

DETAILED BID FOR FSM PILOTS

1. General details:

a) Name of LA.

London Borough of Newham

b) Name and contact details of LA representative.

[REDACTED]
Children and Young People Service
London Borough of Newham
1st Floor Eastside
Building 1000, Dockside Road, London E16 2QU
Tel: [REDACTED]
Fax: [REDACTED]
email: [REDACTED]@newham.gov.uk

[REDACTED]
Children and Young People Service
London Borough of Newham
3rd Floor Eastside
Building 1000, Dockside Road, London E16 2QU
Tel: [REDACTED]
Fax: [REDACTED]
email: [REDACTED]@newham.gov.uk

c) Position held in LA.

[REDACTED] - Interim Divisional Director, Service and Performance
Improvement
[REDACTED] - Catering Development Manager

d) Is this bid in collaboration with the PCT: **Yes**

e) **If yes:** Name and contact details of PCT representative.

[REDACTED]
Children and Young People Service
Newham PCT
Unit 10, Warehouse K
2, Western Gateway, Custom House, London E16 1DR
Tel: [REDACTED]
Fax: [REDACTED]
[REDACTED]@newhampct.nhs.uk

f) Position held in the PCT.

Acting Head – Children and Young People Health Service

2. The pilot:

a) Type of pilot to be run: **Universal**



**Extension of FSM
eligibility**

Either

b) What do you estimate is the % of pupils eligible to FSMs across the local authority area. Please break this down into primary and secondary school pupils.

% of primary pupils eligible to FSMs = 29.8%

% of secondary pupils eligible to FSMs = 39.6%

c) What % of pupils are eligible for FSMs across the local authority area based on the Jan 2008 school census. Please break this down into primary and secondary school pupils.

% of primary pupils eligible to FSMs = 28.6%

% of secondary pupils eligible to FSMs = 37%

d) Please explain any differences between b) and c).

b) uses PLASC data for January 2009

c) uses PLASC data for January 2008

e) What is your % age take-up of school meals across the local authority area. Please break this down into primary and secondary school pupils.

% take-up of primary age children = 45.2%

% take-up of secondary age children = 38%

- f) Please explain how these figures have been calculated.

These figures have been calculated from 'entitlement' using the pupil census.

- g) What % of reception pupils in the local authority area are overweight or obese.

% of reception age children *overweight* = 12.4%

% of reception age children *obese* = 14%

Total % for both categories = 26.4%

- h) What % of Year 6 pupils in the local authority area are overweight or obese.

% of year 6 age children *overweight* = 14.5%

% of year 6 age children *obese* = 25.6%

Total % for both categories = 40.1%

In addition, 3% of children measured in Newham were *underweight*, compared with 2% in London.

- i) Where does this information come from.

Source: National Child Measurement Programme, 2007-08

- j) How many schools will take part in the pilot (primary and secondary for extension pilot; primary only for universal pilot).

All 66 primary schools will take part in the universal pilot.

- k) How many pupils does this involve (primary and secondary for extension pilot; primary only for universal pilot).

2009 primary (Yr R to Yr 6) pupil numbers = 30,665

- l) Does this include the whole of the LA area: **Yes**

If Yes, please go to question t.

- t) Please give us an overview on your plan for the pilot.

