

Appendix 2 detailed project briefs

PROJECT BRIEF – FOOD FLAGSHIP PROJECT TEAM

- This document outlines the specifics of project named above. This brief will sit alongside the other project briefs that form the whole of the Croydon Food Flagship Programme.

Project Name	Croydon Food Flagship Project Team	Project ID	FF01
Project Manager	John Currie	Date	October 2014
Project Sponsor	Dr Mike Robinson		
Delivery Partner	Croydon Schools Mutual (from April 2015) Individual project providers		

Project Mandate	This project was mandated to Croydon Council by the GLA under the London Food Flagship Programme
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Link to Programme Vision	<p>The overall vision of the Food Flagship Pilot is that a whole-system transformation will take place which in the long term will reduce childhood obesity, increase school attainment and reduce the numbers of new cases of type-2 diabetes. The local vision is that after 2 years children will eat better in and out of school, and children and their families will know how to grow and cook real food</p> <p>In order to achieve this transformation the Programme needs a project team with the purpose stated below</p>
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Project Purpose	<p>The purpose of the project team is as follows</p> <ul style="list-style-type: none"> To ensure that the component projects are delivered on time with appropriate evaluation and succession planning To maintain effective communications across all Croydon stakeholders in particular all schools, Flagship schools, catering contractors, and project providers To check progress towards outcomes is made as expected, and propose changes to the projects if not To develop partnership work with the GLA and Lambeth Flagship Pilot, in particular regarding external communications, marketing and overall Programme evaluation To provide capacity for Croydon to respond promptly and effectively to interest from new partners such as food retailers and commercial growers To manage the creation of the Croydon Food Board and associated communications (see separate Project Brief) To maintain a risk register for the Programme covering the above <p>The team will report to the Director of Public Health and the Programme Board</p>
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Outcomes	<p>The outcomes for the Project Team are those for the Programme as a whole:</p> <ul style="list-style-type: none"> More children eat good quality food in schools at breakfast and lunch time More families eat good quality food in and out of home More children know how to cook real food and aspire to do so More families cook real meals More children and parents know how to grow their own food and aspire to do so More food eaten in Croydon has been grown in Croydon
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Project Scope	All local stakeholders in the Food Flagship Pilot Programme and related activities			
Project Timescales	Please state if there is a specific reason for the end date.			
	Start Date	January 2015	End Date	January 2017?
			Reason	If funding not renewed
Key Milestones & Deliverables	Milestone/Deliverable			Completion Date
	Interim Project Team Established			October 2014
	Interviews			November 2014
	Permanent ` Project Team established			January 2015
	Transfer of Healthy Schools Manager and School Food Plan Co-ordinator posts to Croydon Schools Mutual			April 2015
Project Resources	There will be a team of three officers, one of whom (Healthy Schools Manager) is already funded by the Public Health Grant/school enrolment fees			
	<ul style="list-style-type: none"> Senior Programme Manager – who will report to the Director of Public Health and be responsible for the strategic oversight and delivery of the Programme. S/he will be the key link to all the project stakeholders and will be responsible for building and maintaining good working relationships with the GLA, School Food Plan, Mayor’s Fund, Innocent Foundation, elected members and Senior Council Officers. 			
	A fixed-term post or internal secondment for 2 years in the first instance, to be managed by the Director of Public Health. Expected after evaluation of the JD to be Grade 17 (PO7 equivalent). Cost £75,000 per annum (GLA funding and inclusive of on-costs and programme budget)			
	<ul style="list-style-type: none"> School Food Plan Co-ordinator –responsible for co-ordinating activity on the Croydon School Food plan, working in particular with the Flagship schools and collecting outcome data from schools and parents 			
	A fixed-term post or internal secondment for 2 years in the first instance, to be managed within CFL until April 2015 and then transfer to the Schools Mutual. Expected after evaluation of the JD to be Grade 12 (PO4 equivalent). Cost £50,000 per annum (Cash match funding and inclusive of on-costs)			
Interdependencies	<ul style="list-style-type: none"> Healthy Schools Manager – will be responsible for Healthy Schools award performance and connectivity with Food Flagship. See separate project brief. 			
	This is an existing post with Croydon Council separately funded from the PH grant and enrolment fees from schools, currently managed with CFL and expected to transfer to the Schools Mutual in April 2015			
	Successful launch of the Schools Mutual and agreement of Service Level Agreement with the council.			
Equalities & Diversities Impact	All candidates engaged in recruitment process all subject to the standard equal opportunities policies.			

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Risks	<ul style="list-style-type: none">- Delay in evaluation and agreement of job description Mitigated by Project Sponsor in facilitatory role with HR- Unable to appoint to positions Mitigated by interim capacity although this would have a cost implication- Poor collaboration between team members in different directorates/organisations Mitigated by regular contact between the DPH and Director of Education/CX of Schools Mutual
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Project Brief Approval	Date		Signature	
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PROJECT BRIEF – HEALTHY SCHOOLS

- This document outlines the specifics of project named above. This brief will sit alongside the other project briefs that form the whole of the Croydon Food Flagship Programme.

