

---

# THE LONDON FLAGSHIP FOOD BOROUGHES

Request for proposals

March 2014

**MAYOR OF LONDON**

---

## **COPYRIGHT**

**Greater London Authority  
March 2014**

Published by  
Greater London Authority  
City Hall  
The Queen's Walk  
More London  
London SE1 2AA  
**[www.london.gov.uk](http://www.london.gov.uk)**  
enquiries 020 7983 4100  
Photographs ©  
Copies of this report are available  
from [www.london.gov.uk](http://www.london.gov.uk)

---

## CONTENTS

<b>FOREWORD</b>	<b>4</b>
<b>INTRODUCTION</b>	<b>6</b>
<b>VISION</b>	<b>10</b>
<b>ELIGIBILITY</b>	<b>12</b>
<b>SELECTION PROCESS</b>	<b>14</b>
<b>TIMELINE</b>	<b>16</b>
<b>ROUND ONE: APPLICATION QUESTIONS</b>	<b>19</b>
<b>GUIDANCE: HOW TO ANSWER</b>	<b>24</b>

# FOREWORD

---

Our relationship with food matters. Cities worldwide are facing up to the fact that their citizens are embedded in obesogenic environments: urban living encourages poor diets and sedentary lifestyles.<sup>1</sup>

In London, this situation comes at an unsustainable social and economic cost.

10% of British children are already dangerously overweight when they start primary school. By age 11, one in five are obese. London has even higher levels of child obesity than the national average.<sup>2</sup> Poor diet leads to further complications later in life, ranging from diabetes to cancer, and the public health bill for unhealthy eating costs the National Health Service £10 billion annually.<sup>3</sup> Obese Londoners can live ten years less on average than their healthy weight counterparts.<sup>4</sup>

It's not too late to turn things around.

In July 2013, the Secretary of State for Education, Michael Gove, published the independent School Food Plan (find out more at [www.schoolfoodplan.com](http://www.schoolfoodplan.com)), which set out a program for change currently being implemented to improve food in schools across the country. Included within the plan is a commitment for the Department for Education (DfE) to support the Greater London Authority (GLA), working with the London Food Board and the Mayor's Fund for London, to launch two Flagship Food Boroughs in London.

Using the School Food Plan as a critical foundation, the Flagships will demonstrate to an international audience the transformational impact on health and attainment achievable through improving food across the whole environment, using schools as a catalyst to drive this change.

The two Flagships will be selected through a competitive process, as set out in this prospectus. We will award Flagship status to one inner borough and one outer borough (see guidance for clarity on this distinction). Joint applications from partnerships such as the tri-borough are also welcomed, though the funding available per Flagship will remain the same.

While there will only be two Flagships, the initiative is intended to impact all of London. By investing heavily to transform the food system in two concentrated areas, the benefits will be learnt and shared across the whole city and beyond. Many activities will be pan-London, even if there is a particular focus within the Flagships – for example, the London wide Food Growing in Schools program and Healthy Schools London. The Flagships will inspire other boroughs – and other cities around the world – to follow suit.

I look forward to receiving your applications.

Yours sincerely,



**Rosie Boycott**  
**Mayor of London's Food Advisor and Chair of the London Food Board**

<sup>1</sup> World Health Organisation: <http://www.who.int/mediacentre/factsheets/fs311/en/>

<sup>2</sup> Data from the National Child Measurement Programme 2011/12

<sup>3</sup> Scarborough P, Bhatnagar P, Wickramasinghe K et al. 'The economic burden of ill health due to diet, physical inactivity, smoking, alcohol and obesity in the UK: an update to 2006–07 NHS costs', *Journal of Public Health*, May 2011.

<sup>4</sup> [http://www.noo.org.uk/uploads/doc/vid\\_15683\\_FastFoodOutletMap2.pdf](http://www.noo.org.uk/uploads/doc/vid_15683_FastFoodOutletMap2.pdf); NHS Healthcare for London 2007; [http://www.croydonobservatory.org/docs/strategies/1049047/JSNA\\_2010-11\\_diabetes.pdf](http://www.croydonobservatory.org/docs/strategies/1049047/JSNA_2010-11_diabetes.pdf)

# INTRODUCTION

## Background

The government's recently launched School Food Plan has created a unique opportunity for all London boroughs to make huge gains around improving food through schools. Practical cooking and food education is a requirement up to the age of 14 in the new National Curriculum. The Department for Education has awarded over £17 million seed funding for organisations to work nationally to increase take-up of school meals and set up breakfast clubs. Universal free school meals will be available for all pupils in Reception, Year 1, and Year 2, beginning in September 2014. And much more (see [www.schoolfoodplan.com](http://www.schoolfoodplan.com)).

London has already been leading the charge in the battle to eat well. The GLA has supported many great initiatives, including Capital Growth (creating over 2000 new community food growing spaces in London) and launching Healthy Schools London in 2012. The Mayor's Fund for London has invested heavily in breakfast club provision in the capital's most in need schools. Four London Boroughs have of their own initiative introduced universal free school meals in their primary schools, long before central government support materialized. Other boroughs have been pursuing innovative activities to improve the food system, including regulatory reforms to limit unhealthy takeaway outlets using the GLA's Take-Away Toolkit. London's path-breaking Food Strategy, and the role of the London Food Board, continue to set an example for other metropolises.

