of spend will be completed when programme start dates are confirmed.
Risks	n/a	A	- Some suppliers may not remain in business due to Covid-19 if schools are closed for a significant period. This may make re-starting challenging, but is currently not expected to have a significant impact on the programme. - Full benefits from the Evaluation work-stream may be compromised due limited activity and data collection caused by the programme pause. Work is underway to re-scope this work-stream.
Resources	n/a	A	Recruitment for Principal Advisor roles in Otago/Southland and Hawke's Bay/Tairāwhiti regions is underway. This may be delayed due to availability of full time candidates who are able to travel between regions.

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Worksteam Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
Schools Tranche 1 (n1-42)	Chris Nielsen, Samantha Vernon/ TBC	A	• As at 23 April, 40 schools in Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti had commenced their lunch programmes, with around 7,000 students receiving lunches. This has now paused. • Tiaho Primary School in Wairoa and Te Kura o Pakipaki had planned to start in term 2. • All schools underway were funded up until 9 April, previously the end of Term 1.	• Plan and re-start delivery of lunches re-start when schools are fully open
Schools Tranche 2 (n43-59)	Mary Geary/ TBC	A	• 17 schools in Otago/Southland have confirmed their participation • Suppliers have indicated that they will still be ready for business when the lockdown is lifted, but there may be delays in getting up and running. Schools will also need to develop their menus, establish their key delivery processes and sign a Statement ofWork with supplierss before starting.	• Re-planning our implementation plan and timings for Tranche 2 given the current lockdown • Rolling out lunches
Schools Tranche 3 (n60-111)	Chris Nielsen, TBC	A	• 50 schools for Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiāriki have been selected	• Re-planning start timings for this Tranche • Schools to be re-engaged • Open tender process in both regions to be started
Stakeholder Engagement	Lucy Lawrence	A	• MSD, MPI, MOH, Heart Foundation, and local DHBs continue to provide invaluable support • Constructive and collaborative conversations held with current suppliers of food and lunches to schools	• Ongoing collaboration and engagement with key stakeholders
Procurement	Jane Lim	A	• Tranche 2 - Open tender: A panel has been established with a total of 7 capable and eligible suppliers (4 of them are franchises of a national food supplier). Work to finalise contracts with suppliers continues. All suppliers have indicated confidence in getting up and running when schools fully re-open. We intend to notify schools of suppliers when contracts are signed and we have confirmed re-start dates for the programme.	• Sign contracts with the suppliers and notify schools • Schools and suppliers to negotiate and agree a SOW
Evaluation	Patricia Vermillion-Peirce	A	• Lessons learned sessions were cancelled due to COVID-19 and the March questionnaire was delayed as schools. Data collected to date is incomplete and learnings to date are limited	• Evaluation report for Term 1 • Send out March Questionnaire • Re-planning on the future approach
Communications	Claire John	G	• Ongoing support to schools and suppliers • Confluence page for the programme set up	• Messages to schools and suppliers on next steps • Develop operational guidance as needed

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Issues Only showing Medium issues and higher

Issue Reference	Description	Owner	Severity	Plans / Comments
	Due to COVID-19 and the national lockdown, the programme is paused. The programme will restart under level 3 but with limited provision A paper has been developed to seek the Minister's view on his medium and long term plans in relation to wellbeing Clarity on when schools will be likely to have the majority of their students attending will also inform our planning.	Lucy Lawrence	High	• We funded schools to supply lunches up until 9 April 2020 (the previous end of Term 1) • We continue to support schools and suppliers with future plans where needed and appropriate. • We are poised to confirm plans to re-start each Tranche

Released under the Official Information Act 1982

Document 18

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Free and Healthy School Lunches Programme – Status Report to 22 June 2020

Programme Details					
Programme Purpose	Pilot: Provide free and healthy lunches for years 1-8 students in 120 selected schools by December 2021 Test and evaluate service delivery models ❖ Provide free and healthy lunches for up to 190,000 years 1-13 students in around 800 schools by July 2021 Expansion: Provide lunches to an additional 190,000 students by Term three 2021			**Governing Body**	Programme Board
Business Owner	Jann Marshall, Director of Education – Special Projects			**Service Delivery Manager**	Gary Basham
Programme Start Date	August 2019	**End Date**	December 2021	**Reporting Date**	22 June 2020

