



EVALUATION OF THE LAMBETH FOOD FLAGSHIP EXECUTIVE SUMMARY

2014 - 2016

SUPPORTED BY
MAYOR OF LONDON



LAMBETH PUBLIC HEALTH TEAM AND VAGA ASSOCIATES
JANUARY 2017

EVALUATION REPORT OF THE LAMBETH FOOD FLAGSHIP BOROUGH

FOREWORD

On behalf of the Lambeth Public Health Team it has been a privilege and a pleasure to collaborate with so many enthusiastic and committed individuals and partner organisations in the Lambeth Food Flagship Programme. The resource available as a Food Flagship borough has enabled all those involved to work quicker and more effectively towards our vision for a healthier and more sustainable food system in Lambeth. Access to affordable healthy food is a really important part of our overall health and wellbeing and is good for us all and for the planet. Being a Food Flagship Borough has helped people, whilst focusing on the joys of good food, to also gain insight and do something about the barriers and opportunities to healthy eating, and the wider societal factors that affect our health. The community oriented action by the many people and organisations involved made the links between growing, buying, selling, preparing and eating food and educational attainment, building skills, enterprise and employment, improving the quality and enjoyment of open space, improving access to local services, and building strong communities and neighbourhoods. Taking a whole system approach has enabled the initial resource to go much further and generate energy, ideas and action with the potential to go on improving health and wellbeing in the future.

The Public Health Team has been involved from the conception of the Food Flagship Borough applying its skills in understanding and making practical use of evidence, measuring progress, partnership working, community development, and strategic thinking to secure the best possible benefits of the programme for Lambeth people. The Public Health team has led the evaluation of the Flagship Programme and prepared this evaluation report.

Lambeth's food journey does not end here. There is much more to do. Many people in Lambeth, including just under a third of our children, live in poverty without adequate means to buy, cook and eat healthily. We all need to commit and continue what has been started and build on what we have learnt from the Food Flagship Programme. The Public Health Team will help to share and apply the learning across the Council and with partners. For instance the extent to which policies and action promote access to affordable healthy food and help build a sustainable food system in the borough will form one of the criteria in a new approach Lambeth Council is developing to embed "Health and Wellbeing in all Policies" as recommended by the World Health Organisation.

The Public Health Team will continue to work with residents, schools, community organisations, local business and statutory partners to fulfil the Lambeth Food Flagship vision "*for all Lambeth residents to develop a love of healthy and sustainable food. Everyone will have the knowledge, passion and skills to grow, buy, cook and enjoy food with their family, friends and community.*"



Interim Director of Public Health, Lambeth (June 2016-January 2017)

ACKNOWLEDGEMENTS

We are grateful for being able to work with a range of people in Lambeth and the GLA who have supported and challenged us over the last two years to maximise the opportunities to promote the health and wellbeing of the people in Lambeth through the Food Flagship Borough. They are too numerous to mention; however, we would specifically want to thank the following people who have contributed in a significant way to our undertaking of this evaluation.

The Food Flagship Programme Team – Patroklos Sesis, Tola Kolawole, Daniel Davies and Hannah Ashley; as well as Kevin Crook who line managed the team.

The Schools Health Improvement Team – Judith hare

The Lambeth Public Health team – Sarah Corlett, Abdu Mohiddin, Marie Noel-Vieu, Hiten Dodhia, James Crompton, Veronika Thiel, Judith Eling, Nilam Jani, Robert Dunne, Lin Guo; as well as Ruth Wallis, Geraldine McCormick and Sonia Sharma (from the former joint Lambeth & Southwark Public Health Team)

VAGA Associates – Nikki Enoch and Geoff Birch

Authors

Bimpe Oki – Consultant in Public Health, London Borough of Lambeth

Vida Cunningham – Public Health Specialist, London Borough of Lambeth

Ahmet Zasella – Interim Public Health Analyst, London Borough of Lambeth

Nikki Enoch – VAGA Associates

Geoff Birch – VAGA Associates

For further information, contact:

Bimpe Oki – boki@lambeth.gov.uk

Vida Cunningham – vcunningham@lambeth.gov.uk

February 2017

Contents

EVALUATION OF THE LAMBETH FOOD FLAGSHIP PROGRAMME	6
EXECUTIVE SUMMARY	6
Introduction	6
Lambeth Food Flagship Vision and Ambitions	7
Conclusions - Routinely Collected Indicators	9
Conclusions and Recommendations	11
Overall Food Flagship Borough Conclusions and Recommendations	11
Overall Conclusions	11
Overall Recommendations	15
Conclusions and Recommendations - Programme Management and the Food Flagship Delivery Team	18
Conclusions.....	18
Conclusions and Recommendations - Schools/Lead Schools – Embedding the School Food Plan	21
Conclusions.....	21
Recommendations	22
Conclusions and Recommendations - Alexandra Rose Vouchers (RVS)	24
Conclusions.....	24
Recommendations	25
Conclusions and Recommendations – Gipsy Hill Food Village Hub Project	26
Conclusions.....	26
Recommendations	27
Conclusions and Recommendations –Capacity Building to Support the Lambeth Food Partnership (LFP)	29
Conclusions.....	29
Recommendations	30
Conclusions and Recommendations – Lambeth Natural Thinkers Programme	31
Conclusions.....	31
Recommendations	32
Conclusions and Recommendations – Healthy Eating Social Marketing with Young People: Lambeth Feel 100% Campaign	33
Conclusions.....	33
Recommendations	34

Conclusions and Recommendations – Key Stakeholder Assessment of Realising the Food Flagship Status..... 35

Conclusions..... 35

Recommendations 35

EVALUATION OF THE LAMBETH FOOD FLAGSHIP PROGRAMME EXECUTIVE SUMMARY

Introduction

This report provides the evaluation of the Lambeth Food Flagship Borough Programme (2014-2016). The evaluation has been scoped and led by Lambeth Public Health Team. VAGA Associates were commissioned to provide an independent perspective to the evaluation, particularly around the qualitative feedback. As an evaluation report, description of individual projects is limited to an overview in order to set the context for what was assessed.

In Lambeth the purpose of the evaluation was to take a robust mixed method approach to:

- Understand 'what worked' in the delivery process of the Lambeth Food Flagship Programme
- Gain insight and understanding of the impacts on Lambeth as a borough as a result of being a Food Flagship Borough
- Build a local, national and international evidence base linked to the programme of interventions that will contribute to learning and development
- Actively contribute and share good practice locally and nationally.

The Greater London Authority (GLA) expectation was that the "Flagships" would contribute to achieving three key outcomes:

- Reduction in childhood obesity
- Positive education achievement
- Adult diabetes prevention

A number of proxy measures and indicators relating either directly or indirectly to these outcomes were identified, to assess how they contributed towards the outcomes over the two years of the Food Flagship Programme. A mixed methods approach, triangulating quantitative and qualitative sources of data was used.

Each individual project within the Lambeth Food Flagship Programme was evaluated against its aims and objectives, with a set of conclusions and recommendations offered. In addition, the impact of the status of being a Food Flagship Borough has been considered, reflecting on any system influence or change.

It is recognised that due to the short duration of the programme it is not possible to attribute to the projects any impact on the key outcomes of educational achievement, childhood obesity and diabetes prevention. The evaluation therefore is predominately from the perspectives of stakeholders.

