

GREATERLONDONAUTHORITY

[REDACTED]
(By email)

Our Ref: MGLA300719-8897

11 October 2019

Dear [REDACTED]

Thank you for your request for information which the GLA received on 30 July 2019. Your request has been dealt with under the Freedom of Information Act (FOI) 2000.

Our response to your request is as follows:

- I am writing, in accordance with Freedom of Information legislation, to request the release of correspondence and information on meetings with food/beverage/retail industry representatives regarding the ban of unhealthy food advertising on the TfL estate.*

Please find below a list of meetings within scope of your request, the copies of correspondence we hold with the organisations you have named are provided under part 3 of your request:

| Organisation / Network | Date of meeting | Attendees | Minutes taken |
|-------------------------|-----------------|--|---------------|
| Just Eat | 11-Jun-18 | <ul style="list-style-type: none">Jamie Izzard (Senior Manager - London Enterprise Panel) plus 2 officers (GLA)Just Eat x 2 | No |
| Just Eat | 05-Dec-18 | <ul style="list-style-type: none">Jamie Izzard plus 2 officers (GLA)TfL x 1Just Eat x 3 | No |
| Jamie Oliver Foundation | 13-Nov-18 | <ul style="list-style-type: none">Jamie Izzard plus 1 officer (GLA)Jamie Oliver Foundation x 1 | No |
| McDonalds | 13-Nov-18 | <ul style="list-style-type: none">Jamie Izzard plus 1 officer (GLA)McDonalds x 1 | No |
| Just Eat | 05-Dec-18 | <ul style="list-style-type: none">Jamie Izzard plus 3 officers (GLA)Just Eat x 3 | No |
| Deliveroo | 10-Dec-18 | <ul style="list-style-type: none">Jamie Izzard, Vicky Hobart (Head of Health) plus 2 officers (GLA),Deliveroo x 3 | No |
| McDonalds | 17-Dec-18 | <ul style="list-style-type: none">Jamie Izzard, Vicky Hobart plus 1 officer (GLA),TfL x 1 | No |

| | | | |
|--|-----------|--|-----|
| | | <ul style="list-style-type: none"> • McDonalds x 3 | |
| Unilever | 18-Dec-18 | <ul style="list-style-type: none"> • Jamie Izzard plus 2 officers (GLA) • TfL x 1 • Unilever x 4 | No |
| Deliveroo | 21-Dec-18 | <ul style="list-style-type: none"> • Jamie Izzard (GLA) • Deliveroo x 3 | No |
| Nestlé UK | 01-Jan-19 | <ul style="list-style-type: none"> • Paul Lindley (Child Obesity Taskforce), • Jamie Izzard plus 1 officer (GLA) • Nestle UK | Yes |
| Coca Cola | 03-Jan-19 | <ul style="list-style-type: none"> • Jamie Izzard plus 1 x officer (GLA) • TfL x 1 • Coca Cola x 2 | No |
| British Retail Consortium, KFC, Starbucks, Costa and Waitrose | 28-Jan-19 | <ul style="list-style-type: none"> • Jamie Izzard, Vicky Hobart (GLA) • BRC x 1 • Waitrose x 1 • Starbucks x 1 • Costa x 1 • KFC x 1 | No |
| Deliveroo | 19-Feb-19 | <ul style="list-style-type: none"> • Jamie Izzard (GLA) • TfL x 1 • Deliveroo x 2 | No |
| Fevertree | 11-Jan-19 | <ul style="list-style-type: none"> • Jamie Izzard (GLA) • Fevertree x 1 | No |
| CBI | 16-Jan-19 | <ul style="list-style-type: none"> • Jamie Izzard (GLA) • CBI x 1 • TfL x 1 | No |
| Brands, creative agencies and specialist Out of Home agencies | 17-Jan-19 | c120 representatives from various organisations | No |
| Blue 449 and 3 of their clients (including KFC) and their creative agency partner. | 06-Feb-19 | <ul style="list-style-type: none"> • Jamie Izzard plus 1 officer (GLA) • TfL x 1 • KFC x 2 • Blue 449 x 2 | No |
| Just Eat | 27-Mar-19 | <ul style="list-style-type: none"> • Jamie Izzard (GLA) • TfL x 1 • Just Eat x 2 | No |

2. I specifically request minutes and attendee lists for the following meetings:

- Just Eat meeting (20 June 2018)
- McDonald's meeting (4 June 2018)

These meetings were organised by Transport for London. The GLA does not hold information within scope of this part of your request. You may wish to send a further request to TfL at foi@tfl.gov.uk.

3. *Moreover, I request any correspondence between McDonald's, KFC, Just Eat, or Deliveroo and the following people within GLA: Paul Lindley, Matt Creamer, Rosalind Louth, Ciara Litchfield, Jamie Izzard, and Vicky Hobart. The time span for which I would like to request such correspondence is April 2018 to January 2019*

Please find attached. Please note that some information is exempt from disclosure under s.40 (Personal information) of the Freedom of Information Act. This information includes names and biographical information which would identify specific employees and as such constitutes as personal data which is defined by Article 4(1) of the General Data Protection Regulation (GDPR) to mean any information relating to an identified or identifiable living individual. It is considered that disclosure of this information would contravene the first data protection principle under Article 5(1) of GDPR which states that Personal data must be processed lawfully, fairly and in a transparent manner in relation to the data subject.

Some information which falls within scope of part 3 of your request has been withheld from disclosure under section 43 (1) Trade secrets and (2) Commercial interests of the FOIA. This provides that information can be withheld from release if its disclosure would, or would be likely to, prejudice the commercial interests of any person.

A commercial interest relates to a person's ability to participate competitively in a commercial activity and in this instance, some of the information contained within the email exchanges reveal information relating to their business strategy, including products, pricing, services, and marketing. This information would confer a competitive advantage on any competitor the named food industry organisations.

We consider that, in addition, some of the information exchanged between the GLA and the food industry is exempt from disclosure under Section 41 (Information provided in confidence). The exchanges are clearly not trivial in nature and are not publicly accessible. It is explicitly stated within some of the exchanges that the information is commercially sensitive and confidential and should not be released.

Section 43(2) constitutes a qualified exemption from our duty to disclose information under the FOIA and consideration must be given as to whether the public interest favouring disclosure of the information covered by this exemption outweighs the public interest considerations favouring maintaining the exemption and withholding the information. In this instance we consider it not to be in the public interest to release information that would be likely to be detrimental to commercial activities, for example, if obtained by competitors.

If you have any further questions relating to this matter, please contact me, quoting the reference at the top of this letter.

Yours sincerely


Information Governance Officer

If you are unhappy with the way the GLA has handled your request, you may complain using the GLA's FOI complaints and internal review procedure, available at:

<https://www.london.gov.uk/about-us/governance-and-spending/sharing-our-information/freedom-information>

[REDACTED]

From: Jamie Izzard
Sent: 13 December 2018 15:38
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Deliveroo/Food advertising

Hi [REDACTED]

Thanks for the update and I look forward to receiving the copy on Monday. [REDACTED]
[REDACTED]

Best wishes,

Jamie

From: [REDACTED] <[REDACTED]@deliveroo.co.uk>
Sent: 12 December 2018 16:29
To: Jamie Izzard <[REDACTED]@london.gov.uk>
Cc: [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@deliveroo.co.uk>; [REDACTED] <[REDACTED]@deliveroo.co.uk>; [REDACTED] <[REDACTED]@deliveroo.co.uk>
Subject: Deliveroo/Food advertising

Jamie,

Thank you to you and your colleagues for meeting us on Monday and giving us really useful guidance on your approach to the new TfL food advertising policy.

[REDACTED]

[REDACTED]

Best wishes,

[REDACTED]

[REDACTED]

Head of Public Affairs & Campaigns, UK&IE
The River Building
1 Cousin Lane, London, EC4R 3TE
[REDACTED]

[REDACTED]

From: Jamie Izzard
Sent: 19 December 2018 10:25
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Deliveroo - ads for approval CONFIDENTIAL

Hi [REDACTED]

Thanks for sending this through. I'll come back to you tomorrow and out thoughts on the copy. And noted re confidentiality.

Best wishes,

Jamie

From: [REDACTED] <[REDACTED]@deliveroo.co.uk>
Sent: 18 December 2018 11:19
To: Jamie Izzard <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] <[REDACTED]@deliveroo.co.uk>; [REDACTED] <[REDACTED]@deliveroo.co.uk>; [REDACTED] <[REDACTED]@deliveroo.co.uk>
Subject: Deliveroo - ads for approval CONFIDENTIAL

Jamie, [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Head of Public Affairs & Campaigns, UK&IE

[REDACTED]

From: [REDACTED] <[REDACTED]@just-eat.co.uk>
Sent: 08 June 2018 14:45
To: [REDACTED]
Cc: [REDACTED] Jamie Izzard
Subject: Re: Draft London Food Strategy

Hi [REDACTED]

Please can you confirm the meeting on the 11th June at 1pm will be going ahead?

Thanks

[REDACTED]

[REDACTED] *PA to UK Directors*

Web www.just-eat.co.uk

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Thu, 31 May 2018 at 15:43, [REDACTED] <[REDACTED]@just-eat.co.uk> wrote:

Hi [REDACTED]

Having looked at the diary please can we confirm this in for 1pm on the 11th June?

I have sent an updated invite across, please can you confirm that you have received this?

Thanks

[REDACTED]

[REDACTED] *PA to UK Directors*

Web www.just-eat.co.uk

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Thu, 31 May 2018 at 13:45, [REDACTED] <[REDACTED]@just-eat.co.uk> wrote:

Hi [REDACTED]

Thanks for letting me know.

I will check availability internally and get back to you.

Thanks

[REDACTED]

[REDACTED] *PA to UK Directors*

Web www.just-eat.co.uk

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Wed, 30 May 2018 at 17:05, [REDACTED] <[REDACTED]@london.gov.uk> wrote:

Hi [REDACTED]

Sorry to be slow in coming back to you – in fact my diary for the 11th is now slightly in flux due to various other issues and I've been holding off due to that (it's the opening day of London Tech Week and there are some moving parts in terms of events we're involved in).

As such I'm afraid I can no longer commit to anything in the morning, but do have availability between 1 and 2.30pm if that works at all. I do have other availability that week, or the following one, if Monday afternoon doesn't work.

I'm also copying in my colleague Jamie, who will likely join us.

Apologies to cause inconvenience,

[REDACTED]

From: [REDACTED] [mailto:[REDACTED]@just-eat.co.uk]

Sent: 24 May 2018 10:53

To: [REDACTED] <[REDACTED]@london.gov.uk>

Cc: [REDACTED] <[REDACTED]@london.gov.uk>

Subject: Re: Draft London Food Strategy

Hi [REDACTED]

I hope you are well.

Just confirming whether you have received my calendar invite for the 11th June?

Please could you send over location details, if guests need to sign in, allow extra time for security etc.

Look forward to hearing from you.

Thanks

[REDACTED]

[REDACTED] *PA to UK Directors*

Web www.just-eat.co.uk

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Fri, 18 May 2018 at 14:55, [REDACTED] <[REDACTED]@just-eat.co.uk> wrote:

Hi [REDACTED]

Thanks for getting back to me.

I will send a calendar invite across for 11am on the 11th June.

Please could you send over location details, if guests need to sign in, allow extra time for security etc.

Look forward to hearing from you.

Thanks

[REDACTED]

[REDACTED] *PA to UK Directors*

Web www.just-eat.co.uk

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Fri, 18 May 2018 at 11:44, [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)> wrote:

Hi [REDACTED]

That would work for me yes, though I'm also copying in [REDACTED] from our food policy team who should probably be present also.

Bets wishes

[REDACTED]

From: [REDACTED] [mailto:[REDACTED][just-eat.co.uk](mailto:[REDACTED]@just-eat.co.uk)]

Sent: 18 May 2018 11:13

To: [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Subject: Re: Draft London Food Strategy

Hi [REDACTED]

I hope you are well.

Would it be possible to schedule a meeting on Monday 11th June? [REDACTED] and [REDACTED] would be available to visit City Hall between 11am and 12:30pm.

I look forward to hearing from you.

Thanks

[REDACTED]

[REDACTED] *PA to UK Directors*

Web www.just-eat.co.uk

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Thu, 17 May 2018 at 15:46, [REDACTED] <[REDACTED][just-eat.com](mailto:[REDACTED]@just-eat.com)> wrote:

Dear [REDACTED]

Thank you very much for contacting us about the Mayor's London Food Strategy which we have read with interest.

We do plan to respond to the consultation but [REDACTED] and I would also like to take you up on the opportunity to meet with you and discuss it further. If we could set something up for the first week of June that would work well for us.

I am copying [REDACTED] who can help us coordinate diaries at our end.

Many thanks,

[REDACTED]

[REDACTED] *Head of Corporate Communications*

Web www.justeatplc.com

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

From: [REDACTED] <[REDACTED]@london.gov.uk>
Date: 11 May 2018 at 08:02:22 BST
To: "[REDACTED]@just-eat.co.uk" <[REDACTED]@just-eat.co.uk>, "[REDACTED]@just-eat.co.uk" <[REDACTED]@just-eat.co.uk>
Cc: [REDACTED] <[REDACTED]@london.gov.uk>
Subject: Draft London Food Strategy

Dear [REDACTED] [REDACTED]

Hope you're well, and don't mind me contacting you out of the blue, but we in the Mayor's Office wanted to get in touch with you directly about this. As you may already have heard, today the Mayor has announced the publication of the draft London Food Strategy for consultation. The consultation period will last for eight weeks and will end on 5th July. The draft strategy can be found at www.london.gov.uk/food <https://urldefense.proofpoint.com/v2/url?u=http-3A__www.london.gov.uk_food&d=DwlGog&c=wk_wm7TP2bO6R6iBMpAOQA&r=XGLMIcuW1_Vd_HJlaxFBR9PTF5KHOuAwPgHJVlwE03k&m=0DtnkTbr1CSf8T0OxqWVGdlt18oLyJM2jISP_MozyMGs&s=VkUuoGZw9KdYhQgTzHONdlZ1XhnEmqf8O1bzmDjabH0&e=> and is designed to help make the food environment across London healthier for all Londoners.