Programme Status			
	Previous	**Current**	**Status Commentary**
Overall Status	n/a	A	• 40 schools in Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiariki are receiving lunches • Nine schools in Otago / Southland are getting lunches with the other nine set to start getting launches from week one in term three • Tranche three of the programme is about to go to tender (week of 29 June) • Planning and set-up work for the expansion is underway alongside the continued delivery of the original pilot.
Benefits	n/a	G	• Improving food security for those in the programme • Evaluation of the (pilot) programme assessing success criteria and future viability
Scope	n/a	G	• Up to 21,000 students by start of 2021 • Up to a further 190,000 students by end of June 2021
Schedule	n/a	A	Pilot 1: Original 21,000 • T1: Suppliers and schools have resumed providing school lunches • T2: Otago/Southland schools 9 schools are reciving lunches and the other nine schools will start in week 1 of term 3. • T3: Work is underway for the roll-out of 151 schools in HB and BOP (including both pilot and expansion schools in the regions) with a target date of lunches being supplied in term four 2020. Pilot 2: Additional 200,000 • Identification of schools for the expansion underway • Procurement strategy being developed • IT build underway for an ordering/payments/CRM system using Salesforce • Evaluation of phase two is being developed

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Stakeholders	n/a	G	• Continued engagement with Stakeholders including: MOH, MPI, NZSTA, MSD, KidsCan, Fruit in Schools and Kickstart. • Additional engagement with wider government agencies looking at how we are working in the 'Food System' • Renewed engagement with active lobbyists and agencies including EatRightBeBright and KidsCan
Budget	n/a	A	• The original programme was tracking well against time and budget. We now anticipate an under-spend due to Covid-19. • Work on the expansion programme budget for FY20/21 is underway. • A combined IPT/Drawdown/Funding Consolidation exercise is underway to pragmatically align budget pools whilst maintaining transparency of spend at Pilot budget level. The paper will be with Ministers this week.
Risks	n/a	A	• The project expansion is a significant increase in school numbers within a condensed delivery schedule. There is a risk that key set-up activities will not be completed in time to achieve desired outcomes within expected timeframes. These include: School selection, staff recruitment, IT tools and procurement of suppliers. Work is underway on all work-streams to manage this. • Full benefits from the Evaluation work-stream may be compromised due to limited activity and data collection caused by the programme pause. Work is underway to re-scope this work-stream.
Resources	n/a	A	• Principal Advisors for Otago/Southland and Hawke's Bay/Tairāwhiti have joined the team. • Recruitment planning work for the next 26 staff needed has started in parallel with detailed planning. • Procurement and Comms resources have been sourced. • Key expertise is also being sought from agencies. MOH is providing the programme with a Nutritionist while we recruit our own.

Workstream Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
Schools Tranche 1 (n1-42)	Chris Nielsen/ Anna Barnett	A	• 40 schools in Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti have resumed their lunch programmes, with around 9,000 students receiving lunches • Tiaho Primary School in Wairoa and Te Kura o Pakipaki had planned to start in term 2 and are poised to get underway.	• Check in with schools and the delivery of lunches once they have had a few weeks to settle back in
Schools Tranche 2 (n43-59)	Maryse Anderson-Kereti	A	• 17 Otago/Southland schools have agreed Statements of Work with suppliers • Suppliers are increasing their capacity to deliver lunches • One school is starting an internal model	• Rolling out lunches and collecting information for the evaluation • Monitoring the quality of the lunches
Schools Tranche 3 (n60-111) And 100 expansion schools	Chris Nielsen/ Anna Barnett	A	• 50 schools for Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiāriki have been invited and 48 have accepted. • The Expansion schools were identified for the regions and are in the process of being invited	• Confirmation of schools joining the programme • Open tender process in both regions to be started
Expansion Schools (~800)	TBC All Regions		• Schools identified using the Equity Index, then checked with regions. Regions are finalising this list which will be moderated then presented to the Directors for sign off (by end of June).	• Ongoing recruitment • Working with schools who choose an inhouse model for delivery

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Workstream Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
			• Work is underway to agree delivery team structure and programme timeframes and plan	• More detailed planning and timelines agreed
Stakeholder Engagement	Lucy Lawrence/ Gary Basham	A	• Participating in Cross agency group looking at food policy • Met with 20 suppliers to discuss the tender and the expansion • Met with KidsCan and Kickstart/MSD	• Nutritional Advisory Group to be considered • Stakeholder Engagement Plan
Procurement	Jane Lim	A	• Tranche 3 – Met 1:1 with 20 suppliers to provide information about the programme and assess the Market • Expansion - Work to identify preferred approach is underway	• Run the tender for Tranche three • Sign-off the preferred approach for the expansion
Evaluation	Patricia Vermillion-Peirce	A	• Phase two approach being developed (outcomes evaluation) •	• Phase two approach to be signed off
Communications	Claire John	G	• Ongoing support to the programme, schools and suppliers • Refine communications plan and plan, to scale up for expansion • Continuation of iterations/updates of key documents	• Develop operational guidance materials • Agree communications approach and plan for expansion
IT	Lucy Lawrence	G	• Working on a solution using Salesforce. An initial prototype has been developed • Key areas include: Payments to schools and suppliers, CRM, Data management and Reporting	• Agree IT delivery timeframe and budget

