



**Kitchen  
Social**

good things to eat and do

HOW TO SET UP YOUR OWN

HOLIDAY PROVISION PROGRAMME





## ACKNOWLEDGEMENTS

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The City of Cardiff Council

Food Cardiff, East Renfrewshire Council

Ashram Housing Association

The APPG on School Food

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Pictures by Ben Stevens

# INTRODUCTION

If you are growing up in a family struck by poverty, the school holidays can be a difficult time. With no free school meals or teacher support, hunger and social isolation are a reality for many young Londoners.

Teachers report malnourished children returning to school after the holidays having fallen behind compared to their peers. Many young people will never claw back this learning and health disadvantage to fulfil their potential.

This is why we have developed ‘**Kitchen Social**’; a scheme with local community groups to provide healthy meals in the holidays, together with a range of social development activities.

This toolkit is part of a universal support package available to all the hubs joining our initiative. We’ll review the overall logistics involved in running a holiday provision programme and will give you the fundamental tools to make your hub a success.

Other resources in this series include: programme training, cookbook and cooking training, volunteer management handbook and marketing collateral.

It is essential to note that although the idea behind Kitchen Social is to tackle food insecurities, this programme is about **so much more than just food**. Learning about healthy eating, skills development, social inclusion, identifying children and young people in need and staff development are just some of the additional areas that this programme can help you with.

For more information, visit: [www.mayorsfundforlondon.org.uk/kitchen-social](http://www.mayorsfundforlondon.org.uk/kitchen-social)



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# WHO SHOULD USE THIS RESOURCE?

This resource is intended to help community groups, schools, local authorities, food providers, parents and faith groups deliver holiday food provision within a community setting. It is designed to support staff and volunteers in providing advice on sports and youth play, child care, children's services, education and health.

This document has been developed using 'Filling the Holiday Gap' – a Holiday Hunger Task Group national guide created by the All Party Parliamentary Group of School Food.

The guiding points below have been widely consulted on across the UK and are regarded as good practice any organisation should take note of when setting up a Holiday Food Provision project:

## 10 FILLING THE HOLIDAY GAP

Guiding key points for organisations in UK providing community holiday time meals for children



-  **PRINCIPLES**  
Why does your organisation want to deliver holiday meals?
-  **PREMISES**  
Have you found the right venue for your project?
-  **PEOPLE**  
Have you agreed leadership for your project that has clear lines of responsibility to staff and volunteers, partners and funders?
-  **PREPARATION**  
How will you ensure your project is delivered well?
-  **PLAN**  
Have you worked out a budget for your projects?
-  **PROVISION**  
Have you considered all the elements that will make your project a good social experience as well as providing good food?
-  **PARTNERSHIP**  
Have you contacted the right partners to help refer and deliver?
-  **PLATE**  
Have you considered your food options?
-  **POLICIES**  
Have you the right policies in place that protect your project and the children that will be in your care?
-  **PAUSE**  
Have you thought about the impact your project may have?



# WHO SHOULD USE THIS RESOURCE?

From research into Holiday Provision programmes we know that a good project has 12 key elements:



# I PRINCIPLES

## Is there a need?

Why does your organisation want to deliver holiday meals?

To ensure success of your project, consider the following first:

- Does your community recognise the need for a Holiday Provision project?
- How do local existing groups or clubs currently support access to food for children in the holidays?

- Do you have an understanding of the nutrition and wellbeing needs of local children and young people?

It's important to look at the need regarding food provision in the school holidays in your area first. Good places to access information about what is already happening are local school or health visiting services.

## CASE STUDY 'EAST RENFREWSHIRE' (LOCAL AUTHORITY MODEL)



East Renfrewshire Council in Scotland has run its Holiday Camp for children in the area for the last decade. It was started in response to an identified local need and has a successful community partnership that is headed up by the school meals service. The camp provides activities and food for children who receive free school meals and for those who are able to pay. This year children have also been involved in preparing meals for their peers supported by local chef Ian Brown.

“At the moment, we have to scrape by on part-time wages and tax credits. It's barely enough, so the summer holidays don't mean trips abroad or days out – they mean worrying about being able to feed everyone.” Parent





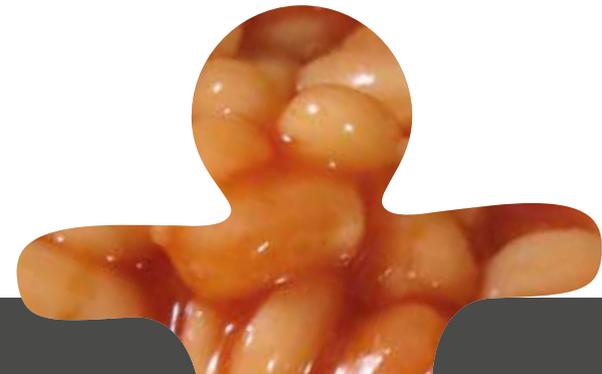
# I PRINCIPLES

Use the table below to help you determine the need for holiday provision in your area:

