

HOLIDAY MEALS GUIDE



An estimated 16,585 children in Greenwich are at risk of food poverty. For many, this risk increases during school holidays when they do not receive their free school meals. For other children in low-income families not eligible for free school meals, hunger may be more continually present. This lack of food, or poor-quality food, impacts children in several significant ways, including:

- Poor growth and development,
- Increased childhood illness,
- Overweight and obesity,
- A more pronounced summer holiday learning gap,
- Poor concentration and behaviour in class, when returning to school, leading to poor educational attainment.

There are lots of organisations across the country tackling this problem and lots of resources available out there but sifting through it all is time consuming and challenging. We have researched lots of information and put together this 'how to' guide to help anyone wanting to set up a project to tackle the issue.

There are a number of different models you could consider and the one you choose will be determined by the resources you have available.

The different models could be:

- **Full provision** – opening a school or centre for all-day provision that includes breakfast, lunch, snacks and physical activity and educational elements – see Cardiff. This is considered to be the gold standard as it tackles many of the issues that accompany hunger during the holidays such as the learning gap and lack of physical activity
- **Lunch clubs** – opening a centre or school to serve lunch. The venue could be open for 2 hours for example and could include an activity if resources allowed
- **Partnering with existing lunch club** – this could either be piggy backing on an existing lunch club to open it out to more families – this is really just focused on providing food and wouldn't necessarily tackle the other issues
- **Community centres** – partnering with a community centre to provide lunch and other activities
- **Delivering food to existing provision** – this could be finding activities that are available to children and providing lunch to that project e.g. adventure playgrounds or youth services

This is not an exhaustive list, and there may still be things to consider, but it is a good place to start. Use the flow chart to identify which type of provision may be most suitable for you. The flow chart will direct you to the information in the rest of the pack, so this may be a good place to start!



How to use the 'how to' guide

Read through the guide and try to answer the questions as you go through. It will highlight the different things you need to consider and then direct you to useful links that can help you progress the project. In Greenwich you can get help from Good Food in Greenwich by emailing mel@gcda.org.uk.

	What?	Things to consider	Links to resources and examples
1	<p>Capacity</p> <p>What have you got to work with? These are all the questions you'll need to start with to begin to build up a picture of how to move forward</p>	<ul style="list-style-type: none"> • Do you run an existing project? • If no, do you know of a project that is interested in getting involved? • What size space is there? • What kitchen facilities are available? Is it a big kitchen or a galley with sink and baby belling? • Is there any equipment? A suggested equipment list can be found in Section 6 • How many staff are available to help with the running of the project? • Are there volunteers involved or access to volunteers? • Do you have any funding available? • Do you have access to food? <p>Once you have answered these questions, it will help you decide which model is best for you and how best to proceed</p>	<p>Use the flowchart to find the best model for you</p>

<p>2</p>	<p>Venue needs Where is your service going to be held? (Includes cooking, serving and activities)</p> <p>E.g. Schools, children’s centres, churches and community groups, adventure playgrounds</p>	<p>Premises must have a kitchen, a suitably sized dining space, indoor play area and outside space, access to running water and accessible toilets as a minimum.</p> <p>Will it allow you to prepare safely?</p> <ul style="list-style-type: none"> - Facilities must include adequate storage and an area for preparing and clearing away food. - Limit and control access to sharp knives and hot appliances - Equipment is listed below in part 7 	
<p>3</p>	<p>Costs Work out a budget for the project and assess your capacity in relation to community need and work out what your project can do.</p>	<p>Consider costings of - equipment, food, staffing, administrative costs, rent, activities – see sections below for more information about these headings including a section on fund raising</p> <p>Record expenses.</p> <p>List what resources you will need and when.</p>	<p>Links to documents with further information on budgeting for projects:</p> <ul style="list-style-type: none"> - fillingtheholidaygap.org - outofschoolliaison.co.uk <p>Current cost models:</p> <ul style="list-style-type: none"> - Food provision can be from £1.35 per portion for food bought in e.g. Pasta King - For full-day provision this would cost in the region of £30 per child with a minimum number of children
<p>4</p>	<p>Frequency and duration of sessions This is how often and how long the sessions will be.</p>	<p>Decide where the sessions are to be held, depending on the needs of target audience, choose the frequency and duration appropriately – this will also depend on funding available.</p> <p>Decide on the length of the session – will it be complimentary to existing provision or a new project completely. Account for prep and cleaning up time.</p>	<ul style="list-style-type: none"> - To begin with you may consider 2 days a week, but if you can manage more that’s great. - Minimum 2-hour session duration to include eating and activities