Risks Only showing Medium risks and higher

Risk Reference	Description	Owner	Severity	Plans / Comments
	The significant expansion of the programme with tight delivery timeframes requires highly capable staff to be on board quickly. There is a risk that this may take too long and current staff are stretched too thin	Gary Basham	High	• A programme structure has been drafted • HR has been engaged • An approach to move at pace to be agreed

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Risks Only showing Medium risks and higher				
Risk Reference	**Description**	**Owner**	**Severity**	**Plans / Comments**
	The IT solution does not include overall project management or rolling out the system to the users. Salesforce already has a difficult reputation with schools following the Chromebook roll out so it could be a hard sell	Lucy Lawrence	High	• Working closely with the Salesforce team to pin down what I being delivered and when • The programme may need to engage a project management resource and a trainer (i.e building an online training module and some way to deliver this) to support the roll out

Released under the Official Information Act 1982

Document 19

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

MEMO

To: FHSL Governance Board

From: Gary Basham

Cc: Chris Nielsen, Lucy Lawrence

Date: 22 June 2020

Subject: Comparison of payment methods for the FHSL programme

Purpose

1. The purpose of this paper is to seek the Boards guidance on whether the programme should explore a roll based payment mechanism rather than an attendance based approach.

Recommendation

2. It is recommended that the Board:

Note there are two different payment models being considered: • Roll based (where suppliers are paid a set amount based on roll numbers) – A variation of this is in place for Tranche 1, 40 schools • Attendance based (where lunches are ordered for the students attending school) – This is the planned future model for Tranche 2 onwards	Noted
Note that each option has upsides and downsides	Noted
Indicate which model you would like the programme to use (noting that a change to a roll based model could require endorsement from the government) **or**	Roll based **or** Attendance based
Indicate what additional information (if any) is required to make a decision	

Background

3. There are two methods that have been used to fund the delivery of the lunches:
   - A **roll based method** where schools/suppliers are funded on the basis of their roll number (Tranche 1 uses a variation of this method)
   - An **attendance based method** where schools order lunches for students in attendance that day (Tranche 2 schools are applying this method)

4. The Free and Healthy School Lunches (FHSL) programme has been planning to move towards the attendance based model for the rest of the programme and expansion (and look to move the Tranche 1 schools to this model), but recent feedback from schools in Bay of Plenty / Waiariki has resulted in an examination of the merits of each option and how they align to the intent of the lunches programme.

The features of the two models

Roll based method

5. Suppliers would be paid to deliver a set number of lunches each day based on the roll number at a point in time (we recommend a monthly confirmation of the roll). This means that there is

Released under the Official Information Act 1982

no provision for students who are absent so there is likely to be extra lunches each day. Suppliers would invoice monthly and this would be validated against the roll number for the month.

An attendance based payment method

6. Under the attendance based payment method the programme will have an agreement with suppliers to invoice the programme fortnightly based on the number of lunches provided in that period. This means that the schools will make a lunch order each day based on the day's attendance numbers and the students meal preferences (e.g. vegetarian, halal etc.). The supplier will then make the lunches and deliver them to the school (or make them on school premises).

7. To support this model the programme is developing an ordering system for use in schools, using Salesforce as the platform. The teacher / administrator would place the order in Salesforce and this would generate an order to the supplier. The number of lunches delivered would be reconciled against those ordered by a nominated person in the school. The reconciled numbers would provide the basis to validate the invoice each fortnight as we would know how many lunches have been delivered and therefore how many we should be paying for.

SWOT analysis

8. Each model has a number of upsides and downsides that are explored using a SWOT analysis below:

Roll based

Strengths	**Weaknesses**
• There is no administrative burden on schools to order and validate lunch numbers each day • Suppliers have a more consistent revenue stream month to month • The payment system is simpler to manage	• There is a consistent level of absenteeism so there will always be food that is not needed for lunch. • The model will cost more as payments are made at the highest level rather than based on actual attendance. • There is an administrative burden on schools to manage the excess food (a school in Otago (using the attendance based method) has already asked how to manage the excess they are receiving) • There is a risk that there are not rigorous food safety practices in place for the storage and distribution of leftovers • Distributing excess food is outside the mandate of the programme (and would need approval from government) • If food was distributed to the community this could create an incentive for students to be absent from school to ensure there was a surplus of food
Opportunities	**Threats**
• The extra food is given to students to take home or food is stored and distributed for the holidays (a variation is suppliers provide 80-90% of lunches and develop a model to provide the remaining 10-20% in the holidays).	• There is too much food and the extra is thrown out with subsequent photos of food in the rubbish appearing on Facebook / in the media, resulting in bad press for the programme. • If excess food is provided to schools that haven't been included in the programme it

Released under the Official Information Act 1982

• Schools have talked about providing food for kura kaupapa associated with the school (as they are not included in this programme), teen parent units or other schools who have not been included in the programme • If there is too much food, agreements could be made with food charities to collect the excess each day and distribute in the community.	could call into question the method for selecting schools and potential accusations of a lack of fairness / equity across the country.