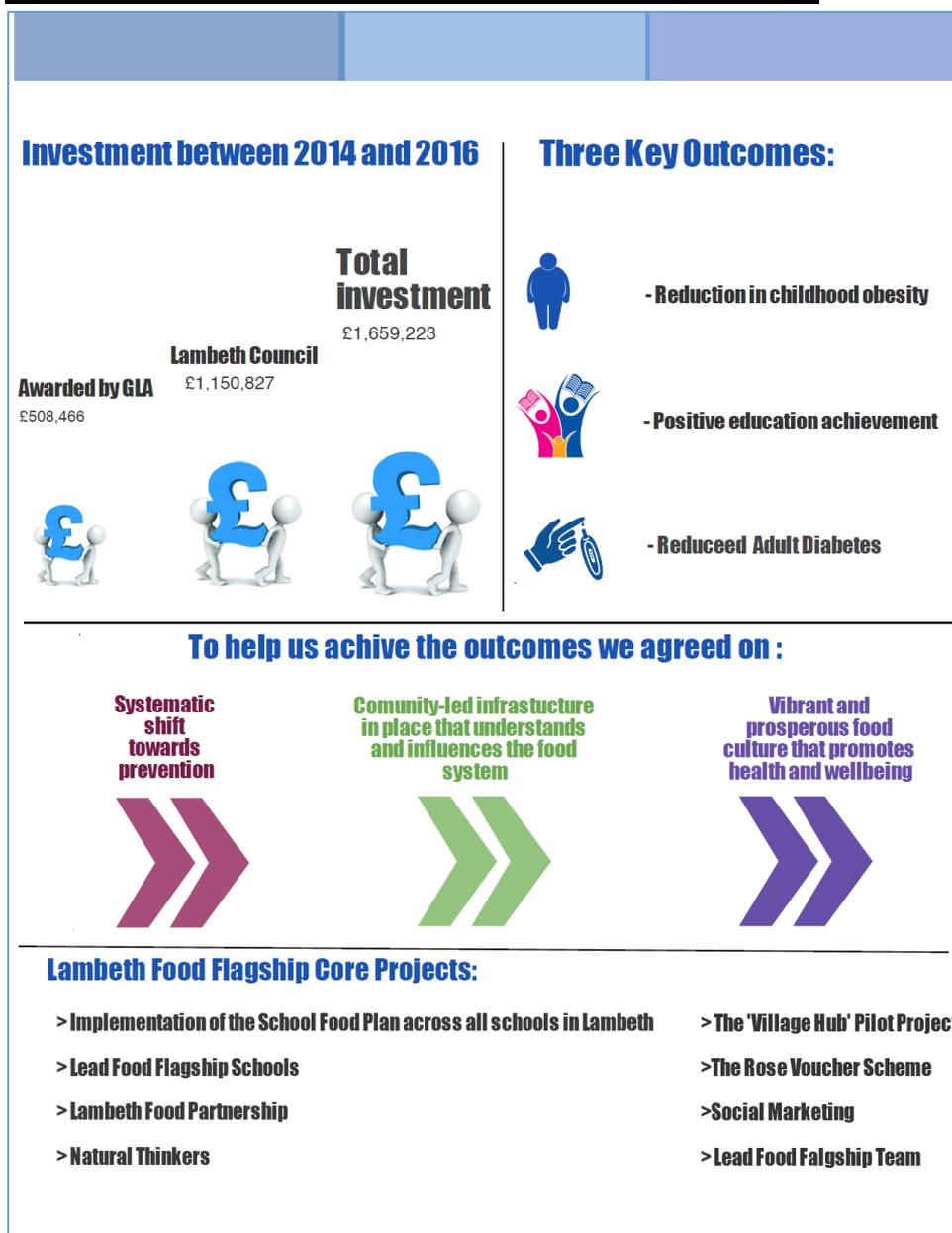
Lambeth Food Flagship Vision and Ambitions

In July 2014 following a competitive bidding process, Lambeth was announced as one of two 'Food Flagship Boroughs' in London. The other borough was Croydon.

For Lambeth, being a Food Flagship Borough meant taking part in new and exciting food-related programmes. It was envisaged that the Flagships Boroughs would use the newly published *Schools Food Plan* as a basis to encourage change in schools and communities. The Lambeth Food Flagship vision is

"For all Lambeth residents to develop a love of healthy and sustainable food. Everyone will have the knowledge, passion and skills to grow, buy, cook and enjoy food with their family, friends and community. We will build on our famous markets, schools, community gardens and small food businesses to make Lambeth the go-to destination in London for diverse, healthy and exciting food."

Figure 1. Overview of the Lambeth Food Flagship Borough



Three outcomes were agreed to achieve the Lambeth vision:

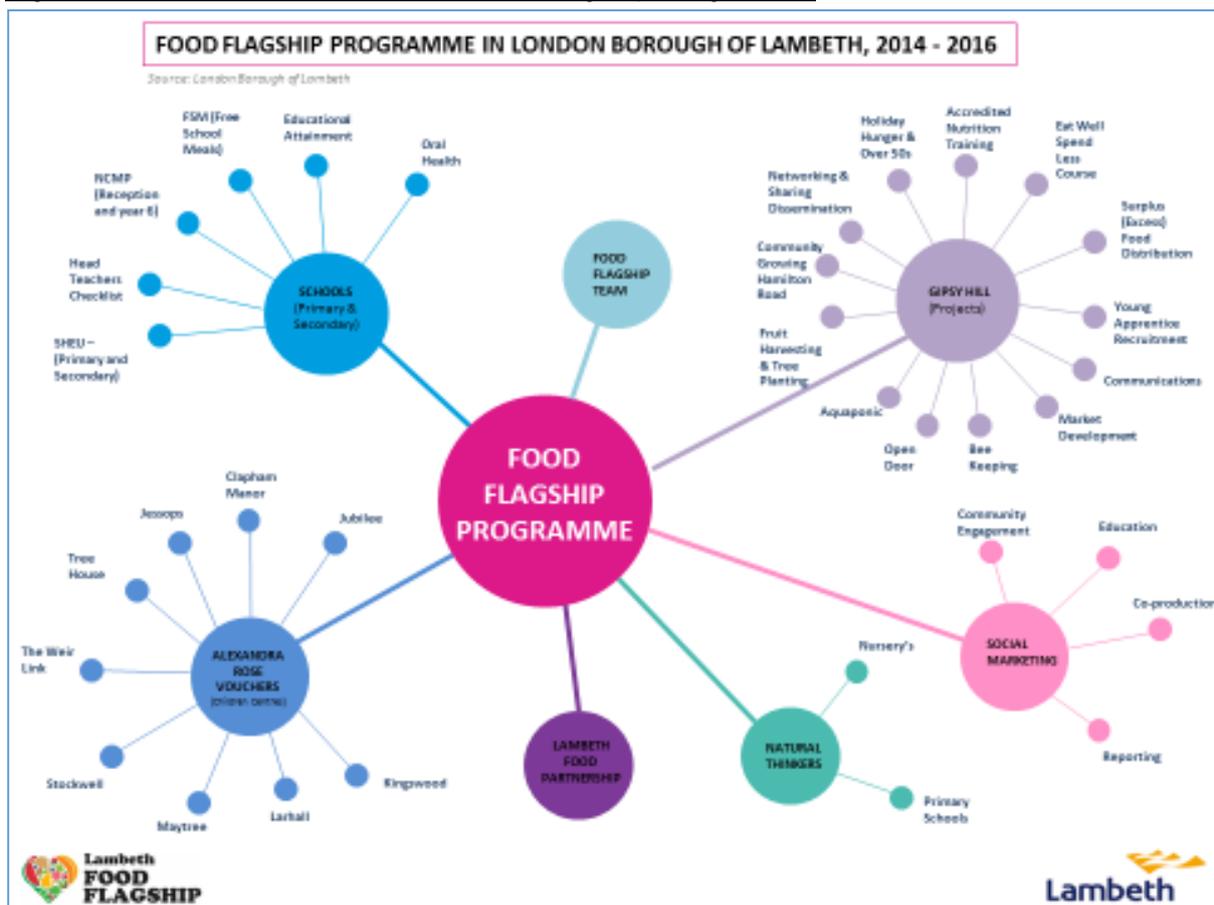
Systemic shift towards prevention	Community-led infrastructure in place that understands and influences the food system	Vibrant and prosperous food culture that promotes health and wellbeing
--	--	---

The short and longer term ambitions were:

In 2 years:

- All schools are supported to implement the School Food Plan, tailored to their individual needs.
- Social cohesion is boosted through building networks and connections between all the new and existing food related projects in Lambeth's schools, children's centres, parks and estates to increase engagement in food growing, cooking and education as part of a systemic shift towards prevention.
- Every town centre has a diverse range of local healthy food businesses which are accessible and affordable to all.

Figure 2. Overview of the Lambeth Food Flagship Programme



Conclusions - Routinely Collected Indicators

It is recognised that due to the positioning of the Flagship work to support existing local action, changes cannot solely be attributed to the Flagship Programme. However it is important to monitor the local health status and a set of routinely collected data was identified to assess this. These acted as proxy measures for the overall outcomes of the programme and can be used to track progress around food beyond the Flagship. The indicators were:

- National Child Measurement Programme (NCMP)
- Adult obesity
- Oral health
- Fruit and vegetable intake (adults and children)
- Free School Meals eligibility
- Educational attainment
- School Meals uptake
- School Health Education Unit (SHEU) Survey

For many of the indicators, it was not possible to compare the data in 2014 (at the start of the Flagship) to data in 2016 (the end of the Flagship). The reasons for this are that the methods of measuring the indicators may have changed and that the published data may reflect the health status during an earlier time period. In some cases the data is self-reported. For some indicators changes seen are not statistically significant. The information provided in this report describes snapshots of data rather than making any specific claims.