5	What kind of food will you serve?	<p>Hot food either needs a kitchen for preparation, or the ability to reheat pre-prepared food using an oven or saucepan on a hob.</p> <p>Cold food can be simpler, but you will need a fridge and prep space</p> <p>A packed lunch type meal can be just as healthy as a hot meal, and may be more appropriate during hot summer days, so don't assume it has to be a hot meal.</p> <p>Food safety is a crucial consideration and is covered in Section 8 below</p>	
6	Procuring food How to obtain food for your service by procurement, donations or/and surplus e.g. partnership with charities or school catering companies	<p>You can consider surplus food which is great if free, but quantity and quality of surplus food can be unpredictable.</p> <p>It is important to meal plan appropriately to meet health requirements and to ensure balanced meals – links to healthy food guidelines are in the 'recipes' section below</p> <p>Do the types of food meet the requirements of your food provision service? (e.g. hot/cold food, breakfast club)</p> <p>Formalise agreements with external organisations</p> <p>Alternatively, you could link up with a local restaurant who is already set up with suppliers and accounts and may get better prices. They may also lend a chef for a</p>	Organisations to partnership with for local surplus food: <ul style="list-style-type: none"> - FareShare London, which collect and distribute surplus food to the community http://fareshare.org.uk/ - Neighbourly - links with businesses for local food surplus or donations https://www.neighbourly.com - City Harvest - deliver food to organisations that provide meals to vulnerable people http://www.cityharvest.org.uk/ - Felix Foundation: http://thefelixproject.org/ - Local food banks can be a good place for to find canned foods - Try approaching your local supermarkets and food stores and asking if they would be willing to donate their surplus to your project

		<p>day or 2!</p> <p>The school caterer will have very good prices and may order food on your behalf.</p>	
7	<p>Equipment list Things required to prepare and deliver food provision service with/without activities.</p>	<p>Example equipment includes; toaster; kettle; fridge; store cupboard; cooking utensils; crockery; cutlery; washing-up equipment; washing up space.</p> <p>Additional requirements for hot food provision include; oven; stove; microwave; pots and pans.</p> <p>Consider your menus before spending money on non-essential items</p>	<p>This gold standard list comes from the Children’s Food Trust and is relevant to those setting up cookery clubs. http://media.childrensfoodtrust.org.uk/sites/4/2017/02/0006-E1-15 Club equip list.pdf</p>
8	<p>Staffing Needs & needs of staff Who is involved in your food provision service with/without activities?</p> <p>Agree leadership for the project, with clear lines of responsibility to staff, volunteers, partners and funders</p>	<p>All workers should have appropriate training and qualifications in basic food hygiene, allergen training, health and safety, first aid, supervising pupils (if school based) and healthier catering. (See section 9 below)</p> <p>Do you need volunteers? If so, they will need an induction and training too – see link to Kitchen Social for volunteer resources</p> <p>Ensure appropriate recruitment checks are undertaken, such as an enhanced DBS check – you will need an umbrella organisation to carry out this check. Ask your local school, community centre, children’s centre or community group</p>	<p>Food safety training can be found online for £10 - £12, but at least one member of staff should attend a full day’s training. Full day training in Level 2 food hygiene is offered at Fareshare - £40 for members and £50 for non-members Try https://www.thesaferfoodgroup.com/ See section 9 for more details about food safety.</p> <p>Allergen training: http://allergytraining.food.gov.uk/english/</p> <p>Resources for working with volunteers can be found here: http://www.mayorsfundforlondon.org.uk/kitchen-social/resources/</p> <p>Links and ideas for advertising for volunteers:</p>