Attendance based

Strengths	Weaknesses
• The programme only pays for students who attend on the day • Collecting attendance information provides a useful validation of roll numbers for the evaluation	• Money available for additional schools is dependent on a variable factor (absenteeism) therefore there would not be the certainty to use extra funding to include more schools in scope. • Suppliers have to adjust their orders each morning prior to delivering lunches. This could mitigate against a large supplier being able to deliver outside of their core area (e.g. Auckland based supplier delivering to Whangarei or Hamilton) or alternately preparing more food than is required, creating waste • Suppliers have less certainty of income, which could be problematic for smaller suppliers and potentially put off suppliers from tendering. • We know anecdotally that schools currently will order more lunches for late starters etc. so there are already elements of the roll based model occurring • Salesforce licensing costs are charged on a per-user/per transaction basis (US$0.26 per transaction). With teachers ordering lunches each day the licensing costs will be around $600k per annum[1] • The administrative cost of this model is greater for the schools as they would need to order the lunches and verify that the correct number of lunches were supplied every day.
Opportunities	**Threats**
• The saving (compared to a roll based model) could mean that more schools could be included (although the variability of the funding would create risk as we would not be able to guarantee that the money is available based on fortnightly invoices from the suppliers)	• Money for lunches remains unspent at the end of the programme resulting in accusations that the government has failed to deliver as effectively as it could

[1] Based on 900 schools at an average of 7.5 teachers per school equals US$2,000 per day. 199 school days per year is US$395k or NZ$ 617K

Released under the Official Information Act 1982

Comment

9. The programme sees opportunities and weaknesses with each of the models and is seeking guidance from the Board about which model should be adopted. High level direction for the IT solution to date has been based on an attendance model, but as we continuously learn from the schools and suppliers we see merit in the roll based model. We believe that shifting to a role based model would be a fundamental change and a decision that falls outside the decision making mandate of the programme.

10. The amounts of money are significant as shown in the following table:

Based on 200,000 students (@ $5.50 per lunch), if…	That equates to…
1% were absent on average throughout the school year (199 days)	$2.189m
10% were absent on average	$21.890m
25% were absent on average	$54.725m

11. To add an additional thousand students to the programme for a year costs $1.94m.

Dependencies

12. As noted in the paper we are currently developing an IT solution for ordering and invoicing. The decision about the payment method has a significant impact on what is developed. Therefore, we are seeking a quick decision (ideally by 2 July) from the Board or an indication of a strong preference (if further information is required) so we can manage the build with the Salesforce team.

13. We are also developing a funding agreement for schools that are choosing to provide their own lunches. We are putting this on hold until we have direction about the payment method.

Please indicate if additional information is required

14. If the Board does not think there is enough information contained in the paper to make a decision please indicate what further information is required.

Released under the Official Information Act 1982

Document 20

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Free and Healthy School Lunches Programme – Status Report to 22 June 2020

Programme Details					
Programme Purpose	Pilot: Provide free and healthy lunches for years 1-8 students in 120 selected schools by December 2021 ❖ Test and evaluate service delivery models ❖ Provide free and healthy lunches for up to 190,000 years 1-13 students in around 800 schools by July 2021 Expansion: Provide lunches to an additional 190,000 students by Term three 2021			**Governing Body**	Programme Board
Business Owner	Jann Marshall, Director of Education – Special Projects			**Service Delivery Manager**	Gary Basham
Programme Start Date	August 2019	**End Date**	December 2021	**Reporting Date**	27 July 2020

Programme Status			
	Previous	**Current**	**Status Commentary**
Overall Status	n/a	A	• Around 9,900 learners in 42 schools across Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti have been receiving lunches since the programme began in Term 1 2020. • Over 3,100 students in 18 schools and kura across Otago and Southland joined the programme in Terms 2 and 3. • By July 2020, over 600,000 school lunches will have been served in 60 schools to around 13,000 students. • The open tender for Tranche three of the programme has gone live (Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiariki) • Selection of the expansion schools in all other NZ regions is ready for LT sign-off and Board endorsement • Key elements of the programme design will be discussed by Ministers in the next few weeks. These include: The impacts of setting a wage floor of $22.10 and a focus on small, local suppliers and how this can affect the timeframe . Direction from this will inform our expansion procurement strategy.
Benefits	n/a	G	• Improving food security for those in the programme • Evaluation of the (pilot) programme assessing success criteria and future viability
Scope	n/a	G	• Up to 21,000 students by start of 2021 • Up to a further 190,000 students by end of June 2021