The Flagships concept of a coordinated program of change across the whole food environment takes inspiration from a similar approach adopted in North Karelia in Finland during the 1970s.<sup>5</sup> The Finnish project aimed to reduce the prevalence of heart disease, and had staggering results. Following changes across restaurants, supermarkets, schools, food manufacturers, local infrastructure and more, the annual mortality rate from heart disease fell by 80%, and average life expectancy rose by more than five years. What the Finnish case achieved for heart disease, the London Flagships aims to do for obesity – positively impacting broader attainment and wellbeing outcomes in the process.

### ***What does Flagship status entail?***

As a Flagship, you will receive coordinated support from the GLA's cross departmental steering group. In particular, the Food, Health, Education, and Sport teams, along with the Mayor's Fund for London, the national School Food Plan team, and an advisory group from the London Food Board will work with your project team to bring further partners, funding, and other resources on board to transform the whole food environment within your borough. The Mayor of London has also expressed his personal support for the Flagships.

### **Specifically, Flagship status entails:\***

#### **(1) Funding**

The DfE and the GLA have jointly contributed £1.2 million to fund the first two years of the Flagships initiative – that is, £600 thousand per Flagship. A percentage of this funding will be used to fund external evaluation of the health and education outcomes. The remainder will be available for the chosen Flagships to deliver the activities laid out in their project plan.

The GLA is working with the Mayor's Fund for London to bring further private and charitable funding to the Flagships.

---

<sup>5</sup> National Institute for Health and Welfare (THL), in collaboration with the North Karelia Project Foundation. *The North Karelia Project: From North Karelia to National Action*. Helsinki University Printing House. 2009. <http://www.thl.fi/thl-client/pdfs/731beafd-b544-42b2-b853-baa87db6a046>

The Flagships vision aims to run for at least five years, and the GLA team will work with the Flagships to explore opportunities to secure funding for subsequent years.

## **(2) Links with national government**

In addition to funding and support from DfE, the Flagships will also benefit from direct engagement with Public Health England (PHE) and the Department for Environment, Food, and Rural Affairs (Defra). The Flagships will work with Defra to develop the British Food Plan, including trialling the toolkit and engaging school children with the farming sector.

## **(3) Networks within London**

For example, the GLA will facilitate direct engagement between the Flagship Boroughs' project teams and local school, community, and business leaders by hosting meetings at City Hall, drawing on the GLA Education team's network.

## **(4) Wider partnerships**

Through the GLA, the Flagships will have unique opportunities to engage at a high level with private and social sector organisations.

The GLA team is in discussions with major supermarkets and high street chains to explore options to carry out activities or launch pilots within the Flagships to create 'healthy high streets'.

The Flagships will also be a focal point for all GLA led food initiatives, such as plans to introduce community shops in London - <http://community-shop.co.uk/>

## **(5) Central evaluation**

Central to the approach of the flagships is the ability to show what works. The GLA will coordinate and tender a central evaluation of the impacts on health and education outcomes in both Flagships. There will be opportunities to work with leading academics and research organisations. We are in discussions with organisations such as the National Institute of Health Research (NIHR) and the Education Endowment Foundation (EEF), amongst others, to explore how they can support this work.

## **(6) National and international public profile**

The Flagships initiative will be very high profile. There will be extensive local, national, and international media attention throughout.

There will also be unique opportunities for international engagement. For example, a fact-finding exchange with Finland, to learn from their experience implementing a whole



environment change approach to food and the role of universal free school meals. The Flagships will be expected to share case studies on their activities, and to send delegations to present at local and international conferences on food, in schools and more broadly.

*\*Details are indicative and may change as the project develops.*

# VISION

Our five-year vision for London is improved health and attainment across the whole community, fostering individual wellbeing and social cohesion along the way.

We believe this can be achieved by boroughs bringing together existing food and diet related programmes and launching new initiatives in a coordinated approach.

With the School Food Plan as a critical foundation, the Flagships will extend activities beyond the school day – for example, during holidays, on high streets, in homes, and in early years.

London will demonstrate to an international audience the transformational impact on health and attainment achievable through improving food across the whole environment, using schools as a catalyst to drive this change.

For health, our goals are to reduce child obesity and adult diabetes. And for attainment, to increase children's academic performance and improve the school learning environment.

We recognise that these health outcomes call for a whole systems approach, encompassing wider health and wellbeing activities as well as food. We strongly encourage boroughs to set out complementary plans promoting, for example, active travel, sport, mental health and wellbeing.

The primary focus of the flagships is, however, the food environment. In order to reach these long term goals, we want to see four short term changes around food across the community. Because if people eat well, they will be healthier and improve their overall life chances.

**(1) PROVISION: Improve the quality of food available**

Unless people have easy access to affordable, culturally appropriate good food and fresh ingredients, then it's hard for them to eat healthily even if they want to.