Criteria	Yes	No	Unknown	Yet to be identified
High Free School Meals ratio (40% or more)				
Demand for child care				
Lack of safe local play areas				
Existing breakfast clubs during term time. Contact your local schools and check which ones run a breakfast club				
Families have increased debt issues				
Increase in family referrals to Foodbanks. Contact local food bank to get local trends				
Families / children socially isolated				
Increase in child safety referrals				
Schools alerted to hunger / welfare issue				
Increase in demand for support from faith or community groups				
High levels of poor child health / obesity / dental decay				

## TOP TIP

To help assess need in your area it is worth checking the numbers of free school meals served in your local schools. Visit [compare-school-performance.service.gov.uk](https://compare-school-performance.service.gov.uk) for more information.



### Clear leadership and accountability

The people involved in running your project will need an experienced and reliable person in charge and a supportive team of skilled staff or volunteers to help keep the whole project and its day-to-day activities on track.

- Have you agreed who will lead or coordinate your project?
- Does your club leader know the community and its needs well?
- How will that leader support the project and its staff?

We suggest having a core team of four staff or volunteers who can take responsibility for specific areas for your project. These are:

- Overall project coordinator
- Kitchen leader
- Activity organiser
- Volunteer manager

A Job Description for each role is useful to recruit the right people, see Appendix 4 for sample breakdowns of roles and responsibilities. These may include: marketing, finance, budget control, partnership liaison, activities and fundraising. In the kitchen, these might be menu planning, food purchasing, health and safety etc.

This core team may also have other skills useful to your project that you might be able to utilise. Your core team members must also have regular contact with statutory services such as health or education. This may include GPs, health visitors, school nurses, teachers, social workers, community safety officers, council housing and benefit agency officers and youth workers who may be providing a public service to support the wellbeing and safety of children and young people in a community setting.

**TOP TIP** Once you have written your job descriptions make sure you share these with everyone in your team. It is essential everyone understands each other's roles and responsibilities.



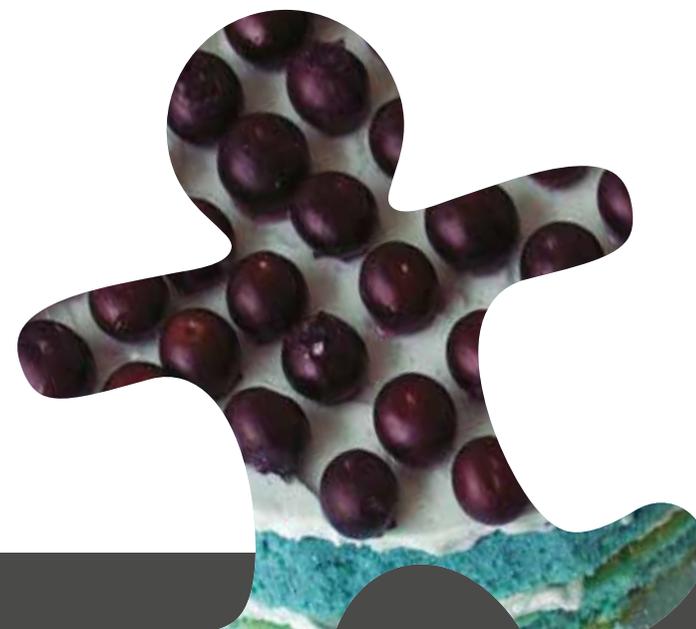


## 2 PEOPLE

Actions	Actioned	In Progress	Completed
Core team are in place?			
Kitchen leader has relevant training in food service in public places, this should include: <ul style="list-style-type: none"> <li>• Basic Food Hygiene Level 2</li> <li>• FSA Allergen Awareness Course</li> <li>• Better Food, Safer Business Guidelines</li> </ul>			
Ensure that activities are supervised under the correct adult to child ratio			
Core team has agreed method of regular communication with each other and wider project staff and volunteers			
Core team has established link with local authority services			

## TOP TIP

Involving children and young people can have many mutual benefits. Areas they can get involved with include setting the table, cleaning, admin tasks (collecting names for those wanting to eat), and running activities. Apart from saving man hours in tasks, clubs that involved them said they felt the children had higher satisfaction levels and were more enthused about learning and more importantly about eating as they felt some ownership of the programme.





**TOP TIP**

For further information on volunteer management please refer to the Kitchen Social Volunteering handbook.

# Volunteering

The UK has one of the longest traditions of volunteering spanning more than 100 years; this has allowed it to become embedded into our psyche.

Before you recruit you need to think about several things that will make up the volunteer role description:

- What will the role of the volunteer be?
- Are there specific skill sets needed to complete this role?
- What selection criteria will be set?
- Who will do the interview?