	<p>Do staff have DBS checks if needed?</p>	<p>Aim to have worker to child ratio of 1:10</p> <p>Does your organisation have a child protection policy in place?</p> <p>Have staff and volunteers been DBS checked?</p> <p>Mandatory Training for staff and volunteers</p> <ul style="list-style-type: none"> • Food safety • Allergen training • DBS check • First aid 	<ul style="list-style-type: none"> - Local food networks – contact GCDA and we can advertise for volunteers amongst our networks - Schools and children’s centres - Challenge Network (the-challenge.org/) - Neighbourly (neighbourly.com/) - Communities and churches locally - Local universities - Posters in community centres/charities - Mail out/ inclusion in school newsletter to parents - Local guides / scouts / cadets
<p>9</p>	<p>Food safety and compliance</p> <p>Ensure guidelines are in place to keep volunteers and users safe and eliminate risk of food poisoning</p> <p>Ensure you have the correct insurance in place</p> <p>Register your meal provision with the local authority Environmental Health Department</p> <p>What training is there for</p>	<p>For those who run/attend your holiday meal provision service follow simple food hygiene rules - have clear displays around venue.</p> <p>Display kitchen safety checks around the kitchen, this includes information on; cleaning, cross contamination, chilling, cooking, use by dates and storage.</p> <p>Have guidelines and processes in place for disposal of waste, declaration of allergens and health and safety.</p> <p>Does your organisation have public liability insurance in place?</p> <p>If you already have insurance, you should inform your insurer if you are changing delivery and doing something different.</p>	<p>Contact your local environmental health department to inform them if you are planning to prepare food at your venue</p> <p>Slides from the Cooking Theory Training from Kitchen Social:</p> <ul style="list-style-type: none"> - mayorsfundforlondon.org.uk/wp-content/uploads/2017/06/Kitchen-Social_Cooking-Theory-Workbook.pdf <p>Kitchen check tools:</p> <ul style="list-style-type: none"> - food.gov.uk/news-updates/campaigns/kitchen-check - https://www.food.gov.uk/news-updates/campaigns/kitchen-check <p>Good food hygiene for business information:</p> <ul style="list-style-type: none"> - food.gov.uk/business-industry/food-hygiene <p>Guidance on EU food hygiene law to community and charity food provision:</p> <p>food.gov.uk/sites/default/files/hall-provision-guidance.pdf</p>

	staff?		<p>Contact GCDA for sample food safety policies – mel@gcda.org.uk</p> <p>Food safety training https://www.thesaferfoodgroup.com/</p> <p>Allergen training: http://allergytraining.food.gov.uk/english/</p> <p>Information about public liability insurance:</p> <ul style="list-style-type: none"> - resourcecentre.org.uk/information/public-liability/
10	Marketing and Promotion	<p>Allow an appropriate lead time for the programme to:</p> <ul style="list-style-type: none"> - Engage with referral agencies (e.g. family support teams) - Promote to the target families through schools, children’s centres, food banks, welfare rights or other community groups in the area - Link with local schools to utilise existing parental engagement methods. - Use social media to raise awareness - Upload on to event pages of local networks e.g. council website, net mums, mumsnet, Greenwich Mums etc 	<p>Links to tips for marketing your holiday meals project:</p> <ul style="list-style-type: none"> - outofschoolliaison.co.uk/holiday-club-tips#marketing
11	<p>Evaluation</p> <p>It is important to review and monitor the service regularly to evaluate its success and whether they meet original aims.</p>	<p>Record attendance numbers and keep a record of participation and activities.</p> <p>Obtain feedback from all key stakeholders including: children; parents/carers; frontline delivery staff and their managers; volunteers; partnered charities and companies</p>	<p>Links to evaluation forms:</p> <ul style="list-style-type: none"> - goodfoodingreenwich.org/app/uploads/2015/10/Holiday-meal-provision-Report-October-2015.pdf (see appendix 1) - feedingbritain.org/Handlers/Download.ashx?IDMF=4a4d7d68-5565-4d5b-9d90-66e835cf86d7 (See page 4 - self assessment progress checklist) <p>Ideas for age appropriate evaluation methods</p>