Child and Adult Overweight and Obesity

The 2016 NCMP data indicates that the overweight and obesity prevalence in reception-aged children aged 4-5 years in Lambeth is slowly decreasing and continues on a downward trend. Between 2013/14 and 2015/16 the prevalence has fallen from 24.6% to 23.4%. It remains higher than the prevalence for London (22.0%) and for England (22.1%).

Excess weight in Year 6 pupils (aged 10-11 years) shows that although there is some fluctuation there has been a general downward trend. In contrast both London and England show an upward trend. Between 2013/14 and 2015/16 in Lambeth this prevalence has fallen from 41.3% to 39.4%.

For 2013-2015 the excess weight prevalence for adults in Lambeth was (51.1%). It ranked 4th lowest out of 32 local authorities in London. The prevalence was significantly lower than the London (58.8%) and England (64.8%) average.

Fruit and Vegetable Consumption and Oral Health

In 2016 the percentage of 15 year olds in Lambeth who consume 5 or more portions of fruit and vegetables (54%) was similar to the London and England averages. Likewise, the average number of portions of vegetables consumed daily at age 15 was similar to London and nationally.

In Lambeth the proportion of adults meeting the recommended '5-a-day' on a usual day increased from 46.8% to 48.7% between 2014 to 2015, while it fell in London overall and England overall. There was also an increase in the average number of portions of

vegetables consumed daily by adults in Lambeth, from 2.12 to 2.26, between 2014 and 2015, while there was no significant change in London and England overall.

With respect to child oral health, 77.9% of 5-year-old children in Lambeth in 2014/15 were free from tooth decay, the 7th highest prevalence of absence of decay in London, better than the London (72.6%) and England (75.4%) average.

Universal Infant Free School Meal (UIFSM) Uptake and Educational Achievement

Universal Infant Free School Meal (Reception, Year 1 and 2) uptake for Lambeth was 92% in 2015 and 93% in 2016. UIFSM uptake is higher in Lambeth than London and England.

Between 2011 and 2015, Lambeth's pupils' achievement in both KS1 attainment (% Level 2B+) and KS2 attainment in reading, writing and maths combined (Level 4+) has consistently improved. In KS1 there has been a 12% increase and in KS2 an 8% increase. In 2016, the proportion of Lambeth's children achieving both 'expected standard' and those who are 'working at greater depths' in reading, writing and maths was higher than that for England.

Conclusions and Recommendations

Based on the evaluation, conclusions and recommendations have been developed for each of the individual projects within the Food Flagship Programme and are outlined below. Overall conclusions and recommendations have also been provided. These are grouped in relation to programme implementation, impact and legacy. The recommendations are generally aimed at Lambeth stakeholders but some may also be pertinent to the Greater London Authority and to other local boroughs.

Overall Food Flagship Borough Conclusions and Recommendations

Overall Conclusions

In terms of fulfilling the 2-year expectations, all Lambeth schools were offered support to implement the School Food Plan. As tailoring to individual schools' needs was required, each school engaged and responded in a slightly different way, making quantitative comparisons difficult. However feedback from a range of sources, parents, schools and stakeholders suggests there was significant achievement in embedding the School Food Plan in Lambeth schools.

Social cohesion was boosted by establishing and building on networks within and between individuals, communities, schools and local initiatives and services. There are examples of good practice of how this was achieved, but also learning on the barriers and the facilitators to forging good relationships at different levels.

The expectation that every town centre had a diverse range of local healthy food businesses which are accessible and affordable to all was highly ambitious given the timeframe. However the work in Gypsy Hill demonstrates how local communities can influence and generate businesses and enterprises that meet local needs.

On balance the programme can be deemed to have been successful, although this came at a price, with local stakeholders required to put in more than was originally expected to achieve the best possible outcomes. Specific overall conclusions from the Lambeth Food Flagship Borough (2014 – 2016) are outlined below.

Food Flagship Programme Implementation

1. **Alignment with other strategic priorities** in the borough and **building on mainstream** work – this was important to ensure that in the short term the programme was able to have as great an impact as possible within the limited timescale. This approach also offered the opportunity to increase the chances of benefits being sustained beyond the Programme.
2. **Senior commitment** – the level of commitment across the partnership for the Flagship has been emphatic and evident right from the bidding phase. Throughout

the course of the Flagship senior support has been received from the Youth Mayor, two adult Mayors of Lambeth, the council leader, councillors, council directors, CCG chair, CCG directors and clinical leads, Guy's and St Thomas' NHS Trust director, Lambeth Food Partnership chair, headteachers, chairs of Residents Associations and leaders of community and voluntary organisations. Being a Flagship Borough, Lambeth was privileged to welcome the former London Mayor, HRH Princess Alexandra and Levi Roots and a local MP.

3. Having a **dedicated programme delivery team** in place – it would have been extremely challenging to take this Programme forward if there had been no delivery team in place. The team members were able to focus on the key deliverables and GLA requirements. The team had a good skill mix and were passionate about food issues and the health and wellbeing of children and communities.
4. **Management and professional support to the Flagship team** – the team received professional advice and support from the Public Health team to enable them to deliver the work in an evidence based, consistent and more sustainable manner. Line management support from a different directorate offered the opportunity to develop relationships quickly with other parts of the council.
5. Allow for **innovation**, having a clear **rationale** for the innovation and fostering an **evaluative** culture – there was a strong desire for innovation in the delivery of the Programme. Innovation was preceded by a sound rationale and a drive for an evaluative culture within the delivery to enable lessons to be learned. This has led to a vast amount of intelligence being gathered relevant not just to the Programme but to other local issues.

There have been a few challenges which may have impacted on the delivery and local relationships.

6. **Time taken to negotiate projects** – although the GLA sought to promote innovation, this was not always achieved in practice. With a limited timescale and the requirements to develop indicators for every element of the work, these needed to be worked through and negotiated by the Flagship Team with individual projects and the GLA. There was a sense that risk taking needed to be kept to the minimum and sometimes key performance indicators that did not necessarily capture the spirit of the projects were linked to how successful the projects had been.
7. **The high level of intensity and relationships** – considerable time pressures were felt at every level which impacted on the quality of delivery and on some relationships with partners. Successful delivery required intensive energy and resources and a continued commitment from all of the major players at both the bid stage and during the two years. It is important not to underestimate the time it takes to develop programmes and a 'set up' period needs to be factored in to ensure plans are realistic. Developing effective relationships requires time, and in some cases trust and confidence between parties started to materialise at a time when delivery linked to performance monitoring was expected, leading to tension in some relationships.

8. **Delivery focus, achievements and reporting** – the Food Flagship funding agreement was based on a ‘payment by results’ arrangement measured against the delivery of practical outputs. Not delivering the outputs meant that financial claims could not be made. The demands of seven major projects in such a short period and all requiring set up or scaling up, working with numerous stakeholders, keeping on track and satisfying reporting requirements were enormous. Most projects were delivered on time, often with targets being met or exceeded, which is a great testimony to all involved.