Volunteer management and policies will also need to be put into place. Think about the roles that you want to fill, who will take responsibility in supporting the volunteers within your project and whether they've got the relevant experience. Once you have these agreed, you will then need to think about where to recruit your volunteers and what kind of training they might need. You will also need to do Disclosure Barring Service (DBS) checks for everyone working with children and young people. Placing a value on volunteer experience and matching that with how they want to get involved with your project will keep them motivated, engaged and likely to attend on a regular basis.

Recruitment starts with encapsulating the right message. What are you trying to achieve? Why do you need volunteers? What will their job be? How important is the impact of volunteers on the project? Remember, volunteering is a two way investment, so ensure you tell prospective recruits what they can also get out of volunteering.

Once you have your messaging ready, there are several methods you can use to recruit; word of mouth, distributing leaflets or using volunteer recruitment organisations such as:

- |                             |  |
|-----------------------------|--|
| Team London                 | <a href="http://volunteerteam.london.gov.uk">volunteerteam.london.gov.uk</a>           |
| Do it                       | <a href="http://do-it.org">do-it.org</a>   |
| Time Bank                   | <a href="http://timebank.org.uk">timebank.org.uk</a>                                   |
| V inspired                  | <a href="http://vinspired.com">vinspired.com</a>                                       |
| Greater London Volunteering | <a href="http://greaterlondonvolunteering.org.uk">greaterlondonvolunteering.org.uk</a> |

'Would you like the holiday provision programme to be run every year?'

'Yes I would want to stay forever but I can't because my mum said we have to spend time at home as well'  
Aged 9 Bridge Park





## 3 PLAN

### Knowing the value of clear and timely planning

Setting out what you want your holiday food and activity provision to achieve in a plan can help to identify and avoid any unforeseen pitfalls or challenges along the way. As with any project management, you may come across challenges that you hadn't expected but advanced planning will most certainly help.

- Have you secured sufficient funding and resources for your project?
- Have you worked out a budget allocation for each part of your project?
- Does your project fit with or support existing local community plans?

For example, if there are housing or child care targets in your area, can your programme support families who are living in temporary accommodation by providing meals? Can your programme offer some support on childcare for parents who may be struggling with costs during the holidays?

### CASE STUDY 'MAKELUNCH'



It's really common for clubs to experience low attendance numbers the first few times after opening. It takes time to build up trust and reputation within a community. A group we opened in Lancashire found that no families came at all during the first summer. They evaluated and approached the school to see if there were alternative ways to reach children. The school offered them use of its hall and kitchen, including staff and they're now running with over 20 regular families in each session.

## Example budget

<b>Venue</b> – if you are using your own building, this might not be a cost, but it’s worth finding out as this sort of thing can be included in match-funding applications	£50–100 per hour
<b>Insurance</b> – check that your venue has insurance and that you are covered by your organisation’s public liability	£52
<b>Admin</b> – printer, ink, stationery etc., as well as somebody’s time to get all the information in place and communicated to schools/families	£300
<b>Food</b> – almost certainly your biggest cost. We recommend you budget £2 per child per session to start with	£720 for 30 children twice a week for 6 weeks
<b>Food preparation</b> – hair nets, food packaging, cleaning materials etc.	£150
<b>Activities</b> – craft materials, sports equipment etc. This may well be higher for your first opening if you do not already have this kit	£350
<b>Training</b> – the amount here will cover food hygiene training for eight people plus first aid training for one. Adjust if you have more to train or need other training such as safeguarding	£260
<b>TOTAL</b>	<b>£1,692 plus rent costs</b>

**TOP TIP**

Share your Holiday Provision timetable with your community and with parents in advance.





# 3 PLAN

Actions	Actioned	In Progress	Completed
Project plan drafted and agreed with core team and funders. For examples of what to include in your project plan see our Time Line Quick Guide in Appendix 5			
Funding, resource and staff for duration of pilot secured			
Budget allocation agreed for food and activities and shared with leads			
Plan outline shared with local statutory services such as schools, GPs			
Plan in place for agreed food and activity provision and ready to implement			

**TOP TIP** Check out your local play scheme, if it doesn't provide food there may be an opportunity for you to collaborate and help reach your target audience.

**TOP TIP** Consider inviting local influencers for lunch. This might be a councillor, your MP or the head of a local food business.



## 4 PARTNERSHIP

### Identifying sustainable and supportive relationships

Involving your community from the outset of your project will help you to recognise demand, communicate well with potential attendees and contribute towards making your project sustainable. With many public sectors under increasing pressure to shrink services it's important to make sure your project engages with and, where possible, align to existing local services. Partner agencies can be good access points for referring children and families to your project or for help with food, volunteers and activities. You may have a referral process already in place but if you don't, agreeing on how this will work is important and could be the key to success (see Venue Diagram in Premises section).

Good community partnership can also be a useful source in signposting families to support if they are struggling with any particular issues.

Some of the statutory services mentioned earlier such as housing or GPs may not be aware that families are under stress. Consider who in your project might be the best person to help signpost families to local support agencies.