Project Name	Healthy Schools - Flagship Enhancement	Project ID	FF02
Project Manager	Daniel Davis – Healthy Schools Manager	Date	October 2014
Project Sponsor	Sylvia McNamara, Director of Learning, SEN and School Improvement and Dr Mike Robinson, Director Public Health		
Delivery Partner	All schools in the borough Croydon Schools Mutual (from April 2015)		

Project Mandate	This project is part of the London Food Flagship programme which was mandated to Croydon Council by the London Food Board, Greater London Authority
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Link to Programme Vision	<p>The overall vision of the Food Flagship Pilot is that a whole-system transformation will take place which in the long term will reduce childhood obesity, increase school attainment and reduce the numbers of new cases of type-2 diabetes. The local vision is that after 2 years children will eat better in and out of school, and children and their families will know how to grow and cook real food</p> <p>Schools which are committed in the long term to improving the health and wellbeing of their pupils and local communities are essential partners in achieving this transformation. The Croydon Healthy Schools programme has supported local schools with such aims for many years, funding having continued locally after the withdrawal of national funding in 2011, Funding is now provided from the ring-fenced Public Health Grant .</p> <p>Part of the Flagship vision is that all schools will improve uptake of school meals including breakfasts, not just those with a particular awareness of importance of good nutrition. The Croydon Healthy Schools programme has already enrolled over 70 of the 105 maintained schools in the Borough, and additional funding from the PH grant will be used to encourage the remaining 35 schools also to enrol</p>
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Project Purpose	<p>The overall purpose of the Healthy Schools Programme in Croydon is to improve health and wellbeing of children and young people so they can achieve better academic results and have the necessary life and social skills to lead a independent and economically fulfilling lives</p> <p>The purpose of the Flagship enhancement is to widen participation in the Programme to all schools in the Borough</p>
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Outcomes	<p>The outcomes of the Healthy Schools Programme overall are</p> <ul style="list-style-type: none"> Improved emotional health and wellbeing of pupils Reduced levels of obesity in school-aged children Reduced levels of all types of bullying Reduced risk taking behaviour including sexual health & substance misuse related issues Reduced involvement in gang and domestic violence <p>The Local Outcomes of the Flagship Pilot that the Flagship Enhancement will the same as those of the School Food Plan (see separate project brief) with particular emphasis on extending this to all schools</p>
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Project Scope	All Croydon maintained? primary and secondary schools		
Project Timescales	Please state if there is a specific reason for the end date.		
	Start Date	Ongoing	End Date Reason
Key Milestones & Deliverables	Milestone/Deliverable		Completion Date
	Agreement of Service Level Agreement between Public Health and CFL redefining the process and outputs of the Croydon Healthy Schools Programme in light of Flagship status		October 2014
	Draft Council contract with the Croydon Schools Mutual includes SLA activity defined above		November 2014
	Engagement with all schools to register on London Healthy Schools website		December 2014
	All state funded? primary schools engage with the health and wellbeing programme		March 2015 December 2015
	All state funded? secondary schools engage with the health and wellbeing programme		July 2015
	50% of state funded primary schools and 50% of secondary schools achieve Bronze Award of London Healthy Schools 95% of state funded? primary schools and 95% of secondary schools achieve Bronze Award of London Healthy Schools		July 2016
Project Resources	<p>The main resource for the Healthy Schools Programme is the work undertaken by schools themselves in particular PHSE curriculum co-ordinators. The Public Health Grant partially funds a Healthy Schools Manager (50%) with the balance funded from enrolment fees paid by schools themselves (target 50%)</p> <p>As a Flagship enhancement the funding from the Public Health Grant will be increased and the enrolment fees charged to schools reduced.</p>		
Interdependencies	Although the Healthy Schools Programme is funded separately to the Flagship Pilot, the manager of the programme will be an integral part of the Project Team (see separate project brief). This will help to produce a joined up approach to schools applying for or renewing their Healthy Schools Status and implementing enhancements to their School Food Plans (see separate project brief)		
Equalities & Diversities Impact	Schools that are identified through public health data as being in the most deprived parts of the Borough and with the worst health outcomes will be given priority support for their Healthy Schools application. Improvements in health/wellbeing outcomes will be identified and measured as part of schools' silver awards on the London programme.		
Risks	Schools fail to engage in the programme. Mitigation: there are established networks in place, and resources being increased for the programme should also mitigate that.		

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Project Brief Approval	Date		Signature	
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PROJECT BRIEF – CROYDON SCHOOL FOOD PLAN	
<ul style="list-style-type: none"> This document outlines the specifics of project named above. This brief will sit alongside the other project briefs that form the whole of the Croydon Food Flagship Programme. 	