- Engage key stakeholders. There is high level political and managerial support for the pilot e.g. the Executive Director for Children Services and the Children and Young People Strategic Partnership Board. The Mayor of Newham endorses the Newham 'Million Meals Campaign'
- Use established 'Food in School Group' (members from Healthy Schools, PCT, Newham Catering Services, Newham Food Access Partnership, Local Authority Client) to lead on the work related to the increased provision and promotion of school meals. We will broaden the membership of this group to include Headteacher and Governor representation and Caterlink, the other catering provider
- We will promote support through our network of School Nutrition Action Groups (SNAG), School Councils, the elected Youth Parliament and the Young Mayor. We are currently consulting those groups on a 'packed lunch policy' as the quality of packed lunches is known to be nutritionally poor
- Whilst we are proud to report that school meals in Newham are all healthy and are publicised via school news letters and regular parent taster events, we will develop the media relations strategy in conjunction with the local authority and PCT communications teams. There will be a co-ordinated launch with significant publicity
- Newham Catering Services use a commercial marketing firm to promote their menus and messages about school food, so we will further develop those resources e.g. information leaflets and competitions such as 'win a mountain bike' and link them to the physical activity agenda
- Guidance and support for schools would be required from the Local Authority Client on how to manage the lunch service with increased meal numbers. Commitment will be sought from schools to encourage the whole school approach to healthy meals for all
- The Local Authority Client and the catering service providers will create an operational development plan to ensure that sufficient resources are in place in relation to kitchen equipment, attractive dining facilities / servery counters, food quantities and increased staffing and training. (Newham is well placed following its recent prudent use of the

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standards fund grant; up to two thirds was expended on staff training and additional equipment

- Partners will increase the flow of information to parents, as decision makers, so that they are fully aware of the opportunity for their child to eat healthily at no cost
- Innovative marketing will aim to make lunchtime 'fun' for pupils
- Training of catering and school staff will be reviewed to ensure that they have the necessary skills to cater efficiently for the increased volumes of meals
- Detailed monitoring and evaluation will be essential to chart and ensure the success of the project. Take-up of the National Child Measurement Programme in Newham is 92% of the cohort. Public Health have agreed to consider planning an additional measurement programme between the standard Reception and Year 6 NCMPs to capture trend data that may be linked to the roll-out of the FSM pilot
- The PCT and its partners will explicitly link the pilot to the roll-out of Change 4 Life, NICE guidelines for increasing physical activity in schools and 'You're Welcome'. This will be achieved by exploiting the solid relationship between the partners that already exists in the Healthy Schools Programme

- u) Who in the LA and/or PCT will be responsible for co-ordinating the pilot?

██████████ - Interim Divisional Director, Service and Performance Improvement

- v) Please outline your estimated timetable for setting up the pilots.

- Revised Food in School Group launched (end April)
- Additional members co-opted to group (end April / May)
- Marketing programme designed:
 - linked to corporate communications strategy for LA and PCT (May - July)
 - pupil and parents awareness campaign (May - July)
 - Healthy Schools campaign (May – July)
- Intensive training programme with school/catering staff (from May)

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- Confirm that individual school facilities continue to meet the minimum requirements for delivering the programme. Identify any additional gaps and plan to cover them (May – July)
- Design local evaluation (quantitative/qualitative) to complement central evaluation (June):
 - additional year measurement programme
- Launch by Executive Mayor [co-ordinated with national pilot] (September)
- Regular and continuing Food in School Group meetings to revise delivery (on a school by school basis if necessary) to ensure high uptake (from September)

- w) Please describe what you will do when the pilot finishes and funding ceases (your exit strategy).

The Council is considering the policy option of providing a universal free school meal service on a continuing basis.

- x) Please list the key risks that could hinder the successful operation of the pilot.

- Dining facilities and insufficient kitchen capacity (*see 2.t and 2.v above – standards fund monies have already been expended to improve facilities and further assessments will be carried out pre-delivery of the pilot programme*)
- Food choices/quality/menu's/ingredients not living up to expectation (*see 2.t above – Newham already delivers healthy meals so the programme will not have to be delivered in a 'big bang' along with radical menu changes*)
- Parents previously held views on school meals e.g. 'lumpy custard' and not allowing their children to have school provided meals
- Pupils with entrenched views e.g. "I only eat cheese sandwiches"
- Current dining hall arrangement e.g. key staff not willing to embrace change
- Social factors i.e. it's cool to eat out-of-school with your friends
- Parents unaware of the offer

y) What steps will you take to mitigate these risks?