			<ul style="list-style-type: none"> - family-action.org.uk/content/uploads/2015/01/hk_bcu_report.pdf (See chapter 3) <p>Theory of Change tool - shows how a project's activities contribute to its overall mission</p>
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Those are the main elements to consider, but below are extra things we think will also help including recipe ideas, activity ideas, further support available and potential funding

Further Resources:

What?	Things to consider	Links to resources and examples
<p>1 Funding available</p> <p>There are a variety of possible funding opportunities out there including organisations, fundraisers and self-funding which can financially aid your food services and activities.</p>	<p>Fundraising (community bake sales, clothes swaps, jumble sales, donations etc.)</p> <p>Start-up grants from Royal Borough of Greenwich local authority or businesses</p> <p>Apply for financial support/grants from charities: The Children's Trust, The Biscuit Fund, Neighbourly, Children in Need Grants, The Big Lottery Fund, Cash for Kids</p>	<p>Fundraising ideas: http://www.cancerresearchuk.org/support-us/do-your-own-fundraising/fundraising-ideas</p> <p>Link to a comprehensive guide to funding opportunities for growing projects too http://www.goodfoodingreenwich.org/app/uploads/2018/01/Grants.docx</p> <p>Links to websites through which funding applications can be made:</p> <ul style="list-style-type: none"> - royalgreenwich.gov.uk/info/200047/grants/189/find_a_grant - childhoodtrust.org.uk - biscuitfund.org - neighbourly.com - bbc.co.uk/programmes/articles/1N4ddmFHns8VPKjyp3P

			<p>MYwn/apply-for-a-grant</p> <ul style="list-style-type: none"> - biglotteryfund.org.uk - planetradio.co.uk/magic/charity/news/grants-18
2	<p>Recipe ideas Meal and snack ideas to cater for your food service (hot/cold meals?)</p> <p>Make & taste self-catering where families and young people make their own lunches using core ingredients and basic recipes provided.</p>	<p>Ensure that the choices available reflect healthy eating messages</p> <p>Consider using school catering recipes that meet the food and drink requirements of school food standards.</p> <p>Special dietary requirements and cultural preferences should be accommodated.</p>	<p>Websites for recipe ideas:</p> <ul style="list-style-type: none"> - childrensfoodtrust.org.uk/ - nhs.uk/change4life/recipes - whatworkswell.schoolfoodplan.com/articles/view/517 <p>For meal planning:</p> <ul style="list-style-type: none"> - mayorsfundforlondon.org.uk/wp-content/uploads/2017/06/Kitchen-Social_Meal-planner.pdf - schoolfoodplan.com/wp-content/uploads/2014/09/School_Food_Standards_140911-V2c-tea-towel.pdf
3	<p>Additional activity ideas Other activities to run alongside food provision service to engage with children.</p>	<p>This can include:</p> <ul style="list-style-type: none"> - Social development activities (literacy, numeracy skills, nutrition skills, food growing, cooking) - Physical activities (aim for minimum 1 hour/day) - Play (board games, construction toys, arts and crafts, books, music sessions) <p>Check that the activities you choose are compliant with Ofsted</p> <p>Explore local activities to join in and/or share resources</p>	<p>Websites for ideas on additional activities:</p> <ul style="list-style-type: none"> - netmums.com/activities - streetgames.org/ - fillingtheholidaygap.org/ <p>Website for finding out about activities and fun taking place in Greenwich:</p> <ul style="list-style-type: none"> - 020.co.uk/c/childrens-holiday-clubs-and-sports-camps/greenwich/london.shtml

4	<p>Further support available Other support available to help deliver your services in your area.</p>	<p>Working with existing programmes (e.g. Make Lunch, Out of School Alliance, Kitchen Social)</p> <p>Consider inviting outside welfare rights and money advice agencies to help signpost parents/carers to other supportive services, e.g. financial, housing, food, immigration</p>	<p>Links to existing programmes and further support:</p> <ul style="list-style-type: none"> - makelunch.org.uk/ - outofschoolalliance.co.uk/ - mayorsfundforlondon.org.uk/kitchen-social-resources/ - food.gov.uk/sites/default/files/multimedia/pdfs/publication/starting-up-booklet.pdf - greenwichcommunitydirectory.org.uk
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