Learning Partner for the Good Food Programme

<u>Overview</u>

Mission Ventures have partnered with Impact on Urban Health to support healthier challenger brands to enter, disrupt and influence the food industry. We ran a pilot programme from March 2020 to September 2021 to test whether this was possible, and through which we provided investment and business support to 13 companies. The pilot programme gathered evidence that scaling affordable, healthier challenger brands was possible. This supported the case for further investment into our new programme, for which we are looking for a Learning Partner to help us reflect on and learn from our work.

The new Good Food Programme will provide business support for 10 brands over 2 years, with additional grant funding (£15k) available to each business. As well as supporting the growth of these new brands, the programme will actively seek to influence the wider food industry, investors and policymakers by expanding the programme's visibility and partnerships across the sector.

As an external learning partner, you will play a key role in supporting us to collect and reflect on our progress through the programme to help us learn from our business support model, help us understand which areas are most effective, how we can improve this and help to build the case for future investment in the programme. Crucially your work will support Mission Ventures and Impact on Urban Health with case studies that can be leveraged towards influencing policymakers and industry.

Our thinking in this space is advanced, with previous programme experience and ideas on approaching this work. As programme partners, we also bring unique perspectives for cross-sector collaboration, as a summary:

- **Mission Ventures:** The UK's leading food and drink brand-builders who focus on creating a healthier and more diverse food industry. Our team has 90 years of experience and over £50m of exits from founding and scaling category-defining brands like New Covent Garden Soup, Little Dish, Ape Snacks and Plum Baby. Currently, the investment and innovation partner to Impact on Urban Health, Warburton's and Sainsbury's.
- **Impact on Urban Health:** The places that we grow up, live and work impact how healthy we are. Urban areas, like inner-city London, have some of the most extreme health outcomes. Alongside their vibrancy and diversity sit stark health inequalities. At Impact on Urban Health, we want to change this. We believe that we can remove obstacles to good health, by making urban areas healthier places for everyone to live. The London boroughs of Lambeth and Southwark are our home. They are some of the most diverse areas in the world. It is here that we invest, test, and build our understanding of how cities can be shaped to support better health. We're focused on a few complex health issues that disproportionately impact people living in cities, and we work with local, national and international organisations, groups and individuals to tackle these. Our place is like so

many others, so we share our insight, evidence and practical learning to improve health in cities around the world. Impact on Urban Health is a part of Guy's & St Thomas' Foundation.

Further information about the programme, our previous learnings and our approach to influencing the wider industry can be found [here.](#)

Learning Objectives

The Good Food Programme is a complex programme, with multiple planned partners, and ambitious aims for health impact and influencing. We are seeking a learning partner who will support us to consistently review and reflect on our progress against these aims and help us share our insights externally.

We are seeking a learning partner(s) who will:
- **Develop** and assume **ownership** for learning and review processes, methodologies, and timelines.
- **Support** programme development and adaptation by facilitating periodic reviews.
- **Draw** out useful insights and learnings so we can adapt delivery where necessary and **build** understanding and shareable insights to support our influencing aims.

We expect our and learning partner to have demonstrable experience in:
- Setting up and overseeing processes for review, learning, and reflection.
- Managing large projects with multiple partners.
- Translating data and evidence into meaningful insights that can be shared to influence a range of stakeholders.

We would welcome applications from learning partners who have demonstrable experience in:
- Developing, running, and/or evaluating innovation and business support programmes
- Experience in adapting programmes to advance Diversity and Inclusion

Learning approach and proposed activities

Appendix A outlines an initial draft of our learning questions. The learning partner will design and deliver a learning and review approach and methodology that enables us to explore and answer these questions. We expect our learning partner to have a **flexible and pragmatic approach.** This is a complex programme of work that is expected to adapt and change throughout the timeframe. The learning partner will be flexible and adaptable, and work collaboratively with the key partners. The methodology should be holistic and as robust as possible give the practicalities and context, but we do accept that there may be some compromises on this front to meet our desired level of flexibility. We expect our learning partner to deliver insights throughout but create a final report including health impact data to provide an overall summary of our work.