London has one of the highest childhood overweight and obesity rates in Europe, with almost 40 per cent of children aged 10 and 11 overweight or obese. Children from poorer areas of the capital are disproportionately affected – which Sadiq believes is a scandal in a city as prosperous as London. We're calling on the Government to treat the issue as a priority by joining him in the fight against child obesity.

We are consulting in this strategy on proposals to ban advertisements for unhealthy food and drink across the TfL network, including the London Underground, London Overground and the capital's buses and bus shelters, as part of a package of measures to take on child obesity.

This means that advertisements for food and drink defined as unhealthy by the Government's Nutrient Profiling Model would not be carried, as well as advertisements for food and drink companies that simply advertise the company's brand or restaurant name or

directs people to the nearest restaurant. It is important to note that advertising for healthy food products would still be permitted.

It's important that the voices of Londoners and London businesses are heard during the consultation period. If Just Eat would like to respond formally, you can do so at [www.london.gov.uk/food](https://urldefense.proofpoint.com/v2/url?u=http-3A__www.london.gov.uk_food&d=DwlGog&c=wk_wm7TP2bO6R6iBMpAOQA&r=XGLMIcuW1_Vd_HJlaxFBR9PTF5KHOuAwPgHJVlwE03k&m=0DtnkTbr1CSf8T0OxqWVGdlt18oLyJM2jSPMozyMGs&s=VkUuoGZw9KdYhQgTzHONdlZ1XhnEmqf8O1bzmDjabH0&e=>)<https://urldefense.proofpoint.com/v2/url?u=http-3A__www.london.gov.uk_food&d=DwlGog&c=wk_wm7TP2bO6R6iBMpAOQA&r=XGLMIcuW1_Vd_HJlaxFBR9PTF5KHOuAwPgHJVlwE03k&m=0DtnkTbr1CSf8T0OxqWVGdlt18oLyJM2jSPMozyMGs&s=VkUuoGZw9KdYhQgTzHONdlZ1XhnEmqf8O1bzmDjabH0&e=>> and follow the links to the survey, or you can email londonfood@london.gov.uk<<mailto:londonfood@london.gov.uk>> or write in at:

Draft London Food Strategy
GLA Food Policy Team
PP 19a
City Hall
London SE1 2AA

In addition, myself and members of the Food Policy Team at City Hall would be happy to discuss the proposals with you in person or over the phone. Please do let [REDACTED] and I know if we can be of help.

Best wishes,

[REDACTED]

[REDACTED]

Email: [REDACTED] [\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)<[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

[REDACTED]

GREATERLONDONAUTHORITY
Mayor's Office | City Hall | The Queen's Walk | London | SE1 2AA

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[REDACTED]

From: Jamie Izzard
Sent: 21 November 2018 17:25
To: [REDACTED]
Subject: RE: Meeting with Just Eat at City Hall, Wednesday this week.

Great, that works for me. Apologies again for messing them around!

From: [REDACTED] <[REDACTED]@just-eat.co.uk>
Sent: 21 November 2018 16:49
To: Jamie Izzard <[REDACTED]@london.gov.uk>
Subject: Re: Meeting with Just Eat at City Hall, Wednesday this week.

Hi Jamie,

Both [REDACTED] and [REDACTED] are available for a call tomorrow at 4:30pm.

Please can you confirm if this time is suitable, and the best number to contact you on?

Thanks

[REDACTED]

[REDACTED] *PA to UK Directors*

Web www.just-eat.co.uk

Mob +44 (0) [REDACTED]

Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Wed, 21 Nov 2018 at 16:27, Jamie Izzard <[REDACTED]@london.gov.uk> wrote:

Hi [REDACTED]

I am not sure if we can make Friday work, but I would be keen to have a quick call with either [REDACTED] or [REDACTED] tomorrow if possible.

Best,

Jamie

From: [REDACTED] <[REDACTED]@just-eat.co.uk>
Sent: 21 November 2018 09:37
To: Jamie Izzard <[REDACTED]@london.gov.uk>
Cc: [REDACTED] <[REDACTED]@london.gov.uk>
Subject: Re: Meeting with Just Eat at City Hall, Wednesday this week.

Hi Jamie,

I hope you are well.

Just confirming that the meeting at 10:45 today has been cancelled?

Would you be able to confirm whether this Friday is an option, or another day next week?

Thanks

[REDACTED]

[REDACTED] [REDACTED] *PA to UK Directors*
Web www.just-eat.co.uk
Mob +44 (0) [REDACTED]
Fleet Place House, 2 Fleet Place, London, EC4M 7RF

On Tue, 20 Nov 2018 at 21:45, [REDACTED] <[REDACTED]@[just-eat.co.uk](mailto:[REDACTED]@just-eat.co.uk)> wrote:

Hi Jamie,

Thanks for letting me know!

Unfortunately [REDACTED] is unavailable tomorrow afternoon, is it possible to reschedule for Friday between midday and 3pm?

Thanks

[REDACTED]

On Tue, 20 Nov 2018 at 19:02, Jamie Izzard <[REDACTED]@[london.gov.uk](mailto:[REDACTED]@london.gov.uk)> wrote:

Hi [REDACTED]

I'm so sorry for the last minute change, but is there any chance we can move this to tomorrow PM (ideally after 2pm)? I will be available to meet with [REDACTED] and [REDACTED] at 10:30am but none of my colleagues from the Mayor's office can join, and it's important that they are represented.

Kind regards.,

Jamie

Jamie Izzard

Senior Manager – SMEs, Food & LEAP

GREATER LONDON AUTHORITY

City Hall

The Queen's Walk

London

SE1 2AA

Email: [REDACTED]@london.gov.uk

LEP Website: lep.london

LEP Twitter: @LondonLEP

From: [REDACTED]

Sent: 20 November 2018 14:22

To: [REDACTED] <[REDACTED]@just-eat.co.uk>

Cc: Jamie Izzard <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

Subject: RE: Meeting with Just Eat at City Hall, Wednesday this week.

Hi [REDACTED]

From our side it will be Jamie Izzard, Senior Manager Food Policy and SMEs and, hopefully, [REDACTED] [REDACTED] [REDACTED]
[REDACTED] External and International Affairs.

If [REDACTED] joins, it will be by phone.

Thanks – [REDACTED] and [REDACTED] should ask Reception to call [REDACTED] [REDACTED] (copied in here) and she will come to collect them – the meeting is in a room on the 5th floor.

[REDACTED]

From: [REDACTED] [REDACTED] <[REDACTED][just-eat.co.uk](mailto:[REDACTED@just-eat.co.uk])>
Sent: 20 November 2018 10:09
To: [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED@london.gov.uk])>
Cc: Jamie Izzard <[REDACTED][london.gov.uk](mailto:[REDACTED@london.gov.uk])>
Subject: Re: Meeting with Just Eat at City Hall, Wednesday this week.

Hi [REDACTED]

Thank you for confirming.

Will wait to hear from you today regarding attendees.

Thanks

[REDACTED]

[REDACTED] [REDACTED] *PA to UK Directors*
Web www.just-eat.co.uk
Mob +44 (0) [REDACTED]
Fleet Place House, [2 Fleet Place, London, EC4M 7RF](#)

On Mon, 19 Nov 2018 at 17:13, [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED@london.gov.uk])> wrote:

Hi [REDACTED] thanks, that is great.

I will not be here on Weds but Jamie my boss will be pleased to meet you.

We are waiting to see who can come from the Mayor's Office, and I shall advise you of that by the end of tomorrow.

Jamie, you or someone in the team will wish to meet [REDACTED] and [REDACTED] at Reception on Wednesday morning.

Thanks, both

[REDACTED]

From: [REDACTED] [REDACTED] <[REDACTED][just-eat.co.uk](mailto:[REDACTED]@just-eat.co.uk)>
Sent: 19 November 2018 17:09
To: [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Subject: Re: Meeting with Just Eat at City Hall, Wednesday this week.

Hi [REDACTED]

I hope you are well.

Please can we schedule for Wednesday 21st November at 10:45?

Attending from Just Eat will be [REDACTED] [REDACTED] and [REDACTED] [REDACTED]

Thanks

[REDACTED]

[REDACTED] [REDACTED] *PA to UK Directors*
Web www.just-eat.co.uk
Mob +44 (0) [REDACTED]
Fleet Place House, [2 Fleet Place, London, EC4M 7RF](#)

On Mon, 19 Nov 2018 at 15:24, [REDACTED] <[REDACTED]@just-eat.co.uk> wrote:

FYI

----- Forwarded message -----

From: [REDACTED] <[REDACTED]@london.gov.uk>

Date: Mon, 19 Nov 2018 at 15:21

Subject: Meeting with Just Eat at City Hall, Wednesday this week.

To: [REDACTED]@just-eat.co.uk <[REDACTED]@just-eat.co.uk>

Dear [REDACTED]

You may recall that in May this year the Mayor of London consulted on a proposal to ban advertisements for unhealthy food and drinks that are high in fat, salt or sugar across the Transport for London estate.

I am writing to you now because Just Eat replied to that consultation, which was really important in helping us to develop our final proposals.

We would like to meet you this week here at City Hall to tell you more about the work we have done since May and to let you know about a policy announcement which we will soon be making on this subject.

Please can you let me know what times you could make on Wednesday 21st November, after 1030, so that we can bring you up to date ahead of an announcement.

I am sorry that we have not been able to give you longer notice.

It would be helpful if you could let me know who will be attending from your organisation. Due to room capacity it would be appreciated if you could bring a maximum of two people.

Thank you. I shall look forward to hearing from you.

[REDACTED]

[REDACTED] | Principal Food Policy Officer | Regeneration and Economic Development

Greater London Authority

City Hall London SE1 2AA | [REDACTED] | [REDACTED] [london.gov.uk](https://www.london.gov.uk)

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--

[REDACTED] [REDACTED] *UK Marketing Director*

Web www.just-eat.com

Mob [REDACTED]

Fleet Place House, [2 Fleet Place, London, EC4M 7RF](#)

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[REDACTED]

From: Jamie Izzard
Sent: 30 November 2018 15:06
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: TFL meeting

Hi [REDACTED]

Do let us know your availability over the next couple of weeks and we'll set up a meeting for you to come in to City Hall.

The meeting on the 12th has been set up for the OOH industry. You would of course be welcome to come to that meeting, but we thought 1:1s with companies like yours would be better.

Best wishes,

[REDACTED] (cc'd) can coordinate dairies from this end.

Jamie

From: [REDACTED] <[REDACTED]@just-eat.com>
Sent: 30 November 2018 14:52
To: Jamie Izzard <[REDACTED]@london.gov.uk>
Cc: [REDACTED] <[REDACTED]@just-eat.co.uk>; [REDACTED] <[REDACTED]@just-eat.com>
Subject: TFL meeting

Hi Jamie,

I left you a voicemail earlier, but just wanted to touch base with you to see if a meeting at City Hall has been confirmed yet (had heard 12 December)?

We do need to understand the potential impact of the announced changes in Feb as soon as possible, so keen to progress this.

Believe [REDACTED] and I would like to attend from our end.

Do feel free to call me if helpful to chat through.

Thanks,

[REDACTED]

[REDACTED] Corporate Communications Manager
Web www.just-eat.com

[REDACTED]
Fleet Place House, 2 Fleet Place, London, EC4M 7RF

[REDACTED]

[REDACTED]

From: [REDACTED] <[REDACTED]@yum.com>
Sent: 06 April 2018 14:59
To: Vicky Hobart
Subject: Meeting to discuss the Mayor's Plan for London

Dear Vicky,

Happy Friday – I hope this email finds you well.

By way of introduction, I sit on the Board of KFC here in the UK & Ireland as Chief Development Officer, responsible for around 50% of the growth of our business via new restaurant development. I also manage our restaurant remodel programmes and work closely with our 35 franchisees. Last year we opened 38 new restaurants across the UK and Ireland (10 in the M25), and reimaged around 200 restaurants.

Having recently met with Andrew Dismore, the GLA counsellor for Camden & Barnet, he suggested I reach out to you as I am also leading KFC's response to the Mayors London Plan, [REDACTED]

We have a number of ideas that could go some way to providing effective, industry tools to more efficiently achieve the desired health outcomes that this policy seeks to solve for – and would greatly appreciate the chance to bounce these off you ahead of raising some of these with my industry peers.

I am frequently in London, so would be delighted to visit you in the City, or of course you would be most welcome to join us at KFC HQ in Woking – whatever is the most convenient for you. I have cc'd my assistant [REDACTED] so please just let her know if you were to have any availability in the coming weeks.

Thanks in advance and best wishes,

[REDACTED]



It's
finger lickin'
good

[REDACTED] KFC UKI
Chief Development Officer | Development Team
☎: +44 (0) [REDACTED]
KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

[REDACTED]

From: [REDACTED] <[REDACTED]yum.com>
Sent: 06 April 2018 18:15
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: London's new child obesity taskforce

Hi [REDACTED]

I hope things are well with you this Friday.

Having now submitted our response to the London plan, I wonder if you might like to catch up for a coffee in the coming weeks and allow me to walk you through it? It would also be great to bounce off you some of the ideas we are working up to help tackle the issue of childhood obesity and health generally.

[REDACTED]

All the very best.