**(2) KNOWLEDGE: Increase understanding of how diet impacts health**

Even if good food is available, unless people understand why eating well matters, they won't necessarily try to make healthy food choices.

**(3) SKILLS: Develop practical cooking skills**

Even if people appreciate the importance of healthy eating, unless they have practical cooking skills and affordable access to an appropriate 'kitchen', they won't be able to produce good food for themselves.

**(4) VALUES: Foster a love of good food**

Even if all of the above are in place, unless people have a desire to eat well and cook good food, they won't develop healthier diets.

This is about driving an enduring culture shift. We need to change the system in which people live, and also help people change themselves – through reskilling around cooking and cultivating a love of good food.

The Mayor of London and the London Food Board have become increasingly concerned with issues relating to food poverty in London, and in order to achieve the Flagships vision it will be essential to focus in particular on activities to reach those most in need.

**It is about making eating healthily the easy option – for everyone, regardless of income.**

# ELIGIBILITY

**Who can apply**

Only London boroughs can apply to become a London Flagship Food Borough.

London boroughs can choose to submit joint applications – for example, the tri-borough. Only one application will be accepted per partnership.

A borough may choose to submit both a single borough standalone application and also an application as part of a multi-borough partnership. These will be treated as separate applications, but where a borough features in multiple applications, only one (if any) of these will be selected to progress to the next round.

Flagship status will be awarded to one inner borough and one outer borough (see guidance for clarity on this distinction).

---

# SELECTION PROCESS

The two London Flagships will be chosen through a two stage competitive application process. All London Boroughs are warmly encouraged to submit applications.

### **First Round**

The first round will consist of a short written application – questions and guidance are contained in this prospectus. This round will run through purdah, and we expect it will be completed by Borough officers. Confirmation of high level-political support is not required at this stage.

#### **A Q&A session for the First Round will be held at City Hall on 28 March, 10am to 12noon.**

This will also include an opportunity to find out more about organisations, projects, and other opportunities which could support your application.

>> **Please RSVP and submit questions in advance to [leah.schabas@london.gov.uk](mailto:leah.schabas@london.gov.uk)**

The deadline to submit the first round written application is **2 May, 12 noon.**

Boroughs may then be contacted to answer clarification questions if needed.

### **Shortlist**

We expect to announce shortlisted boroughs by w/c 26 May. We expect to shortlist a maximum of 6 boroughs – though this is subject to change.

### **Second Round**

The second round will involve requests for further details and background information around your project plan, along with in person interviews.

Project teams will come to City Hall to be interviewed by a selection panel, chaired by Rosie Boycott, Chair of the London Food Board and Mayor's Food Advisor.

Certain members of the selection panel will then also travel to the shortlisted boroughs to meet with the borough leader(s) who are backing the Flagship application.