Impact of the Lambeth Food Flagship

9. **Skill transfer and empowerment:** People feeling empowered to address food issues was demonstrated and evidence of this can be seen across the range of projects: Embedding the School Food Plan (schools, parents and children); Rose Voucher (low income families and children centre staff); Natural Thinkers (schools, children and parents); Social Marketing (young people, parents, Young Lambeth Co-op); Gipsy Hill Village Hub (individual residents of all ages, community groups and local services). The immediate impact of these has already been seen through behaviour change, the running of projects by residents, receipt of accredited nutrition training and photography training.
10. **Sustained and maintained initiatives** – The Flagship helped to sustain important local assets. The Natural Thinkers programme which was already operating in Lambeth was able to scale up its intervention, undertake evaluation and develop a sustainable package that can be offered to schools beyond Lambeth. The Lambeth Food Partnership was supported to continue to exist in a time of immense change.
11. **School Food Plan** – Almost 90% of Lambeth schools engaged with the work to embed the School Food Plan. Assessing how well it is embedded in the local schools is not straightforward. However as the Flagship was aligned with the Lambeth Healthy Schools Programme and the Lambeth Children’s Healthy Weight Programme (including Schools Healthy Weight Promotion initiative), the multiplicity of consistent messages around healthy eating may have increased the opportunities for schools to take on the different elements within the School Food Plan.
12. **Social cohesion** – The work in Gipsy Hill brought a range of residents together in various ways. Connections with other residents, local community organisations and local services were observed.
13. **Reaching more diverse people** – the combination of projects that involved: scaling up (Natural Thinkers); reaching tens of thousands of young people through social marketing; targeting new areas (over 14,000 households) and being community led (Gipsy Hill) as well as using existing infrastructure (Alexandra Rose Vouchers) resulted in the Food Flagship reaching and potentially influencing high numbers of stakeholders and Lambeth residents.

14. **Partnership working and collaboration** – the partnership working between the Public Health Team and the Food Flagship Team was a major strength of the Programme. It provided a strategic as well as a delivery focus and made sure there was an evidence based approach and links into mainstream plans and developments. Other stakeholders were also involved in the delivery e.g. Lambeth Council’s communications, housing, employment and enterprise teams, the NHS, national and local voluntary organisations. Learning from the different projects and the stakeholder analysis highlights the need to focus on relationships and the challenges of achieving genuine collaborative approaches across such a wide-ranging and complex multi-agency area.
15. **Public awareness** – the Social Marketing project for young people was a new way of working and of engaging young people on a much bigger scale than anticipated. The social marketing work was broadcast on London Live which has viewers across London. The Lambeth Food Flagship was promoted at the two Lambeth Country Shows over the period. The Flagship website was well frequented. Whilst it is a major challenge to assess the awareness of residents of the Food Flagship, what is evident is that a large number of Lambeth people benefited directly or indirectly from the work.
16. **Long-term Impact** – it is too early to assess the long-term impact of the Food Flagship Programme. There are amazing stories of personal behaviour change and organisational achievement with examples of excellent practice in schools and in communities. It would be unrealistic to expect systemic change across this number of fronts within two years or less, and attributing change purely to the Food Flagship interventions is extremely difficult. Although there was a Flagship outcome relating to adult diabetes prevention in reality there was more focus on interventions for children. However, establishing a new data warehouse system as part of the Programme is intended to help track impact across the whole population beyond 2016.

Legacy of the Lambeth Food Flagship

17. **Continued engagement and commitment** – Continued commitment by leaders of the Council and partners to engage with those who have been involved in the delivery of Food Flagship projects will be important. This will help maintain the collaborative effort that is required to fully explore the role of food’s contribution to Lambeth Borough Plan’s three priorities (inclusive growth; redressing inequality; strong and sustainable neighbourhoods). Partnership working can continue to be encouraged through the Lambeth Strategic Healthy Weight, Food and Physical Activity group. Support for schools should be taken forward through the Lambeth Strategic Schools Health and Wellbeing group. It is important that there are dedicated practical resources to support schools to promote health and wellbeing.
18. **Sharing of Learning** - Sharing the learning amongst the key players locally, regionally and nationally is important. Some of the learning is not only related to health and wellbeing outcomes but also processes and practices across different sectors. Lambeth has had the opportunity to test out and learn from local

interventions in a field where the evidence base continues to emerge. Dissemination of the learning has already begun, with a poster presented at the Public Health England Conference (2016) and oral presentations at regional meetings. Evidence from this work contributes to the local and national evidence base. It is important to be aware that sharing the learning may have resource implications and this should be factored in as part of the legacy.

19. **Sustainability** – It is clear that some elements of the Programme will continue in schools and in community settings. The main legacy and sustainability of the work is being carried forward through the priorities of the Lambeth Health and Wellbeing Strategy and the Borough Plan. Potentially the Lambeth Food Partnership has an important role to play. Focussing on food as one of two topics to test out the implementation of the refreshed Health and Wellbeing Strategy will help to keep up the momentum. At an operational level, several initiatives have been started, children, families, schools and communities have felt more empowered and some have acquired accredited nutrition skills. It is with great pride that the Flagship has been able to support a young apprentice from Gipsy Hill to work in the council. There are also further opportunities to be explored for embedding the learning, making more and better use of collaborative partnerships and linking with other neighbourhood programmes.
20. **Surveillance and Long-term monitoring** – the Public Health team, leading on the evaluation of the Flagship Programme, has been able to harness vast amounts of valuable intelligence around food issues, schools and communities. A data warehouse has been developed to capture the information in a systematic way. This will help future monitoring of any longer-term impact of the Flagship Programme. In addition the warehouse will act as repository of information collected over the period, which supports taking forward the legacy of the work both in Lambeth and across London and potentially nationally.
21. **Positive local progress for health and education** - It is encouraging to see positive progress around key health and education indicators for Lambeth. The overall reducing trend in childhood obesity particularly at Year 6 bucking some of the national trends, the very high uptake of universal infant free school meals (93%) and educational achievements that are much higher than the national and regional averages are worth celebrating.

Overall Recommendations

Recommendations have been made based on this evaluation of the Food Flagship Borough. These are primarily aimed at Lambeth stakeholders but some may also be pertinent to the Greater London Authority and to other local boroughs. The recommendations are grouped in relation to programme implementation, impact and legacy.

Programme Implementation

1. Should a similar programme be repeated the following factors should be considered:
 - a. The vital role of a Programme Manager – with responsibility for driving forward the programme and keeping all partners engaged
 - b. Realistic timescales set for delivery and a move towards greater flexibility, a lighter touch, less onerous processes especially for community groups
 - c. Appropriate and designated capacity for programme delivery is essential with a clear line of reporting and accountability that helps to recognise and reinforce the Programme Manager's role
 - d. Have a centralised dedicated team or a designated 'virtual' team (across different divisions)– giving the programme a presence and drivers
 - e. Knowledge and experience required within the 'Team' for the subject area, project management and of working at the appropriate level so as to achieve credibility with all principal partners
 - f. Ensure there is top level agreement on the contributions of different divisions within the Council at strategic and operational levels
 - g. A shared understanding, commitment and co-ordinated multi-level approach (including political, strategic and operational levels) to partnership working with the key players and contributors clearly identified
 - h. Clearly identified roles for Councillors and other 'champions' within different services areas and at community level
 - i. An appropriately resourced internal and external communication strategy that has cross service support.

2. A major new programme with the focus on Public Health outcomes needs to have strong direction and input from Public Health specialists at the sponsorship (grant funder) level and at the local level. . Introduction of a comprehensive new programme will therefore require additional public health resources..

Impact

3. Consider the need for dedicated borough resources for food issues to support the influencing and embedding of policies across service areas and facilitate partnership working to keep the momentum and movement across Lambeth. Channelling this should be in a co-ordinated way aligned to the Council's longer term ambitions.

Legacy

4. Share the learning with Councillors and Directors and explore how it can be applied and embedded into mainstream work (i.e. priorities within the Lambeth Health and Wellbeing Strategy and Borough Plan) including:
 - a. Accelerate the development of "*Health and Wellbeing in all Policies*" (food element) as a priority for the Health and Wellbeing Strategy implementation
 - b. Explore how to integrate 'food ' related work at neighbourhood level (mini Food Flagships) such as making it a feature of 'Co-operative Local Investment Plans' (CLIPS) and use of the Community Infrastructure Levy (CIL)
 - c. Use the learning to further inform local work on food issues and obesity, including the Big Lottery Lambeth Early Action Partnership programme

- d. Explore a reviewed offer to schools as part of the Schools Health and Wellbeing Programme and use examples of good practice (from Natural Thinkers and Food School Plans) to stimulate discussion.
5. Explore the future role of the Lambeth Food Partnership (LFP) with Lambeth Council and the Public Health Team and agree how it can be supported in the future, taking into account:
 - a. Whether it is a multi-agency strategic board or a community food board
 - b. If the LFP remains multi-agency, it is advisable for the chair to be a community representative, with a deputy from the statutory sector to ensure that responsibilities are shared as joint partners
 - c. How LFP can support the emerging legacy of the Food Flagship Programme within realistic expectations
 - d. Strengths of the current LFP Board of Directors and support to become more representative of the borough.
6. Make the legacy from the Food Flagship Programme explicit to all stakeholders especially those who have contributed to its delivery and use the process to meaningfully engage with them, keeping them connected and facilitating understanding of their future role/contribution.
7. Celebrate the local positive progress being made on health and education outcomes. It is encouraging to see positive progress around key health and education indicators for Lambeth, particularly the decreasing childhood obesity levels, high educational standards and high universal school meal uptake. It demonstrates the immense efforts made to improve outcomes for Lambeth residents. These efforts need to be sustained to ensure the positive progress continue, particularly at a time when it is important to support those at greater risk of poverty, a significant contributor to poor health and educational outcomes.