[REDACTED]

Sent from my iPhone

> On 21 Feb 2018, at 14:04, [REDACTED] <[REDACTED]london.gov.uk> wrote:
>
> Hi [REDACTED]
>
> Apologies for taking time to reply to you - would you be free this Friday for a brief chat? 11am?
>
> Thanks,
>
> [REDACTED]
>
> [REDACTED]
> Senior Policy Officer, Health Team
> Greater London Authority | City Hall, The Queen's Walk | London SE1 2AA | tel: +44 (0) [REDACTED] |
mob: +44 (0) [REDACTED] | email: [REDACTED]london.gov.uk | www.london.gov.uk
>
> [REDACTED]
>
>
>
>

> -----Original Message-----

> From: [REDACTED] [mailto:[REDACTED]]

> Sent: 14 February 2018 20:52

> To: [REDACTED] <[REDACTED]@london.gov.uk>

> Subject: London's new child obesity taskforce

>

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[illegible]

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[REDACTED]

[REDACTED] [REDACTED] [REDACTED]

[REDACTED].

- >
- >

[illegible]

[REDACTED]

From: Paul Lindley
Sent: 26 July 2018 23:57
To: [REDACTED]
Subject: Re: [EXT] Re: application

Hi [REDACTED]

That's great- I'm not in central London tomorrow- but could call at between 3pm and 3.30pm. I'll call then!

Keep smiling

Paul

Sent from my iPhone

> On 26 Jul 2018, at 10:51 pm, [REDACTED] <[REDACTED]@yum.com> wrote:
>
> Hi Paul
>
> It was a real pleasure to meet everyone on Monday - thank you for the opportunity!
>
> No problem at all. I'm actually in London for meetings tomorrow should you be in town and free anytime from midday for a coffee? I'll be around Mayfair but can travel.
>
> Otherwise I shall be heading back to some air conditioned offices and can be free from 2pm for a call.
>
> The best number would be my mobile, which is [REDACTED]
>
> Looking forward to catching up.
>
> All the very best!
>
> [REDACTED]
>
>
>
>
>
>
>
>
> Sent from my iPhone
>
>> On 26 Jul 2018, at 22:28, Paul Lindley <[REDACTED]@london.gov.uk> wrote:
>>
>> Hi [REDACTED]
>>

>> [REDACTED]

>> [REDACTED]

>> I wonder whether you had any time tomorrow (Friday) afternoon or Monday morning for a quick chat?

>> [REDACTED]

>> Please let me know if there is a good time and the best number and I'll give you a call at your convenience.

>> Keep smiling!

>> Paul

>> Sent from my iPhone

>> On 12 Jul 2018, at 6:06 pm, [REDACTED] <[REDACTED]@yum.com> wrote:

>> Dear Paul

>> Happy Thursday. I hope this note finds you well.

>> By way of introduction, I sit on the Exec Board of KFC here in the UK, responsible for both the roll out of new restaurants, [REDACTED]

>> I recently met with [REDACTED] whom I have been speaking with for some months now to gather his input on a few ideas we have to tackle this issue. He suggested I reach out to you to discuss the London Plan, and our response to this. It would be wonderful to have that opportunity should you be open to a coffee or meeting sometime in the coming weeks?

>> [REDACTED]

>> Either way, it would be great to meet. If you're open to that, please do let me know a few dates you may be free and I will adjust the diary accordingly.

>> With very best wishes,

>> [REDACTED]

>> <image001.jpg>

>> [REDACTED] KFC UKI

>> Chief Development Officer | Development Team

>> •: +44 (0) [REDACTED]

>> KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

>>
>>
>>
>>
>>
>> On 6 Jul 2018, at 09:23, [REDACTED]
<[REDACTED]mailto:[REDACTED]> wrote:

>> Hi [REDACTED]
>>
>> Good to see you yesterday. As promised Paul Lindsley's email is
>>
>> [REDACTED]london.gov.uk<mailto:[REDACTED]london.gov.uk>

[REDACTED]

>>
>> Thanks again for a great meeting yesterday and I look forward to working with you and your team.
>>
>> Best wishes

>>
[REDACTED]

>>
>> "This communication is confidential and may be legally privileged. If you are not the intended recipient, (i) please do not read or disclose to others, (ii) please notify the sender by reply mail, and (iii) please delete this communication from your system. Failure to follow this process may be unlawful. Thank you for your cooperation." Kentucky Fried Chicken (Great Britain) Limited. Registered in England No. 00967403. Registered Office: Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ.
>> "This communication is confidential and may be legally privileged. If you are not the intended recipient, (i) please do not read or disclose to others, (ii) please notify the sender by reply mail, and (iii) please delete this communication from your system. Failure to follow this process may be unlawful. Thank you for your cooperation." Kentucky Fried Chicken (Great Britain) Limited. Registered in England No. 00967403. Registered Office: Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ.

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>> This message has been scanned for viruses by the Greater London Authority.
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here<<https://www.mailcontrol.com/sr/zK7ObEe0jOPGX2PQPOMvUrx8JpNKDSoynd4vXBXMIuN5o0lITeRD OJA3XNCvx8lZUMmla1ZJ8z36NGKki70Ug==>> to report this email as spam.

[REDACTED]

From: Paul Lindley
Sent: 08 August 2018 08:39
To: [REDACTED]
Subject: Re: press today

Thx [REDACTED] had seen this- much appreciate the heads up.

Keep smiling
Paul

Sent from my iPhone

On 8 Aug 2018, at 8:35 am, [REDACTED] <[REDACTED]@yum.com> wrote:

Dear Paul,

I thought I would drop you a quick note in light of press today as regards an ASA ruling on a KFC advert – which relates to one poster for a Mars product near a primary school in Carshalton. Our press statement is below, and the ASA ruling is attached for info, which I think portrays a fair representation of events.

A KFC spokesperson said: *“This was a total mistake, and we’re really sorry for it. It was the result of human error at one of our media agencies, which the ASA have accepted, and we made sure the advert was taken down as soon as we found out. We take care not to target our marketing at children – we never promote our kid’s meals or advertise on kid’s TV channels – so we’re disappointed that this happened, and we’ve been working with the agency to put processes in place to make sure it doesn’t happen again.”*

If you have any Qs please don’t hesitate to ask – but I thought you would appreciate the heads up as I am sure some of the team may have Qs on this.

Very best wishes,

[REDACTED]

<image001.jpg>

[REDACTED] [REDACTED] **KFC UKI**
Chief Development Officer | Development Team
☎: +44 (0) [REDACTED]

[REDACTED]

From: Paul Lindley
Sent: 09 August 2018 13:50
To: [REDACTED]
Subject: Re: Draft press statement

Hi [REDACTED]

The afternoon of the 28th would work- somewhere in central London? Indeed on that morning I am speaking at a conference organised by [REDACTED] on Child obesity- that you may find interesting? I could ask [REDACTED] if you could be invited??

I'll check in the [REDACTED] to see if she could be free then too before confirming and a couple of folks from City Hall.

Let's pencil in for now and confirm when others can confirm their availability.

Keep smiling

Paul

Sent from my iPhone

On 8 Aug 2018, at 8:33 am, [REDACTED] <[REDACTED]@yum.com> wrote:

Hi Paul

Thanks for this

It would be great to meet in late September – how would anytime on Friday 28th work for you and the team?

I'll aim to keep early October as flexible as possible – at the moment the only dates I wouldn't be able to make are the 9th, 10th and 11th October.

I do have one question it might be good to chat through before I share your note below internally ... are you free to chat in the next hour or so?

Thanks in advance

[REDACTED]

From: Paul Lindley <[REDACTED]@london.gov.uk>
Sent: 07 August 2018 16:34
To: [REDACTED] <[REDACTED]@yum.com>
Subject: [EXT] RE: Draft press statement

Hi [REDACTED]

Again – thanks for the conversation and now this feedback.

To answer your questions:-

1. [REDACTED]

[REDACTED]

And

[REDACTED]

On the Round table. I am chasing Jamie Oliver's team who have agreed to host the sessions, for dates that work for them. I think sometime between the 1st and 16th October would be perfect. Before then I'd love for [REDACTED], another taskforce colleague, myself and a couple of our partner colleagues (PHE and City Hall) to find a convenient time to meet with you and any of your other colleagues – should you wish. Perhaps we could meet sometime after you are back - between the 23rd and 30th September. Please let me know your availability and I can start to arrange.

I hugely value the open – solutions led – approach to this conversation.

[REDACTED]

Keep smiling

Paul

Paul Lindley | Chair, London Child Obesity Taskforce

GREATER LONDON AUTHORITY | MAYOR OF LONDON

City Hall, The Queen's Walk, London SE1 2AA | +44 (0) 20 [REDACTED] @paul_lindley |

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Support from [REDACTED] @london.gov.uk and [REDACTED]

[REDACTED] london.gov.uk | tel: +44 (0) 20 [REDACTED]

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From: [REDACTED] [mailto:[REDACTED]@yum.com]

Sent: 07 August 2018 13:41

To: Paul Lindley <[REDACTED]@london.gov.uk>

Subject: RE: Draft press statement

Hi Paul,

Thanks for your time on the phone, and for the note below.

Although very disappointing, It would be great if you could share your drafting examples, so we may discuss internally as to whether this is something KFC could embrace and build on, or otherwise whether we (I) would therefore have to politely withdraw from the process at this time. We did feel that the statement below could provide the taskforce with an exciting, brave and radical launch-pad and we are sorry the panel don't believe this to be the case.

I would of course be delighted to meet to carry on our other “ways of working” conversations in September to explore lighter touch opportunities to input into your process, e.g. via a roundtable as per your suggestion on the phone. Would you be able to share some possible date options to meet?

[REDACTED]

I continue to believe that if you want to change the culture and environment in which children grow up, then you need to work intimately with those who can directly and quickly shape that environment. Change has to come from somewhere, and in that spirit I remain ever hopeful that I can offer my support.

With best wishes,

[REDACTED]

From: Paul Lindley <[REDACTED]@london.gov.uk>

Sent: 07 August 2018 12:57

To: [REDACTED] <[REDACTED]@yum.com>

Subject: [EXT] RE: Draft press statement

Hi [REDACTED]

Thanks so much for sending this through and following up as promised.

[REDACTED]

We really want to work with you, personally and corporately, in finding solutions – as we aim to leave that legacy of companies (like yours) and individuals (like you, KFC investors, management, employees and customers) in London have an entirely new level of awareness of the conditions that support children's health, and the conditions that undermine it, so that each takes more and more steps to dismantle the damaging conditions and to build the supportive conditions. I hope our call and this note gives you confidence that you are welcomed to our table to discuss, be listened to, and co-create solutions key to the success of our work, [REDACTED]

May we plan for a meeting in early September to talk over how we might be best be able to work together?

Again, thank you for engaging with this issue, personally and corporately, and putting the clear energy, time and thinking into your statement. We know we may not get there, but also we might.

Keep smiling

Paul

Paul Lindley | Chair, London Child Obesity Taskforce

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From: [REDACTED] [mailto:[REDACTED]@yum.com]

Sent: 03 August 2018 17:15

To: Paul Lindley <[REDACTED]@london.gov.uk>

Subject: Draft press statement

Dear Paul,

[REDACTED]

I hope you agree it could help set up an exciting first chapter for the Taskforce, in the spirit of partnering to ideate, test and rapidly roll out some bold solutions to this complex and fundamental issue.

[REDACTED]



I hope this helps. Please do feel free to call me at your convenience either tonight or anytime on Monday to discuss.
With best wishes for the weekend!



<image001.jpg>



KFC UKI

Chief Development Officer | Development Team

[REDACTED]

From: Paul Lindley
Sent: 14 August 2018 09:05
To: [REDACTED]
Subject: RE: quick update

Hi [REDACTED]

No worries.

Happy to speak tomorrow morning, please pick anytime time after 9:30am.

Good luck today.

Keep smiling

Paul

Paul Lindley | Chair, London Child Obesity Taskforce

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From: [REDACTED] [mailto:[REDACTED]@yum.com]
Sent: 13 August 2018 18:59
To: Paul Lindley [REDACTED]@london.gov.uk>
Subject: quick update

Hi Paul

Happy Monday. Apologies for not calling this afternoon ... [REDACTED]

Would it be possible to have a quick chat on Wednesday morning so I can let you know where we are at? Let me know if you have any time slots that might work

All the best!

[REDACTED]

[REDACTED]

From: [REDACTED] <[REDACTED]@yum.com>
Sent: 31 August 2018 12:44
To: [REDACTED]
Cc: Paul Lindley
Subject: Re: [EXT] London's Child Obesity Taskforce and KFC - collaboration and partnership opportunities

Hi [REDACTED]

This works well from my side. Thanks for arranging.

Looking forward to it.

Best wishes,

[REDACTED]

Sent from my iPhone

On 31 Aug 2018, at 12:17, [REDACTED] <[REDACTED]@london.gov.uk> wrote:

Hi everyone,
Following discussions over email and [REDACTED] the date of 28th September at 2pm was agreed for colleagues to meet here at City Hall and explore further opportunities for potential collaboration between London's Child Obesity Taskforce and KFC.
If colleagues can no longer make this time or date, let me know and I'll find another slot.
Many thanks,

[REDACTED]
[REDACTED]
Senior Policy Officer, Health Team

Greater London Authority | City Hall, The Queen's Walk | London SE1 2AA | tel: +44 (0) 20 [REDACTED] | mob: +44 (0) [REDACTED] | email: [REDACTED]@london.gov.uk | www.london.gov.uk

[REDACTED]
<image003.jpg>

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[REDACTED]

From: Paul Lindley
Sent: 28 September 2018 10:22
To: [REDACTED]
Subject: Re: [EXT] Re: Obesity Taskforce Final Statement

Fabulous.

Yes please [REDACTED]

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From: [REDACTED] <[REDACTED]@yum.com>
Sent: Friday, September 28, 2018 10:12 am
To: Paul Lindley
Subject: Re: [EXT] Re: Obesity Taskforce Final Statement
Hey Paul

[REDACTED]

All good for this afternoon. I look forward to it. Shall I report into city hall reception just before 2pm?

All the best

[REDACTED]

Sent from my iPhone

On 28 Sep 2018, at 09:33, Paul Lindley <[REDACTED]@london.gov.uk> wrote:

Hi [REDACTED]

[REDACTED]

Hope all well with you.