Project Name	Croydon School Food Plan	Project ID	FF03
Project Manager	Tina Andrews Responsible for delivery of project, day-to-day management of Project Team within CFL/Schools Mutual and liaison with the Programme Manager. Responsible for compliance with relevant reporting process to the Programme Board.	Date	October 2014
Project Sponsor	Sylvia McNamara, Director of Learning, SEN and School Improvement and Mike Robinson, Director Public Health		
Delivery Partner	<ul style="list-style-type: none"> GLA The Lead Food Flagship Schools and their cluster partnerships Healthy Schools Manager School Food Matters Food for Life Partnership Children's Food Trust Magic Breakfast School meal providers Schools 		

Project Mandate	This project is part of the London Food Flagship programme which was mandated to Croydon Council by the London Food Board, Greater London Authority
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Link to Programme Vision	<p>The overall vision of the Food Flagship Pilot is that a whole-system transformation will take place which in the long term will reduce childhood obesity, increase school attainment and reduce the numbers of new cases of type-2 diabetes</p> <p>This project is also linked to the corporate objective of Independence: to help people from all communities to live longer healthier lives by making healthy lifestyle choices.</p> <p>Our vision for school food in Croydon is that all children and young people and their families have access to high quality food at a reasonable price. Staff and pupils have an increased awareness of the importance of nutrition on their health and wellbeing. Healthy food is the easy choice both within the schools and the communities they serve. Borough caterers work as an integral part of school teams in viable kitchens fulfilling the school food standards and employing best practice recommendations of the National School Food Plan. Parents / carers are actively involved and supported to improve their own cooking skills which consolidate the important messages being delivered in school. Schools and communities develop their capacity to grow and prepare healthy food to the benefit of all. School Children have many opportunities to cook, taste and understand really great food.</p>
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Project Purpose	<ul style="list-style-type: none"> • To increase the numbers of pupils eating a healthy school meal • To increase the uptake of UIFSM • To improve the quality of and access to breakfast clubs • To encourage all school caterers to increase the quality of food being used in school meals • To increase growing capability • To improve curriculum and teaching quality regarding healthy eating and cooking • To increase the number of schools with Food For Life Award • To develop the knowledge and skills of parents in relation to cooking and healthy eating • To support the creation of flagship schools. • To train and support schools in the borough to evaluate, improve and monitor their offer around food across the curriculum and at mealtimes. • To support flagship schools to provide guidance and disseminate best practice relating to all aspects of food in schools • To promote Healthy Weight training for school staff to ensure appropriate linkages are being made between the School Food Plan implementation and a whole school system approach to promote healthy eating and healthy weight. 								
Outcomes	<ul style="list-style-type: none"> • Children eat healthy breakfasts and lunches and they are therefore more likely to attain; • Children know how to cook healthy food and are inspired to do so and they are therefore less likely to develop type 2 diabetes in later life; • Children know how to grow healthy food and are inspired to do so and they are therefore less likely to develop type 2 diabetes in later life and are more likely to make healthy choices which will reduce childhood obesity; • Children make healthy choices, and some of their family do also; 								
Project Scope	All Croydon primary, infants and secondary schools								
Project Timescales	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">Start Date</td> <td style="width: 35%;">November 2014</td> <td style="width: 25%;">End Date</td> <td style="width: 15%;">November 2016</td> </tr> <tr> <td></td> <td></td> <td>Reason</td> <td></td> </tr> </table>	Start Date	November 2014	End Date	November 2016			Reason	
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	<p>Establish a framework of support that will include:</p> <ul style="list-style-type: none"> • a universal offer to all schools to enable them to develop and implement their food plans, meet food standards and deliver an exciting cooking curriculum • a targeted offer to flagship community schools to support them to develop a whole school approach to food in school and in their communities • the creation of flag ship schools with great practice that are used to inspire and encourage other schools <ol style="list-style-type: none"> 1. Undertake audit across all schools to ascertain levels of school meals take-up 2. Develop Croydon School Food Plan in conjunction with the GLA, DfE commissioned providers, identified Food Flagship schools and school meal providers. 3. Identify target schools and implement programme of awareness raising and addressing School Food Plan elements 4. Visits take place to potential Food Flagship schools and schools with identified best practice to illustrate good practice and the support available 5. Commission support from Magic Breakfast Club to identify criteria for a best practice framework/guidance in running breakfast clubs and improving quality 6. Facilitate network of caterers in Croydon; work with catering providers sharing ambition to achieve pledge from caterers to improve their standards 7. Recruit and train volunteers to support schools with their growing areas: <ul style="list-style-type: none"> • Food for Life Partnership, • Growing Schools, • New Addington Community Food Learning Centre, • Master Gardeners 8. Providers such as Phunky Foods deliver workshops for teachers and parents; 9. Chefs deliver cooking lessons/demonstrations 10. Parent workshops relating to cooking and the importance of healthy eating are run in schools, either by the schools themselves or in partnership with caterers. Flagship community schools will be expected to disseminate findings from these workshops as part of their responsibilities. 11. Visits arranged to Lead Food Flagship schools and schools with identified best practice to illustrate good practice and the support available 12. School and parents' surveys at sample of schools to measure achievement of knowledge and attitude outcomes 	<p>30 Nov 2014</p> <p>31 Jan 2015</p> <p>31 Oct 2014</p> <p>31 Oct 2014</p> <p>30 Nov 2015</p> <p>31 Oct 2014</p> <p>31 Oct 2014</p> <p>31 Dec 2014</p> <p>By end of Spring Term 2015</p> <p>July 2015</p> <p>July 2016</p> <p>March 2015</p> <p>March 2015</p> <p>April 2014</p> <p>January 2015 onwards April 2015 onwards</p>
<p>Project Resources</p>	<ul style="list-style-type: none"> • Croydon School Food Plan Co-ordinator £50k of cash matched funding per year for 2 years • School Food Plan local enhancements (£40k per annum). Some schools may not be eligible for centrally commissioned support via the DfE Lots and this allocation seeks to address any support gaps ensuring maximum reach of Food Flagship programme across Croydon schools. 	