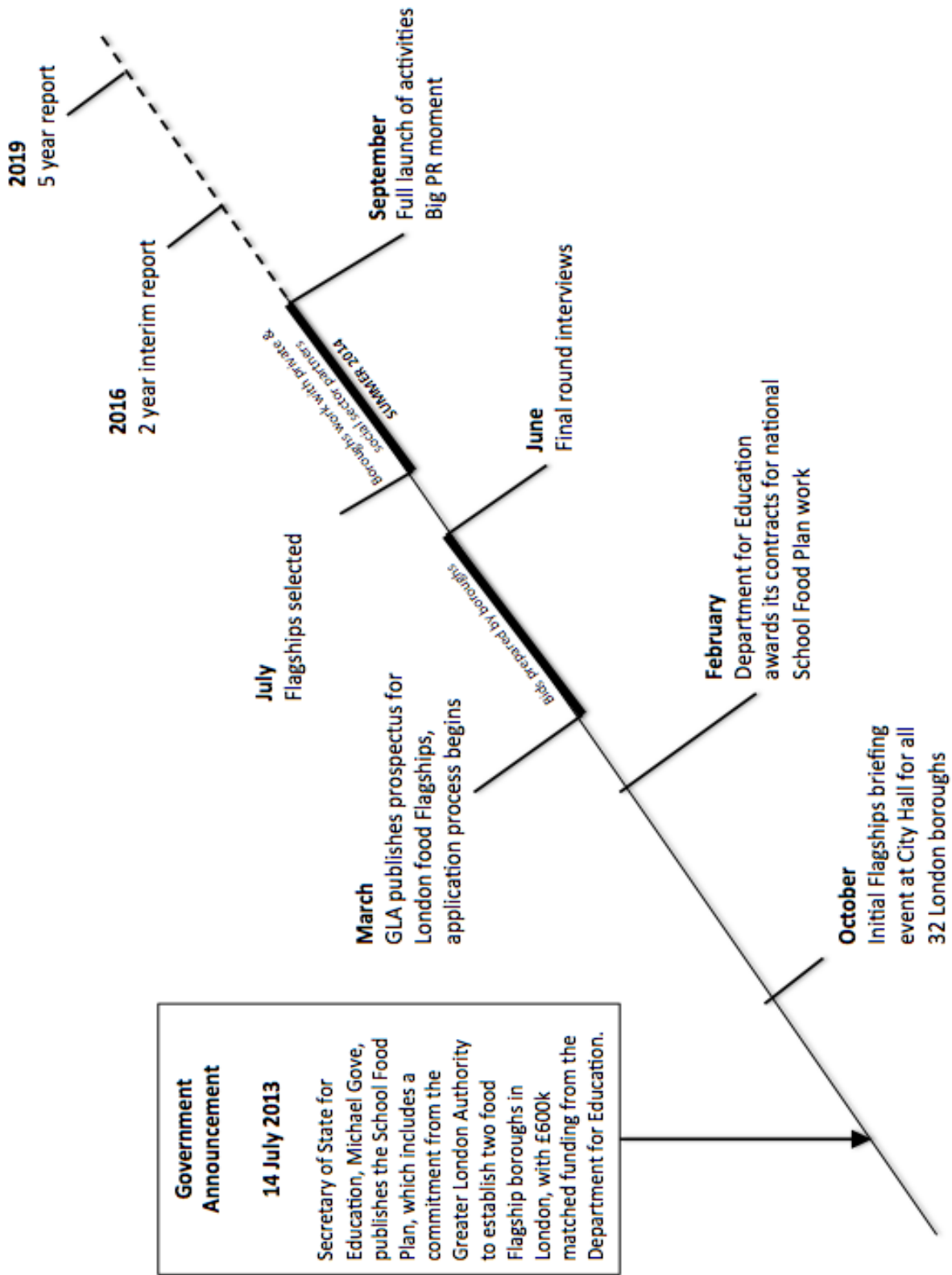
### **Approvals**

Successful applicants will need to enter into grant agreement with the GLA for the delivery of the project and this agreement will be subject to the GLA's usual internal approval processes.

---

# TIMELINE





*Dates are indicative and subject to change.*

<b>DATE</b> ( <i>indicative, may change</i> )	<b>ACTION</b>
14 July 2013	<i>School Food Plan published by the Department for Education</i>
7 October	Initial London Food Flagships briefing event held at City Hall, attended by 32 boroughs
17 September	<i>Government announces Universal Infant Free School Meals from September 2014</i>
7 December	<i>Department for Education opens tender for national School Food Plan seed funding</i>
February/March 2014	<i>Department for Education awards contracts for national School Food Plan seed funding</i>
<b>21 March</b>	<b>GLA publishes Flagships prospectus FIRST ROUND APPLICATION BEGINS</b>
28 March, 10am to 12noon	Q & A session at City Hall
<b>2 May, 12 noon</b>	<b>Closing date for receipt of applications</b>
w/c 12 May	Clarification questions (if needed)
22 May	<i>Local and European elections</i>
<b>w/c 26 May</b>	<b>Announce short-listed boroughs SECOND ROUND APPLICATION BEGINS</b>
9 – 20 June 2014	Final round interviews (post elections)
<b>w/c 30 June (before summer term ends)</b>	<b>CHOSEN FLAGSHIPS ANNOUNCED</b>
Summer	Contracts drawn up
<b>1 September</b>	<b>FULL LAUNCH OF FLAGSHIPS</b>
2016	2 year interim evaluation report on Flagships for Department for Education
2019	5 year evaluation report on Flagships

---

# ROUND ONE: APPLICATION QUESTIONS

---

**COVER SHEET**

---

Only the lead contact needs to provide contact details.

**Borough:**

**Inner or Outer Borough:**

Flagship status will be awarded to one inner borough and one outer borough – please refer to guidance if you are unsure of your borough’s classification in this context.

**Name:**

**Role:**

**Department:**

**Email:**

**Work phone:**

**Mobile phone:**

**Mailing address:**

**Date application submitted:**

---

**\*\*\*If you are applying as a partnership of more than one borough (e.g. the Tri-borough):**

**(a) List all partner boroughs, including a named lead contact for each.**

**(b) Which borough is leading the application?** This borough should complete the rest of this application form on behalf of the partnership.

**(c) Supplementary question: why are you applying as a cross-borough partnership? (100 words)**

---

## 1. VISION (10 points)

**Lay out your vision - what does being a Food Flagship mean for your borough? What will you do? What will it look like in 2 years? In 5 years? In 10 years?** (250 words)

## 2. LEADERSHIP (15 points)

**(a)** Strong leadership buy-in is essential. The Flagships will only be successful with clear cross-departmental, cross-sector, and cross-party support. Demonstrating this leadership buy-in will be essential in the final round of the application process, which will take place after local elections are over. We recognize that getting senior commitment at this time is difficult, but would like to see evidence that you are actively working to engage with senior stakeholders and decision-makers. For now:

**Tell us what you are doing to ensure high-level leadership buy-in.** (100 words)

**(b)** The Flagships initiative aims to run for 5 years. Political will and overall resources therefore need to persist through elections and budgetary reviews.

**Tell us why your borough's commitment to the Flagships will endure.** (100 words)

**(c)** The Flagships will require dedicated on the ground leadership and coordination.

**Please describe how you intend to provide this practical leadership – e.g. who will be the project sponsor, how will you structure your delivery team.** (100 words)

**(d)** Buy-in from local community leaders and influencers will also be essential – particularly from school leaders and parents.