Thanks so much for this and the clear work and discussions that have gone into getting it together. I am undoubted in the sincerity of your journey and direction of travel and your commitments suggested here. [REDACTED]

Look forward to meeting this PM- I know there will be a quite a number of people attending and I hope it doesn't feel too many- it's not 'sides' it's listening and seeking ways to collaborate first hand. I hope that's all ok.

Much appreciate the focus you have clearly had on this over recent weeks.

Keep smiling

Paul

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From: [REDACTED] <[REDACTED]@yum.com>

Sent: Friday, September 28, 2018 8:45 am

To: Paul Lindley

Subject: Fwd: Obesity Taskforce Final Statement

Dear Paul

I hope all is well.

Further to our recent conversations and ahead of this afternoon's meeting, kindly see attached a

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

I look forward to seeing you and the team shortly.

Very best wishes

[REDACTED]

[REDACTED]

From: [REDACTED] <[REDACTED]@yum.com>
Sent: 01 October 2018 09:10
To: [REDACTED] Paul Lindley
Subject: Friday

Dear Paul and [REDACTED]

Happy Monday! It was great meeting you both on Friday along with the broader team. Thanks for the time and look forward to hearing where your discussions go in the coming days. If you need anything further from me or Team KFC, please just let me know.

Hi [REDACTED] – wonderful to meet you for the first time. I am definitely up for a London tour ... let's get something in the diary! Maybe fire over some dates for November? My contact details are below.

Very best wishes,

[REDACTED]



*It's
finger lickin'
good*

[REDACTED] KFC UKI
Chief Development Officer

☎: +44 (0) [REDACTED]

KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

[REDACTED]

From: [REDACTED] <[REDACTED]@yum.com>
Sent: 18 October 2018 10:13
To: Paul Lindley
Cc: [REDACTED]
Subject: Re: [EXT] Re: Taskforce

Exactly :)

Of course. No problem! Chat then.

Sent from my iPhone

On 18 Oct 2018, at 09:51, Paul Lindley <[REDACTED]@london.gov.uk> wrote:

Look forward to that - a magical mystery tour!

On our call tomorrow- could I put it back to 4pm if poss? [REDACTED]

Keep smiling
Paul

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From: [REDACTED] <[REDACTED]@yum.com>
Sent: Wednesday, October 17, 2018 6:46 pm
To: Paul Lindley; [REDACTED]
Subject: RE: [EXT] Re: Taskforce
Hi Paul

[REDACTED] but I can put together a mini safari plan too ... there's one place I'd especially like to take you. I'll put a plan together!
All the best,
[REDACTED]

From: Paul Lindley <[REDACTED]@london.gov.uk>
Sent: 17 October 2018 18:31
To: [REDACTED] <[REDACTED]@yum.com>; [REDACTED] <[REDACTED]@gmail.com>

Subject: Re: [EXT] Re: Taskforce
Excellent! 11.30 works- [REDACTED] can make it too (please confirm new time good for you M) and [REDACTED] do you recommend a store to go to- perhaps new concept, digital Menu, pilot products?

Keep smiling
Paul

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From: [REDACTED] <[REDACTED]@yum.com>
Sent: Wednesday, October 17, 2018 4:46 pm

To: Paul Lindley

Subject: Re: [EXT] Re: Taskforce

Sounds great.

FYI - if we could make it 11:30am on the 31st, that would be great.

Also - can I suggest we meet at the KFC on Borough High Street?

All the best!

[REDACTED]

Sent from my iPhone

On 17 Oct 2018, at 12:36, Paul Lindley <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)> wrote:

Hiya [REDACTED] understood- shall we aim for 3pm on Friday to speak and I confirm the 11am on 31st- to meet - will liaise with [REDACTED] on where.

Keep smiling

Paul

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From: [REDACTED] <[REDACTED][yum.com](mailto:[REDACTED]@yum.com)>

Sent: Tuesday, October 16, 2018 2:58 pm

To: Paul Lindley

Subject: RE: Taskforce

Hey Paul,

All good and thanks so much for the interim update.

Of course it would be good to get a sense from you and the TF team as to what working together over the next weeks/months etc would look like from your perspective. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

A call on Friday sounds great – I'm in meetings from 10am through to 1pm so either side of that would work well. I can also certainly arrange to meet both you and [REDACTED] on the 31st ... so let's pencil that in from 11am. Let me think about the best place to meet and I'll let you know a plan.

All the very best!

[REDACTED]

From: Paul Lindley <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>

Sent: 16 October 2018 09:36

To: [REDACTED] <[REDACTED]@yum.com>

Subject: [EXT] Re: Taskforce

Thanks [REDACTED]

All well – and likewise I trust.

Thanks for your patience, my sense is that we will be seeking to forge a longer, slower process of engagement and collaboration, as the emerging conversations all point towards that. I hope that this is in line with my note last week. That would be wrapped around a total commitment to work together and create change, a complete belief in your commitment to pursue the direction you outlined, and a drive to work to support you, and seek the same from you to the Taskforce and Mayor over the coming weeks, months and years. [REDACTED]

[REDACTED]

[REDACTED]. Before you begin to feed this back internally, can I give you clarity, and plan our way forward together, on the phone on Friday PM? [REDACTED] but the week after I wonder if [REDACTED] and I can come and see you – ideally in a store – perhaps 11am+ on 31st Oct or 1st Nov?

Let's talk on Friday to align expectations and discuss through where we are at.

Keep smiling

Paul

From: " [REDACTED] <[REDACTED]@yum.com>

Date: Monday, 15 October 2018 at 18:11

To: Paul Lindley <[REDACTED]@london.gov.uk>

Subject: RE: Taskforce

Hey Paul

I hope all is well with you?

Just a quick note to see how things went last week?

Happy to chat anytime this week should it be easier to catch up on the phone vs email.

All the very best!

[REDACTED]

From: Paul Lindley <[REDACTED]@london.gov.uk>

Sent: 08 October 2018 13:00

To: [REDACTED] <[REDACTED]@yum.com>

Cc: Paul Lindley <[REDACTED]@london.gov.uk>

Subject: [EXT] Re: Taskforce

Hiya [REDACTED]

So sorry for the silence. Juggled so much this last two weeks – plates still spinning so that is a positive success!

Thanks so much for the meeting at City Hall – everyone saw your passion, value and assets clearly.

[REDACTED]

[REDACTED] I just wanted to pre-warn you on that, but let me hear views and land on a proposal for you on Wednesday PM.

Key feedback for your call today therefore would be:

- Valued statement and engagement – we do feel that you a) want to move to new ground in actions and positioning, b) want to, and can, lead your industry, c) are genuine about close engagement with initiatives like this
- [REDACTED]
- We are a piece of a much larger obesity and health inequality movement and political commitment, I'm learning we need to cycle at the same cadence as other parts as the power of the peloton is critical (my bad analogy – nobody else's!)

I hope this is helpful in managing expectations and gives insight into the way things need to move. [REDACTED]

[REDACTED]

Speak Thursday....

Keep smiling

Paul

From: "[REDACTED] <[REDACTED]@yum.com>

Date: Monday, 8 October 2018 at 10:33

To: Paul Lindley <[REDACTED]@london.gov.uk>

Subject: Taskforce

Hi Paul,

[REDACTED]
[REDACTED]
[REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED]
[REDACTED]

I was wondering if you might be able to update me on conversations your side ..
even if it's just a view on timeline/next steps?

Thanks and all the best!

[REDACTED]

<image001.jpg>

[REDACTED] [REDACTED] **KFC UKI**
Chief Development Officer | Development Team
☎: +44 (0) [REDACTED]

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[REDACTED]

From: Paul Lindley
Sent: 29 October 2018 11:59
To: [REDACTED]
Subject: Re: Magical mystery tour - logistics

Sounds fantastic [REDACTED] See you at 11:30 on Wednesday in PRet...

Keep smiling!



Paul Lindley | Chair, London Child Obesity Taskforce

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From: "[REDACTED] <[REDACTED]@yum.com>
Date: Monday, 29 October 2018 at 11:17
To: Paul Lindley <[REDACTED]@london.gov.uk>, [REDACTED] <[REDACTED]@gmail.com>
Subject: Magical mystery tour - logistics

Dear Paul and [REDACTED]

[REDACTED]

I'm just writing to confirm logistics for Wednesday ...

If we can aim to meet at the Pret a Manger on the corner of London Bridge St and the A3 (nearest tube London Bridge) for 11:30am, that would be great.

In terms of sites to visit, I'm thinking

- Pret (topical at present in terms of labelling)
- Tour of borough market – so you can sense latest innovation/street food (healthy or otherwise!) and how this may flow into mainstream restaurant retail
- A range of burger joints (Patty & Bun; Honest burger; Yen burger ... you name it, they are here)
- Moving down Borough high street into mainstream brands and to get a sense of where you might buy food if you had £3 to spend ...
 - o Starbucks
 - o Subway x2
 - o Wrap it up

- Chicken cottage
- Sainsburys local
- Tesco Express

- [REDACTED]
- If time, we can then jump in a cab (or walk if we need to burn off some calories from the above visits!) to go and see a new restaurant concept called Vita Mojo in the city, who have some fabulous tech that puts the consumer in charge of their calories and nutritional meal build (albeit not targeted at kids as you will see from the price point!). worth making time for.

I hope that sounds OK. Just let me know if there is anything else you'd like to get out of the time.

All the best!!

[REDACTED]



It's
finger lickin'
good

[REDACTED] [REDACTED] **KFC UKI**
Chief Development Officer | Development Team
☎: +44 (0) [REDACTED]
KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

[REDACTED]

From: [REDACTED] <[REDACTED]@yum.com>
Sent: 12 November 2018 07:53
To: [REDACTED]
Cc: Paul Lindley; [REDACTED]
Subject: Re: [EXT] Thx for the magical mystery tour

Hey [REDACTED]

[REDACTED]

Would you be free early on the 19th - say 9am for a catch up on next steps / industry get together?

FYI we are also looking at pressing the button on some research into kids eating habits around schools, and our industry role in that ... so would like to bounce this off you too in case you would like to add any questions!

I have meetings near bank from 10:30am that could run the rest of the day so will need to be somewhere central / city ish.

.. happy to shout you some breakfast!

I'll look into dates for a Brixton tour.

Very best wishes

[REDACTED]

Sent from my iPhone

On 10 Nov 2018, at 16:15, [REDACTED] <[REDACTED]@gmail.com> wrote:

Hi [REDACTED]

[REDACTED]

Again as paul said, real pleasure learning from your experience and insight and good to hear the ideas you have started to look at implementing in your stores.

An industry meet would be perfect, as in this challenge I don't feel like there will be any competition between people who occupy this sector. Monday 19th sounds good, what time was you thinking?

In terms of the visit, we are quite flexible so let me know when suits you.

Thanks

[REDACTED]

On Tue, 6 Nov 2018 at 18:29, [REDACTED] <[REDACTED]@yum.com> wrote:

Hi Paul

You guys are more than welcome!

Massively appreciate the note below and the time together also. Happy to be stuck with you guys on this challenge and keen to help!

I'd be delighted to arrange an industry meet ... so let's chat soon and discuss what you would like to get from that and the format/logistics etc.

I'm, due to be in London on Monday the 19th should you be free for a quick catch up? Otherwise we can of course speak on the phone sometime sooner.

Also, hi [REDACTED] – I'm all in on a pre Xmas visit to your community centre in Brixton ... just shoot over some dates! [REDACTED]

Very best wishes

[REDACTED]

Ps – on fries it's an 18% calorie reduction per serve ... or 55 calories per serve ... or to put it another way ... 15.4 billion calories per year out of the UK diet from 2019... it's a start at least 😊

From: Paul Lindley <[REDACTED]@gmail.com>
Sent: 05 November 2018 15:02
To: [REDACTED] <[REDACTED]@yum.com>
Cc: [REDACTED] <[REDACTED]@gmail.com>
Subject: [EXT] Thx for the magical mystery tour

hi [REDACTED]

With belated but genuine thanks for taking the time to organise and do the tour last week, I wanted to share that both [REDACTED] and I found it so valuable to see, and hear your thinking on, the food environment in that corner of London and for having the opportunity to chat with your colleagues and share the fruits of their work in the tasting. Thank you.

[REDACTED] and I will share our learnings with our colleagues and chew over how best to forge an engagement and actions.

[REDACTED] will begin to take the lead- but you are stuck with the both of us (a buy one gets one free deal😊) as together we explore how we can support each other and London's children .

I know he would love to see if you might be able to convene- or co-lead an industry group to consider any co-ordinated actions and ideas in this space. We think the areas of product development, marketing, community engagement and alternative finance support are buckets to noodle between us. And starting with - what does that mean?!...

I think what you are doing has the potential to shift the needle. Good luck with the new fries- the 11% Reduction in calories should made a meaningful difference (here's my first spot of one of your new ads attached) and the opportunity with mashed potato is something I am optimistic about with regards to impact and changed behaviour- should you choose to roll it out with big price and marketing support.

[REDACTED]

Keep smiling!

Subject: [REDACTED] and Paul Lindle [REDACTED] KFC - Meeting
Location: Brixton Soup Kitchen, 297/299 Coldharbour Lane, London SW9 8RP Tel: [REDACTED]

Start: Thu 20/12/2018 15:00
End: Thu 20/12/2018 16:30
Show Time As: Tentative

Recurrence: (none)

Organizer: [REDACTED]

Hi [REDACTED]
Please confirm that this time works for you on Thursday and that the above address and mobile number are correct? Here is [REDACTED] mobile number, should you need it: [REDACTED]
I look forward to hearing from you.
Kind regards
[REDACTED]



[REDACTED] | KFC UKI
Executive Support Team - Finance & Development
E: [REDACTED]
KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

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[REDACTED]

From: Paul Lindley
Sent: 12 January 2019 13:00
To: Child Obesity Taskforce; Jamie Izzard; Emma Strain; Vicky Hobart; [REDACTED]
Cc: [REDACTED]
Subject: FW: Where do kids get their calories - research debrief

Hiya – I cant do 21st. Any interest for anyone else to attend? Perhaps [REDACTED] is the best lead to get back to them if there is? Please do let him know.