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Interdependencies	<ul style="list-style-type: none"> • Lead Flagship Food schools • Healthy Schools London • Croydon Healthy Weight programme 			
Equalities & Diversities Impact	<p>Schools that are identified through public health data as being in the most deprived parts of the Borough and with the worst health outcomes will be given priority support</p>			
Risks	<p>Schools fail to engage with elements of the School Food Plan. Mitigation = established networks are being used so influence already established</p>			
Project Brief Approval	Date		Signature	

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PROJECT BRIEF – FOOD GROWING THROUGH COMMUNITY GARDENING CAPACITY

- This document outlines the specifics of project named above. This brief will sit alongside the other project briefs that form the whole of the Croydon Food Flagship Programme.

Project Name	Food Growing through Community Gardening Capacity	Project ID	FF04
Project Manager	John Currie	Date	October 2014
Project Sponsor	Dr Mike Robinson		
Delivery Partner	Croydon Voluntary Alliance Croydon Neighbourhood Care Association and other community groups Housing Associations with property in Croydon		

Project Mandate	This project was mandated to Croydon Council by the GLA under the London Food Flagship Programme
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Link to Programme Vision	<p>The overall vision of the Food Flagship Pilot is that a whole-system transformation will take place which in the long term will reduce childhood obesity, increase school attainment and reduce the numbers of new cases of type-2 diabetes. The local vision is that after 2 years children will eat better in and out of school, and children and their families will know how to grow and cook real food</p> <p>In order to achieve this transformation, there needs to be a significant increase in the amount of food that is grown locally. One of the factors which limits Croydon's ability to achieve this the number of residents who have sufficient confidence in their gardening ability to invest the time required to grow their own food. This capacity building project will "train the trainers" and enable local communities to organise their own education and demonstration projects</p>
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Project Purpose	<p>The purpose of the Community Gardening Capacity Building project will be:</p> <ul style="list-style-type: none"> To show residents how to grow their own food To make better use of growing spaces available to residents eg allotments, home gardens, school gardens and parks To enable people with existing gardening skills to refresh these and share with other members of the local community To support people who wish to volunteer to help others with gardening obtain training/qualifications in horticulture, and be recognised as "Food Buddies" To widen the scope of "social prescribing" by local GPs to include tuition about gardening To reduce social isolation by linking older or vulnerable people with access to a potential growing space with volunteers who can assist with the manual labour To create a Croydon-wide network of food growers/gardeners <p>The Council will commission a specialist provider to implement this project. There is a well established third sector provider, Garden Organic, which has already been commissioned by several other London Boroughs for similar work. Advice will be sought from procurement colleagues on the case for a tender waiver</p>
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Outcomes	<p>The project will contribute in particular to two of the six Local Intermediate Outcomes namely:</p> <ul style="list-style-type: none"> • More children and parents know how to grow their own food and aspire to do so • More food eaten in Croydon has been grown in Croydon <p>This project will also support the achievement of other outcomes in “Ambitious of Croydon” such as</p> <ul style="list-style-type: none"> • Older people helped to live at home • % social care clients with as much social contact as they would like • No. parks under community control • % of adults meeting at least minimum levels of physical activity 																				
Project Scope	A range of audiences/communities in Croydon – residents, community groups, third sector, patients, clinicians																				
Project Timescales	<p>Please state if there is a specific reason for the end date.</p> <table border="1" data-bbox="373 645 1455 719"> <tr> <td data-bbox="373 645 528 680">December 2014</td> <td data-bbox="528 645 815 680"></td> <td data-bbox="815 645 983 680">End Date</td> <td data-bbox="983 645 1455 680">December 2016</td> </tr> <tr> <td data-bbox="373 680 528 719"></td> <td data-bbox="528 680 815 719"></td> <td data-bbox="815 680 983 719">Reason</td> <td data-bbox="983 680 1455 719">Funding</td> </tr> </table>	December 2014		End Date	December 2016			Reason	Funding												
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Project completion	December 2016																				
Project Resources	<p>0.20 per week Programme Manager time to liaise with third sector organisations and the chosen specialist provider</p> <p>Contract with specialist provider £40,000 GLA funds per annum</p> <p>Advice from the Food Board</p>																				
Interdependencies	Social prescribing by GPs is a developing concept in Croydon, and there is no requirement on local GPs to take part.																				
Equalities & Diversities Impact	<p>This project seeks to enable people not in employment or training to access opportunities in food growing</p> <p>The more deprived parts of the Borough will be given priority</p>																				