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Schedule	n/a	A	T3: • 151 schools in HB and BOP are in scope for Tranche 3 (including both pilot and expansion schools in the regions) • We expect an ongoing roll-out of lunches in these schools during term four 2020 and term one 2021 • Evaluation work for this cohort has been expanded and data collection has resumed Pilot 2: Additional 200,000 • Schools for the expansion identified and reviewed, ready for final approval • Governance and project management for the IT build for an ordering/payments/CRM system using Salesforce will be established alongside initial build work
Stakeholders	n/a	G	• Continued engagement with Stakeholders including: MOH, MPI, NZSTA, MSD, KidsCan, Fruit in Schools and Kickstart. • Additional engagement with wider government agencies continuing to consider how we are working in the 'Food System'
Budget	n/a	A	• The expansion programme budget for FY20/21 has been confirmed. Planned allocation of spend may be modified based on upcoming direction from Ministers and findings from the Tranche 3 open tender. • The combined IPT/Drawdown/Funding Consolidation paper has been sent to Ministers.
Risks	n/a	A	• The project expansion is a significant increase in school numbers within a condensed delivery schedule. There is a risk that key set-up activities will not be completed in time to achieve desired outcomes within expected timeframes. These include: staff recruitment, IT tools and procurement of suppliers. • A team risk workshop was held on Thursday 16 June and key risks were formally documented. These will be regularly reviewed going forward. High and extreme risks will be escalated to this Board.
Resources	n/a	A	• Recruitment work for the additional 26 staff needed continues.

Workstream Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
Schools Tranche 1 (n1-42)	Chris Nielsen/ Anna Barnett	G	• 42 schools in Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti continue to deliver their lunch programmes	• Ongoing support • Evaluation engagement
Schools Tranche 2 (n43-59)	Maryse Anderson-Kereti	G	• 18 Otago/Southland schools have started delivering their lunch programmes	• Monitoring the quality of the lunches
Schools Tranche 3 (n60-111) And 100 expansion schools	Chris Nielsen/ Anna Barnett	A	• 151 in Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiariki have joined the programme. • Open tender process in both regions has started	• Evaluation of suppliers • Establish delivery capability for schools planning to deliver lunches themselves including nutrition and food safety
Expansion Schools (~800)	TBC All Regions		• List of schools is ready for final review. We are targeting end of July for final approval to be complete.	• Ongoing recruitment • More detailed planning and timelines agreed

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Workstream Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
Stakeholder Engagement	Lucy Lawrence/ Gary Basham	A	• Participating in Cross agency group looking at food policy • Met with KidsCan and Kickstart/MSD	• Nutritional Advisory Group to be considered • Key agency meeting to be held to review food support across schools
Procurement	Jane Lim	A	• Tranche 3 – Open tender is live and we are responding to various queries from suppliers • Expansion - Work to identify preferred approach is underway	• Complete the tender for Tranche three • Sign-off the preferred approach for the expansion
Evaluation	Patricia Vermillion-Peirce	A	• Phase two approach has been developed and signed off (outcomes evaluation) •	• Data collection and analysis • Complete the procurement for the phase two contract
Communications	Claire John	G	• Ongoing support to the programme, schools and suppliers • Refine communications plan and plan, to scale up for expansion • Continuation of iterations/updates of key documents	• Develop operational guidance materials • Agree communications approach for expansion • Build a response for anticipate queries and challenges on T3 and the expansion
IT	Lucy Lawrence	A	• Working on a solution using Salesforce. An initial prototype has been developed • Key areas include: Payments to schools and suppliers, CRM, Data management and Reporting	• Recruit an IT PM as this is not provided by IT • Confirm roles and responsibilities between IT and business • Formally agree IT delivery timeframe and budget • Include this stream in the IT Governance structure • Agree key business representation in the schools and regions to provide subject matter expertise and testing for the programme

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Risks - Only showing Medium risks and higher We will include risks from the register in this section for future Board meetings				
Risk Reference	**Description**	**Owner**	**Severity**	**Plans / Comments**
				•
				•

Released under the Official Information Act 1982

Document 21

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

MEMO

To: Free and Healthy School Lunches Board
From: Gary Basham, Manager Service Delivery, Sector Engagement & Support
cc: Lucy Lawrence, Programme Manager, Sector Engagement & Support
Maryse Anderson-Kereti, Principal Advisor, Service Delivery, Sector Engagement & Support

Date: 4 September 2020
Subject: **Renaming the Free and Healthy School Lunches Programme**

Purpose

This memo seeks the Board's endorsement to change the name of the Free and Healthy School Lunches programme to Ka Ora Ka Ako | Healthy School Lunches.