**Tell us how you will engage with these stakeholders.** (100 words)

## 3. TRACK RECORD (10 points)

The Flagships are about demonstrating the best of what could possibly be done. Use this section to give us a brief overview of how much your borough has already achieved in this area – what base will you be building on if you become a Flagship?

**(a) Track record working on food in schools** (125 words)

**(b) Track record working on food across the wider environment** (125 words)

## 4. NEED (10 points)

**(a)** In awarding the Flagships, we will seek to achieve a balance between demonstrated ability to deliver (e.g. strong starting point, clear leadership) and demonstrated need (e.g. free school meals eligibility, child obesity prevalence, food poverty levels).

**Tell us why your borough in particular needs Flagship status.** (150 words)

**5. FUNDING (10 points)**

**(a)** You must be able to show evidence that you will bring resources and funding which are quantifiable in monetary terms, as ‘match’ for the funding from the GLA and DfE.

**Tell us how you will ‘match fund’ – what is the monetary value of the new and existing resources you will bring to the Flagships initiative.** (125 words)

**(b)** The government has awarded a total of £150m in capital funding to support schools in upgrading kitchen and dining facilities to deliver universal infant free school meals from September 2015. This funding has been allocated to Local Authorities based on pupil numbers for maintained schools.

**Tell us how your borough plans to use this capital allocation. (required, no score)**

**6. WIDER PARTNERSHIPS (10 points)**

**(a) What partners will you bring on board from beyond local government?** (150 words)

**(b) Healthy Schools London and the Healthy Workplace Charter (required – no score)**

We expect the Flagships to engage with Healthy Schools London at a borough wide level. Tick here to commit to working with all schools in your borough to ensure that 95% of schools have the bronze Healthy Schools London award by 2016.

We expect the Flagship boroughs to gain London Healthy Workplace Charter accreditation. Tick here to confirm you are signed up to or will sign up to the Charter.

**(c) Do DfE school food contracts to increase take-up and set up breakfast clubs affect your borough? If yes, provide further program details. (required – no score)**

**7. PROJECT PLAN (10 points)**

**(a) Outline your project plan: what will you do, with what funds, when?** (275 words)

**(b) INNOVATION: set out an innovative approach to tackling issues of child hunger in your borough, which you would like to trial if you become a Flagship.** (100 words – required, no score)

**8. IMPACT (5 points)**

**(a) What is the expected reach of your planned Flagships activities – how many people will you engage with, how will particular groups within your borough be positively affected?** (125 words)

**9. MONITORING AND EVALUATION (10 points)**

Central to the approach of the flagships is the ability to prove what works. The GLA will coordinate and tender a central evaluation of the impacts on health and education outcomes in both Flagships. There will be opportunities to work with leading academics and research organisations. We are in discussions with organisations such as the National Institute of Health Research (NIHR) and the Education Endowment Foundation (EEF), amongst others, to explore how they can support this work. We will expect the Flagships to support this evaluation by working collaboratively with the evaluators and providing access to their own internal monitoring and data collection.

**How will you add value to and work with this central evaluation?** (100 words)

**10. SHARING WHAT WORKS WELL (5 points)****(a) Promotion and Publicity (required – no score)**

We expect the chosen boroughs to engage in centrally coordinated activities to raise the profile of the Flagships, sharing what works well to national and international audiences. This may include press, TV documentaries, contributing to conferences and new technologies, and more.

**Tick here to confirm agreement to participate in such activity.**

**(b) Knowledge sharing (required – no score)**

Flagships need fleets. While only two boroughs will have Flagship status, the vision is for the whole of London – and to inspire change in cities across the country and around the world. As a Flagship, your project team will commit to:

- providing regular updates on activities within the borough (this may be shared with a wider community through a web page or newsletter; quarterly short updates to the London Food Board; and other similar low resource activities);
- presenting at ‘mini-conferences’ at City Hall, to share specific findings and projects with representatives from London boroughs (at least bi-annual);
- hosting ‘open days’ for representatives from London boroughs and others seeking to learn first hand about particular aspects of the Flagships (at least bi-annual).

**Tick here to confirm your commitment to carrying out these activities.**

**(c) How will you add value to and support both the publicity and the knowledge sharing aspects of this commitment to share what works well?** (75 words)

**11. RISKS (5 points)**

**What are the three major risk factors that could derail your plans and why?** (100 words)

# GUIDANCE: HOW TO ANSWER



To help you complete your application, in this section we explain in more detail what we are looking for in each question, and offer examples of possible answers.

Remember, the examples given here are not intended to be comprehensive, but merely to give an idea of *possible answers*.

We believe you are best placed to know what constitutes strong evidence of, for example, leadership buy-in, in the context of your borough. Just make sure you clearly justify the significance of your answer in relation to the question posed.

- - - -

**A Q&A session for the First Round will be held at City Hall on 28 March, 10am to 12noon.**

This will also include an opportunity to find out more about organisations, projects, and other opportunities which could support your application.