Conclusions and Recommendations - Programme Management and the Food Flagship Delivery Team

Conclusions

Analysis of the different perspectives of the evaluation of the Food Flagship Team reveals the following conclusions:

1. **Strong Delivery Focus:** The Food Flagship Team was set up to co-ordinate and support delivery. Without the increased capacity of a dedicated team, delivery of all of the projects would not have happened to the same extent. The effort and dedication of team members was instrumental in delivering the projects within the budget and the timescales agreed with the GLA.
2. **Intensive Time Pressures:** Simultaneous recruitment of the team and the negotiations required with the GLA to facilitate the delivery of projects within shortened time periods intensified the pressure on the team. Some projects such as the Gipsy Hill project required a developmental approach which further reduced the timescales for community led projects to be implemented and limited their impact. As a consequence team members had to prioritise their focus with some projects starting later or being given less priority. This combination of time-pressurised delivery-led remit made the team more focused on individual projects, rather than on developing strategic relationships. Most of the strategic relationships with key players and partners was done by the public health team.
3. **Strong Link with Public Health:** There is evidence of a strong commitment and link between the Food Flagship Team and specialists within the Public Health Team. Whilst both parties acknowledge there was a difficult period at the start of the programme, the challenges were addressed and a strong, positive and mutually respectful relationship was developed, with the *“Food Flagship Team being seen as part of our wider Public Health Team.”* The passion and commitment of all to improving the local food ‘system’ helped to strengthen the links.

The strong contribution and commitment of the Public Health Team is acknowledged by the GLA, Council leaders, the host Directorate (Neighbourhoods and Growth) and stakeholders and partners. Discussions with the Public Health team revealed their desire to support the Flagship team to deliver the various projects and to provide strategic leadership across the Council and with partners. This contribution helped to further increase the capacity and influence of the Food Flagship Programme in Lambeth. Inevitably involving another Division so closely in this work (where policy alignment; communication and reputation are important factors) added another layer of decision making and communication.

4. **Team hosted within the Neighbourhoods and Growth Division:** At the time that the Food Flagship Programme bid was submitted and the programme was being established the Public Health Team was based in Southwark Council under a joint Lambeth and Southwark remit. Politically and operationally it was important that the Food Flagship Team was based within Lambeth Council. The Neighbourhoods and

Growth Directorate offered to host the Food Flagship Team and contribute towards the cost of its staff.

The perceptions of those in leadership positions and those operating at strategic level are that this arrangement was positive and strengthened relationships with the Public Health Team, *and* that it promoted embedding health and wellbeing into policies and plans. At an operational level there were advantages of the Flagship team being based in the Council such as being able to use existing systems and resources, ability to identify and make contact with other key players and understand Council protocols and culture – especially when timescales were so pressurised. Not all those in other service divisions or leading on the Food Flagship projects understood or perceived the benefits of this arrangement.

One of the consequences of the Food Flagship Team being hosted in a different division to the Public Health Team was the perceived need to recruit staff with strong knowledge and experience of public health nutrition.

- 5. Composition and Experience of the Team:** The original members of the Food Flagship Team were experienced public health nutritionists or dieticians with an interest in the area. All of them were keen to improve their project management skills. For the Project Manager it was their first role in managing a team. Feedback from team members indicates that the team was well led and managed with knowledge and experience on nutrition and project management being essential. Team motivation and a ‘can do’ culture was evident as well as support for each other and commitment to succeed.

Knowledge and experience of working with schools at a strategic level was given less focus in the job adverts/descriptions for the original Project Support Officer (Schools) position. “Being able to gain the respect and engage effectively with schools” was identified as a key factor by the Team. This was taken into consideration in the subsequent recruitment of a Project Support Officer (Schools). However the length of time for this recruitment (3 - 4 months) appears to have affected the momentum of progress in schools and relationships between the schools and the Flagship Team.

- 6. Relationships with other Stakeholders:** Overall high quality support was provided and good working relationships were developed by the Food Flagship Team enabling all of the projects to be delivered on time. Particularly good relationships were developed with project leads, lead schools and community projects. The GLA were happy with their relationship with the team and felt it could have been developed more as a partnership rather than having a contractual/reporting character. It recognised the central role played by the Food Flagship Team in co-ordinating and driving delivery.

Working at such a scale across the borough invariably meant some schools were less engaged than others and less responsive to the request for support and information from the Food Flagship Team. This is partly explained by the changing context of national policy such as the introduction of Universal Infant Free School Meals – this made the ‘offer’ less attractive and has increased the difficulty to

attributing impact to Food Flagship interventions. Some schools were wary of local authority involvement in their school, and links to government meant some felt they were being scrutinised.

Relationships with the Lambeth Food Partnership (LFP) were complex with the role of the Food Flagship Team being open to confusion and misinterpretation. The adoption of a project management approach based on a Service Level Agreement negotiated mid-way through the Food Flagship period requiring quarterly reporting to the Team was challenging for the LFP, who perceived themselves as a partner. This matter is explored more fully in the evaluation of the LFP. Within this context the relationship between the LFP and the Food Flagship team was strained.

7. **Food Flagship Status:** Overall the Team perceived that the Food Flagship status helped to achieve delivery of projects. Examples include:
 - Facilitated schools being able to get on board by helping them to make connections to the School Food Plan and to government policy
 - An understanding of the Food Flagship Programme has increased recognition by politicians and other organisations
 - Has helped to keep food issues and opportunities on the agenda and resourced.
 - There was frustration in the Team about perceived limited awareness of the Food Flagship Programme outside key local organisations. Although identified as important by the Advisory Group, raising general public awareness of the Food Flagship Programme was not prioritised by the Food Flagship Team.

8. **Added Value of the Food Flagship Team:** One of the aims of the evaluation of the Food Flagship Team was to assess the added value of having a dedicated team. It is evident that having a dedicated team has:
 - Given food issues within Lambeth and the Council a central point of focus and has given the Food Flagship Programme a tangible entity and visibility
 - Driven the delivery of the Food Flagship projects and provided the capacity to co-ordinate implementation. Given the 'payment by results' agreement with the GLA demonstrating delivery of project outputs was critical for the reputation of the Borough
 - Worked closely and effectively with the Public Health Team, adopting complementary roles and supporting each other.

9. **Sustainable Legacy:** Whilst attempts were made at the outset and throughout the Food Flagship period to ensure all projects set up were able to be sustained, the reality is that due to the time and performance monitoring pressures, the opportunities to explore fully how key aspects/learning of some projects will be continued has not been wholly exploited. On the basis of discussions with the Team there is some insight to what could happen on the ground to sustain projects. However, once the Team is disbanded, there is a fear that momentum at an operational level could be lost and the legacy may not achieve its full potential.

Conclusions and Recommendations - Schools/Lead Schools – Embedding the School Food Plan

Conclusions

1. The delivery of the Schools' Food Flagship programme was implemented in Lambeth via the identification and appointment of four Lead Schools and the support offered by a dedicated Food Flagship School Officer. The appointment of the Lead Schools followed an assessment process and was based on a set of agreed criteria. This meant that the Lead Schools were selected based on the quality and content of their application as well as each school's potential to implement and deliver the School Food Plan.
2. It is clear from the data and information gathered throughout the Flagship programme that schools in Lambeth were already engaged in a range of healthy food activities as well as the other local health and well-being activities and programmes such as the Lambeth Healthy Weight programme and the London Healthy Schools' programme. However, the additional focus of the Flagship work and the School Food Plan meant that Lambeth schools were even more involved and paid additional attention to the reporting of this area of work.
3. It is positive to observe the downward trend in childhood obesity, the high educational attainment levels and good oral health. However, this cannot be directly linked to the Flagship Programme. The whole school approach to promoting health and wellbeing is a long term contributor to a change in the health and wellbeing culture in schools. .
4. The data relating to the Headteacher's checklists¹ collected to date show many positive signs when comparing the baseline data gathered in 2015 and the subsequent data in 2016. There are only two areas that have not shown some improvement, one relating to social elements and one relating to school meal contracts.
5. That these two areas have not shown an improvement is not of concern. The social element of the checklist asked a question of schools whether they had a 'stay on site' rule during lunch and break times. As the majority of respondents were primary schools, such a rule would usually be automatic, and therefore explains why many answered 'not required'.
6. Similarly, with the section relating to contracts for school meals, the majority of schools were not due to renew their school meal contracts in 2016, hence a decrease in the number of schools saying that they had received expert help in negotiating their contracts. Comments made about caterers have been almost universally positive so far, with only one school taking the opportunity to criticise them on their checklist.
7. All elements that link directly to quality of food, the dining experience, involving the community and the other key components of the original School Food Plan show a positive increase.

