

**Supplementary file 1. Staff responses to questions relating to Normalization Process Theory (NPT) implementation constructs for the School Food Standards (SFS) and School Food Plan (SFP)**

**Table 1. Staff responses to questions relating to NPT implementation constructs for the SFS**

Questionnaire item (NPT sub-construct)	All staff			Staff in SFS-mandated schools			Staff in SFS-non-mandated schools		
	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)
<b>Coherence</b>									
There is a shared understanding among staff of the purpose of the SFS (Communal specification)	119	114 (95.8)	43 (36.1)	27	26 (96.3)	10 (37.0)	92	88 (95.7)	33 (35.9)
Things would be different if the SFS were not in place (Differentiation)	119	114 (95.8)	34 (28.6)	27	26 (96.3)	12 (44.4)	92	88 (95.7)	22 (23.9)
I understand what is required of me in relation to implementation of the SFS (Individual Specification)	118	106 (89.8)	61 (51.7)	27	23 (85.2)	16 (59.3)	92	84 (91.3)	45 (48.9)
I can see how the SFS have the potential to benefit me or my work (Internalisation)	119	108 (90.8)	71 (59.7)	27	25 (92.6)	19 (70.4)	92	83 (90.2)	52 (56.2)
<b>Cognitive participation</b>									
There are key people who drive the implementation of the	118	115 (97.5)	73 (61.9)	27	27 (100.0)	15 (55.6)	91	88 (96.7)	58 (63.7)

SFS forward and get others involved <i>(Initiation)</i>									
I believe that implementing the SFS is a legitimate part of my role <i>(Legitimation)</i>	117	100 (85.5)	63 (53.8)	26	21 (780.8)	12 (52.1)	90	78 (86.7)	49 (54.4)
I'm open to working with colleagues in new ways to implement the SFS <i>(Enrolment)</i>	118	109 (92.4)	98 (83.1)	26	25 (96.2)	20 (76.9)	92	84 (91.3)	78 (84.8)
I will continue to support the implementation of the SFS <i>(Activation)</i>	119	113 (95.0)	104 (87.4)	27	26 (96.3)	23 (85.2)	92	87 (96.7)	81 (90.0)
<b>Collective action</b>									
The implementation/delivery of the SFS creates additional work for me <i>(Interactional workability)</i>	115	95 (82.6)	30 (26.1)	25	20 (80.0)	6 (24.0)	90	75 (83.3)	24 (26.7)
Everyone works well together to implement/deliver the SFS <i>(Relational integration)</i>	114	105 (92.1)	56 (49.1)	26	25 (96.2)	16 (61.5)	89	81 (91.0)	41 (46.0)
Work is assigned to those with the appropriate skills/ roles to implement the SFS <i>(Skill-set workability)</i>	114	104 (91.2)	64 (56.1)	24	23 (95.8)	15 (62.5)	89	80 (89.9)	49 (55.1)
There is a lack of resources to support the implementation of the SFS	115	106 (92.2)	12 (10.4)	25	24 (96.0)	1 (4.0)	90	82 (91.0)	11 (12.2)

<i>(Contextual Integration)</i>									
<b>Reflexive monitoring</b>									
I believe that the SFS are worthwhile <i>(Systematisation)</i>	113	111 (98.2)	99 (87.6)	24	23 (95.8)	23 (95.8)	89	88 (98.9)	76 (85.4)
All staff agree that the SFS are worthwhile <i>(Communal appraisal)</i>	112	110 (98.2)	48 (42.9)	24	23 (95.8)	18 (75.0)	88	87 (98.9)	30 (34.1)
The SFS have had a positive effect on me/my work <i>(Individual appraisal)</i>	113	98 (86.7)	39 (34.5)	24	20 (83.3)	9 (37.5)	89	78 (87.6)	30 (33.7)
Feedback about how the school implements/delivers the SFS can be used to improve this in the future <i>(Reconfiguration)</i>	113	108 (95.6)	78 (69.0)	24	23 (95.8)	17 (70.8)	89	85 (95.5)	61 (68.5)