- Look at innovate ways to improve facilities. (*See 2.t and 2.v above – standards fund monies have already been expended to improve facilities and further assessments will be carried out pre-delivery of the pilot programme*)
 - Open remote facilities – additional servery counters, plug sockets and recruit necessary staff
 - Establish larger production kitchens where necessary to provide food for smaller sites
- Encourage schools to stagger their lunch breaks. (*A two hour lunch service has been established at a small number of Newham schools. This has proved very successful and demonstrated other benefits i.e. calmer children, improved social skills and more manageable outdoor play*)
- Caterers supported to adapt and market their food provision to encourage a greater uptake. The Local Authority Client will raise targets in line with the pilot expectation
- Extend further invitations to parents to sample food at taster events and experience dining room ambience. Work with PTA groups (*See 4.b*)
- Encourage pupils, as part of our marketing campaign, to try different foods by running ‘taste and eat’ workshops. These events will also highlight the substandard products at fast food establishments
- Curriculum links to healthy eating and school meals will also be reinforced via healthy school coordinators
- Revitalised SNAG (School Nutrition Action Groups) meetings in all primary schools to encourage ownership of the catering service and engagement with the programme aims
- Engage with pupils (via school councils, Young Mayor and Youth Parliament) to improve dining room environments
- Programme to train / brief / engage midday meal staff and teachers about the programme aims for improving dining environment / healthy foods
- Continuing Local Authority Client monitoring of meals to ensure optimum quality and compliance with nutritional standards

3. Management Information

Please confirm that you agree to provide all of the data required to operate the pilot:



Please confirm that all schools participating in the pilot agree to provide this data:



- a) At present, what information does the LA/PCT collect on the costs and take up of school meals?

We have a detailed breakdown of costs that contribute to each school meal. Following a tendering exercise within the Building Schools for the Future (BSF) process, detailed spreadsheets are already used to analyse fixed and variable cost elements. This information was used to formulate 2009/10 budgets.

School meal take-up is reported monthly by the DSO and other providers to the Local Authority Client.

We hold and use detailed information on FSM take-up and how it compares to paid for meals. We hold and use information on no trading days etc.

Reports are produced and used to profile uptake with budget forecasts.

- b) How do you collect this information and in what format is the data stored?

Meal numbers are submitted on a weekly basis by schools. They provide this information on a spreadsheet and a 'Monthly School Meal Number' spreadsheet is generated by the caterers for the Local Authority Client.

A forecast against budget is carried out between the caterer and client.

Information is held electronically on spreadsheet software. There is an exemplar dataset which is used for trend analysis and to inform future strategic development

- c) How is this data used?

- To formulate budgets
- To evaluate trends
- To inform service developments
- To report to the council and partners on uptake figures and scrutiny of school meals services

- d) How do pupils pay for school meals?

Pupils in primary schools pay via the school secretary. In the primary school sector there is a set price meal offering i.e. a main meal plus dessert.

The current selling price is £1.60 (increasing to £1.70 in September 2009).

Newham Catering Services fund school secretaries for their time in collating paid meal numbers. Monies are banked via schools and Securicor services.

- e) **If there is a cashless system**, how many schools in the proposed pilot area use this system?

Cashless systems operate in some secondary schools in Newham

Cash collection in all primary schools takes place at the start of the school day and not at the point of sale.

There are no cashless systems in primary schools.

4). Marketing and other initiatives

- a) What initiatives have the LA undertaken in the last two years to improve health and/or promote school meals in the pilot area?