It is also worth contacting your local school meal providers as they could prove to be useful in advising you about children's food or they may even be able to supply your projects with food. They are already familiar with national standards on food, food handling, health and hygiene and safeguarding.

- Have you contacted your existing partners – voluntary or statutory – to help you deliver the programme or for support with training for staff or volunteers?
- Are there other new or existing youth groups, sports clubs or community food organisations who could assist with resources for what you've got planned?
- How will you formalise partnership support and establish agreed referral routes?

### CASE STUDY 'SHEP CARDIFF' SCHOOLS MODEL



The School Holiday Enrichment Programme (SHEP) is a multi-agency award winning pilot. It was developed under the Food Cardiff umbrella, to provide good quality meals, nutrition skills and sports education to children living in areas of social deprivation in Cardiff. The pilot ran for 3 days a week and had 20 different partners that supported the schools-based model. The project is now in its second year and five Local Authorities took part in a Food and Fun Wales event in summer 2016. Plans are to role the model out to other Local Authorities in 2017 and beyond.

Food Cardiff [foodcardiff.com](http://foodcardiff.com)

Cardiff City's SHEP partner agencies showing their new Food and Fun logo





## 4 PARTNERSHIP

Actions	Actioned	In Progress	Completed
Statutory services informed, engaged and supportive of project (this may include local council members)			
Local school meals service informed			
Training needs identified and secured via local agencies			
Existing partner agencies informed about project and where appropriate involved i.e. child care, youth services, faith groups, housing, parenting and food providers			
Agreed processes in place and key staff assigned for referrals and signposting to other services			



### TOP TIP

Check with your public health lead officer and see how your project can fit with local programmes – they often have useful free resources so it's worth asking about the 'Change4Life' free products you might be able to use.



## 5 POLICIES

### Safe working practices for providers and participants

Any project or programme that involves caring for children and young people must have good policies in place to ensure safe working practices by staff and volunteers. There are a range of policies that will be familiar to those already involved in community work which are in line with legislation and best practice. For any holiday food and activity projects, UK law requires policies that cover child safeguarding, confidentiality, data protection, health and safety, food preparation & handling, first aid and public liability.

- Have you got the right policies in place to protect your project and the children in your care?
- How will you ensure good practice in health and safety?
- Do your activities meet the safe working practices required by law i.e. are your activities compliant with Ofsted or Care Commission requirements?

Actions	Actioned	In Progress	Completed
Policies in place to cover health and safety			
Training needs with regards to policies identified and completed			
All staff trained and aware of policies relevant to their roles in the project			
Partner agencies are aware of project policies			
Budget resource is allocated to staff training, insurances and development of project policies			





# 6 PREMISES

## Ensuring that you have the best venue for your project

Holiday food and activity provision can be delivered at lots of different types of locations. In the UK these include: schools, community halls, leisure centres, food banks, faith or church halls and outdoor sites. We also know that in other countries, venues can be libraries, skate parks and even fire stations. Having the right venue can ensure good attendance. It is important that you check that your venue has buildings insurance which covers the kind of activities you are planning, including public events in the building. You must also ensure you have Public Liability Insurance and that you have completed a Risk Assessment.

- Have you found the right venue for your project?
- Does your venue have the capacity to meet your project's needs?
- Will the venue be open and available for the duration of your project?

We know from holiday provision research that there are 10 elements that make up a suitable venue:

**TOP TIP** When looking for a suitable venue ask schools and families where they might go during the holidays. Local venues that are family friendly or already offering some activities are a good place to start.





Actions	Actioned	In Progress	Completed
Venue and janitorial services secured			
Venue checked for accessibility and suitability for children, parents, staff and deliveries and any safety risks identified			
All insurances in place and cover duration of project			
Equipment in kitchen and dining space is in good working order and meets project needs and safety standards			
Budget allocation has been made to cover staffing (i.e. janitorial) and venue costs			

## TESTIMONY 'WILLESDEN GREEN LIBRARY BRENT COUNCIL PROJECT'



'My children have been attending for two weeks now and they enjoy all the activities as well as the food. As a parent it's good to see my children making new friends, being active and eating healthy food as at home they would watch TV and eat junk food. The programme has helped us as a family. Not only did it give me some free time, it has impacted positively on the family budget. They are always telling me how much they love it and I hope for this reason the programme continues.'

Parent – Children attended Willesden Green Library Brent Council Project



# 7 PREPARATION



## Making sure your project is ready to go

The time leading up to your project will go quickly so your plan should include some clear actions that can help the process run smoothly. Key to this will be how you market and raise awareness of your project within your local community and to the children and families most likely to attend. Making your referral and registration process as simple as possible for families and staff is worth spending some time on. Registration forms are useful to collect information for funders and help measure the need and success of your project. You may also have to consider language and literacy levels and be sensitive to the confidentiality of individual circumstances (go to Resources at [www.mayorsfundforlondon.org.uk/kitchen-social](http://www.mayorsfundforlondon.org.uk/kitchen-social)).