I think it would be good insight....



Paul Lindley OBE | Chair, London Child Obesity Taskforce

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From: "[REDACTED]" <[REDACTED]@yum.com>
Date: Friday, 11 January 2019 at 15:00
To: Paul Lindley <[REDACTED]@london.gov.uk>, [REDACTED] <[REDACTED]>, [REDACTED] <[REDACTED]>
Cc: "[REDACTED]" <[REDACTED]@Yum.com>
Subject: Where do kids get their calories - research debrief

Hi all

Happy 2019!

We have just heard that the agency has finished their report into this for us, and I was wondering if you all would be interested in joining the initial debrief? You would be most welcome.

We have a provisional date for the afternoon of the 21st Jan ... but appreciate this is short notice. We could possibly do this in London (e.g. at our agency HQ).

Could you let [REDACTED] know if you could make it, and if not perhaps suggest some other options for the next few weeks?

Thanks so much

[REDACTED]

[REDACTED]

From: [REDACTED] <[REDACTED]@yum.com>
Sent: 25 January 2019 15:27
To: Paul Lindley
Subject: [REDACTED]

[REDACTED]

Sent from my iPhone

Begin forwarded message:

From: [REDACTED]
Date: 25 January 2019 at 10:55:14 GMT
To: [REDACTED]
Subject: KFC Global Sustainability Commitment

[REDACTED]

[REDACTED]

From: Paul Lindley <[REDACTED]@gmail.com>
Sent: 28 January 2019 18:28
To: Vicky Hobart; [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Subject: Fwd: Pepsi Removal Test (Urgent Action)

Please can you let me know what is the plan....
And someone get back to [REDACTED] please.

P

Paul Lindley

www.paullindley.uk
@paul_lindley
#LittleWins

From: Paul Lindley <[REDACTED]@gmail.com>
Sent: Monday, January 28, 2019 6:26 pm
To: [REDACTED] [REDACTED]
Subject: Re: Pepsi Removal Test (Urgent Action)
Thx- I have pushed all day and all weekend and been assured they will
Get back to you ASAP- will push again now. Apologies.

Paul

Paul Lindley

www.paullindley.uk
@paul_lindley
#LittleWins

From: [REDACTED] <[REDACTED]@yum.com>
Sent: Monday, January 28, 2019 6:13 pm
To: Paul Lindley
Subject: FW: Pepsi Removal Test (Urgent Action)

Hi Paul

I know [REDACTED] has reached out to Emma S to discuss but not sure he'd heard back.

We need to go to print with in-store messages ... so hopefully the below works, along with the nudge to C4life?

Please shout asap if not ...

KRs

From: [REDACTED]
Sent: 28 January 2019 18:03
To: [REDACTED]
[REDACTED]
[REDACTED]

Subject: RE: Pepsi Removal Test (Urgent Action)

Hi All

[REDACTED] and I have put our heads together on messaging [REDACTED]
[REDACTED]

[Redacted]

Thanks

[Redacted]



[Redacted] | KFC UKI

Head of Customer Excellence

[Redacted]

KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

[REDACTED]

From: [REDACTED] <[REDACTED]@Yum.com>
Sent: 29 January 2019 16:19
To: [REDACTED]
Cc: Paul Lindley
Subject: RE: [EXT]RE: Youth eating and snacking behaviour - research debrief opportunity

Dear [REDACTED]
That's great, thank you for confirming. I will add you to the invite.
Kind regards
[REDACTED]



[REDACTED]
KFC UKI Executive Support Team - Finance & Development
☎: +44 (0) [REDACTED]
KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

From: [REDACTED] <[REDACTED]@london.gov.uk>
Sent: 29 January 2019 14:36
To: [REDACTED] <[REDACTED]@Yum.com>
Cc: Paul Lindley <[REDACTED]@london.gov.uk>
Subject: [EXT]RE: Youth eating and snacking behaviour - research debrief opportunity
Dear [REDACTED]

Further to the below, I will be able to attend from the GLA health team. Grateful if I can be added to the invite
Many thanks,

[REDACTED]
[REDACTED] | Senior Health Delivery Manager
City Hall, The Queen's Walk, London, SE1 2AA | Tel: 020 [REDACTED] Email: [REDACTED]@[london.gov.uk](mailto:[REDACTED]@london.gov.uk)
GREATERLONDONAUTHORITY

From: [REDACTED] <[REDACTED]@Yum.com>
Sent: 24 January 2019 12:21
To: [REDACTED]

Subject: Youth eating and snacking behaviour - research debrief opportunity

Dear All

We have a meeting room booked at the following address on Wednesday 6th February, from 10:30am until 12:30pm for the research debrief. I will send out a calendar invite, but please let me know if there is anyone else you would like to attend:

APCO Worldwide

90 Long Acre
Covent Garden
London WC2E 9RA

Lunch will be served at 12:30pm.

Kind regards
[REDACTED]



[REDACTED]
KFC UKI Executive Support Team - Finance & Development
☎: +44 (0) [REDACTED]
KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

From: [REDACTED]
Sent: 21 January 2019 17:31
To: [REDACTED]

Subject: RE: [EXT]Re: Youth eating and snacking behaviour - research debrief opportunity

Hi Paul

Great. Thanks for this – it makes total sense.

Leave it with me and I'll locate a venue and a proposed time for both the 6th (our preference also) and the 15th (as a back-up).

I'll also speak to [REDACTED] cc'd - our own research guru) to send you in advance a quick summary of the methodology.

Look forward to seeing you & all that can make it at one of the above

Best wishes

From [REDACTED]
Sent: 21 January 2019 16:16
To: [REDACTED]

Subject: Re: [EXT]Re: Youth eating and snacking behaviour - research debrief opportunity

Hi [REDACTED]

Happy Monday too.

I have had the opportunity to talk through with the relevant people to try and see how we can schedule a meeting to listen – as a taskforce - to the outputs from your research with you. Its proving too difficult on the 6th to co-ordinate all/enough people, given the prep for our meeting that day. So might I suggest that you set up your debrief for that morning (6th) anyway at a location convenient to you, and we ask taskforce members in an individual capacity rather than a 'three line whip' to come and listen. I do think we should ensure more than [REDACTED] and I can make it, and am keen to ensure that our dedicated research expert, [REDACTED] attends. If we can land on a time on the morning of the 6th – I can ask the team this week – (we are meeting together on Wednesday PM). We may need a back up on 15th – if hardly anyone can make the 6th – but lets plan for 6th and I can feed back on Thursday if its not possible for [REDACTED] or other colleagues.

Naturally we will also be keen to know about the methodology of the research, whether it is independent, whether it will be published, and all the usual caveats around industry led/commissioned research – that I have seen from both sides for a few years! All of us however, see great value in listening to all insight and data points available, and I'm sure your work will be hugely illuminating around the lives of children and their food choices.

Does that sound like a plan? If so, if you could set out a couple of alternatives on the 6th and 15th, and we can gather who we can. It may be enough can make it on the 6th anyway.

Sorry for being a bit hazy – trying to manage lots of people's diaries and a voluntary, come in your own capacity approach will work better than a full Taskforce attendance.

Please do let us know.

Keep smiling!



Paul Lindley

Twitter: [@paul_lindley](https://twitter.com/paul_lindley)

Website: www.paullindley.uk

Book: [#LittleWins](#)



From: "[REDACTED] <[REDACTED]@yum.com>

Date: Monday, 21 January 2019 at 11:01

To: "[REDACTED]@gmail.com" <[REDACTED]@gmail.com>

Cc: Emma Strain [REDACTED]@london.gov.uk, "[REDACTED] <[REDACTED]@Yum.com>

Subject: FW: [EXT]Re: Youth eating and snacking behaviour - research debrief opportunity

Hi Paul

Happy Monday.

Just let me or [REDACTED] know if this works, and if so if you would like us to find a nearby venue (assume near to Tower Hamlets main council offices)?

Hi Emma – further to our recent conversation on advertising, please see below re the research debrief I mentioned.

You would be most welcome to join.

Best wishes

[REDACTED]

From: Paul Lindley <[REDACTED]@gmail.com>

Sent: 16 January 2019 15:41

To: [REDACTED]
[REDACTED]
[REDACTED]

Subject: [EXT]Re: Youth eating and snacking behaviour - research debrief opportunity

Hi [REDACTED]

Thanks so much for this and the offer to share this insight.

Let us see if it is logistically possible to do on the 6th and that could fit very well then. The Taskforce meeting, I think, is actually in Tower Hamlets that day.

Will get back to you!

Keep smiling!

Paul

Paul Lindley

www.paullindley.uk

@paul_lindley

#LittleWins

From: [REDACTED] <[REDACTED]@yum.com>

Sent: Wednesday, January 16, 2019 11:34 am

To: Paul Lindley; [REDACTED] Paul Lindley

Cc: [REDACTED]

Subject: Youth eating and snacking behaviour - research debrief opportunity

Dear Paul, [REDACTED]

I hope all is well with you guys?

Further to our recent conversations, we have now had conversation from our appointed agency [REDACTED] that they have completed their research into youth eating behaviour, having surveyed 1,126 children across London and 200 parents.

Essentially this research was looking to help us understand the role we play in food environments near schools, but ultimately also support a much broader discussion around where kids get their calories from, what they eat and why.

There are 4 broad component parts to this research:

1. People's perceptions of a healthy diet (kids vs parents)
2. Influence of parents on dietary choices amongst children
3. The impact of QSR and other retailer proximity to schools on food choices (i.e. environment impact)
4. The role of other food outlets, including local shops, coffee shops and Bakeries on children's' dietary behavior

We would be delighted to invite you all to the same initial, detailed, research debrief that we ourselves receive. Both myself and [REDACTED] (our chief Marketing Director), plus a number of the team here would likely be in attendance.

The two dates we are now looking at are

- ☐ 6th Feb (anytime)
- ☐ 15th Feb (am)

We are open to finding a venue in London to hold this.

Having spoken with [REDACTED] I understand that there is in fact an existing Taskforce meeting planned for the afternoon of the 6th Feb. One idea perhaps is that we could hold this debrief at or near to City Hall on the 6th, for 2 hours prior to your meeting, and perhaps provide an open invitation to other taskforce attendees to join the debrief and ask any Qs they like of the agency in an open discussion?

Please let me (and [REDACTED] know asap if that would be of interest, and we can work up the logistics

Thanks in advance!

Best wishes

[REDACTED]



It's
finger lickin'
good

[REDACTED] [REDACTED] KFC UKI

Chief Development Officer | Development Team

☎: +44 (0) [REDACTED]

KFC UKI, Orion Gate, Guildford Road, Woking, Surrey GU22 7NJ

[REDACTED]

From: [REDACTED] <[REDACTED]@yum.com>
Sent: 10 January 2019 09:25
To: Paul Lindley
Subject: RE: [EXT]Re: RGM conference vip invite

That's brilliant – a cold time of year though to be out standing in t' field 😊

That's a shame. I've also invited [REDACTED] and followed up again yesterday although haven't heard back yet – I know he's a busy man so will try him again later. Would be great to have him there.

Catch up soon

All the best

From: Paul Lindley <[REDACTED]@london.gov.uk>
Sent: 09 January 2019 19:40
To: [REDACTED] <[REDACTED]@yum.com>
Subject: [EXT]Re: RGM conference vip invite

[REDACTED]
This attached is how I got mine:)

I'd would really have loved to come- and am very grateful for the invite- [REDACTED]
[REDACTED] so I'm really out of circulation those days.

Argh!

Might [REDACTED] be available?

Keep smiling!

Paul Lindley

Chair, London Child Obesity Taskforce

From: [REDACTED] <[REDACTED]@yum.com>
Sent: Wednesday, January 9, 2019 6:03 pm
To: Paul Lindley
Subject: Fwd: RGM conference vip invite

Hi Paul

Happy 2019! [REDACTED]

Just a quick note to confirm you received the invite below. You would be sincerely welcome to join us, meet the broader KFC team and hear a little of our ambition for 2019.

Best wishes

[REDACTED]
Sent from my iPhone

Begin forwarded message:

From: [REDACTED] <[REDACTED]@yum.com>
Date: 24 December 2018 at 14:54:21 GMT
To: Paul Lindley <[REDACTED]@gmail.com>
Subject: RGM conference vip invite

Dear Paul

Please see below an invitation to our annual Restaurant Manager conference. It would be great to have you join us and see our plans for 2019.

Best wishes



[REDACTED]

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Paul Lindley
Chair, Child Obesity Taskforce for London
City Hall
The Queen's Walk
London
SE1 2AA

27 April 2018

Dear Mr Lindley,

Child Obesity Taskforce for London membership

Congratulations on your appointment as Chair of the Childhood Obesity Taskforce for London. Given your new responsibilities, I wanted to offer support and explore opportunities for us to work together against a common goal of improving the health and wellbeing of the next generation.

As a consumer driven business, we invest heavily in understanding the lives of our customers, particularly families, and the role that food and drink plays for them. We have a broad spectrum of data that we would be happy to share with you confidentially and could, as part of working with the Taskforce, invest further to move us closer to our common goal.

We know that our customers are increasingly health conscious and careful about what they eat. Our aim is to help them understand what they are consuming and to be assured that our ingredients have been sourced responsibly. That is why we have been providing nutritional information for over 30 years and are proud of our award winning supply chain, recognised in the Elliot Review (2014). We have a strong track record of taking action such as introducing affordable salads to our menu in 2004 or, more recently, launching our new 'Meals Under' 400kcal and 600kcal bundles in partnership with Public Health England's 'One You' campaign, to make it easier for customers to find a light breakfast, lunch or dinner. Today, nearly 90% of our menu is under 500 calories and between 2007 and 2015 we removed 798 tonnes of saturated fat and 377 tonnes of sugar from our menu.