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Risks	<p>Lack of engagement by key partners such as CCG, NHS England and GPs</p> <ul style="list-style-type: none">- Mitigated by robust case around benefits of growing on health and wellbeing; and development of a resource pack for local GPs <p>Lack of engagement with relevant parts of the community (young people, those socially isolated)</p> <ul style="list-style-type: none">- Enhance partnerships with community groups and the third sector			
Project Brief Approval	Date		Signature	

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PROJECT BRIEF – REGENERATION

- This document outlines the specifics of project named above. This brief will sit alongside the other project briefs that form the whole of the Croydon Food Flagship Programme.

Project Name	Regeneration – Developing Food Businesses Regeneration – Community Food Learning Centre	Project ID	FF05
Project Manager	John Currie – responsible for overall project management Lisa McCance – Head of Economic Development: responsible for delivery of the “Developing Food Businesses” component and reporting accordingly to the Programme Board	Date	October 2014
Project Sponsor	Dr Mike Robinson		
Delivery Partner	Croydon Directorate of Development and Environment Community Food Learning Centre Community groups/third sector organisations		

Project Mandate	This project was mandated to Croydon Council by the GLA under the London Food Flagship Programme
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Link to Programme Vision	<p>The overall vision of the Food Flagship Pilot is that a whole-system transformation will take place which in the long term will reduce childhood obesity, increase school attainment and reduce the numbers of new cases of type-2 diabetes. The local vision is that after 2 years children will eat better in and out of school, and children and their families will know how to grow and cook real food and aspire to do so.</p> <p>In order to achieve this transformation, every opportunity needs to be taken to include growing spaces in schemes for physical regeneration, to support existing small businesses which sell unprocessed food such as greengrocers, and to develop new jobs and businesses which grow and sell local produce.</p> <p>The intention is to embed this activity within the health and wellbeing plans that will be a requirement of new planning applications for all major developments.</p>
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Project Purpose	<p>The purpose of the regeneration project is to</p> <ul style="list-style-type: none">• Maximise the impact that the Community Food Learning Centre has on the Borough's regeneration plans• Increase the number of growing spaces available to residents such as allotments, balconies, communal gardens and public spaces and encourage their use• Strengthen existing real food businesses and encourage the development of more. <p>This project consists of 3 elements:</p> <ul style="list-style-type: none">• Community Food Learning Centre <p>Based in the New Addington area, the Community Food Learning Centre consists of allotments and a modern well equipped teaching kitchen. It currently enables the local community to learn about food through growing and cooking in a positive and supportive environment.</p> <p>The Centre will provide a range of services to the Flagship. A schedule specifying the volume of each service and the delivery dates will be agreed as part of the finalisation of the project plan. These services will include</p> <ul style="list-style-type: none">• One day taster courses, and longer courses, for teachers and other school staff to learn the skills needed to teach cooking and growing• Similar courses for young people not in education, training or employment (NEET) and other volunteers who wish to help with the Community Gardening Capacity Building (see separate project brief)• Capacity for local GPs who wish to make "Growing on Prescription" part of their social prescribing offer• Consultancy for other third sector organisations in Croydon who wish to encourage the growing cooking and eating of real food amongst their client base• Short briefings for developers and others entrepreneurs wishing to add growing spaces to their developments or to set up new businesses• Catering qualifications for local people and those starting new healthy food businesses• Advice to the project team and the Development and Environment directorate <ul style="list-style-type: none">• Developing Food Businesses <p>Through the MRF programme and building on the planned Community Food Hub at Surrey Street Market (an area subject to significant regeneration) we have recently shortlisted 5 businesses to develop a healthier food offer, including health awareness and locally sources produce. The pop up food businesses will be a key feature of the improving Croydon food landscape and link with other Food Flagship initiatives such as food growing in schools and the community growing schemes.</p> <p>As part of a similar initiative in London Road, one of Croydon's most deprived areas, the Council is working with 5 food related businesses to ensure they become more sustainable. There are direct links to the healthy eating agenda through visual merchandising to promote healthy food, marketing to local people to promote healthy eating and a range of other measures to highlight the importance of local and fresh produce.</p> <ul style="list-style-type: none">• Community Grants <p>The council already runs a small grants scheme for community groups that wish to undertake activities designed to improve health and wellbeing as part of the Croydon Heart Town programme. The purpose of this component is get further value from this infrastructure by extending the current scheme in scope and value to make grants to groups that have an innovative idea around growing and cooking. Priority will be given to those proposals that demonstrate link up with other Food Flagship projects and deliver on other Ambitious for Croydon outcomes such as reducing social isolation of older people.</p>
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Outcomes	<p>The Programme outcomes that the regeneration project will deliver are:</p> <ul style="list-style-type: none"> • More families eat good quality food in and out of home • More children know how to cook real food and aspire to do so • More children and parents know how to grow their own food and aspire to do so • More food eaten in Croydon has been grown in Croydon <p>In addition the regeneration project will contribute to a wide range of outcomes detailed in “Ambitious for Croydon” and the Croydon Growth Plan</p>																				
Project Scope	<p>All communities in Croydon; developers and business owners</p>																				
Project Timescales	<p>January 2015</p>	<p>January 2020</p>	<p>End Date</p>	<p>This is the expected formal endpoint for the Flagship Pilot, although the benefits will continue after that date.</p>																	
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Project Resources	<p>Community Food Learning Centre - £100,000 per annum (87.5% GLA 12.5% local cash match) Developing Food Businesses - £15,000 per annum (GLA) Community Grants - £25,000 per annum: GLA and cash matched 50-50 share</p>																				
Interdependencies	<p>There is a complex system of interdependencies which will be managed by the Project Team through its partnership work with the Development and Environment colleagues. The Director of Development will be a key member of the Programme Board</p>																				