Recommendation

It is recommended that you:

a)	**note** the contents of this memo	Noted
b)	**endorse** the use of the name Ka Ora Ka Ako | Healthy School Lunches	Yes/No
c)	**agree** to a soft launch of the name. This will mean the team starts to use the name in future communications from the date of agreement	Yes/No

Katrina Casey (Board Chair)
Deputy Secretary

_____/ _____/ 2020

Released under the Official Information Act 1982

The Programme Name

Current Situation

There are currently several different names being used for the programme including:

- Lunches in Schools (LiS)
- The School Lunches programme
- Free and Healthy School Lunches (FHSL)
- Food in Schools

The challenge with this is as follows:

- Having more than one name is an inconsistent approach
- The use of "Food" in schools implies a broader scope than just lunches and is misleading and confusing
- While the current names are functional and state what we are doing, we have received feedback from some schools who do not like to use the word 'free' as they see it has having stigma. These schools refer to the Healthy Lunches programme.
- There is a missed opportunity to have a name that resonates across New Zealand as a foundation for wellness for our tamariki, and as a key pillar for wider initiatives including provision of nutritional food, wellness education and healthy active learning

The Opportunity

It has always been the intent of the programme to have a name that places an emphasis on wellbeing and learning as that is more in keeping with the objective of this programme. We have been working on this process for a number of months and have now identified an option.

The expansion of the programme provides an opportunity to provide clarity and to adopt a name that connects more with key stakeholders (including Māori) and better represents the connection to wellbeing. To that end we have been working within the Ministry and with external stakeholders to identify a better name.

Deciding on a new name
We decided that the name should be in te reo Māori, be easy to articulate and short enough to recall. The name should resonate with key stakeholders, make reference to wellbeing, ākonga, nutrition and learning if possible.

A number of options were put forward and were assessed against key criteria (see appendix 1). Two names measured well against the criteria:

- Ka ora te kai, a translation to mean, to eat well, and
- Ka Ora, Ka Ako a translation to mean, when you are well, you can learn

The preferred name is Ka Ora, Ka Ako for the following reasons:
- The term 'ora' can mean well or healthy, but it can also mean to be satisfied with food or replete.
- The term ako means to learn, which links well to the school context.

Released under the Official Information Act 1982

- The acronym of Ka ora, Ka ako is KŌKĀ which means aunty, mother, or nurturer (in East Coast dialect).
- The term ka is not time bound, it can mean past, present and future and indicates that an action is to follow.
- The phrase is in the form of a Māori proverb.

Consideration
Used in isolation, the name Ka Ora, Ka Ako may not be understood. We don't want to use a direct translation but we think it makes sense to include a reference that can stand alongside the name. Therefore, the proposed bilingual name is:
Ka Ora, Ka Ako | Healthy School Lunches.

Consultation
We have consulted with a number of internal and external personnel, including Hēmi Kelly, a licenced Māori Translator and te reo Māori Lecturer, Tipene Chrisp, Group Manager, Lucy Te Moana, SE&S Chief Adviser Iwi and Māori Education Relationships and Trisha Turner, Chief Adviser Māori SE&S.

We also checked the name with the Translation Service of the Department of Internal Affairs, who provided assurance that the name was appropriate and correctly translated.

Next Steps
If you agree to the change in name for Free and Healthy School Lunches programme to Ka Ora, Ka Ako | Healthy School Lunches then we will introduce the name as part of the announcement of expansion of schools.

Released under the Official Information Act 1982

Appendix 1 – possible names

Suggested names / Assessment Criteria	Ka Kai, Ka Ora	Kai Ora	Kai Āwhina	Ka ora te kai	Kai oranga	Ka Kai, Ka Ako	Ka Ora, Ka Ako
Meaning	They eat, they are replete	Food wellness	Supporting with food	To eat well	Eating healthy	They eat they learn	To be healthy to learn
Te Reo	✓	✓	✓	✓	✓	✓	✓
Easy to articulate & remember. Short	✓	✓	✓	✓	×	✓	✓
Appropriate acronym	× (KKK)	✓	✓	✓	✓	× (KKK)	✓
Government intent shared	✓	✓	✓	✓	✓	✓	✓
Politically friendly	×	✓	✓	✓	✓	×	✓
Not associated with any other organisation, cause or name	× (closely aligned to Kia ora)	× (Common name, honey business in Northland)	× (associated name to a term given to a helper in schools	?	× (Kainga ora – healthy homes)	?	Could not find an organisation with a similar name (kahui Ako?)
Decision	×	×	×	✓	×	×	✓

Released under the Official Information Act 1982

Document 22

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Free and Healthy School Lunches Programme – Status Report to 1 October 2020

Programme Details					
Programme Purpose	❖ Provide free and healthy lunches for around 200,000 year 1-13 students in around 850 schools by July 2021 ❖ Test and evaluate service delivery models			**Governing Body**	Programme Board
Business Owner	Jann Marshall, Director of Education – Special Projects			**Service Delivery Manager**	Gary Basham
Programme Start Date	August 2019	**End Date**	December 2021	**Reporting Date**	01 October 2020