>> **Please RSVP and submit questions in advance to [leah.schabas@london.gov.uk](mailto:leah.schabas@london.gov.uk)**

---

## COVER SHEET

Flagship status will be awarded to one inner borough and one outer borough.

### **Inner / Outer borough distinction:**

Inner boroughs = Camden, Greenwich, Hackney, Hammersmith and Fulham, Islington, Kensington and Chelsea, Lambeth, Lewisham, Newham, Southwark, Tower Hamlets, Wandsworth, Westminster

Outer boroughs = Barking & Dagenham, Barnet, Bexley, Brent, Bromley, Croydon, Ealing, Enfield, Haringey, Harrow, Havering, Hillingdon, Hounslow, Kingston-upon-Thames, Merton, Redbridge, Richmond-upon-Thames, Sutton, Waltham Forest

(this distinction follows the London Plan and the Outer London Commission)

## 1. VISION

Use this section to tell us (briefly) what you plan to do, and what it will look like in 2 years, in 5 years, even 10 years. Ensure your vision aligns with the overall vision, as laid out in the introduction to this prospectus. We want to hear about specific activities and projects, but also wider policy and systemic changes you have in mind.

The overall Flagships vision talks about transforming health and attainment by improving food across the whole environment, using schools as a catalyst to drive this change and fostering individual wellbeing and social cohesion along the way. It's about making eating healthily the easy option – for everyone, regardless of income.

We believe this can be achieved by boroughs bringing together existing food related programmes and launching new initiatives in a coordinated approach. Specifically, our goals for health are to reduce child obesity and adult diabetes, and our goal for attainment is to increase children's academic performance and improve the school learning environment.

To this end, we want to see four short term changes around food across the community; because if people eat well, then they learn better, as well as being healthier and happier.

### 1. PROVISION: improve the quality of food available

Unless people have easy access to affordable, culturally appropriate, good food and fresh ingredients, then it's hard for them to eat healthily even if they want to. Example activities:

- Provide healthy and tasty universal free school meals for pupils in Years 3 – 6.
- Set up fresh fruit and vegetable stands in stores in 'food deserts'.
- Restrict junk food outlets near school through planning regulations.
- Restrict sale of high sugar drinks in vending machines in public buildings.
- Work with schools and community groups to run 'food clubs' offering weekend and holiday access to food for those who risk going hungry.
- Monitor adherence to the government's School Food Standards
- Encourage adherence to the Government Buying Standards for Food and Catering Services to support healthy and sustainable catering
- Use economic and regeneration programs to support development of and maintain a healthy local food economy.

### 2. KNOWLEDGE: increase understanding of how diet impacts health

Even if good food is available, unless people understand why eating well matters, they won't necessarily try to make healthy food choices.

- Run a borough-wide public health information campaign around diet.
- Deliver nutrition education programmes to children and families in schools.
- Partner with home-grown celebrities to spread the message.

### 3. SKILLS: develop practical cooking skills

Even if people appreciate the importance of healthy eating, unless they have practical cooking skills and an appropriate 'kitchen', they won't be able to produce good food for themselves.

- Support schools in delivering the cooking requirement in the new national curriculum.
- Set up after-school and holiday cooking clubs for families.

- Partner with the hospitality industry to train young people in practical cooking skills, which are also transferable to professional employment.

#### **4. VALUES: foster a love of good food**

Even if all of the above are in place, unless people have a desire to eat well and cook good food, they won't develop healthier diets.

- Engage families in food growing through community gardens.
- Organise local community food festivals.
- Run tasting sessions and family dinner evenings in schools.

We recognise that a whole systems approach to changing the health outcomes of a borough will necessitate the promotion of wider health and wellbeing initiatives over and above food interventions. We strongly encourage complementary work from boroughs to promote sport and physical activity, active travel, mental health and wellbeing, and improvements to the local built environment to support healthier lifestyles. Although the primary focus of the Flagships is on transforming the food environment, please do also consider how you might link flagship activities to wider health improvement initiatives. Tell us what your borough does well in this arena, and what plans you have for the future.

If your borough has a food strategy, then the vision section is a great place to tell us about it. Or if you don't have one, then this application process offers an opportunity to develop one from scratch and tell us about it here.

Your vision for your borough may link into wider aspects of the food environment, as part of a holistic approach, incorporating issues of sustainability and economic development in the food sector as well – though these are not the primary focus of the Flagships, they may make for a more robust overall food strategy.

#### **Some helpful resources:**

<https://www.london.gov.uk/priorities/business-economy/working-in-partnership/london-food-board/london-food-board/strategy-implementation-plans>

<http://sustainablefoodcities.org/resources/strategiesandactionplans>

## 2. LEADERSHIP

- (a)** Demonstrating high level elected and appointed leadership buy in will be essential in the final round of the Flagships application. We recognize that the local and European elections period is underway. However, we would like you to use this section to show us your commitment to securing high level leadership buy in.

For example, you may already have presented this project to your local health and wellbeing board. You may already have established a steering group including Directors of Services and/or elected members. You may have engaged senior partners from the local voluntary and/or private sector.