Some referral routes to consider include:

- How will you market your project to potential children and families?
- What information will your team need before they start to ensure they are well prepared?
- How does your project align to existing services including health and education to support referrals?

**TOP TIP**

**Think about where you're going to display your information posters – who is your audience and what do they need to know? How will you catch their eye?**



**TOP TIP**

**When talking to schools about which families to invite, you would start with children currently receiving Free School Meals but it's also worth asking about any children who are listed as 'Ever 6' pupils. Ever 6 pupils are those who have received Free School Meals in the past 6 years – this is a great recognition that the transition out of poverty isn't always immediate and some families often need ongoing support (see Appendix 2).**



**TOP TIP**

Before you open for the first time, think about what you're going to do with any left-over food. There are strict food safety regulations about the use of left-over food (see FSA Appendix I for these). Takeaway boxes can be purchased relatively cheaply from a local cash & carry so that families can take extra meals home with them. Make sure any food you do send home has clear instructions for reheating where appropriate.

Actions	Actioned	In Progress	Completed
Your project has been marketed to the local community and via partner agencies and existing networks			
Preparation of referral and data collection process completed and agreed with partner agencies			
All staff fully briefed on their role in the project			
Families know how to register with your project			
Budget and resource allocation has been committed to marketing and evaluating your project			

**CASE STUDY 'HOLIDAY KITCHEN CHILDREN'S CENTRE MODEL'**



Run by Ashram Housing Association, Holiday Kitchen offers families learning, food and play when they need it most. Delivered in children's centres, the aim of this well-being project is to support families to thrive throughout the year by offering fun activities, family learning experiences and healthy community meals which promote health and educational life-chances. [ashrammoseleyha.org.uk](http://ashrammoseleyha.org.uk)





## 8 PROVISION

### Your holiday provision offer and what it includes

As well as providing food at your project, you may wish to think about what else you can offer to support the children, young people and parents or carers who may attend. Holiday projects across the UK have a host of activities catering for all ages, needs and abilities. In places where a holiday scheme is already running then these activities will most likely be well established and pre-planned.

#### TOP TIP

**Supervision at meal times can sometimes be hectic so ask any attending parents if they can help by sitting at the tables with the children.**

Connecting activities to food has been very successful in many projects. These can include: basic cookery skills, gardening or growing activities, visits to city farms, talks, sampling from local food providers and fun nutrition games. Remember, if you are serving food you will need, under legal requirement, to display allergen information (go to Resources at [www.mayorsfundforlondon.org.uk/kitchen-social](http://www.mayorsfundforlondon.org.uk/kitchen-social)).

- Have you considered all the elements that will make your project a good social experience as well as providing good food?
- How will you resource and deliver these other elements of your project?
- Are there partner agencies you could invite to assist with this area?

Actions	Actioned	In Progress	Completed
Schedule of activities is planned for duration of the project including food education sessions			
Activities are culturally and ability sensitive and are suitable for age and learning stage of children, young people or families attending the project			
Timetable agreed for family attendance days			
Process agreed to welcome and involve children and families			
Staff briefed on what to do in challenging or emergency situations i.e. accidents or allergic reactions			
Ensure a list of Allergens is clearly displayed (go to Resources section online)			



## The menu at your holiday provision project

One of the most important parts of your project will be the food on offer to children and families. Whether you serve hot or cold food will be dependent on your venue, kitchen facilities and the skills of your staff or volunteers. It can be prepared on site or supplied by a recognised food service agency or vendor i.e. school meals or meals on wheel providers. Holiday provision clubs across the UK found that matching a menu and activities to a theme proved to be particularly fun and engaging. Examples include French days, Pirate days, Space or Dance days.

Providing healthy, varied and good quality meals is paramount for children and young people attending holiday clubs. Getting the right balance of food groups that meet nutritional requirements is important particularly if they are reliant on regular free school meals.

To supply all the good nutrients our bodies need to work efficiently, we should eat foods from five main groups:

- Starchy foods
- Fruit and vegetables
- Milk and dairy
- Proteins
- Fat and sugar

We suggest that when planning your holiday provision menus you refer to national guidance such as the Children's Food Trust (see Appendix 1).

### TOP TIP

**If you have a fussy or picky eater try giving them smaller portions and praise the child for eating, even if they only manage a little. If the child rejects the food, just take the food away without comment. They may also be a slow eater so try to be patient.**





# 9 PLATE

## What is a nutritionally balanced meal?

Aim to include food or drinks from the first four food groups below in your meals:

- 1 **Starchy foods** such as bread, pasta, potatoes, couscous
- 2 **A portion of vegetables or salad** such as hot vegetables, vegetable sticks or salad as an accompaniment. A portion of fruit which can be whole or chopped or in a fruit-based dessert
- 3 **Meat, fish, eggs, beans, non-dairy sources of protein** such as chicken, tuna, hummus, kidney beans
- 4 **Milk and dairy** such as low-fat cheese, fromage frais, yoghurt, milk
- 5 **Food and drink high in sugar and/or fat** such as cakes, biscuits, pastry, deep-fried, batter-coated or breadcrumb-coated products should be limited to ensure your Holiday Provision aligns to school food standards.