Programme Status			
	Previous	**Current**	**Status Commentary**
Overall Status	n/a	A	• Around 10,000 learners in 42 schools across Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti have been receiving lunches since the programme began in Term 1 2020. • Over 3,000 students in 18 schools and kura across Otago and Southland joined the programme in Terms 2 and 3. • By September 2020, over 1,300,000 school lunches have been served in 64 schools to around 13,400 students. • Four suppliers have been approved for a supplier panel for the expansion in Otago/Southland to an additional 17 schools. • 52 suppliers were put on the supplier panel for Tranche three of the programme (to serve lunches to up to 32,000 students (in around 151-schools/kura) in the Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiariki regions). These schools are now choosing their preferred supplier and negotiating details for Supplier Agreements. • Expansion schools in all other NZ regions have been invited and have chosen their preferred delivery option. As a result two tenders for suppliers for Tranche 4 schools are live, one for large suppliers intending to supply multiple schools and one for smaller suppliers. • 95 schools and kura have chosen to run an in-house model • 31 schools and kura have declined to participate in the programme
Benefits	n/a	G	• Improving food security for those in the programme • Evaluation of the (pilot) programme assessing success criteria and future viability • Reducing household costs • 2,000 local jobs created
Scope	n/a	G	• Around 200,000 students receiving daily lunches by end of June 2021

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Schedule	n/a	A	Tranche 3: • 151 schools in HB and BOP are in scope for Tranche 3 (including both pilot and expansion schools in the regions) • We expect an ongoing roll-out of lunches in these schools during term four 2020 and term one 2021 • Evaluation work for this cohort has been expanded and data collection has resumed Additional 170,000 students • Schools for the expansion are engaged and progressing. The tender for suppliers is open and an evaluation panel for supplier will be held late October. • An assessment of a number of schools on the cusp of the Equity Index is currently being made to ensure network stability. We expect to invite a small group of additional schools to the programme as a result.
Stakeholders	n/a	G	• Continued engagement with Stakeholders including: MOH, MPI, NZSTA, MSD, KidsCan, Fruit in Schools and Kickstart. • Additional engagement with wider government agencies continuing to consider how we are working in the 'Food System'
Risks	n/a	A	• Please see the Risk Register for a summary of key risks identified and under management
Resources	n/a	A	• Recruitment of an additional 27 staff continues. There have been 18 appointments to date and there are currently nine roles being actively recruited.

Workstream Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
Schools Tranche 1 (n1-42)	Chris Nielsen/ Anna Barnett	G	• 42 schools in Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti continue to deliver their lunch programmes.	• Ongoing support • Evaluation engagement
Schools Tranche 2 (n43-59)	Maryse Anderson-Kereti	G	• 18 Otago/Southland schools have started delivering their lunch programmes.	• Monitoring the quality of the lunches
Schools Tranche 3 (n60-111) **And 100 expansion schools**	Chris Nielsen/ Anna Barnett	A	• 151 in Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiāriki have joined the programme. • 52 suppliers have been put on the supplier panel. This has been given to suppliers who are now negotiating Supplier Agreements.	• Support schools in negotiations and quality assure supplier agreements. • Continue to establish delivery capability for schools planning to deliver lunches themselves including nutrition and food safety. • Developing a training programme to support the in-house model.
Tranche 4 (~650)	All Regions		• Schools have been selected using primarily the equity index and supported by an assessment of network stability and regional knowledge. • Schools have confirmed their involvement and their preferred lunch model.	• Establish delivery capability for schools planning to deliver lunches themselves including nutrition and food safety.

Released under the Official Information Act 1982

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Worksteam Status and Update

Workstream	Lead	Status	Status and Recent Progress	Focus for Next Period
			• The tenders for suppliers is open.	• Developing a training programme to support the in-house model Procurement processes for suppliers to start. • Tender evaluation and moderation.
Procurement	Jane Lim	A	• Tranche 3 tender and panel agreements complete. • Both tenders for Tranche 4 are open, one for large and another for smaller local suppliers respectively.	• Support schools/kura and suppliers to negotiate Supplier Agreements. • Support Tranche 4 suppliers in the tender process.
Evaluation	Patricia Vermillion-Peirce	A	• Work has continued on phase 2 of the evaluation (outcomes evaluation) • Formative evaluation is complete	• Collecting baseline data from schools prior to lunches being delivered • Ongoing reporting
Communications	Claire John	G	• Developed messages and collateral to support invitations and regional hui for the remaining 640 schools and kura. • Rollout of the programme name • Develop operational guidance materials for schools who have chosen the internal delivery model.	• Ongoing support to the programme, schools and suppliers • Regular emails sent to the schools • Continuation of iterations/updates of key documents
Recruitment	Therèse McHardy	A	• 18 staff have been recruited, five have started and 13 are expected to start in the next six weeks.	• Continue recruitment for key roles
IT	Lucy Lawrence	A	• Work with IT to build requirements and assign keys roles and responsibilities. • PID to be approved by Governance Board. • IT Project Managers have been interviewed, the position is on offer.	• Enlist BA resource support • Formally agree IT delivery timeframe and budget through the signed off PID • Agree key business representation in the schools and regions to provide subject matter expertise and testing for the programme