¹ Headteacher's Checklist - a checklist contained in The School Food Plan 2013, used to help schools to assess their position and identify areas for improvement.

8. Whilst there are still more checklists to be collected, currently the main challenge to schools remains that of addressing the issue of packed lunches. Thirty-nine percent reported that a ban on packed lunches was 'not required', an increase from the baseline figure.
9. As with the Lambeth Food Flagship Programme delivery, the Schools delivery programme was undertaken within a tight timescale and with many other competing priorities. However, as reported, the timescale provided focus and a strong commitment from all involved in making the project a success,.
10. Findings from the Checklist and related documentation clearly demonstrate that schools in Lambeth recognise the importance of implementing the recommendations of the School Food Plan and the associated food, health and well-being activities. It also suggests that 'for things to positively change' there is no short-cut and meaningful longer-term support is required to enable schools to continue to participate and engage.
11. Feedback from parents indicates that they recognise both how well schools are supporting their children around healthy eating and how their children are responding to the positive health messages.
12. In relation to the Healthy Schools London award, during the two years of the Flagship programme an additional 49 schools registered, 17 achieved bronze status and 4 achieved silver status.
13. The School Food Plan set out to achieve significant and in many ways aspirational results. In Lambeth these are clearly being delivered under many varied programmes and headings. The Case Study from one of the Lead Schools – Hitherfield School (See *Appendix 5 in main report*) is a good example and captures the breadth of work being carried out in Lambeth schools.

Recommendations

1. It is evident that Lambeth schools have engaged with the Flagship programme as a whole and the School Food Plan in particular. Both qualitative and quantitative information obtained shows that significant progress was made over the two years. It is important that the momentum is not lost and opportunities are sought to continue working and supporting schools to promote healthy food and health and wellbeing. This opportunity for sustainability can be provided via the continued implementation of the Lambeth Schools Health and Wellbeing Programme and the Lambeth Healthy Weight Programme.
2. The Food Flagship initiative has been a catalyst for dialogue, learning and information sharing. Many of these aspects have been highlighted within this report and should be considered when developing future strategy and intervention approaches.
3. The Lead Schools approach was shown to be a positive development and it should be considered how this approach could be continued so that schools are actively supporting each other to achieve best practice.
4. It is clear that schools have many competing priorities. Simply creating what may be seen by schools as more 'work' will not help with engaging schools. Going forward it

is important to be clear and agree expectations with schools and what is required by all parties in the implementation of similar programmes. Onerous monitoring processes should be avoided.

5. Ensure local school achievements are celebrated so that good work is acknowledged and good practice shared as well as keeping the topic of food, health and well-being high profile.
6. The Data Warehouse of school related indicators developed as a result of the Flagship evaluation should be maintained. It should be updated and analysed regularly to observe trends over the coming years.

Conclusions and Recommendations - Alexandra Rose Vouchers (RVS)

Conclusions

Through a review of existing information and primary research activity, the RVS achieved the following intended performance based outcomes:

- Increased levels of fruit and vegetable consumption by the end of the project as compared with baseline levels with an average of 92% reporting an increase (of participating adults and children)
- Increased levels of fruit and vegetable sales for traders within the project compared to base line levels by circa £30,500, with 94% of families reporting a preference towards the 'markets' compared to supermarkets.
- Increased levels of fruit and vegetable consumption as a proportion of the total food consumed as compared with baseline levels, with 70% of families more thoughtful about their food shop, 80% of families eating more home cooked meals, 72% eating less takeaway or fast food (72%) and 80% less ready meals

Despite the initial implementation challenges, the overall reach achieved by the Lambeth RVS is estimated to be 162 families during a 16 month period (August 2015 to November 2016), approximately 40% more than the minimum target of 96. This equates to an average investment of circa £540 per family. A range of other tangible outcomes have also been identified and attributed (in part) to the Lambeth Rose Voucher Scheme.

The overall concluding impressions from the evaluation suggests the following:

Positives – met (and exceeded) the requirements and outcome targets set by the Service Level Agreement; enabled beneficiaries to access fresh fruit and vegetables by addressing financial barriers and impacted positively on food usage and diet behavioural change in vulnerable families. The initiative was welcomed by all stakeholders and participants; had a positive impact on Children's Centres (in supporting families in wider context with beneficiaries' varying demands met, adding value to other interventions). The markets benefited, and there appeared to be some self reported improved physical and mental health and well-being of families.

- **Challenges** – unwieldy system and operational processes (reporting, timescales, data collation, impact on resources); lack of clarity around sustainability; partnership and ownership; market perception, perceived value (family size and ages), location of market(s); drop-out issues (ability to control / influence); cost of scheme (full cost recovery) and return-on-investment valuation; up-scaling; sustainability.

The Lambeth Rose Voucher Scheme has been a catalyst for helping to address access to, and increased consumption of good quality affordable fresh fruit and vegetables and in sustaining positive lifestyle behavioural change. This was not achieved purely by access to finance alone, key was being able to attract and enable access to a wider pallet of support services at the point of need i.e. Children's Centres. Behavioural change is also considered to be linked with understanding and sharing common issues amongst participants. RVS

supported elements of community cohesion and reduced social isolation amongst hard to reach groups. The RVS is also a valuable income resource for local market stall holders.

Based on the information outlined in this report, the RVS has met and exceeded the requirements set out in the delivery agreement, and also seems contributed positively towards the Lambeth Food Flagship programme outcomes.

Recommendations

The review of data as well as primary and secondary research, has provided a valuable insight into the Lambeth Rose Voucher Scheme and its achievements. The report also identifies some of the challenges (prior to and during delivery phases) which were largely overcome by the commitment of stakeholders and beneficiaries.

The review has led to a number of recommendations which are summarised below:

1. There is a need to have more effective systems and processes for data capture, monitoring and payments at commencement of any new scheme implementation. An IT based approach is required, rather than a reliance upon largely paper based transcriptions. This would save time and resources (potentially increasing the voucher budget element), and will help to eliminate reporting errors and improve timely data analysis and reporting.
2. Commissioning and key delivery partners should be engaged and involved at an earlier stage of scheme development and delivery to ensure ownership and 'buy-in' and to factor in local circumstances and need.
3. Data gathered (under RVS) should be integrated further in an attempt to establish trends and intelligence concerning voucher value and travel time to fruit and vegetable outlets. This should help identify a 'minimum' trigger point for participant full engagement with the scheme.
4. Given the above, 'market outlet location' is an important element to success, and if not available, alternative (more localised) access points should be created e.g. working with food co-operatives etc.
5. Consideration should be given to exploring the impact of increasing eligibility criteria and length of time families can access the scheme (value, child age) balanced against affordability and sustained change.
6. Explore the opportunity to conduct some type of cost benefit analysis to a view to understanding potential return on investment.

Conclusions and Recommendations – Gipsy Hill Food Village Hub Project

Conclusions

A substantial amount of activity was undertaken in order to meet the objectives and outcomes for the Village Hub. The review of the information provided indicates progress towards the following achievements using a simple traffic light system of red low, amber medium and green high:

Village Hub Objectives (summarised)

- Raising awareness of food issues (green) ●
- Community empowerment (green) ●
- Stronger connectivity using food (green) ●

Village Hub Intended Outcomes (summarised)

- Improved health (too early to assess) (yellow) ●
- Positive environment (too early to assess) (yellow) ●
- Skills, employment and enterprise (yellow) ●
- Community cohesion (yellow) ●
- Health promotion (green) ●
- Increased access to local services (yellow) ●
- Increased resident engagement (green) ●

The information review suggests that the objectives of the Village Hub were met, along with the outcomes involving health promotion and resident engagement.