### TOP TIP

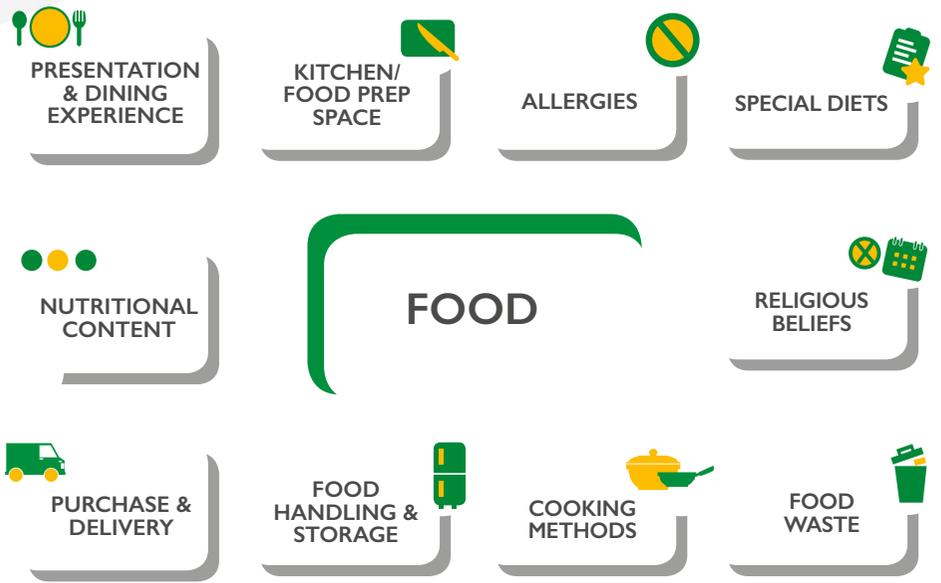
More information on menu planning, budgeting and what makes a healthy meal is available to all volunteer chefs in our Kitchen Social cooking training resource.

There are a number of important areas for you to consider when providing food for other people:

- Where will you source the food for your project?
- Have you planned your menus in advance?
- What are the cultural and dietary requirements in your community?
- How will you minimise food waste from your project?
- Will you be offering hot, cold or self-catered food?
- How will your menu meet or align with good food standards?

### TOP TIP

Contact your local school meals provider when looking for seasonal menu ideas. They will have tried and tested recipes that they use to coincide with the school year and they should also be nutritionally balanced.



Actions	Actioned	In Progress	Completed
Food provision agreed to cover lunch or supper or both dependent on what budgets and resources allow			
Food for the project has been sourced via local providers, food surplus agency or statutory services			
Budget has been calculated to cover associated costs which may include deliveries, preparation, cleaning and storage			
Kitchen leader and support staff are trained in appropriate food skills and know how to use all equipment at venue safely			
Menus are planned according to families' requirements, age and portion sizes are aligned to food based standards (see Children's Food Trust Appendix 1)			
All staff and volunteers know about allergens, reporting requirements and safety procedures			
Links to local food projects and food education sessions in place			

## TESTIMONY

### 'CATALYST HOUSING BRENT'



'My experience at the Summer Programme taught me how important it is to show how healthy options can be fun as well as cheap. To educate not just through videos or books but through taste! I learned that sharing my experience of cooking on such a larger scale encouraged lots of parents to change in terms of the meals they went on to provided at home. It was fantastic to see how many children who were not vegetarian accept and enjoy my menus and most of all loved my cooking!'

Cook, Catalyst Housing, Brent



# 10 PAUSE

## The importance of record keeping

When embarking on a new project, measuring your success or recording when things don't go to plan will be crucial to show how well your ideas worked. Many funders like to know how much of a difference their contribution has made to a community. Keeping good records and monitoring progress or any stumbling points will not only help you but can be vital for your project's long term sustainability. Holiday food provision is not yet in government policy, so helping to demonstrate the impact of supporting families with good food will be important to community planners in London and beyond (go to Resources at [www.mayorsfundforlondon.org.uk/kitchen-social](http://www.mayorsfundforlondon.org.uk/kitchen-social)).

- How will you evaluate and adapt your project?
- Have you thought about the impact your project may have?
- How will you measure and communicate this impact to others?