- The Local Authority has worked with the School Food Trust to pilot the nutrient standards in secondary schools. Newham was the first Borough in the country to comply with nutrient standards in secondary schools
- Lessons learnt from the process of improving the nutrient density of meals have been replicated in primary schools and younger pupils now enjoy e.g. chickpeas in curries and spinach in salads
- We introduced a range of innovative main meal choices, a variety of wraps and ethnic meal choices to match the diversity of Newham's population.
- All sites have a salad bar where pupils can self-select and supplement their meal. There has been a 20% increase in the number of pupils taking fruit and vegetables with their meal over the last two years
- We implemented a 'call order' service in some primary schools to ensure that all pupils receive their first choice from the menu
- All primary school cooks have benefited from one-to-one training with a chef trainer in their own kitchen. This tailored support and training has improved cooking skills
- Since April 2006 the Food in Schools team (an integral part of the Healthy Schools team) have supported the Borough's chef trainer

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programme by providing 37 primary schools with a variety of healthy eating activities on a whole-school level. The activities have included 'Prepare and Taste Sessions', where children try different foods, midday supervisors receive training, parents can access packed lunch advice sessions and parent evenings where a typical school meal is provided for both parents and children to taste.

- Data has been collected and has helped schools demonstrate the impact of their work for the School Self-Evaluation Form and Healthy Schools accreditation. Outcomes have been very promising :
 - pupils registered an increased satisfaction for all aspects of school dinners
 - nutrition knowledge has improved for Key Stage 2 pupils and parents
 - the amount of fruit and vegetables (fresh, frozen and tinned) used in school kitchens increased by 27%
- 'You're Welcome' criteria is in planning to ensure that services provided for children and young people are user friendly
- The PCT are implementing Early Years and Teen Lifecheck
- Plans are underway to capitalise on the high numbers of children who opt-in to the weighing and measuring programme (NCMP) to disseminate targeted information by individual result and provide support to individual families through community care navigators as part of that process
- Additional dietitians have been appointed specifically to support the childhood obesity programme. They are carrying out targeted work e.g. with Early Years services (as part of an Early Years central health function) and with obese mothers at the time of ante-natal booking
- There is Executive Mayoral support for the award winning 'Million Meals Campaign' in Newham
- A 'healthy living map' has been developed to signpost access points to facilities for physical activity, walking and healthy food providers. This has been developed to be understandable by children
- The PCT has funded £200,000 of sports and activity equipment in schools as part of it's commitment to the health agenda in schools

b) What other big initiatives have been undertaken in the area?

- "Try before you buy" free school meals for both Reception and Secondary year pupils
- A rolling programme of parent evenings in all primary schools to market meals to parents and pupils. This offers both to meet the cook, taste the meals and experience the dining facilities

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- All primary schools now have salad counters and attractive servery counters to present the food in a more appealing way
- A third of the standards fund enabled school kitchens to be refurbished e.g. essential cooling equipment, combination areas, mixers, liquidisers etc. In 2008/09 eight kitchen facilities were either newly built or upgraded. This has ensured that the full compliment of meals can be produced and more homemade meals can be prepared

- c) What do you consider will be the impact of these initiatives on the evaluation of the pilot?

We expect to see a sustained 20% increase in meal numbers. As Newham has already implemented healthy meals across the Borough (and was the first to meet the standard nationally in the secondary school sector) there will not be a 'big bang' effect on the evaluation. Any improvement will not be adversely affected by the introduction of healthy meals. Newham has already invested both funds and professional effort into raising standards in school meal provision, Again, the implementation of the pilot programme will not be adversely affected by the implementation of a range of different initiatives as these will have, to an extent, already bedded in.

- d) What initiatives are currently planned in the area for the next 2 to 3 three years?

- Free School Meals for all new starters for a week
- BSF and PCP (Primary Capital Programme) are currently rebuilding / refurbishing the majority of secondary kitchens and primary sites that require increased meal number provision
- A capital bid has been submitted for 3 schools with very poor facilities.
- LB Newham intranet web pages are being revised
- A Children Service Directory linked to the Healthy Living Map will be published in April
- Various marketing initiatives linking to Change 4 Life, Early Years and Teen Lifecheck and You're Welcome
- The Council is considering continuing to provide free school meals following the pilot period

e) How will you market the expanded provision of free school meals?