- (b)** While no one can predict the future, there are ways to make a compelling argument that the Flagships initiative will be secure in your borough.

We recognize that the local and European elections period is underway. However, you may be able to demonstrate a clear track record in food centred activity, maintaining buy in from borough officials, local community leaders and other influencers e.g. a longstanding borough food strategy, maintained commitment to Healthy Schools despite central government changes. Or you may have already confirmed longer term planned activity e.g. budgets secured for food activity for several years ahead.

- (c)** You may refer to planned action or an already established mechanism to provide this on the ground leadership. Your answer may take the form of a list, with a short description of the roles of key people involved.

For example, if your borough has already set up a provisional steering group, you could describe the set up and provide a list of membership, perhaps with any plans to expand membership to include other partners.

And/or you might identify one particular person who will be coordinating, and lay out their credentials for successfully filling this role.

- (d)** Have you already engaged with local communities in developing ideas for how you will run the Flagships? For example: head teachers steering group, focus group sessions with local citizens, meetings with community leaders.

Do you already have established networks where health, food, education are a focus? For example: local healthy schools network, parent liaison officers, dedicated officers who communicate with these groups.

### 3. TRACK RECORD

Fill out this section as a list – you can keep it simple, don't go into too much detail. Give us a flavour of the range and reach of what you have already done to improve food across the whole environment, in schools and beyond.

Some example activities

#### (a) Food in schools

- Universal Free School Meals for primary schools, since XXX (£Xm commitment)
- Healthy Schools London, borough led partnership, with XX% of schools at least bronze, XX% at silver.
- Work with Head teachers to make water the only drink available in schools
- Work with Food For Life Partnership, XX FFLP awarded schools
- Piloted innovative food retailing models such as healthy fast food for school children e.g. <http://wearewhatwedo.org/portfolio/chicken-shop/>

#### (b) Food across the wider environment

- Borough level food strategy since XXXX
- Taken measures to tackle public health impacts of fast food takeaways see: Takeaways Toolkit [https://www.london.gov.uk/sites/default/files/TakeawaysToolkit\\_0.pdf](https://www.london.gov.uk/sites/default/files/TakeawaysToolkit_0.pdf)
- Restrict sale of sugary drinks in public sector buildings
- Adopted the Healthier Catering Commitment <http://www.cieh.org/healthier-catering-commitment.html>
- Work to establish food banks, food co-ops or community shops (<http://community-shop.co.uk/>) in your borough
- Support for local community shops to sell a wider range of fresh fruit and vegetables in potential 'fresh food deserts' e.g. <http://www.sustainweb.org/buywell/>
- Support for community gardens

The Mayor of London and the London Food Board have become increasingly concerned with issues relating to food poverty in London, and in order to achieve the Flagships vision it will be essential to focus in particular on activities to reach those most in need. The Flagships are about making eating healthily the easy option – for everyone, regardless of income.

As such, we are also interested in your commitment to tackling food poverty in particular, so tell us about the great things your borough has already done to go the extra mile – for example, subsidizing or working with an organization to run cooking skills workshops as a wider service provided through food banks; funding free breakfasts for all primary school children (as in Blackpool: <http://www.blackpool.gov.uk/Residents/Education-and-schools/School-meals/Free-breakfasts.aspx>); or piloting voucher schemes to make fresh fruit and vegetables more affordable for those most in need (for example, see: <http://www.alexandrarosecharities.org.uk/>)

#### 4. NEED

##### **Tell us why your borough in particular needs Flagship status**

For example, you could share how many of and in what ways those most in need will benefit from your Flagship activities – you might share particular demographics and statistics from your borough, perhaps broken down by ward or particular groups:

- % free school meals eligible students
- child obesity levels
- evidence of food poverty – number of children going to bed hungry, rise in food bank use, numbers applying for emergency grants
- other measures of deprivation
- evidence of poor diet in your borough

The Mayor of London and the London Food Board have become increasingly concerned with issues relating to food poverty in London, and in order to achieve the Flagships vision it will be essential to focus in particular on activities to reach those most in need. The Flagships are about making eating healthily the easy option – for everyone, regardless of income.

## 5. FUNDING

- (a)** The DfE and the GLA have jointly contributed £1.2 million to fund the first two years of the Flagships initiative – that is, £600 thousand per Flagship. A percentage of this funding will be used to fund external evaluation of the health and education outcomes. The remainder will be available for the chosen Flagships to deliver the activities laid out in their project plan.

Your match can be in kind or via new revenue funding. Please show specific allocated new funding, new resources, or existing resources and funding that can align with this programme as match, for FY 14/15 and 15/16.

Demonstrate commitment and ability to raise match funding for further years activity if the programme is extended past the first two years.

Match could be direct cash investment in new activity, redirection of current resources to support the project, and contributions and commitments from partners from both private and voluntary sectors.

- (b)** The government has awarded a total of £150m in capital funding to support schools in upgrading kitchen and dining facilities to deliver universal infant free school meals from September 2015. This funding has been allocated to Local Authorities based on pupil numbers for maintained schools.

Please share a high level breakdown of how you are using this capital funding and how you are distributing this capital amongst your schools.