Actions	Actioned	In Progress	Completed
Process and paperwork agreed and ready for collecting information for the duration of the project			
Staff and volunteers aware of information needed and sensitivities around types of questions to ask when collecting personal facts			
Method in place for recording any issues, challenges or problems that may occur and staff aware of safety procedures			
All staff aware and sensitive of literacy or language difficulties when filling in registration or survey forms			
Method of collecting feedback from children, young people and parents and carers about your project agreed and in place			

# II SUSTAINABILITY

## Sustainability of your project

Our last section is about funding and what to do to help to keep your club sustainable. Finding 'core funding' for staff and general running costs can be difficult, so making Holiday Provision part of your year round service when planning your budgets and funding applications is important. Equally important are the partnerships you already have and those you may make as a result of this project. Work out your costs each year and think about how much you will need to sustain your project. Some suggestions you might want to consider:

Linking as much as you can to local council services and schools will help towards mainstreaming your service. Schools do have Pupil Premium funding and can use it flexibly to help Free School Meal pupils. If your project helps children to learn then it's worth asking their school if they might consider supporting your project with some Pupil Premium funding.

Consider joint applications with partner organisations. Can you help them achieve their aims and add value to any funding bids they may be pursuing?

Check with local businesses, supermarkets, allotment groups, and food surplus organisations such as Fare Share or Food Cycle to see if they will support or sponsor your club or some meals or activities each year. The local links are important and the earlier they are established, the better.

Using social media to help with fundraising can also be successful. If your organisation is a registered charity, set up an online giving page with details of what you're doing. Use social media to spread the word about your project and invite people to support your work. Try and include specific amounts so people know what impact their donation has on the project e.g. '£5 will enable us to provide three meals for a child this week'. Consider the different social media platforms you can use such as Facebook, Twitter, Instagram and YouTube. These are free to use and although it takes a little time and effort to set up they are a great way to reach possible funders. Don't forget those all-important permissions when posting any media containing children and young people online.

### TOP TIP

Check with your local councillor to see if they have a 'discretionary' budget or know of any up and coming local funding opportunities that might support your project. Ask them about 'proceeds of crime' funding as it is sometimes available on a local basis.





## 11 SUSTAINABILITY

### Fundraising tips

- Set up your own social media and online fundraising pages. Online fundraising is effective, secure, fast and easy. Sign up to Virgin Money Giving, or JustGiving and make sure to use your fundraising page to its full potential.
- Set aside time to fill in Funding Grant forms and enlist the help of experts who may have done them before. Larger charities and volunteer organisations are usually willing to help if asked for advice.
- Plan an event that will help to fundraise and raise awareness at the same time. Sponsored walks, sporting or dance activities are popular with communities. A community activity on a regular basis in return for a donation can help bring in revenue.
- Use team talents! If your volunteers, attendees or staff have hidden talents then why not put on a show, or offer a skill or service to help raise funds.
- Look for sponsorship for specific aspects of your club i.e. sponsor a meal, a play session or a piece of equipment. It's often easier to find lots of smaller sums of funding than one large donation. Once you have some funds you can then use this as a starting point to apply for larger amounts from funders like the Big Lottery.

### Marketing tips

- The best places to promote your club will be where children, young people and families that you're working with are already going. That might mean talking about it at other sessions you're running and handing out flyers. Find out which schools are in your immediate area and offer your club as a service to families during school holidays.
- Ask local schools and they will help you publicise the activities if they see clear benefits for the young people involved.
- You might also want to consider putting posters up in libraries, sports centres, GP surgeries and community noticeboards.
- If there's a foodbank in your area, take some flyers and ask them to put one in every parcel given out to a family.
- When creating your publicity material, take care over the words and phrases you use. Families are more likely to come to a 'holiday activity club for children' than a 'food club for low income families'.



#### TOP TIP

**Word of mouth is the most effective marketing tool for this programme. Have a think about how you will create a buzz.**

# APPENDIX I

## Useful information on food provision

**Filling the Holiday Gap – ten key points**

[fillingtheholidaygap.org](http://fillingtheholidaygap.org)

**School Food Plan – simple guide to school food standards**

[schoolfoodplan.com/SchoolFoodStandards](http://schoolfoodplan.com/SchoolFoodStandards)

**Further information on school food provision**

[schoolfoodplan.com](http://schoolfoodplan.com)

**Children’s Food Trust – after school recipes and tips**

[media.childrensfoodtrust.org.uk](http://media.childrensfoodtrust.org.uk)

**Catering for special dietary requirements**

[media.childrensfoodtrust.org.uk/SpecialDiet](http://media.childrensfoodtrust.org.uk/SpecialDiet)

**Food Standards Agency – community food provision guidance, allergy training**

[food.gov.uk/FoodLaw](http://food.gov.uk/FoodLaw)

[allergytraining.food.gov.uk](http://allergytraining.food.gov.uk)

**Use of leftover food**

[food.gov.uk/GermWatch](http://food.gov.uk/GermWatch)

**Allergy UK – what is food allergy?**

[allergyuk.org/what-is-food-allergy](http://allergyuk.org/what-is-food-allergy)

**Change for Life – healthy lifestyle advice, recipes, games and tips**

[nhs.uk/Change4Life](http://nhs.uk/Change4Life)

**Environmental Health London – food safety in public places**

[cityoflondon.gov.uk](http://cityoflondon.gov.uk)

**FareShare – food surplus charity**

[fareshare.org.uk](http://fareshare.org.uk)

**Fussy Eaters – advice and tips**

[nhs.uk/fussyeaters](http://nhs.uk/fussyeaters)



## APPENDIX 2

### Example Job Descriptions

#### Kids Team

A team of people who will supervise children while they are eating (and playing, if you're doing activities, too). You may want to have sub-teams such as Arts and Crafts or Sports coordinators. This team will all have passed a DBS check and have a basic understanding of First Aid and safeguarding.