- We will link the campaign to the award winning 'Million Meals Campaign' which is endorsed by the Executive Mayor. This will be part of a whole school approach to school food provision
- Parent and pupil taster sessions will be held to promote the food and ambience provided through school dining facilities
- Teachers will reinforce messages in class via the 'healthy curriculum'
- Our current marketing approach will be extended and intensified
- We will adopt a 'mascot' and link local merchandising and competitions to those of the national agenda
- Attempt to link our sourcing of ingredients to sustainable sources
- A corporate communications plan will be developed between the PCT and the Council communications teams
- Marketing initiatives will be linked to Change 4 Life, Early Years and Teen Lifecheck and You're Welcome
- Targeted information will be provided through the community health navigators who will be joining the school nursing service for the Reception and Year 6 weighing and measuring programme (this may include the children weighed and measured as part of the 'additional year' for the local evaluation)

5. Capacity and provision of additional meals

a) At present, who provides the school meal for all schools in the pilot area?

- Schools Direct Services Organisation
- 2 PFI sites use outside caterers (Caterlink)

b) Please describe the procurement arrangements for school meals provision.

- DSO tendering and contract arrangements are as per council standing financial regulations
- Food is sourced using local suppliers
 - Newham is a 'Fair Trade Borough'
 - Newham is working towards a sustainable agenda
- Caterlink have their own procurement arrangements but they are similar to those of the DSO

- c) Would any of the above change under the pilot.

No.

- d) Please describe how you will ensure that there is sufficient capacity in **school kitchens** to provide the additional school meals.

- Some kitchens are currently under utilised so some kitchen capacity exists from which to accommodate the expected expansion
- We will plan strategically to fully utilise all our facilities throughout the Borough. For example, we currently have a school that has shut down and this kitchen can be brought into use as a central production unit for sites where they cannot accommodate the required number of meals
- Additional staffing will be brought in. All current staff have had training to a good level; they will be developed to transfer their skills and support the new staff accordingly
- Standards Fund monies have been a source of considerable additional funding for additional cooking and serving equipment. As such, school kitchens are better equipped

- e) Please describe how you will ensure that there is sufficient **dining space** and sufficient **facilities (eg crockery, cutlery and trays)** to provide the additional school meals

- We will work closely with Head Teachers to develop solutions. We will learn lessons from our good practice sites where they have successfully introduced staggered lunch sittings
- As our current provision is either sufficient or will be catered for as part of BSF, funds will be released to supply additional dining furniture
- We will look to the DSO and Caterlink to provide additional crockery, cutlery etc as part of their additional income from increased meal numbers

- f) Please describe how you will recruit and train sufficient **catering staff** to provide the additional school meals

Standards Fund monies were used to train all kitchen assistants in basic food safety, health and safety, marketing school meals and understanding the nutrient benefits for school meals.

There is a rolling training programme in place. As our current workforce has been trained any new entrants will be accommodated and funded through the current school budget.

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The Chef Trainer programme, which has been in place for the last 3 years, visited all primary school kitchens and spent a 3-4 week period working with cooks and assistant cooks to improve the quality of meals, assessing their skills and improving them.

This position will be reinstated if our bid is successful.

6. Costs

Authorities and PCTs will need to think carefully about the costs of the pilot and the funding that will be required to match the Government's contribution. For example, clearly the bulk of the funding will be needed to meet the direct costs of providing the meal but, if you anticipate other costs associated with running the pilot, you should include these with an explanation of why they are needed. On the basis of that explanation, we will then judge whether they should be allowed within the funding.

Authorities and PCTs should also be aware that their matched funding must be additional money. For example, we will not accept the School Lunch Grant or any other grant provided by the Government. Again, any proposals for different types of matched funding will need to be accompanied by a clear explanation.

a) What is the average selling price of a school meal

i) PRIMARY: £1.60 (£1.70 from September)

ii) SECONDARY: £1.60 (£1.70 from September)

b) Please estimate the total cost of the pilot by year. Please note that the provision of FSMs will last for two academic years but will span three financial years.