As well as improving the nutritional quality of our menu, we continue to lead the way in helping our customers make informed choices by working with experts to make healthier choices more prominent. Our multi-million pound investment in our new kiosks is a prime example of how we can help 'nudge' customer behaviour. For example, simply by changing the ordering of drinks visible on our touchscreen kiosks, we've seen more people choosing water or Coke Zero instead of Coca Cola. We are also seeing more of our customers choose a salad as a side or main, buy more bottles of water over a sugary drink and have seen a significant increase in the number of Fruit Bags being sold in Happy Meals. Recent reviews from the Mumsnet community about our new menu and experience were extremely positive.

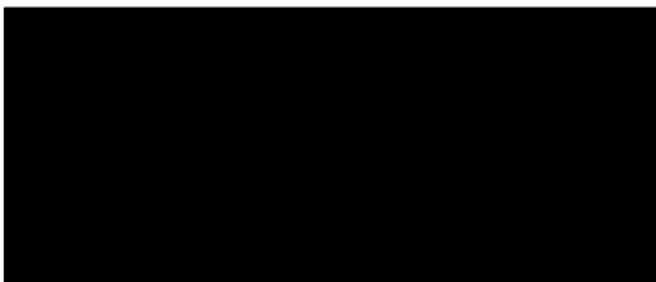
We often encounter individuals who have already made up their mind about our business and dismiss out of hand any of our initiatives to promote healthier lifestyles. I would urge anyone who



harbours those views to look again at our track record and hope, given your expertise in and experience of business, you will be open to speaking with us to ensure we can make a real and long-lasting impact. Improving the health and wellbeing of the next generation will be a critical part in ensuring London's continued success.

I would be delighted to discuss the progress we are making and how we might be able to support the Taskforce in more depth and hope a meeting will be of interest. In the meantime, should you ever have any questions about our operations, please do not hesitate to contact me directly.

I look forward to hearing from you and wish you all the very best in the new role.



cc. [REDACTED] *Vice-Chair, Child Obesity Taskforce for London*

From: [REDACTED] uk.mcd.com>
Sent: 12 July 2018 14:44
To: [REDACTED]
Subject: Childhood Obesity for London Taskforce

Hi [REDACTED]
I'm getting in touch with regard to membership of the Childhood Obesity for London Taskforce following initial conversations with the chair, Paul Lindley.
We're interested in putting a senior exec member forward ([REDACTED])
[REDACTED] Unfortunately [REDACTED] is currently away and out of the country and therefore we won't be in a position to apply before the deadline.
I appreciate that's not ideal but wanted to see whether we could potentially get an extension or send across to you as soon as [REDACTED] is back next week? I've emailed Paul directly to check whether this might be alright, again I appreciate it's not ideal but hope a compromise can be found.
I've left a message on your landline, but please give me a call if helpful (I too however am out of the country tomorrow – back Monday).
Thanks,
[REDACTED]



[REDACTED]
McDonald's UK & Ireland
[REDACTED]

Address: 11-59 High Road, East Finchley, London, N2 8AW

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[REDACTED]

From: [REDACTED] <[REDACTED]@uk.mcd.com>
Sent: 12 July 2018 15:36
To: Paul Lindley
Subject: RE: Connecting....

Thanks Paul. Extremely helpful.

Cheers,
[REDACTED]

-----Original Message-----

From: Paul Lindley [mailto:[REDACTED]@london.gov.uk]
Sent: 12 July 2018 15:24
To: [REDACTED] <[REDACTED]@uk.mcd.com>
Subject: Re: Connecting....

Hi [REDACTED] thanks- I have asked the secretariat team at the GLA on this- they hold the process- and [REDACTED] is part of that team. Crossing fingers it's ok- but he should get back directly.

Keep smiling

Paul

Sent from my iPhone

> On 12 Jul 2018, at 2:07 pm, [REDACTED] <[REDACTED]@uk.mcd.com> wrote:

>

> Hi Paul - thanks again for this.

>

> Quick q, we remain keen to apply but [REDACTED] is off all of this week and it looks very unlikely I'll be able to get an application signed-off in time as a result.

>

> While I appreciate it's not ideal, I was wondering whether there was any way in which we might be able to submit officially next week? Again, I appreciate that's not ideal and I hope that wouldn't break the system

>

> Thanks,

> [REDACTED]

>

> p.s. I'll also touch base with [REDACTED] as suggested on the website.

>

>

>

> -----Original Message-----

> **From:** Paul Lindley [mailto:[REDACTED]@london.gov.uk]
> **Sent:** 02 July 2018 19:50
> **To:** [REDACTED] <[REDACTED]@uk.mcd.com>

> Subject: RE: Connecting....

>

> Thanks [REDACTED] - here is the application process - as now live - closing 15th July. This is now live on London.gov:

>

> [https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.london.gov.uk%2Fabout-us%2Fjobs-and-working-city-hall%2Fcurrent-vacancies%2Fcot2018-londons-child-obesity-taskforce-board-members&data=02%7C01%7C\[REDACTED\]40uk.mcd.com%7C13e67ac5f3974353af9208d5e04ca527%7Cc05b8d5ab8834afbae93db5db239911c%7C0%7C0%7C636661542155942573&sdata=hRkbKMNjGR%2BXQlYn0Fg6zZU%2BetIwxjfaS9CVUrd0TMQ%3D&reserved=0](https://na01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.london.gov.uk%2Fabout-us%2Fjobs-and-working-city-hall%2Fcurrent-vacancies%2Fcot2018-londons-child-obesity-taskforce-board-members&data=02%7C01%7C[REDACTED]40uk.mcd.com%7C13e67ac5f3974353af9208d5e04ca527%7Cc05b8d5ab8834afbae93db5db239911c%7C0%7C0%7C636661542155942573&sdata=hRkbKMNjGR%2BXQlYn0Fg6zZU%2BetIwxjfaS9CVUrd0TMQ%3D&reserved=0)

>

> If it appeals, we have interview slots scheduled for late July.

>

> Keep smiling!

>

> Paul

>

>

> Paul Lindley | Chair, London Child Obesity Taskforce

>

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>

> Support from [REDACTED]@london.gov.uk and [REDACTED]
[REDACTED]@london.gov.uk | tel: [REDACTED]

>

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>

> -----Original Message-----

> From: [REDACTED] [mailto:[REDACTED]@uk.mcd.com]

> Sent: 02 July 2018 08:56

> To: Paul Lindley <[REDACTED]@london.gov.uk>

> Subject: RE: Connecting....

>

> Hi Paul - thanks for the reply.

>

> Very happy to look at dates in September, I'm sure we'll be able to make something work then. Will come back to you with some suggestions.

>

> On Taskforce membership, I would like to think we will take this forward. There was certainly some appetite when discussing internally how we might support this work. I will pick-up the conversation and

report back as soon as I can. There are several people we might be able to put forward, as ever I'm sure we may have more questions before making a final decision. Details of the application process seem to be included within the spec - if anything has changed then please do send through any further information.

>

> Look forward to speaking again soon.

>

> Best,

> [REDACTED]

>

>

> -----Original Message-----

> From: Paul Lindley [mailto:[REDACTED]@london.gov.uk]

> Sent: 01 July 2018 12:06

> To: [REDACTED] [REDACTED] <[REDACTED]@uk.mcd.com>

> Subject: RE: Connecting....

>

> Hi [REDACTED]

>

> Thanks for following up and it was very good to meet you at the event.

>

> Unfortunately I can't make those dates. Argh. I wonder if we could explore two things. First find a date in September when [REDACTED] and I may meet up. My diary is much more flexible then and if you could suggest some dates then we can land a set up. May I suggest in the second two weeks of the month - I know Tuesdays may be best for me, but other days may work.

>

> Second, we still have a couple of seats to fill on the Taskforce itself, and we are keen to ensure that the full Taskforce represents all views, skills, experiences and mind sets as we develop and align behind recommended actions and interventions. We don't have that retail expertise yet on the team. An open period for applications will begin for two weeks from tomorrow and I would love [REDACTED] - or another person from the company - to consider applying and being open for interview at the end of the month. Attached is the spec used when the first round of applicants applied in the Spring - which will be very similar to the one released tomorrow. If of interest I can point you to the application process details.

>

> Again look forward to discussions, ideas and developing alignment in the coming weeks.

>

> Keep smiling

>

> Paul

>

> -----Original Message-----

> From: [REDACTED] [mailto:[REDACTED]@uk.mcd.com]

> Sent: 26 June 2018 16:50

> To: Paul Lindley <[REDACTED]@gmail.com>

> Subject: Re: Connecting....

>

> Great - thanks Paul and very nice to meet you this morning.

>

> As mentioned, we'd be very interested in speaking further about how we might best support your work. Even if just for a coffee initially as a first step.

>

> If possible, would be great to find a time to introduce you to [REDACTED], [REDACTED]
[REDACTED] [REDACTED] also leads on our public health work. As briefly mentioned, a letter has gone
into the Taskforce via the GLA.

>

> As it happens, I have a couple of dates that work for [REDACTED] I wanted to put forward now to get the ball
rolling (needless to say [REDACTED] diary is generally a minefield, as I am sure yours probably is!):

>

> - Mon 16th July at 3pm or 4pm

> - Tuesday 17th July 9am or 10am

>

> No worries if those don't work, happy to find an alternative if easier. In the meantime, any questions, or
anything you think we may be able to assist with, please don't hesitate to get in touch.

>

> Thanks again and look forward to speaking again soon.

>

> Best,

> [REDACTED]

>

>

>

> Sent from my iPhone

>

>> On 26 Jun 2018, at 12:26, Paul Lindley <[REDACTED]@gmail.com> wrote:

>>

>>

>>

>> Sent from my iPhone

>

> _____

>

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MAYOR OF LONDON

London's Child Obesity Taskforce

Supported by



CHAIR AND BOARD MEMBERSHIP APPLICATION PACK

Contents

- 1. Introduction**
- 2. London's Child Obesity Taskforce**
- 3. Board member - Role and person specification**
- 4. Chair - Role and person specification**
- 5. Appointment details**
- 6. Appointment process**

1. Introduction

Child obesity is one of the biggest public health challenges of our time, and is on the rise. Globally, 70 million young children are predicted to be obese by 2025. England has one of the highest rates of child obesity in the world, and London's averages are even higher still. It's an issue of inequality; you are twice as likely to be obese growing up in one of the most deprived areas than in one of the most well-off areas. Over the last decade, lots of great work has been undertaken across the city to tackle the issue, and there is consensus that a 'whole-system approach' is needed to tackle such a complex issue. However, rising rates and increasing inequalities around this area show that further collective action is required.

The starting assumption is that child obesity is primarily not a problem of individual knowledge, motivation or self-discipline. Rather that child obesity is often 'a normal response to an abnormal environment'. The spaces in which many of London's children and young people spend their time have more barriers to healthy eating and activity than they do opportunities. This is especially true for those living in disadvantaged circumstances. The second premise is that the issue of child obesity is complex, but that taking action can be relatively simple. What [REDACTED] is tipping the balance so that the health-promoting features of London's more deprived environments cumulate to outweigh those that are health-destroying.

2. London's Child Obesity Taskforce

London's Child Obesity Taskforce is a new independent multi-sector leadership group being convened by the Mayor of London. The vision for the group is to lead and galvanise system-wide activity across London that creates a step-change impact on child obesity rates in the city over the next decade. Its focus is on action – setting ambitious targets and driving work that makes every home, school, high street and green space an area that encourages a nutritious diet and everyday activity. This will build on existing evidence, reward those who lead the way, and hold others accountable to follow.

The new taskforce will be action-focused and led by a Chair, supported by a board membership of 12 and serviced by a fully operational secretariat. It will be advised biannually by an Expert Reference Group of academics and deep thinkers, underpinned by a Partnership Delivery Group: a multiagency programme management team compiled of the city's leading policy officers, tasked with programme managing and delivering the desired activity of the taskforce.

As a member of the new taskforce, you will be at the forefront of representing London's collective effort to affect the eating and activity environments for children and families in the city. You will be part of a group setting ambitious targets for the city; and identifying and co-ordinating the actions required to get there. This will include:

- Shaping the goal and direction for a London-wide strategic effort to tackle child obesity, specifically the inequality that exists within it, including the setting of annual targets for specific groups of stakeholders that work up towards a step change impact on overall rates.
- Collating and showcasing cutting edge activity already happening, and influencing this to be scaled up more widely.
- Bringing in ideas from beyond the city, from across the country and around the globe, helping them to be implemented, through the oversight of working groups responsible for helping to deliver activity.

- Shining a consistently bright spotlight on child obesity, and efforts to tackle it, building the evidence around the issue, and identifying what we still don't know. This includes taking a leadership role in your own sector to lobby for change, test and scale impactful activity and harness the sum of many parts to achieve more than we can by acting in isolation.

The new taskforce will be expected to meet quarterly and at its inaugural meeting it will review, make any necessary amendments to, and agree, its strategic aims and planned activity. This and all other aspects of the taskforce will be reviewed on an annual basis by the Chair and board members, in line with a clear Terms of Reference, which will also to be agreed at its inaugural meeting.

The new taskforce will be directly accountable to the Mayor of London, and in turn the London Assembly. It will have a close relationship with other strategic bodies in London such as the London Health Board, the London Prevention Partnership Board and the London Food Board.

3. London's Child Obesity Taskforce – Board Member

Overview

Becoming a member of London's Child Obesity Taskforce provides you with the opportunity to get involved and play an active role in something that [REDACTED] to you. This is a chance to contribute to your community and to this great city, use your skills and experience, improve your contacts and develop new skills and knowledge.