Our programme will also have a Data Evaluation partner who will collect and analyse FMCG industry data about the performance of our brands. We're looking for someone who is data literate and take this analysis and integrate it into the reports and case studies outlined below.

We expect the learning partner to support us with the following:

- Develop a learning plan through consultation with Mission Ventures that:
  - Builds and adapts work and thinking done towards supporting learning and review to date.
  - Establishes roles and responsibilities, timelines, and processes. We expect our partner to lead the work and develop processes or tools for reflection. However, we do not expect our partner to gather and collect all data. Mission Ventures have extensive knowledge of the process and businesses we work with, so they can collect data from them.
- Develop and administer progress reviews and reflection processes with Good Food Programme brands and with Mission Ventures team on a quarterly basis. We expect this to include 'quantitative' data collection (e.g., surveys for brands to fill in information on revenue and distribution) as well as 'qualitative' data collection (short-form interviews/reflection sessions).
- Develop and administer progress reviews and reflection processes with Mission Ventures and Impact on Urban Health on a 6-monthly basis to assess influencing and external engagement.
- Develop and deliver effective case studies to engage a broad range of audiences.
- Document and share learnings consistently, including delivery of insights and recommendations in interim meetings.
- Deliver insights and findings in a final written report.

Outputs

We look forward to your suggestions for value-add outputs to support evaluation and learning. At a minimum we expect to see:
1. An Evaluation and Learning plan with clearly outlined roles and responsibilities, milestone review points, and processes for review.
2. Periodic, light-touch interim reporting that highlights areas for improvement and actionable insights.
3. Case studies that support our influencing efforts
4. Final evaluation and learning report.

Proposal
Please submit a proposal (of no more than 5 pages) that details:

1. A succinct explanation of the approach to learning. This design should include a mixture of methods that can sufficiently creatively answer our questions, support consistent reflection, and review, and generate evidence that supports our influencing aims. Additional or amended outputs could be included here.
2. A description of your approach to supporting continuous learning and reflection processes, which will demonstrate how you will collaborate closely with IUH and Mission Ventures, to keep us informed of progress and engage us in evaluative thinking, sense making and action as part of learning from the programme.
3. An indicative timeline of data collection and analysis, milestones, and review points.
4. A statement of your approach to maintaining ethical principles and governance in research.
5. Your approach to ensuring high-quality and effective project management, and your approach to partner management.
6. Please provide the relevant professional experiences of your proposed team and their demonstrated expertise that make them suitable for this role as outlined above. We welcome applications from individual experts, or groups of individuals as a collaboration.
7. A proposed budget for the work that tracks spend against:
   a. Outputs and major milestones
   b. Includes day rates/costs.

Please submit proposals by July 1st, to louis@missionventures.co.uk and alisha.mulhall@urbanhealth.org.uk
Budget is £50-£75k with room for discussion.

Appendix A – Draft Evaluation, learning, and impact questions

Accelerator-specific

1. How successful were the changes to the accelerator between the pilot and current phases??
   - How have changes to the accelerator worked overall?
   - How comprehensive is the support offer delivered by Mission Ventures?
   - How have brand's grant deployment supported increased brand affordability?
   - What challenges have brands identified to sales in convenience stores in Southwark and Lambeth?
   - What challenges have brands found in reaching affordability?

2. Which brands does the accelerator support best?

- Does the type of business affect support success?
- Does the stage of business affect support success?

3. How can we structure the accelerator to centre DEI?
    - How do we support a more diverse range of entrepreneurs to apply to and get into the accelerator?
    - What other adjacent relationships and partnerships can support us and how?

Stakeholder engagement

1. In our efforts to engage external partners:
    - What facilitated the meeting/engagement?
    - What happened during?
    - What was the outcome?
    - What should we do more of and what should we change?

2. How has an increased focus on marketing and PR for the Good Food Programme supported the programme's aims?