Appendix 2 detailed project briefs

Equalities & Diversities Impact	<p>The regeneration will address social isolation and unemployment by prioritising training for those from more deprived communities</p>
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Risks	<p>Lack of engagement by stakeholders including the third sector and retail,, mitigated by</p> <ul style="list-style-type: none"> - strong senior buy-in from Leader of the Council, and Chief Executive - Cabinet paper to raise profile of the Flagship Pilot - Partnership work with the Head of Economic Development - Food Board launch event jointly with LSP Regeneration and Employment Board <p>Delays in commissioning process</p> <ul style="list-style-type: none"> - Mitigated by advice from procurement colleagues regarding a tender waiver for CFLC <p>Regeneration programme delays</p>
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Project Brief Approval	Date		Signature	
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Appendix 2 detailed project briefs

PROJECT BRIEF – CHILD HUNGER PROJECT

- This document outlines the specifics of project named above. This brief will sit alongside the other project briefs that form the whole of the Croydon Food Flagship Programme.

Project Name	Child Hunger Project	Project ID	FF06
Project Manager	Anna Kitt, Health Improvement Principal, Croydon Council	Date	October 2014
Project Sponsor	Dr Mike Robinson, Director of Public Health, Croydon Council		
Delivery Partner	Council Early Years team Childrens Centres Croydon Food Banks Croydon Community Shop		
Project Mandate	This project was mandated to Croydon Council by the GLA under the London Food Flagship Programme		

Appendix 2 detailed project briefs

Link to Programme Vision	<p>The overall vision of the Food Flagship Pilot is that a whole-system transformation will take place which in the long term will reduce childhood obesity, increase school attainment and reduce the numbers of new cases of type-2 diabetes</p> <p>There is evidence that households with low income are significantly more at risk of poor nutrition and have higher rates of obesity. In order to achieve the transformation more progress needs to be made with this group than others</p> <p>Croydon's Child Hunger Project</p> <p>.</p> <p>To mobilise the project will provide grant funding to two Children Centres to deliver innovative work with parents and children on the issue of child hunger.</p> <p>The project will pilot an approach to evaluate the benefits of a targeted number of children (two years of age) benefiting from a nutritious and healthy meal in the childcare setting. This will potentially reduce child hunger, but also it would ensure that social skills around mealtimes are acquired.</p> <p>The project will also provide cooking skills to families and aim to use the places where families go for support in the first years of a child's life to spread knowledge, build up skills and confidence on how to eat well on a very tight budget. Therefore families will be given skills and confidence to cook from scratch and make, informed food choices for example how to understand food labelling information so that they can make their limited food money work harder.</p> <p>The project will also work in tandem with the Food Banks, to ensure that they are signposting families to services which offer cooking skills, to the community shop, and food budget planning.</p> <p>An external provider will be commissioned to work in partnership with childcare settings to provide a meal for children (2yrs) in the greatest areas of deprivation in the borough. In addition, the external provider will plan, mobilise and deliver cooking courses to families with pre-school children to provide cooking skills, and food budget knowledge.</p> <p>Community Shop</p> <p>Croydon is not immune to food poverty with approximately 5,000 referrals to 10 food banks per annum in the Borough. We will commission a provider to provide a Community Supermarket based on a successful existing model to respond to food poverty.</p> <p>The model of intervention involves:</p> <ul style="list-style-type: none">• Providing a members only service to those communities experiencing food poverty• Significantly discounted products in a stigma free environment• Access to extended services such as CV writing classes, debt advice, cooking classes and skills training <p>Memberships are time limited so families do not become dependent on the service. As a result the interventions are structured and outcome focused.</p> <p>Public Health and regeneration officers have been working to identify a suitable site for the establishment of a Community Shop with positive results in the centre of the Borough.</p>
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Appendix 2 detailed project briefs