**Table 2. Staff responses to questions relating to NPT implementation constructs for the SFP**

Questionnaire item <i>(NPT sub-construct)</i>	All staff			Staff in SFS-mandated schools			Staff in SFS-non-mandated schools		
	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)
<b>Coherence</b>									
There is a shared understanding among staff of the purpose of the SFP recommendations <i>(Communal specification)</i>	56	54 (96.4)	23 (41.1)	14	13 (92.9)	5 (35.7)	42	41 (97.6)	18 (42.9)
At my school, things would be different if the SFP	56	54 (96.4)	28 (50.0)	14	13 (92.9)	10 (71.4)	42	41 (97.6)	18 (42.9)

recommendations were not in place ( <i>Differentiation</i> )									
I understand what is required of me to meet the SFP recommendations ( <i>Individual Specification</i> )	55	49 (89.1)	35 (63.6)	14	11 (78.6)	8 (57.1)	41	38 (92.7)	27 (65.8)
I can see how the SFP recommendations have the potential to benefit me or my work ( <i>Internalisation</i> )	56	51 (91.1)	38 (67.9)	14	12 (85.7)	12 (85.7)	42	39 (92.9)	26 (61.9)
<b>Cognitive participation</b>									
There are key people who drive the implementation of the SFP recommendations forward and get others involved ( <i>Initiation</i> )	55	53 (96.4)	39 (70.9)	14	13 (92.9)	11 (78.6)	41	40 (97.6)	28 (68.3)
I believe that implementing the SFP recommendations is a legitimate part of my role ( <i>Legitimation</i> )	55	48 (87.3)	30 (54.5)	14	10 (71.4)	7 (50.0)	41	38 (92.7)	23 (66.1)
I'm open to working with colleagues in new ways to implement recommendations from the SFP ( <i>Enrolment</i> )	56	53 (94.6)	46 (82.1)	14	12 (85.7)	11 (78.6)	42	41 (97.6)	35 (83.3)
I will continue to support the implementation of recommendations from the SFP ( <i>Activation</i> )	56	55 (98.2)	47 (83.9)	14	13 (92.9)	13 (92.9)	42	42 (100)	34 (81.0)
<b>Collective action</b>									
The implementation/ delivery of the SFP recommendations creates additional work for me ( <i>Interactional workability</i> )	54	47 (87.0)	12 (22.2)	13	9 (69.2)	1 (7.7)	41	38 (92.7)	11 (26.9)
Everyone works well together to implement/deliver the SFP	54	56 (96.3)	28 (51.9)	13	12 (92.3)	5 (38.5)	41	40 (97.6)	23 (56.1)

recommendations ( <i>Relational integration</i> )									
Work is assigned to those with the appropriate skills and roles to implement the SFP recommendations ( <i>Skill-set workability</i> )	55	54 (98.2)	34 (61.8)	14	13 (92.9)	9 (64.3)	41	41 (100.0)	25 (61.0)
There is a lack of resources to support the implementation of the SFP recommendations at this school ( <i>Contextual Integration</i> )	55	54 (98.2)	7 (12.7)	14	13 (92.9)	0 (0.0)	41	42 (100.0)	7 (17.1)
<b>Reflexive monitoring</b>									
I believe that the SFP recommendations are worthwhile ( <i>Systematisation</i> )	55	53 (96.4)	47 (85.5)	14	13 (92.9)	13 (92.9)	41	40 (97.6)	34 (82.9)
All staff agree that the SFP recommendations are worthwhile ( <i>Communal appraisal</i> )	55	52 (94.5)	29 (52.7)	14	13 (92.9)	10 (71.4)	41	39 (95.1)	19 (46.3)
The SFP recommendations have had a positive effect on me and/or my work ( <i>Individual appraisal</i> )	55	48 (87.3)	30 (54.5)	14	11 (78.6)	10 (71.4)	41	37 (90.2)	20 (48.8)
Feedback about how the school implements/delivers the School Food Plan recommendations can be used to improve implementation/delivery in the future ( <i>Reconfiguration</i> )	54	52 (96.3)	41 (75.9)	14	13 (92.9)	13 (92.9)	40	39 (97.5)	28 (70.0)