The project has also contributed to improved community cohesion, as well as increased access to local services over the short to medium-term. Many of the individual projects and support interventions have contributed to an increase in skills, employment and enterprise for project delivery stakeholders and participants.

It is too early to assess the impact on improved health or a more positive environment. However, some of the additional activity could well form the basis of, or contribute towards on-going interventions.

As with Lambeth Food Flagship Programme delivery, the Village Hub and the project evaluation were undertaken under a tight timescale. However, as reported elsewhere, the

timescale provided focus and a strong commitment from all involved to making the project a success.

This clearly demonstrates that stakeholders recognise the importance of addressing a broad range of food issues and the associated challenges. It also suggests that ‘for things to positively change’ there is no short-cut and a meaningful longer-term investment strategy will need to be in place and effectively implemented in order to ‘make the necessary changes’.

“The Village Hub initiative has had a positive impact” (stakeholder)

What it set out to achieve was significant and in many ways aspirational - but given the level of investment (financial and non-financial), it has achieved more than anticipated.

Stakeholders had high expectations and the project did not disappoint, and those who engaged recognise many of the positives that were achieved. An overwhelming groundswell of opinion was gathered at various stages of the project.

The overall conclusions from the evaluation and feedback from stakeholders suggest the following:

- **Positives** – enabling existing organisations to develop ideas and to implement them (idea testing platform); network development and cooperation; support (pre-project implementation); concept; investment in pump-priming ideas; training and development and awareness raising opportunities.
- **Challenges** – process (during project implementation); reporting, timescales, varying support needs; the unknowns impacting on resources, participant reach (numbers and awareness); cashflow, sustainability, seasonality, under estimation on time and costs; evidencing impact (especially medium to long-term); sustainability, limited flexibility, and delivering to a wider resident base.

The project will leave a legacy as it has made a positive contribution towards:

- Increased awareness amongst local residents and organisations of food related issues highlighted as part of the Food Flagship Programme.
- Released resourcefulness of the community to take responsibility for food related issues in their area through community engagement and capacity building, including investment support.
- Used ‘food’ to develop and foster stronger connectivity between residents, local organisations and borough services.

In addition, the initiative has been a catalyst for dialogue and information sharing, and learning – many of these aspects have been highlighted within the main report and should be considered when developing future strategy and intervention approaches.

Recommendations

On the basis of research findings, the following recommendations should be considered in working with communities:

1. A move towards greater flexibility, lighter touch, less onerous processes
2. Longer time to deliver projects in order to achieve greater impact
3. Significant support at project delivery stage is important, particularly for those less experienced
4. Significant guidance and support around the importance of estimating cost and resources
5. Allowances for 'up-front' payments, with follow-on payment release linked to monitoring and data provision
6. Improved data monitoring and clarity regarding what is reasonable and realistic to measure and evidence

For Gipsy Hill

7. Following the positive relationships and networks established through the work explore with the stakeholder group and local residents the creation of a formal local area based group.
8. The local authority should seek to further support the work in Gipsy Hill through the promotion of funding opportunities for residents and local organisations.

Conclusions and Recommendations –Capacity Building to Support the Lambeth Food Partnership (LFP)

Conclusions

1. The funding from the Food Flagship Programme was used for a Coordinator (three different people have held this post), to co-fund two leadership training courses relating to the ULab and an Away Day for Directors of the Board. The current Coordinator together with the two leadership development interventions have helped to re-energise the LFP and helped it to reach a shared vision and way forward.
2. In relation to the specific expected outcomes from the Flagship funding, results have been mixed.
 - The focus of the LFP over the last 2 years was to develop an effective working board. This has meant there was limited emphasis on increasing membership.
 - There were delays in resolving governance structures and reporting arrangements due to the turnover of members of the board and a change of co-ordinators. As stability of the board has increased progress has been made to put these in place. More recently, with the stability of the board, progress has been made to begin to put these in place
 - The current board members of the LFP have started to develop a clear strategic direction and plan of action through the development of a roadmap.
 - The LFP has had a high turnover of board directors, which has made it challenging for the board to develop its vision. Over the project period community members of the board attended ULab training. This was more opportunistic rather than being needs led in relation to requirements for board development, however members who attended benefited from networking with other like-minded people and gleaning ideas for potential project delivery
 - As indicated above, the LFP was unable to place its focus on engaging with the wider membership due to the changes at board level and the importance of getting this right first.
 - The LFP has been though a developmental journey, there is potential for it to take forward some of the learning from the Lambeth Food Flagship programme.
3. Having a food partnership already established in the borough supported the selection of Lambeth as a Food Flagship Borough. The LFP was still in a formative (embryonic) phase. Successfully winning the 'bid' was both '*exciting and daunting*' and '*exhilarating and scary*' for the LFP.
4. There is some disappointment from the Council, the Public Health Team and the GLA that more progress towards strengthening the LFP was not achieved. Learning from the experience indicates a clearer role at the outset of the Food Flagship Programme, more realistic expectations and better communications and support would have benefitted the development of the LFP.

5. It is clear that the Lambeth Food Partnership has continued on a journey of development. One member summed up their feelings regarding the impact of the Food Flagship Programme on the LFP as being “*both ‘galvanising’ and ‘traumatising’*”. However the Flagship funding was critical to helping the LFP come through the uncertainty by resourcing the co-ordinator. Keeping the board together and getting the basic governance right were priorities and this led to less focus on expanding membership. Although the LFP was a key stakeholder and on the Flagship Advisory group, the capacity building project needed to be performance monitored using the approach required by the GLA. As with other projects, performance monitoring appeared to be onerous and eclipse the advisory contribution of LFP to the Flagship. This sometimes caused the relationship with the Flagship to be strained, particularly as several of the board directors were new and had not had the opportunity to understand the history of the LFP prior to the Flagship.
6. The past two years have been a difficult period for the LFP and there is emerging evidence that it is coming out of the experience with a clearer sense of direction and new Board members. Funding from the Food Flagship has helped to increase capacity and capability.
7. A strong Food Partnership has the potential to strategically lead on food issues, however the LFP still requires support and development to enable it to effectively fulfil this role.

Recommendations

1. A Food Partnership is most effective when it operates across the different sectors in the borough. The founding organisations of the LFP need to review and agree on the operating partnership model. If the model agreed is a multi-agency partnership then all partners need to provide sufficient input (resources, time, expertise, commitment) to enable a strong partnership to develop.
2. Regardless of the chosen operating model, further capacity support is needed for the LFP to achieve its aspirations. At the very least, funding should be sought to fund a co-ordinator for a minimum of two years.
3. The LFP should to review its constitution to ensure there are no conflicts of interest with partners in situations where it may be receiving funds to deliver initiatives.
4. The LFP should consider using the learning from the Flagship to help inform its future work.

Conclusions and Recommendations – Lambeth Natural Thinkers Programme

Conclusions

Analysis of stakeholder perspectives reveals the following conclusions regarding the Natural Thinkers Programme:

1. The Natural Thinkers Programme had high motivations and aligned ambitions. High levels of motivation are evident from the Project Leaders (Co-ordinators) to drive its agenda forward and make Natural Thinkers accessible across nurseries and primary schools in Lambeth. The Public Health Team is motivated by the potential contribution it can make towards the shared vision for health and wellbeing in Lambeth. The school practitioners are motivated by their positive and stimulating experiences of being involved in the training, and seeing the reactions and benefits it can have on their pupils. Parents are motivated by their children's interest and enthusiasm.
2. The Programme had significant scale and successful track record – with over 70% of primary schools and all of the state nurseries involved in the Natural Thinkers programme, its reach and influence across Lambeth is extensive. It is extremely well regarded by school practitioners, with 89% of those who responded to the survey rating it as 'good' or 'very good'. This suggests that practitioners involved in the programme are proactively promoting it within their schools and social networks. This level of engagement and support provides a strong platform to build on.
3. The Programme offered benefits to pupils - practitioner perceptions are that the Natural Thinkers Programme offers the pupils multiple benefits, both primary (more engaged with nature; better awareness about healthy eating, and more motivated and enthusiastic in lessons), and secondary (more active outside lessons; more confident; improved communication, speech, language and listening skills, and more engaged with other pupils), with 22 of the 30 respondents (73.3%) giving practical examples of pupils or comments on how pupils have benefited.
4. Programme strengths and areas for development - the strengths are extensive, and cover the strategic alignment of the programme with local priorities; programme design concepts and project management and co-ordination, and the quality of training and practical resources to assist delivery in schools. For school practitioners, development areas focussed on having more training; more activities; more information; being more proactive with parents, and more funding. For the project leaders and commissioners, the development areas focussed on embedding the concepts and practice into schools; evidencing impact and exploring a delivery model to expand its role out into other areas, and make it sustainable in Lambeth.
5. The Future: Growth potential, return on investment and sustainability model – the practitioner survey responses indicate that most schools and nurseries have plans to further develop their outdoor areas, and diversify the Natural Thinkers offer. The Heathbrook case study illustrates how Natural Thinkers has been embedded in a 'whole school approach' and is becoming a focus for community events and action. At the strategic programme level, the future is uncertain. So far, those involved have

concentrated on engaging schools in Lambeth, and delivering the practical aspects of Natural Thinkers.