The taskforce will consist of up to 12 members. Members will be appointed to represent the interests of a variety of sectors that can ultimately affect the eating and physical environment of children and their families. Members will be expected to act as a conduit between their sector or area of influence and the taskforce whilst championing the agreed strategic aims and activity.

Candidate Requirements

Responsibilities

- Attend and contribute to all taskforce meetings (as far as practicable), having prepared appropriately. Plenary meetings are quarterly or as business dictates.
- Attend any sub-groups established by the taskforce as assigned.
- Attending up to three half day workshops to contribute to the development of an action plan based on:
 - London's new Health Inequalities Strategy;
 - London's Health Care Devolution Memorandum of Understanding;
 - Current city-wide activity that the taskforce agrees to build upon.
 - Other relevant ideas
- Advise, when called upon, on the delivery of other Mayoral policy and activity, such as London's Food Strategy.
- Act as a conduit between the taskforce and others working across the private, public and third sectors who influence the choices and environments of children and their families.
- Ensure that the diversity of London's communities and economy is reflected in the work of London's Child Obesity Taskforce.
- As required, represent the Mayor, the taskforce and London as an ambassador for child obesity in the city and the health inequalities that exist within it.

PERSON SPECIFICATION

To fulfil the role of member of the taskforce, applicants will demonstrate:

- Senior and substantial experience in sectors that have the power to affect the eating and activity environments for children and families in the city (public, private or third sector), reflecting one or more of the areas set out below under 'Profile of successful candidates'.
- Ability to contribute effectively to developing an action focused strategy aimed at reducing child obesity in London.

- High level experience of representing and/or influencing bodies, with the ability to act as a conduit between the taskforce and sectors that influence the eating and activity environments for children and families.
- Ability to work within a complex political environment.
- A clear and thorough understanding of London, its communities and its diversity.
- Ability to represent the Mayor and the taskforce effectively to external stakeholders with a high degree of professionalism.
- Ability to assist in successful delivery of aspects of London's Health Inequality Strategy as it relates to children and families.
- Commitment to championing diversity and equality and a commitment to public service values and the principles of public life.
- An awareness of interacting with the media and social media including any personal historic activity that is in the public domain which may support or contradict the activity of the taskforce and standards expected of taskforce Board members.

Please ensure you demonstrate how you match the above criteria in your covering letter.

Profile of successful candidates

Board membership for the taskforce will represent the diversity and complexity of the sectors that influence the eating and activity environments for children and families. Members will demonstrate substantial and senior experience and understanding from across a wide range of areas. They will have a clear view of the opportunities and challenges facing the sector. They will provide expert advice on how the taskforce and the Mayor and London's strategic partners might address the drivers of health inequalities in child obesity in the capital.

Members of the taskforce will have the skills and contacts to be able to act as an effective conduit between the taskforce and those influencing the eating and activity

environments in London. Members of the taskforce will reflect London's communities and bring a broad range of experience, innovation and challenge the city needs if it is to get to grips with the epidemic sweeping the city.

All members of the taskforce will need to demonstrate:

- They are influencers or are routes to influence
- They have specific expertise (as listed below) and/or
- They work in business or organisations that can influence the creation of healthy environments in London.

We are looking for applications from candidates with expertise and experience from across the public, private and third sectors in the following areas:

- Leadership and the political arena
- Inequality/cultural diversity
- Analytical expertise
- Advertising and marketing
- Industry/commercial
- Digital solutions
- Food systems
- Education/ families/children

The successful candidates will meet the criteria laid out in the person specification. Candidates may have expertise and experience in one or more areas set out in the profile of successful candidates.

Key relationships

The taskforce will maintain close links with related other Mayoral boards, notably the London Food Board. Other key relationships include the GLA policy teams (Food, Environment, Planning etc), the London Assembly, Government departments, Guy's and St Thomas' Charity, Public Health England, Health London Partnership, the NHS, London's 32 Boroughs, comparable global cities, other public, private and third sector organisations where common cause arises.

4. London's Child Obesity Taskforce – Chair

Overview

Being appointed Chair of London's Child Obesity Taskforce will provide you with an opportunity to lead and direct London's Child Obesity Taskforce, on behalf of the Mayor of London. You will be personally accountable to the Mayor and be asked to represent the Mayor and the taskforce to a variety of audiences in London, nationally and internationally.

This is a role in which the issue of child obesity and health inequality must be extremely important to you. This is a highly competitive opportunity and the Mayor will only consider the appointment of a truly outstanding candidate who can be ambitious for the health of London's children, craft a vision that gets a grip of the inequality in child obesity, understand yet cut through the complexity of the obesogenic environment and manage the array of strategic partnerships and governance that this role demands.

This is your opportunity to lead a once-in-a-generation seismic shift in the world's greatest city - from being the world's leading global city for obese children to the world's leading global city on its reduction.

As Chair, you will be expected to oversee the taskforce and its board members, maintain positive relationships with them all, provide strategic direction and intervention, delegate tasks, provide guidance to policy officers, be experienced and comfortable with engaging the media and social media, lobby Government and business on behalf of London's children.

Candidate Requirements – Chair

Responsibilities

- Leading and chairing all London Child Obesity Taskforce meetings.
- Attending any sub-groups established by the board as assigned;

- Attending up to three half day workshops to contribute to the development of an action plan based on:
 - London's new Health Inequalities Strategy.
 - London's Health Care Devolution Memorandum of Understanding.
 - Current city-wide activity that the Taskforce agrees to build upon.
 - Other relevant ideas.
- Advising and supporting the Mayor on the delivery of his ambition to reduce child obesity, specifically the inequality that exists within it, supported by the Taskforce Secretariat and in accordance with London's Health Inequalities Strategy, and the GLA Health Team.
- Leading and representing the views of London's Child Obesity Taskforce in its work, meetings and events.
- Leading and representing the views of London's Child Obesity Taskforce at meetings with Mayoral advisors and key external partners.
- Ensuring that the diversity of London's communities and a whole system approach to reducing child obesity is reflected in the work of London's Child Obesity Taskforce.
- Acting as the key ambassador and spokesperson to the media and stakeholders relating to child obesity policy and GLA associated programmes.
- Act as a conduit between the taskforce and others working across the private, public and third sector who influence the choices and environments of children and their families.
- Overseeing the formulation of London's Child Obesity Taskforce work programme, working with the Taskforce Secretariat, the Partnership Delivery Group, the Expert Reference Group, the London Prevention Partnership Board and other relevant senior leaders and policy makers working to implement the aims and vision of the taskforce and reduce the impact of London's obesogenic environment on London's children.
- Ensuring the work of London's Child Obesity Taskforce, its members and governance of the board are working in accordance to the Terms of Reference.

- Ensuring London's Child Obesity Taskforce continues to have a balance of skills and diversity appropriate to directing the implementation of the delivery plan for the taskforce.
- Working with Chairs of other relevant Mayoral Boards and strategic city-wide groups to ensure integration between the delivery of the taskforce and other Mayoral strategies.
- Reporting to the Mayor/Mayoral advisor, meeting with them quarterly to update on work progress (or as needed).
- As required, represent the Mayor, the taskforce and London as an ambassador for child obesity in the city and the health inequalities that exist within it.

PERSON SPECIFICATION – Chair

In addition to the Member person specification, candidates considered for the Chair position will need to demonstrate:

- Ability to lead effectively to developing an action focused strategy aimed at reducing child obesity in London.
- Demonstrable track record, at a high level, of representing boards and/or organisations to influence policy.
- Ability to lead the taskforce in representing the Mayor effectively to external stakeholders with a high degree of professionalism.
- Ability to lead and broker connections between the taskforce and sectors that influence the eating and activity environments for children and families.
- Ability to lead in the delivery of policy related to London's Health Inequality Strategy as it relates to children and families.
- Excellent communication skills, with significant experience of communicating effectively, at a senior level, with opinion formers and senior sector representatives.
- Experience of interacting with the media and social media including an awareness of historic personal activity that is in the public domain which may support or contradict the activity of the taskforce and standards expected of the Chair of the taskforce.

Please ensure you demonstrate how you match the above criteria in your covering letter.

Diversity Statement

London's diversity is its biggest asset and we strive to reflect London's diversity in all board appointments. The aim is that the London Child Obesity Taskforce contains a broad range of experience and reflects the international nature of the capital. We welcome applications from all sections of the community, regardless of age, gender, ethnicity, sexual orientation, faith or disability or whether or not you have dependents.

5. Appointment Details

Term of the Appointment

The term of this appointment will be until May 2020 in line with the current Mayoral term.

Meetings

The Greater London Authority Health Team will provide the Secretariat for London's Child Obesity Taskforce, supported by Guy's and St Thomas Charity. The minutes of its quarterly meetings will be circulated in a timely fashion and will be made public on the Mayor of London's website.

Minimum time commitments

- Quarterly 2-hour plenary meetings – or as business dictates
- 1-2 hours pre-meeting reading and preparation
- Up to 3 half day development workshops (e.g. delivery plan, strategic aims, observing expert panel)
- Attendance at launches, summits and special events
- Chairing working groups on key workstreams (up to two per year)

Remuneration/ Expenses

The position of member of London Child Obesity Taskforce is honorary and unremunerated although members will be entitled to be reimbursed, in accordance with the GLA's Expenses and Benefits Framework, for travel expenses reasonably incurred in performing their role in connection with the taskforce.

6. Appointment Process

The GLA promotes an equal opportunities policy. Appointments are made on merit, following a fair and transparent process, and these appointments are governed by Nolan Principles and the Mayor of London's protocol on appointments. Please view our [Protocol on Mayoral Appointments](#) for further details.

The Chair

Following assessment of applications against the criteria for appointment set out above, shortlisted applicants will be interviewed by a selection panel of GLA Officers, city-wide experts and an independent panel member

Interviews are expected to be held on **Monday 12 March 2018**. Please ensure your availability for this date. If this is not possible, please notify us in your application.

The Mayor of London will confirm the appointment of the Chair for London's Child Obesity Taskforce.

Board Members

Following assessment of applications against the criteria for appointment set out above, shortlisted applicants will be interviewed by a selection panel which will include GLA Officers, and the newly appointed Chair of the taskforce.

Following the appointment of the Chair position, we expect interviews for board members of the London Child Obesity Taskforce to take place in early April 2018.

We anticipate the board member appointments to be made by the end of April 2018.
The Mayor of London will confirm the appointments.

How to Apply

You are asked to submit a CV and covering letter (max 5 sides in total) giving details of the relevant experience that equips you to serve as Chair or Member of the London Child Obesity Taskforce, addressing the criteria listed in the person specification.

It is important you specify in your cover letter if you wish to be considered for the role of Chair, board member or if you wish to be considered for both roles.

The CV should include details of employment, public appointments, qualifications history, any directorships you hold.

Applications are submitted via our online recruitment system and you will be asked to provide recruitment monitoring information and the name and contact details of two referees.

If you would like to discuss the position informally, please contact [REDACTED] on [REDACTED] or email [REDACTED] [\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk).

If you have any queries regarding the application process or require information in an alternative format, please contact [REDACTED] [\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

Managing Conflicts of Interest

Candidates should provide details of any business, or other interests, or any personal connections which, if appointed, could be misconstrued or cause embarrassment to the Mayor or the Greater London Authority. This includes financial interests or share ownership, active connections or memberships of societies or associations.

Candidates should declare these interests/associations in their application and demonstrate through their application a strong commitment to and/or their active involvement in preventing the active drivers that contribute to child obesity and the obesogenic environment

If you have any queries regarding the application process, or require information in an alternative format, please contact [REDACTED] [@london.gov.uk](mailto:[REDACTED]@london.gov.uk)

All data will be processed in accordance with the provisions of the Data Protection Act.

The closing date for submission of applications is Monday 26 February 2018 at 23:59 GMT

Thank you for taking the time to apply for this role.

[REDACTED]

From: [REDACTED] <[REDACTED]@uk.mcd.com>
Sent: 20 July 2018 14:30
To: Paul Lindley; [REDACTED]
Cc: [REDACTED]
Subject: McDonald's application
Attachments: [REDACTED] McDonald's application.pdf

Paul, [REDACTED]
Thank you again for your time last week and apologies once more for the slight delay in getting this to you.
I am, however, pleased to submit an application on behalf of [REDACTED]
[REDACTED] to join the Child Obesity Taskforce for London as a Board member. We very much appreciate being afforded
some extra time given [REDACTED].
We share the Mayor's ambition and are keen to play our part in the capital and I trust the information included within
the application will be of interest.
Please let me know should you have any questions or require any further information. I have also cc'd [REDACTED] PA,
[REDACTED]
We look forward to hearing from you.
Kind regards,
[REDACTED]



[REDACTED]
McDonald's UK & Ireland
[REDACTED]

Address: 11-59 High Road, East Finchley, London, N2 8AW

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[REDACTED]

From: [REDACTED]
Sent: 07 January 2019 09:04
To: Paul Lindley; [REDACTED]
Cc: [REDACTED] Emma Strain; [REDACTED]
Subject: RE: McDonald's application

Morning Everyone,

[REDACTED] and [REDACTED] if you could send me over some possible dates and we can take it from there and hopefully get something in the diary.

Many thanks
[REDACTED]

From: Paul Lindley
Sent: 04 January 2019 16:13
To: [REDACTED] <[REDACTED]@uk.mcd.com>; [REDACTED] <[REDACTED]@digitalhealth.london>; [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] <[REDACTED]@uk.mcd.com>; Emma Strain <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Subject: Re: McDonald's application

Thanks for letting us know [REDACTED] is best placed to try and co-ordinate a date.

[REDACTED] - [REDACTED] and [REDACTED] are key to a meeting – I'd love to be there but if my diary makes things difficult then I can drop out in order to get a dialogue and conversation moving! It would also be valuable to have someone from the GLA Health team there too.

Crossing fingers a date aligned before the end of Jan.

