

Lead Cabinet Member: Councillor Alison Rolf (Safer, Stronger Communities)  
Sponsors: Tim Browne (Assistant Director for Inclusion and Additional Needs) and Alison McGrory (Assistant Director for Communities & Partnerships)  
Programme Lead: Austin Rodriguez (Head of Stronger Communities)  
Finance Lead: Lauren Beach  
Programme Team (to be recruited): Project Manager, Management Support and Locality Delivery & Engagement

Programme Board / Partnership (including people with cross-cutting role):  
SMBC, Schools, West Midlands Police, NHS, Voluntary Sector, Project Leads

Provider Forum & Network - all HAF providers of food and activity

**Data and insight**  
Free school meal data  
Place and trend based data  
Assets  
Local and national evaluations/ learning  
Outcome measures and evaluations

**Easter**  
Delivery of healthy meals  
Funding of holiday activities  
Opt in process for parents

**Food, behaviour change and family learning**  
SMBC food offer  
Food standards for partners  
Children, young person and family engagement with food and nutrition  
Behaviour change model and approach  
Parent engagement, learning and family learning opportunities/ pathways

**Hotspots and Groups**  
Recognition and funding of VCS and schools activity in geographic hotspots, which is aligned to HAF requirements  
Recognition and funding of VCS activity which is aligned to specific groups of children and young people, such as young carers, children with disabilities

**Destination venues**  
Venues outside of hotspot neighbourhoods, including town centres which young people and families are willing and able to travel to  
Administration and payment processes to recognise children and young people's attendance and engagement e.g. Holiday Activity Card

**Coldspots**  
Neighbourhoods without recognised or qualifying groups or organisations able to deliver HAF. Including cold spots for specific age groups not catered for.  
SMBC and education assets for potential use and development  
VCS delivery partners  
Commissioning and contracting approach

**Communication, marketing and engagement**  
Marketing and engagement plan and tactics for children, young people and families  
Maximising engagement and participation, particularly families known to Children's Services  
Website and resources for professionals/ practitioners

**HAF Academy**  
Volunteer and employee workforce development and practice  
Equality, diversity and inclusion  
Special educational needs, including social and emotional development of children and young people  
Safeguarding  
Mental health and wellbeing  
Volunteering and employment pathways