<p>Project Purpose</p>	<p>There is currently no entitlement for a pre-school child to have a free lunch despite there being access to free childcare (15hrs based on parent's low income).</p> <p>The purpose of Croydon's child hunger project will be to target pre-school children (2-4yrs) and their parents or carers in deprived communities. This is an innovative project design, as the majority of projects for food poverty tend to focus on school-aged children</p> <p>There will be three main areas of work on the Child Hunger project</p> <ul style="list-style-type: none"> • Pilot an approach to provide meals to children eligible for free Early Education and Childcare from two years old. . • Deliver cooking courses to v families of these children to develop the cooking skills and confidence they need to cook and eat more healthily, and to manage food budgets. • Work in partnership with Croydon's Food Banks and Community Shop to ensure there is consistency of healthy eating advice between the Food Bank and children's centre. <p>The purpose of the Community Shop will be to provide affordable groceries to those people most at risk of food poverty along with support around budgeting and instruction on how to cook healthy meals. This will be via a membership scheme with memberships time limited.</p>								
<p>Outcomes</p>	<p>The Pilot Programme local outcome that the child hunger project is designed to achieve is that more families eat good quality food in and out of home</p> <p>Other outcomes that will be achieved are</p> <ul style="list-style-type: none"> • More parents know how to cook real food and aspire to do so • Children's readiness for school is improved • Parental engagement in children's learning and development is improved. • Increase take-up of Healthy Start vitamins, and food vouchers by eligible families <p>The following local outcomes (subject to change depending on local model adopted):</p> <ul style="list-style-type: none"> • Provide 6,000 meals for pre-school children in the childcare setting. • Develop the evidence base for targeting pre-school children on the issue of child hunger. • Increase take-up of Healthy Start vitamins, and food vouchers by eligible families. • Increase in parent's confidence in cooking skills <p>Community Shop outcomes</p> <ul style="list-style-type: none"> • Less dependence on food banks for those experiencing food poverty 								
<p>Project Scope</p>	<p>A range of audiences/communities in Croydon – residents, community groups, caterers, schools, retailers</p>								
<p>Project Timescales</p>	<p>Please state if there is a specific reason for the end date.</p> <table border="1" data-bbox="371 1597 1455 1671"> <tr> <td>Start Date</td> <td>October 2014</td> <td>End Date</td> <td>Oct 2016</td> </tr> <tr> <td></td> <td></td> <td>Reason</td> <td>2yr funded programme</td> </tr> </table>	Start Date	October 2014	End Date	Oct 2016			Reason	2yr funded programme
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	<ol style="list-style-type: none"> 1. Identification of two pathfinder Childrens Centres The project will mobilise and provide grant funding in two Children Centres of £2,500 each to work with families intensively on the issue of child hunger 2. Commission an external provider 3. Identification of sites for delivery of lunchtime meals 2. 4. Delivery of 300 meals per month to pre-school children 1 5. Identify premises for Community Shop 6. Obtain planning permission for Community Shop 7. Delivery of cookery classes on child hunger project 8. Community Shop refit complete 9. Community Shop operational and trading 	<p>November 2014</p> <p>December 2014</p> <p>December 2014</p> <p>January 2015 onwards</p> <p>February 2015 April 2015 April 2015 onwards July 2015 August 2015</p>
<p>Project Resources</p>	<p>£50,000 per annum – Innocent Fund (Administration through the Mayor’s Fund) Community Shop refit costs to be met by the GLA</p>	
<p>Interdependencies</p>	<p>Best Start project Flagship regeneration project in particular Community Food Learning Centre</p>	
<p>Equalities & Diversities Impact</p>	<p>This project will operate in the more deprived areas of the borough</p>	
<p>Risks</p>	<p>Lack of engagement by key partners</p> <ul style="list-style-type: none"> - Mitigated by strong senior buy-in from Leader of the Council, Chief Executive and Director of Public Health - Strong Project Management and relationship building from core Food Flagship team <p>Delays in identifying suitable premises and obtaining planning permission</p> <ul style="list-style-type: none"> - Strong buy-in and support from regeneration and planning team into project <p>Delays in commissioning process</p> <ul style="list-style-type: none"> - Mitigated by advised from procurement colleagues 	

Appendix 2 detailed project briefs

Project Brief Approval	Date		Signature	
PROJECT BRIEF – FOOD PARTNERSHIP BOARD, COMMUNICATIONS AND EVENTS				
<ul style="list-style-type: none"> This document outlines the specifics of project named above. This brief will sit alongside the other project briefs that form the whole of the Croydon Food Flagship Programme. 				