**Table 3. Staff responses to questions relating to NPT implementation constructs for the SFS by staff group**

Questionnaire item (NPT sub-construct)	Catering			Senior Leadership Team			Teachers			Governors		
	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)
<b>Coherence</b>												
There is a shared understanding among staff of the purpose of the SFS (Communal specification)	40	40 (100.0)	24 (60.0)	32	29 (90.6)	8 (25.0)	22	21 (95.5)	1 (4.5)	25	24 (96.0)	10 (40.0)
Things would be different if the SFS were not in place (Differentiation)	40	40 (100.0)	16 (40.0)	32	29 (90.6)	12 (37.5)	22	21 (95.5)	4 (18.2)	25	24 (96.0)	2 (8.0)
I understand what is required of me in relation to implementation of the SFS (Individual Specification)	40	40 (100.0)	35 (77.5)	32	29 (90.6)	15 (45.9)	21	20 (95.2)	6 (28.5)	25	17 (68.0)	5 (20.0)
I can see how the SFS have the potential to benefit me or	40	40 (100.0)	30 (65.0)	32	30 (93.7)	19 (59.4)	22	22 (100.0)	10 (45.5)	25	16 (64.0)	12 (48.0)

my work (Internalisation)												
Cognitive participation												
There are key people who drive the implementation of the SFS forward and get others involved (Initiation)	40	40 (100.0)	27 (67.5)	32	30 (93.7)	22 (68.7)	21	21 (100.0)	6 (28.6)	25	24 (96.0)	18 (72.0)
I believe that implementing the SFS is a legitimate part of my role (Legitimation)	39	38 (97.4)	30 (76.9)	32	27 (84.4)	18 (56.3)	22	20 (90.9)	7 (31.8)	24	13 (62.5)	8 (33.3)
I'm open to working with colleagues in new ways to implement the SFS (Enrolment)	39	39 (100.0)	36 (92.3)	32	27 (84.4)	26 (81.3)	22	21 (95.5)	16 (72.7)	25	24 (88.0)	20 (80.0)
I will continue to support the implementation of the SFS (Activation)	40	40 (100.0)	37 (92.5)	32	28 (87.5)	28 (87.5)	22	21 (100.0)	18 (81.8)	25	23 (92.0)	21 (84.0)
Collective action												
The implementation/delivery of the SFS creates additional work for me	38	36 (94.7)	12 (31.6)	32	26 (81.2)	11 (34.4)	20	18 (90.0)	4 (20.0)	25	15 (60.0)	3 (12.0)

<i>(Interactional workability)</i>												
Everyone works well together to implement/deliver the SFS <i>(Relational integration)</i>	37	36 (97.3)	31 (83.8)	32	28 (87.5)	13 (30.6)	20	19 (95.0)	1 (5.0)	25	22 (88.0)	11 (44.0)
Work is assigned to those with the appropriate skills/ roles to implement the SFS <i>(Skill-set workability)</i>	38	37 (97.4)	25 (55.8)	30	26 (86.7)	21 (70.0)	20	20 (100.0)	6 (30.0)	25	20 (80.0)	12 (48.0)
There is a lack of resources to support the implementation of the SFS <i>(Contextual Integration)</i>	38	37 (97.4)	4 (10.5)	32	28 (87.5)	2 (6.3)	20	19 (95.0)	6 (30.0)	25	22 (88.0)	0 (0.0)
<b>Reflexive monitoring</b>												
I believe that the SFS are worthwhile <i>(Systematisation)</i>	38	38 (100.0)	35 (92.1)	31	29 (93.5)	26 (83.9)	20	20 (100.0)	16 (80.0)	24	23 (95.8)	22 (91.7)
All staff agree that the SFS are worthwhile <i>(Communal appraisal)</i>	38	38 (100.0)	28 (73.7)	31	29 (93.5)	9 (29.1)	19	19 (100.0)	3 (15.8)	24	24 (100.0)	8 (33.4)
The SFS have had a positive effect	37	37 (100.0)	24 (64.8)	31	29 (93.5)	9 (29.1)	20	18 (90.0)	4 (20.0)	25	14 (56.0)	2 (8.0)



on me/my work ( <i>Individual appraisal</i> )												
Feedback about how the school implements/delivers the SFS can be used to improve this in the future ( <i>Reconfiguration</i> )	37	37 (100.0)	29 (77.3)	31	29 (93.5)	19 (61.3)	20	20 (100.0)	11 (55.0)	25	22 (88.0)	19 (86.0)