In conclusion, practitioners in schools have actively engaged with the Natural Thinkers programme, and can see the benefits it brings, both to their pupils and schools. They like it, and want more of it. Ideally the next phase, subject to funding availability, is to embed the principles and practices into schools and beyond schools into community settings; review its strategic alignment and contribution to local priorities in Lambeth, and invest time and expertise to explore different business options that will enable its growth and development on a sustainable basis.

Recommendations

The following recommendations have emerged from this evaluation study:

1. Recognise the full value of Natural Thinkers, and promote the intended and wider benefits to policy makers and investment holders in nurseries and schools, to local government (including politicians), and to local commissioners and other funders.
2. Continue to invest, subject to funding availability, in the growth and development of Natural Thinkers in Lambeth – a ‘use it and don’t lose it’ philosophy, to cover its next phase.
3. Use learning from the examples of good/exceptional practice (as captured by Heathbrook Primary School’s case study in the main report) to identify the key factors that will help to fully embed the Programme into schools’ philosophy, everyday practice and community activities.
4. Review and strengthen the Natural Thinker’s contribution towards the Lambeth vision and local priorities, and agree what evidence is needed to evaluate its impact and create a robust evidence base.
5. Invest now in the ‘business development’ dimensions of how Natural Thinkers can be converted into a sustainable social enterprise.

Conclusions and Recommendations – Healthy Eating Social Marketing with Young People: Lambeth Feel 100% Campaign

Conclusions

The young people's social marketing campaign was a success. In the first phase of this campaign a wide and varied audience of young people in Lambeth were engaged. Healthy eating messages relevant to young people were identified plus an understanding of how these messages should be communicated to young people. This process has been a revelation, evidenced by the willingness and eagerness of young people to learn more on nutrition and health and also their enthusiasm to further participate in the development of this project. However, equally revealing was the lack of knowledge on the subject despite all the information that is currently available from national campaigns such as Change4Life and other sources. It is evident that continuous consultation and engagement with young residents is required, to understand and keep up-to-date with the evolving social media technologies and to use this knowledge to promote healthy eating.

Responses to the youth forum were very positive, many of the young people who attended said they had learnt a lot during the sessions, and commented that healthy eating should be taught more in schools. The project also was a way to support building the capacity of Young Lambeth Coop (YLC) to engage with young people around health behaviour, and specifically healthy eating.

Phase 2 provided further opportunities for young people to develop new skills such as how to write blogs/vlogs, photography and running a campaign. The images for the campaign were created by local young people.

The number of clicks to the website both by the young people and their parents, exceeded all expectations: **50,967** for young people and **41,246** for parents. This, combined with the 4,323 downloads of the recipes over a twenty day period, indicates that not only was the target audience interested in the topic area but they accessed practical support for behaviour change. A further follow-up survey is currently being conducted to understand why they clicked on to the site and whether the recipes downloaded were tried out.

For the young people, the chunky smoothie recipe was most popular and the “real photography” seemed to work well in engaging people. Posts which referenced specific times of the day were the best received. Posing a question/ challenge through messaging encouraged click-through and many users engaged with the recipe cards on Instagram by ‘liking’ posts.

For parents, the top performing recipe was the chicken wrap. Personal messaging worked well for parents such as: *‘Recipe cards just for you’* and *‘Need some ideas for the kids’ packed lunches?’* It was interesting to see that the easier and quicker recipes were most popular with this audience. Questions and messaging which challenged the audience worked well in encouraging people to click through.

The social media assets are still available to use and discussions are being held with Lambeth Council communications team and YLC regarding hosting these assets. In addition the Feel100% Healthy Eating Campaign Toolkit is available to support anyone who would like to run a campaign.

Recommendations

1. There is a need for this work to be built upon. Many of the young people who until they got involved in the campaign were unfamiliar with the risks associated with unhealthy eating, and many members of the YLC indicated that they would like to learn more about healthy eating.
2. Specific learning for future similar campaigns with young people should consider the following:
 - Ensure that all recipes are relevant to the target audience. Develop a range of recipes that are 'healthy versions' of what young people usually eat.
 - Undertake a survey of the most popular foods with young people and then develop a set of recipe cards showing how to make the food and make it healthy.
 - Always show how recipes/ certain foods can slot into the audience's daily routine – e.g. good for breakfast/ lunch.
 - Always give audiences a specific call to action such as 'Download this today'. Challenge young people to get involved – this ensures that messaging doesn't sound preachy or as if you are telling them what to do.
3. Specific learning for future similar campaigns to parents of young people should consider the following:
 - Ensure the call to action is challenging parents to get involved.
 - Direct this audience group to specific recipes/ guidance – a tangible ask that they can get involved in.
 - With this target group, ensure that recipes/ what you are asking them to do is easy and quick.
 - This audience responds well to messaging around helping their kids feel 100% - use this aspirational messaging in future campaigns
4. Promote the Lambeth Feel100% Healthy Eating Campaign toolkit to stakeholders, schools and youth groups to keep the momentum of the campaign going.
5. Host the Feel100% social media assets and run regular bursts of the campaign on Lambeth Council website.
6. Work with Young Lambeth Coop to promote healthy eating and other health and wellbeing issues to young people.
7. Share the learning from the Lambeth Feel100% campaign to inform future campaign work with young people and their parents and carers in Lambeth and beyond.

Conclusions and Recommendations – Key Stakeholder Assessment of Realising the Food Flagship Status

Conclusions

This section of the report tells the story from the different perspectives of stakeholders. The detailed evaluation reports for the Food Flagship Team; the Lambeth Food Partnership and for the different delivery projects completes the picture.

Overall many stakeholders got involved and did their best to make it work. The Food Flagship Team and the delivery projects were the most visible. All projects were delivered within the timescales and met or exceeded their targets. In the drive to deliver projects many new partnerships were formed. Unfortunately relationships with some partners were strained by the process. The support of the Public Health Team was essential to ensure the health objectives were central and that the interventions were based on evidence and linked into services and developments increasing chances of the learning being embedded. The Food Flagship Programme helped to raise the awareness of the leaders in Lambeth who were prepared to play their part and are still committed to this area. They recognise the challenge is how to take it forward in a collaborative way and sustain momentum over the long term to bring about systematic change.

In painting this picture it is hoped that valuable learning can be gained.

Recommendations

The recommendations from this part of the evaluation are to:

1. Share the learning with Directors and councillors and explore how it can continue to be applied and embedded in mainstream work
2. Accelerate the integration of the food element of “Health and Wellbeing in All Policies” (HWiAP) into the implementation of the Lambeth Health and Wellbeing Strategy to minimise delay and maintain the momentum in this field.
3. Explore how to integrate the project work at neighbourhood level area in the ‘Co-operative Local Investment Plans’ (CLIPS) and use of the Community Infrastructure Levy (CIL).
4. Review the role of the Lambeth Food Partnership and how it can be supported in its development.
5. Discuss the findings and emerging legacy with the GLA to explore opportunities for support to take forward the legacy of the Flagship work.
6. Make the legacy from the Food Flagship Programme explicit to all stakeholders especially those who have contributed to its delivery and use the process to meaningfully engage with them, keeping them connected and facilitating understanding of their future role/contribution.