2009-10	2010-11	2011-12
██████████	██████████	██████████

See attached spreadsheet.

- c) Please provide a breakdown of what this will be spent on.

The costs (included in the contract meal price) cover:

- Staff costs (salary, % sick cover, agency costs, first aid, uniforms)
- Food costs
- Cleaning materials and disposables
- Telephone
- Transport
- Repair and maintenance of heavy equipment
- Light and heavy equipment purchases
- Marketing
- Central overheads
- Energy - gas and electric

In 2008 the DSO went through a tendering exercise and have proved value for money.

- d) What amount of match funding will you provide:

Based on a projected uptake of 65% (see attached spreadsheet):

2009-10	2010-11	2011-12

- e) Please describe how you will find the matched funding/resources for the pilot.

The match funding for this programme will be drawn from departmental reserves.

- f) Have you obtained the appropriate approval for this funding?
Please give details.

Yes.
The Executive Director of Children and Young People Services and the Lead Elected Member have agreed the package of funding.

7. Additional information: Please use the space below to expand on any of your answers or to provide us with any additional information to support your bid

- The London Borough of Newham has one of the largest and fastest growing child populations in the country. By 2012, the population aged 0-14 is projected to increase by 12% to <64,000 (21% of the total projected population). The 0-19 age group is projected to grow by 17%
- The 2007 Index of Multiple Deprivation shows that Newham is the 6th most deprived Borough in the country
- The Newham Household Panel Survey found that 52% of children experience childhood poverty
- Newham has the 6th and 3rd highest underweight rates in the country in reception and yr 6 respectively
- Newham has the 3rd and 2nd highest obesity rates in the country in reception and year 6 respectively
- London Borough of Newham and Newham PCT have a commitment across the whole range of partnerships to meet the significant local challenges of childhood obesity, child poverty and to improve the health of local school children
- Partner agencies invited the Childhood Obesity National Support Team to the Borough in September 2008 to advise on the development and roll-out of its strategy. The NST noted:
 - Strong commitment to health from the top including that of political leadership
 - 'Drive, passion and appetite for change to improve the quality of life locally'
 - The Local Area Agreement demonstrates a commitment to reducing obesity
 - A focus on, and investment in, children and young people
 - A commitment to genuine community engagement
- As part of its commitment the Children and Young People Partnership have established a senior level task force to tackle childhood obesity. The local strategy has been refreshed as part of the drive to achieve the targets agreed with NHS London and the Government Office for London
- There is good progress towards Healthy Schools targets in the Borough with a 100% participation rate and 60% accredited at Healthy Schools status
- The Borough has an anti-poverty strategy which is currently being refreshed and will be closely monitored by the Children's Trust Board and Local Action Partnership Boards
- The proportion of people that are economically active is 10% lower than the average for London
- The average weekly pay is 19% below the average weekly wage for Londoners
- People aged 25-49 years account for a greater proportion of claimants for unemployment, sickness or disability benefits than nationally or in London

- The Newham Schools Catering Service:
 - employs around 300, predominantly part-time, local women in the primary school meals service
 - has successfully managed change over a long period of time (e.g. the introduction of the food based standards and the nutrient based standards)
 - has embedded the model and is adequately resourced including employing a support team to analyse menus (SAFFRON system) and to research the latest trends in terms of food and products that will retain interest in the service for the customers
 - are confident that they will handle the increased volumes of meals associated with the pilot programme

This project offers an ideal and excellent opportunity for services in the Borough to maximise the benefits of our experience and the excellent work carried out so far. We are ready to grasp the challenge set out by the programme to improve the service we offer to the children of Newham.

Appendices attached

1) Spreadsheet of detailed costs

2) Examples of literature in use by the school meals service as a demonstration of creativity and marketing expertise