**Table 4. Staff responses to questions relating to NPT implementation constructs for the SFP by staff group**

Questionnaire item ( <i>NPT sub-construct</i> )	Catering			Senior Leadership Team			Teachers			Governors		
	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)	N responding to the question	Question seen as applicable to their role; n (%)	Agree/strongly agree; n (%)
<b>Coherence</b>												
There is a shared understanding among staff of the purpose of the SFP recommendations ( <i>Communal specification</i> )	23	23 (100.0)	14 (60.9)	11	1 (90.9)	2 (18.2)	10	10 (100.0)	1 (10.0)	12	11 (91.7)	6 (50.0)
At my school, things would be different if	23	23 (100.0)	17 (73.9)	11	10 (90.9)	5 (45.5)	10	10 (100.0)	3 (30.0)	12	11 (91.7)	3 (25.0)

the SFP recommendations were not in place <i>(Differentiation)</i>												
I understand what is required of me to meet the SFP recommendations <i>(Individual Specification)</i>	23	23 (100.0)	20 (87.0)	11	9 (81.8)	8 (72.7)	10	10 (100.0)	3 (30.0)	11	7 (63.6)	4 (36.4)
I can see how the SFP recommendations have the potential to benefit me or my work <i>(Internalisation)</i>	23	23 (100.0)	20 (87.0)	11	10 (90.9)	9 (81.8)	10	10 (100.0)	5 (50.0)	12	8 (66.7)	4 (33.3)
<b>Cognitive participation</b>												
There are key people who drive the implementation of the SFP recommendations forward and get others involved <i>(Initiation)</i>	23	23 (100.0)	19 (82.6)	11	10 (90.9)	8 (72.7)	10	10 (100.0)	3 (30.0)	11	10 (90.9)	9 (81.8)
I believe that implementing the SFP recommendations is a legitimate part of my role <i>(Legitimation)</i>	23	23 (100.0)	17 (73.9)	11	9 (81.8)	8 (72.7)	10	10 (100.0)	2 (20.0)	11	6 (54.5)	3 (27.3)
I'm open to working with colleagues in new ways to	23	23 (100.0)	21 (91.3)	11	10 (90.9)	9 (81.9)	10	10 (100.0)	8 (80.0)	12	10 (83.3)	8 (66.7)

implement recommendations from the SFP <i>(Enrolment)</i>												
I will continue to support the implementation of recommendations from the SFP <i>(Activation)</i>	23	23 (100.0)	21 (91.3)	11	10 (90.9)	10 (90.9)	10	10 (100.0)	6 (60.0)	12	12 (100.0)	10 (83.3)
Collective action												
The implementation/delivery of the SFP recommendations creates additional work for me <i>(Interactional workability)</i>	22	22 (100.0)	7 (31.8)	11	9 (81.8)	4 (36.4)	10	10 (100.0)	1 (10.0)	11	6 (54.5)	0 (0.0)
Everyone works well together to implement/deliver the SFP recommendations <i>(Relational integration)</i>	22	22 (100.0)	18 (81.8)	11	10 (90.9)	4 (36.4)	10	10 (100.0)	1 (10.0)	11	10 (90.9)	5 (45.5)
Work is assigned to those with the appropriate skills and roles to implement the SFP recommendations <i>(Skill-set workability)</i>	23	23 (100.0)	18 (78.3)	11	10 (90.9)	6 (54.6)	10	10 (100.0)	2 (20.0)	11	11 (100.0)	8 (72.7)
There is a lack of resources to	23	23 (100.0)	1 (4.3)	11	10 (90.9)	2 (18.2)	10	10 (100.0)	4 (40.0)	11	11 (100.0)	0 (0.0)

support the implementation of the SFP recommendations at this school <i>(Contextual Integration)</i>												
Reflexive monitoring												
I believe that the SFP recommendations are worthwhile <i>(Systematisation)</i>	23	23 (100.0)	22 (95.7)	11	11 (100.0)	8 (72.7)	10	10 (100.0)	6 (60.0)	11	11 (100.0)	11 (100.0)
All staff agree that the SFP recommendations are worthwhile <i>(Communal appraisal)</i>	23	23 (100.0)	19 (82.6)	11	9 (81.8)	3 (27.3)	10	10 (100.0)	2 (20.0)	11	10 (90.9)	5 (45.5)
The SFP recommendations have had a positive effect on me and/or my work <i>(Individual appraisal)</i>	23	23 (100.0)	19 (82.6)	11	9 (81.8)	5 (45.5)	10	10 (100.0)	3 (30.0)	11	6 (54.5)	3 (27.3)
Feedback about how the school implements/delivers the School Food Plan recommendations can be used to improve implementation/delivery in the future	23	23 (100.0)	21 (91.3)	10	9 (90.0)	7 (70.0)	10	10 (100.0)	4 (40.0)	11	11 (100.0)	9 (81.8)

<i>(Reconfiguration)</i>													
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