Released under the Official Information Act 1982

Document 24

RAPID RESPONSE

Drafter: Claire John
Metis Number: 1241075
Date: 7 October 2020

Request:
Provide the office with updated information Tranche 4 roll out of the Free and Healthy School Lunches Programme. Information to be used for a media story.

- New schools involved or on board with the programme
- How many additional schools and students will be receiving lunches in Term 4?
- Data around employment – how many suppliers and how many jobs being created?
- Any additional information relevant to the Tranche 3 roll out?

Clarification with Ministers Office: The request relates to Tranche 3 of the programme.

Response:

New schools involved or on board with Ka Ora, Ka Ako | Healthy School Lunches programme? How many additional schools and students will be receiving lunches in Term 4?

» Lunch delivery in 156 new schools and kura to 30,867 students in Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti (see table below) will be staggered throughout Term 4, 2020 to the start of Term 1, 2021, depending on contract negotiations and school and supplier readiness.

» See attachment: List of schools and their school roll (numbers of students) implementing Ka Ora, Ka Ako in Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiariki as part of Tranche 3.

» These schools and kura include both those identified as part of the original programme and those identified as part of the expanded programme. Including the expansion schools in the latest rollout across Bay of Plenty/Waiariki and Hawke's Bay/Tairāwhiti allows us to take advantage of established processes to quickly include these additional schools and kura and deliver lunches sooner.

Data around employment – how many suppliers and how many jobs being created?

» Fifty-two suppliers have been approved to be on the panel of suppliers for schools and kura in Hawke's Bay/Tairāwhiti and Bay of Plenty/Waiariki regions. These new schools have begun to select their suppliers.

» We estimate approximately one part-time position is created per 100 lunches served. Actual employment numbers cannot be confirmed until suppliers are certain of contracts won, which schools they will be supplying, and therefore what their staffing requirements will be.

Released under the Official Information Act 1982

Latest roll-out (Term 4, Tranche 3) summary table

	Hawke's Bay/Tairāwhiti	Bay of Plenty/Waiariki	Totals
Number of students	**13,829**	**17,038**	**30,867**
Number of schools/kura	76	80	156
- using external supplier (external)	56	69	125
- making their own lunches (internal)	19	10	29
- using a mixed model	1	1	2
- delivering during Term 3 2020 o external o internal	 0 5	 1 1	 1 6
- delivering at <u>start</u> of Term 4 2020 o external o internal	 18 5	 26 4	 44 9
- delivering <u>during</u> Term 4 2020 o external o internal	 33 9	 32 3	 65 12
- delivering start of Term 1 2021 o external o internal	 5 1	 10 3	 15 4
Possible employment opportunities created* (**until suppliers are certain of contracts won, which schools they are providing, and therefore what their staffing requirements will be, employment opportunities can only be estimated*).	1 part-time position per 100 lunches (from experience)	1 part-time position per 100 lunches (from experience)	

Any additional information relevant to the Tranche 3 roll out?

» In Hawke's Bay/Tairāwhiti two large secondary schools are joining the programme in Term 4 and will be making their own lunches. One has already conducted an initial trial as preparation. Both have hired chefs.

» s 9(2)(ba)(i) [redacted] have commenced delivering lunches, taking on six employees to prepare around 600 lunches a day. s 9(2)(ba)(i) [redacted] is also commencing lunches in Term 4 for around 655 students.

» The first training session for schools making their own lunches on food safety and nutrition was held during the September school holiday in Hawke's Bay/Tairāwhiti. Training was developed in conjunction with Ministry for Primary Industries, Ministry of Health and Eastern Institute of Technology (EIT) and included food safety certification, the Food Control Plan, menu planning and nutrition guidelines. A dietitian from the DHB was also present and is working collaboratively to support schools. Staff from 17 schools and kura took part, most newly employed by schools and kura specifically to work on school lunches.

» Across the whole programme, 67 schools and kura in Hawke's Bay/Tairāwhiti, Bay of Plenty/Waiariki and Otago/Southland are already delivering lunches (Tranches 1 and 2). By the end of August 2020, over one million school lunches had been served.

» Across the rest of the country, around 640 schools and kura have been invited to take part in Ka Ora, Ka Ako. Depending on how these schools provide lunches, some will start serving lunches from Term 1 2021.

Released under the Official Information Act 1982