*Key qualities:* Responsible, enthusiastic, fun and able to adapt and improvise.

#### Parent Support Team

A couple of adults that are available to specifically engage with parents that attend sessions with their children. Several kitchens operate this on an "invite only" policy – members of this team are individually selected based on their experience of supporting families.

*Key qualities:* Good listener, confident, caring, able to signpost to local services.

#### Food Team

A team of people who love to cook! This team can further be broken down into sub-teams such as Food Preparation, Cooking and Washing Up. Remember, at least one person in this team needs a Food Safety qualification and the others should have an understanding of basic food safety too.

*Key qualities:* Good at following instructions, work well under pressure, good at time management, flexible and interested in food.

#### Admin Team

Lead person to stay on top of registrations, distribution of invitations and all the other general paperwork or letters that may need attention.

*Key qualities:* Organised, thorough, great communicator, IT literate.

#### Other roles may include:

- Volunteer recruitment
- Publicising to the community
- Fundraising
- Insurance, safeguarding and other official paperwork

# APPENDIX 3

## Time Line Quick Guide

<b>April</b>	<ul style="list-style-type: none"> <li>• Visit sites</li> <li>• Sign up delivery partners</li> <li>• Agree roles and responsibilities</li> <li>• Through partners start early consultation with children, young people and parents about local needs</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Ensure administration procedure in place and enough resource is secured to fund and deliver your project</li> <li>• Create marketing messages</li> <li>• Identify any training needs</li> <li>• Start early recruitment of children and young people via schools and community groups</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Finalise programme with partners</li> <li>• Plan menus and activities</li> <li>• Start publicising the club and activities within communities and schools</li> <li>• Confirm children, young people and parents who will be attending</li> <li>• Ensure recruitment of volunteers and training is complete</li> <li>• Food sourcing is organised</li> <li>• Ensure all policies and health and safety regulations are in place prior to start-up date</li> </ul>
<b>July – August</b>	<ul style="list-style-type: none"> <li>• Start delivery</li> <li>• Ensure there is data collection in place for reporting and safety purposes</li> <li>• Engage in ongoing publicity of your project with families and community</li> </ul>
<b>August – September</b>	<ul style="list-style-type: none"> <li>• Wind down delivery and signpost services available to families in the new school year</li> <li>• Ensure final data collection and record key impacts for funders – these may include testimonials from families</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• Review meeting with partners to check success or challenges of summer delivery</li> <li>• Agree key learning areas for improvement, and any methods of streamlining of project</li> <li>• Review budgets and training needs</li> </ul>
<b>November – December</b>	<ul style="list-style-type: none"> <li>• Draft outline plan for the next year and calendar in meetings for January to March</li> </ul>

*These timings are a general outline for a summer holiday provision. Please adapt to plan for provision at other times of the year.*





## APPENDIX 3

## Tip for planning cooking times

When planning menus for your club, it's worth thinking through the timescales for food preparation and cooking too. This will allow your team to make sure they're at the venue in time and that the meal is delivered as planned. It also makes it easier to hand over if any of your team should be absent through illness or similar.

Here's an example prepared by MakeLunch Kitchen in Barnet:

### Chicken Curry:

Ingredients	Time	Instruction
5kg chicken (could be halal) 6 jars curry sauce 2kg peas 2 kg sweetcorn 4kg rice 10 onions 50 poppadum's	9.30am	Chop chicken into small chunks
	10.00am	Fry chicken and onions until browned
	10.30am	Add curry sauce and simmer on low heat
	11.00am	Put 2 pans of water on to boil for rice
	11.30am	Put 2 pans of water on to boil for vegetables
	12.00pm	Add rice and vegetables to pans
	12.30pm	Warm poppadum's
	12.40pm	Serve

A young girl with dark, curly hair is smiling warmly at the camera. She is holding several fresh vegetables, including red and yellow bell peppers and tomatoes, in front of her. The background is slightly blurred, focusing attention on her and the produce. A yellow text box is overlaid on the left side of the image.

## THANK YOU

Kitchen Social would not exist without the vision, commitment and generosity of our benefactors, supporters and delivery partners. It is because of these special relationships that we have been able to grow the programme to provide young Londoners with a healthy meal and more during the school holidays.

A SINCERE THANK YOU TO YOU ALL.



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