Keep smiling



Paul Lindley OBE | Chair, London Child Obesity Taskforce

GREATER LONDON AUTHORITY | MAYOR OF LONDON
City Hall, The Queen's Walk, London SE1 2AA | [REDACTED] @paul_lindley | www.london.gov.uk
| #LondonIsOpen

Support from [REDACTED] london.gov.uk | [REDACTED]

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<https://www.london.gov.uk/about-us/email-notice/>

From: [REDACTED] <[REDACTED]@uk.mcd.com>
Date: Friday, 4 January 2019 at 09:00
To: [REDACTED] <[REDACTED]@digitalhealth.london>, [REDACTED]

<[REDACTED]@london.gov.uk>

Cc: [REDACTED] <[REDACTED]@uk.mcd.com>, Paul Lindley <[REDACTED]@london.gov.uk>, Emma Strain <[REDACTED]@london.gov.uk>, [REDACTED] <[REDACTED]@london.gov.uk>
Subject: RE: McDonald's application

Hi all and a Happy New Year to everyone.

Unfortunately, it doesn't look like the 15th Jan is going to work. Any chance you might be able to provide a couple of additional dates that might be possible please?

Thank you – happy to discuss on the phone if easier.

Best,

[REDACTED]



[REDACTED]
McDonald's UK & Ireland

[REDACTED]

Address: 11-59 High Road, East Finchley, London, N2 8AW

From: [REDACTED] <[REDACTED]@digitalhealth.london>

Sent: 11 December 2018 23:51

To: [REDACTED] <[REDACTED]@london.gov.uk>

Cc: [REDACTED] <[REDACTED]@uk.mcd.com>; [REDACTED] <[REDACTED]@uk.mcd.com>; Paul Lindley <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>

Subject: Re: McDonald's application

Hi [REDACTED]

Jan 15th between 11am and 2pm works for me.
Which part of London would this be?

Best

[REDACTED]

On Tue, Dec 11, 2018 at 10:39 AM [REDACTED] <[REDACTED]@london.gov.uk> wrote:

Hi [REDACTED]

I hope you are well.

Paul has had a few updates leaving Tuesday 15th January the most suitable date to meet.

Tue 15th Jan

From 11am onwards

Does that work for your diaries?

Many thanks

[REDACTED]

From: [REDACTED] <[REDACTED][uk.mcd.com](mailto:[REDACTED]@uk.mcd.com)>
Sent: 04 December 2018 14:11
To: [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; [REDACTED] <[REDACTED][uk.mcd.com](mailto:[REDACTED]@uk.mcd.com)>
Cc: Paul Lindley <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Emma Strain <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>;
[REDACTED] [digitalhealth.london](mailto:[REDACTED]@digitalhealth.london); [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Subject: RE: McDonald's application

Thanks [REDACTED] – we'll check diaries and confirm. Unfortunately, the 18th December is a definite non-starter.

Will report back and hopefully we'll be able to find something that works soon.

Cheers,

[REDACTED]



[REDACTED]

[REDACTED]

McDonald's UK & Ireland

[REDACTED]

[REDACTED]

Address: 11-59 High Road, East Finchley, London, N2 8AW

From: [redacted] [mailto:[redacted]@london.gov.uk]
Sent: 03 December 2018 11:16
To: [redacted] <[redacted]@uk.mcd.com>
Cc: Paul Lindley <[redacted]@london.gov.uk>; Emma Strain <[redacted]@london.gov.uk>; [redacted]
[redacted] <[redacted]@uk.mcd.com>; [redacted]@digitalhealth.london; [redacted]
<[redacted]@london.gov.uk>
Subject: RE: McDonald's application

Dear [redacted]

I hope you are well and had a lovely weekend.

I'm picking up some correspondence from my colleague aiming to get the below meeting arranged.

Pauls availability is as below, could you please propose a suitable date/time to meet with [redacted]

| |
|----------------------|
| Tue 18th December |
| From 12:30pm onwards |
| Tue 8th Jan |
| From Noon Onwards |
| Tue 15th Jan |
| From 11am onwards |
| Wed 16th Jan |
| 11am-4pm |

[redacted] and [redacted] – It would be great if you could accompany Paul to this meeting. Once [redacted] has proposed a date please let me know if you are available.

Best wishes,

[redacted]

From: [REDACTED]
Sent: 03 September 2018 16:22
To: [REDACTED]
Cc: [REDACTED]; [Paul Lindley](#); [Emma Strain](#)
Subject: RE: McDonald's application

[REDACTED] – hope you're well, just wondering if any of the dates below worked at all?

Cheers,

[REDACTED]



[REDACTED]
[REDACTED]
McDonald's UK & Ireland

[REDACTED]
[REDACTED]
Address: 11-59 High Road, East Finchley, London, N2 8AW

From: [REDACTED]
Sent: 02 August 2018 12:01
To: [REDACTED] <[\[REDACTED\]@london.gov.uk](#)>
Cc: [REDACTED] <[\[REDACTED\]@uk.mcd.com](#)>; 'Paul Lindley' <[\[REDACTED\]@london.gov.uk](#)>; 'Emma Strain' <[\[REDACTED\]@london.gov.uk](#)>
Subject: RE: McDonald's application

Hi [REDACTED] – just to follow-on.

Knowing how much of a minefield [REDACTED] diary can be, and having spoken to [REDACTED] could we please suggest one of the following times perhaps:

- ☐ Monday 10th September at 16.00 – 17.00
- ☐ Wednesday 12th September at 9.30 – 11.00
- ☐ Thursday 27th September at 8.30 – 10.00

Thanks,

[REDACTED]

From: [REDACTED]
Sent: 02 August 2018 10:51
To: [REDACTED] <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Cc: [REDACTED] <[REDACTED][uk.mcd.com](mailto:[REDACTED]@uk.mcd.com)>; Paul Lindley <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Emma Strain <[REDACTED][london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Subject: RE: McDonald's application

Hi [REDACTED]

Thanks for the email and for your time on the phone this morning – much appreciated.

As discussed, we remain very keen to play a role in some format and look forward to discussing where we might be able to support the work of the Taskforce moving forward.

We look forward to meeting with Paul and [REDACTED] soon to discuss how this might work in more detail.

For now, we'll be keeping an eye out for further announcements and wish those appointed to the Taskforce all the very best.

Kind regards,

[REDACTED]



McDonald's UK & Ireland

Address: 11-59 High Road, East Finchley, London, N2 8AW

From: [REDACTED] [[mailto:\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)]
Sent: 02 August 2018 10:06
To: [REDACTED] <[\[REDACTED\]@uk.mcd.com](mailto:[REDACTED]@uk.mcd.com)>
Cc: [REDACTED] <[\[REDACTED\]@uk.mcd.com](mailto:[REDACTED]@uk.mcd.com)>; Paul Lindley <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>; Emma Strain <[\[REDACTED\]@london.gov.uk](mailto:[REDACTED]@london.gov.uk)>
Subject: RE: McDonald's application

Hi [REDACTED]

Many thanks for the application, we really appreciate [REDACTED] taking the time and effort to submit and put herself forward to be a member of London's Child Obesity Taskforce.

As per our discussion over the phone unfortunately it came in after our shortlisting process was completed and we weren't able to consider it for interview on this occasion.

Nevertheless, it was a strong application and the Taskforce would be interested in possible collaborations options with [REDACTED]. To that end we will look at connecting with [REDACTED] and setting up a meeting in the September/October period to explore what our shared goals and where we can work best together to achieve them.

All the best,

[REDACTED]

[REDACTED]

Senior Policy Officer, Health Team

Greater London Authority | City Hall, The Queen's Walk | London SE1 2AA | [REDACTED]
[REDACTED] | email: [REDACTED] [london.gov.uk](mailto:[REDACTED]@london.gov.uk) |
www.london.gov.uk

[REDACTED]



From: [REDACTED] [mailto:[REDACTED]@uk.mcd.com]
Sent: 20 July 2018 14:30
To: Paul Lindley <[REDACTED]@london.gov.uk>; [REDACTED] <[REDACTED]@london.gov.uk>
Cc: [REDACTED] <[REDACTED]@uk.mcd.com>
Subject: McDonald's application

Paul, [REDACTED]

Thank you again for your time last week and apologies once more for the slight delay in getting this to you.

I am, however, pleased to submit an application on [REDACTED]
[REDACTED] to join the Child Obesity Taskforce for London as a Board member. We very much appreciate being afforded
some extra time given [REDACTED].

We share the Mayor's ambition and are keen to play our part in the capital and I trust the information included within
the application will be of interest.

Please let me know should you have any questions or require any further information. I have also cc'd [REDACTED]

We look forward to hearing from you.

Kind regards,

[REDACTED]



[REDACTED]

[REDACTED]

McDonald's UK & Ireland

[REDACTED]

[REDACTED]

Address: 11-59 High Road, East Finchley, London, N2 8AW

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[REDACTED]

From: Jamie Izzard
Sent: 11 January 2019 09:09
To: [REDACTED]
Cc: [REDACTED]@tfl.gov.uk; [REDACTED]
Subject: Re: McDonald's

Yes I did, TfL colleagues will come back to you shortly on that one.

Best,

Jamie

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From: [REDACTED] <[REDACTED]@uk.mcd.com>
Sent: Thursday, January 10, 2019 3:21:15 PM
To: Jamie Izzard
Cc: [REDACTED]@tfl.gov.uk; [REDACTED]
Subject: RE: McDonald's

Thanks Jamie.

On other things – did you happen to see [REDACTED] email asking for some guidance/advice on a potential creative? Happy to set up a call if easier.

Cheers,
[REDACTED]

From: Jamie Izzard [mailto:[REDACTED]@london.gov.uk]
Sent: 10 January 2019 13:09
To: [REDACTED] <[REDACTED]@uk.mcd.com>
Cc: [REDACTED]@tfl.gov.uk; [REDACTED]@uk.mcd.com>; [REDACTED]
[REDACTED]@uk.mcd.com>
Subject: RE: McDonald's

Hi [REDACTED]

Thanks so much for this. I will share the updated wording once colleagues in the Mayor's office have signed it off, but have taken on board your comments. We had approached one other brand but they did not want to be name checked so we will just refer to you guys.

Best wishes,

Jamie

From: [REDACTED] <[REDACTED]@uk.mcd.com>
Sent: 10 January 2019 09:22
To: [REDACTED]@london.gov.uk>
Cc: [REDACTED]@tfl.gov.uk; [REDACTED]@uk.mcd.com>; [REDACTED]
[REDACTED]@uk.mcd.com>
Subject: Re: McDonald's

Hi Jamie - thanks again for the heads up and happy to be name checked especially as we've also said publicly we would continue advertising on the network. I include our response from before again for reference.

A couple of comments/caveats. First, we have a range of non-HFSS products because of the investment we have made (and continue to make) in our menu over many years – the latest example being our new Veggie Wrap and our first ever vegetarian Happy Meal launched just last week. That's certainly not the case with others in the industry.

I don't think it's entirely fair to say "across the TfL estate or national/global advertising". The approach we are taking in London is unique for two reasons: i) we're keen to work with the Mayor/you to address a specific concern and ii) as a result of the Mayor's priorities, policy in London has changed (or is changing).

Hope that makes sense and happy to chat if easier. And, if you can, any chance you might be able to share who else you might be looking to name check (just curious really)?

Cheers,

A McDonald's spokesperson:

"Health and wellbeing is an important issue and is one which industry has a responsible role to play.

"We believe that customers choose what and when they eat and we work hard to help them make informed choices. Today, nearly 90% of our menu is under 500 calories, nutritional information is clearly displayed and we have invested millions in technology which has enabled us to display information in a different way and show the breadth of our menu – such as salads, low or no sugar drinks and fruit bags. We will continue to invest to do the right thing.

"When it comes to advertising and marketing, we have always taken our responsibilities extremely seriously. We never advertise products considered to be high in fat, salt or sugar to children and are already in the process of changing our directional adverts in London which signpost nearby restaurants. Because of the choice we offer and the proactive changes we have made to our menu over many years, our customers in London will continue to see our adverts when travelling on the TfL network.

"McDonald's has a long and proud history in the capital and we are committed to working in partnership with the Mayor to help ensure Londoners always have access to affordable, good food."



McDonald's UK & Ireland

Address: 11-59 High Road, East Finchley, London, N2 8AW

On 9 Jan 2019, at 19:13, Jamie Izzard <[REDACTED]@london.gov.uk> wrote:

Hi [REDACTED]

The Mayor will be answering a question from the London Assembly regarding the advertising restrictions next week. We would be keen for him to refer to the really positive approach McDonalds are taking on this policy, so I wanted to check whether you'd be happy for him to name check you along the following lines:

"We have already seen large advertisers like McDonalds and [TBC] confirm that they will continue to advertise on the network under the new rules."

And:

"We expect brands advertising HFSS products to switch to advertising healthier products in their range. And they are already making plans to do this – either specifically for TfL's estate, or for their national, and potentially global, campaigns. This includes big spenders like McDonalds and [TBC] who have a range of compliant products that they plan to continue advertising on the TfL estate".

We need to get this up to the Mayor tomorrow so a quick response would be incredibly helpful.

Many thanks,

Jamie

From: [REDACTED] <[REDACTED]@uk.mcd.com>

Sent: 18 December 2018 10:56

To: [REDACTED]@tfl.gov.uk; Jamie Izzard <[REDACTED]@london.gov.uk>

Cc: [REDACTED]@uk.mcd.com; [REDACTED]

[REDACTED]@uk.mcd.com>

Subject: McDonald's

Jamie, [REDACTED] thanks for your time yesterday. Extremely helpful.

As per the discussions, it's highly likely our team will have questions over the coming weeks and months [REDACTED]

[REDACTED] copied in here so we're all looped in.

Cheers and any questions, please shout.

[REDACTED]

<image001.jpg>

McDonald's UK & Ireland

Address: 11-59 High Road, East Finchley, London, N2 8AW