## 6. WIDER PARTNERSHIPS

**(a)** Briefly outline other partners you will bring to the table as a flagship. Example answer:

- National school food charities partnered – committed to supporting across all borough schools.
- Private sector organisation providing pro bono services support
- NHS / Health and Wellbeing Board – committed to supporting local evaluation
- A shopping centre has agreed to support, transforming the shopping centre space by banning sale of sugary drinks, introducing healthy vending machines.
- Local voluntary sector organisations
- Schools networks – including formal links with academies and free schools
- Engaging local leisure centres and fitness clubs to promote physical activity
- Engaging with local transport services and park authorities

**(b)** Healthy Schools London & Healthy Workplace Charter – required

For more information on Healthy Schools London, see <http://www.healthyschoolslondon.org.uk/>

The GLA's London Healthy Workplace Charter provides a framework for action to help employers build good practice in health and work in their organization. The Charter supports all types of employers, large and small, from the public, private or voluntary sectors. For more information please see the Charter website: [www.london.go.uk/healthyworkplace](http://www.london.go.uk/healthyworkplace)

**(c) DfE contracts**

Please tell us which, if any, organisation(s) will be delivering DfE school food contracts to increase take up of school meals and set up breakfast clubs in your borough, and provide details on what specific activities they will be carrying out in your borough – which schools, what will they be doing.

Find out more about the DfE School Food Plan contracts at:

[www.schoolfoodplan.com/dfе-contracts](http://www.schoolfoodplan.com/dfе-contracts)

## 7. PROJECT PLAN

### (a) Project Plan

Use this section to give us a more detailed breakdown of what you will actually do, providing granular detail on how you will realize the vision set out in your answer to Question 1.

Give a high level breakdown of how you will use the funding (central and match fund), and what activities you will pursue at what stages during the project.

Provide a phased timeline of activities – what are the different stages of your Flagship project plan.

Go into detail on specific projects you have planned that may be of particular importance.

The focus should be on food, but as mentioned in the guidance to Question 1, we would also be interested to see complementary plans to link activities to improve the food environment with wider health improvement initiatives, including active travel, sport, street designs to encourage walking.

The DfE and the GLA have jointly contributed £1.2 million to fund the first two years of the Flagships initiative – that is, £600 thousand per Flagship. A percentage of this funding will be used to fund external evaluation of the health and education outcomes. The remainder will be available for the chosen Flagships to deliver the activities laid out in their project plan.

### (b) INNOVATION

Use this section to show your capacity for innovation – the specific issue to address is child hunger in your borough. If resources permitted, what would you like to do? Show us your passion to do more by telling us what you would like to do if you had Flagship status – use your local knowledge to propose innovative new solutions we haven't even heard of.

## 8. MONITORING AND EVALUATION

Central to the approach of the flagships is the ability to prove what works. The GLA will coordinate and tender a central evaluation of the impacts on health and education outcomes in both Flagships. There will be opportunities to work with leading academics and research organisations. We are in discussions with organisations such as the National Institute of Health Research (NIHR) and the Education Endowment Foundation (EEF), amongst others, to explore how they can support this work. We will expect the Flagships to support this evaluation by working collaboratively with the evaluators and providing access to their own internal monitoring and data collection.

Examples of how you might support this work:

- Existing data, surveys etc. which could be leveraged for the central evaluation
- Health and Wellbeing Board willing to provide resource and funds to support
- School level records on standardized test scores, national exam results, attendance, behavior, qualitative data on student wellbeing and concentration as well as the overall school environment.

You may also already have independently funded plans to run some local evaluations with specific programs – how might these work alongside the central evaluation?

---

## 9. SHARING WHAT WORKS WELL

The Flagships are about driving a cultural shift. Communications and public perceptions are essential in bringing about this sort of behavior change. The Flagships are also about inspiring change across London and in other cities. Therefore, sharing what works well through public promotions and information sharing systems is crucial.

For example, you could tell us about your strong links with the local media, who have already committed to providing weekly coverage on the Flagship activities online and in print; or about a celebrity with strong ties to your borough (lives there or raised there) who has agreed to help with PR campaigns to raise the profile. How might you utilize new technology in helping to raise the profile and support the delivery of the program.

Or perhaps your borough already has established international ties with a local authority in another country, who could be engaged with to share international best practice.

---

## 10. IMPACT

How many people will be impacted by your Flagship activities and in what ways? Will your project plans have a small positive effect on the whole population or a transformational impact on a targeted segment(s)?

For example, you might share:

How many young people aged 0 – 19 do you expect to reach directly through your Flagships work? As an absolute number? As a percentage of your borough's total population? As a percentage of your borough's total population aged 0 – 19?

How many schools are there in your borough? How many will you directly engage with?

How many people in total are there in your borough? What is the breakdown of funding per person per year? How many of these people will be directly affected by your activities?

What will the impact be on each of these segments? What specific activities will you be targeting at different populations, and what do you expect will be the result?

---

## 11. RISKS

Tell us what could go wrong to overturn everything you have described above. How likely is it that the major risk factors you have identified will be a problem?