Project Name	Croydon Food Partnership Board, Communications and Events	Project ID	FF07
Project Manager	John Currie	Date	October 2014
Project Sponsor	Dr Mike Robinson		
Delivery Partner	Croydon LSP, in particular Regeneration and Employment Board		

Project Mandate	This project was mandated to Croydon Council by the GLA under the London Food Flagship Programme
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Link to Programme Vision	<p>The overall vision of the Food Flagship Pilot is that a whole-system transformation will take place which in the long term will reduce childhood obesity, increase school attainment and reduce the numbers of new cases of type-2 diabetes. The local vision is that after 2 years children will eat better in and out of school, and children and their families will know how to grow and cook real food</p> <p>Achievement of this transformation will require a coalition of willing partners from public, private and third sectors with a shared vision.</p> <p>The Croydon Food Board will bring together all relevant partners to shape the vision and provide clear leadership. It will enable Croydon to become part of the Sustainable Food Cities network, which in turn provides access to learning and experience elsewhere to enable the transformation</p>
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Project Purpose	<p>The purpose of the Food Partnership Board is as follows</p> <ul style="list-style-type: none"> -To provide a legacy and continuity beyond the initial funded phase of the Pilot. -To enable greater buy-in from other stakeholders than would be achieved through programme management alone -To foster community ownership -To access national expertise and best practice by being part of the Sustainable Food Cities network -To strengthen the voice of Croydon in working with the GLA and Lambeth on wider communications - To provide local responsibility and ownership of the evaluation of the Pilot, including repeat of some or all the pupil survey undertaken in the summer term of 2014
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Appendix 2 detailed project briefs

Outcomes	<p>The outcomes for the Food Board are the same for those for the Programme as a whole, in particular those outcomes which are focussed on parents and the wider community namely:</p> <ul style="list-style-type: none"> • More families eat good quality food in and out of home • More families cook real meals • More food eaten in Croydon has been grown in Croydon <p>There are some particular components for which the Food Board will provide the strongest lead</p> <ul style="list-style-type: none"> • Support for local food related businesses and local food growing initiatives • Strengthening communities in the engagement of people in communal activities around food, above and beyond the specific Flagship Pilot projects • Reduced food related waste • Increased access to land for food growing for residents and community groups 																
Project Scope	<p>A range of audiences/communities in Croydon – residents, community groups, caterers, schools, developers, planners and retailers</p>																
Project Timescales	<p>Please state if there is a specific reason for the end date.</p> <table border="1" data-bbox="371 707 1458 831"> <tr> <td data-bbox="371 707 528 792">November 2014</td> <td data-bbox="528 707 810 792"></td> <td data-bbox="810 707 983 792">End Date</td> <td data-bbox="983 707 1458 792">Once established the Board and Sustainable Food City status will be ongoing subject to resources.</td> </tr> <tr> <td data-bbox="371 792 528 831"></td> <td data-bbox="528 792 810 831"></td> <td data-bbox="810 792 983 831">Reason</td> <td data-bbox="983 792 1458 831"></td> </tr> </table>	November 2014		End Date	Once established the Board and Sustainable Food City status will be ongoing subject to resources.			Reason									
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Project Resources	<p>Most of the resources for the Food Board will be provided in-house by the council in particular public health advice and communications support. Management of the Food Board will be one of the key duties of the Programme Manager supported by the project team and other council colleagues. Maximum opportunity will be taken to learn from Lambeth and other authorities which already have established their own Food Boards</p> <p>£10,000 of GLA funding will be provided for communications support including the costs of a launch event jointly with the LSP Regeneration and Employment Board</p>																
Interdependencies	<p>“Ambitious for Croydon” is the council’s manifesto for the current administration 2014-18. There is considerable overlap between its outcomes and that of the Food Board, for example “Longer Healthier Lives” and “Healthy and Resilient Families”</p> <p>The councils growth plan envisages the creation of separate Place Plans for different parts of the Borough and these help to deliver the Food Board outcomes at a local level</p> <p>The Health and Wellbeing Board is currently refreshing its own strategy. Tackling obesity and giving children the best possible start in life are likely to be key priorities</p>																

Appendix 2 detailed project briefs

Equalities & Diversities Impact	The Board is established to improve the food landscape across the whole Borough with the reach extending to all communities. The Board will have strategic oversight over the project designed to tackle food poverty, reduce social isolation and provide local residents with opportunities for employment and learning.
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Risks	Lack of engagement by key partners <ul style="list-style-type: none">- Mitigated by strong senior buy-in from Leader of the Council, Chief Executive and Director of Public Health- Strong Project Management and relationship building from core Food Flagship project team
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Project Brief Approval	Date		Signature	
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