

A Sustainable Food Strategy for Bristol and Bristol Food Network

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This strategy document has been prepared by an interim Bristol Food Network steering group. The proposed activities and plans area being consulted on with a wide group of stakeholders in Bristol and the surrounding area. This is a working document, subject to change. It will be used as the basis for funding bids to be made during summer/autumn 2009 and will directly inform the day to day work of Bristol Food Network.

Executive summary

The need

In response to the host of increasingly urgent environmental and wellbeing issues related to food, a plan has emerged to create a sustainable food system for Bristol, which is set out in this document.

At a time when recession and price volatility is fuelling anxiety over food security, the development of a sustainable food system has the potential to play a revolutionary role in how communities function. Food is at the heart of everyday life for everyone, and can help the regeneration of neighbourhoods, strengthen local economies and improve community cohesion, diversity and future prosperity. In the context of peak oil and climate change (and natural resource depletion generally), responsible planning for sustainable food provision will rest on the re-localisation of much of our food system, balanced with a need to support producer communities regionally, nationally and globally. Achieving this will require more community ownership and the rebuilding of transparent relationships between those producing, selling and eating food.

The vision for food in Bristol

The collective vision inspiring this strategy is that in the long term all of Bristol's residents:

- are able to access and afford food that has been produced by local farmers and producers with respect for the health and wellbeing of the environment, animals and local communities, and sold by a diversity of collaborative local businesses.
- know much more about where their food comes from and the impact their food choices have on all those involved in supplying their food and really value and enjoy the local produce they are buying.
- have pride in their City being nationally recognised as an inspirational example of a diverse, vibrant, thriving food culture based on Bristol's myriad sustainable food initiatives.

The aim of the strategy is to develop a sustainable and resilient food economy for Bristol based on mutually supportive collaboration between Bristol communities and producers, processors, suppliers in and around Bristol that supports the health and wellbeing of communities and the environment now and in the future.

The strategy includes the following

- 6 strategic work programmes
- a new organisation in the form of a social enterprise (a Community Interest Company), the Bristol Food Network, to coordinate and drive delivery of the strategy
- a steering group to help guide and manage delivery and coordination of the strategy, ensuring a partnership approach from key stakeholder organisations
- a management group to assist with key organisational matters and ensure best practice, transparency and financial sustainability

The 6 strategic work programmes are:

1. Reaching wider audiences
2. Increasing sustainable food production for Bristol
3. Developing sustainable food chains providing food for Bristol
4. Developing a sustainable food culture in Bristol schools and early years establishments
5. Influencing decision-makers to support sustainable food systems in and around Bristol
6. Communications to raise awareness about sustainable food and activities in Bristol

The strategy is based on the following set of values and beliefs which will also serve as cross-cutting themes that guide the way the strategy is delivered.

- Mutually supportive relationships around food need to be rebuilt
- Key skills to enable production and use of food need to be learned and shared
- Food affects both mental and physical health

- Increased resource efficiency is needed
- Global food justice is needed
- Food base initiatives in the city need to be supported to be effective and contribute to long term goals

To drive this work and coordinate it, ensuring strong community involvement, the Bristol food network Community Interest Company (CIC) will be set up.

The aim of Bristol Food Network is to deliver the six core programmes, to facilitate the links between city stakeholders around the programmes and to ensure community involvement in the strategy.

Bristol Food Network will run the 6 strategic programmes which have specific objectives to support the wide range of stakeholders producing, distributing, preparing, selling and eating food in and around Bristol. The role of the organisation will be to bring together stakeholders and enable communities to build relationships with their food supply chains in their local areas. The network will expand and promote the work of grassroots activities that can link up and work together to deliver a sustainable food system available to all sections of society.

By creating opportunities for projects to come together to make the whole of Bristol's food work greater than the sum of its parts, we will empower stakeholders to increase their impact throughout the entire food chain. The rebuilding of relationships around food is at the heart of all our work. It is only by facilitating this collaborative approach within and between communities that we will bring about the huge changes needed. Reconnecting people with where their food comes from, will help them better understand the realities our current food system and the potential it has to nourish the health and wellbeing of communities and support sustainability.

These aims are extremely ambitious. However, the challenges we currently face have created the imperative for responses on this scale. We are confident that by working together Bristol can lead in creating a truly resilient food system that cities, towns and communities the world over can learn from and be inspired by.

Objectives of the Bristol Food Network

Programme 1: Reaching wider audiences

Programme aim: Reconnect communities and transform their relationships with food – particularly Bristol's most disadvantaged communities

- Community based food initiatives in Bristol are better connected, and are sharing good ideas and best practice with each other
- Bristol communities are actively creating thriving and celebratory food cultures through a range of activities and events
- Bristol communities have re-learned essential skills related to food production, preparation and cooking
- People – and in particular those groups currently most disengaged from food – are prioritising making positive food choices because they understand the benefits this brings
- A greater amount and diversity of food is being produced in and around Bristol, in sustainable ways
- More people are employed in food production in and around Bristol
- More people are involved in community groups and individual growing plots, successfully contributing to their own food needs with innovative production methods and models
- A diverse range of locally produced food is available in and around the city
- A wide range of public and private sector food businesses commit to improve sustainability performance for example through the Soil Association's Food for Life catering mark
- Bristol boasts a diversity of local food based businesses providing meaningful employment

Programme 2: Food production

Programme aim: Increase the production of sustainably-produced food in and around Bristol – by commercial operations and community groups

Programme 3: Food chain

Programme aim: Increase the availability and consumption of sustainably produced food in and around the city, in the public and private sector

Programme 4: Schools and early years

Programme aim: Support Bristol schools and nurseries to develop and implement holistic sustainable food strategies

Programme 5: Advocacy

Programme aim: Food related policies locally, regionally and nationally are consistent with a move towards a more sustainable food system

Programme 6: Communications

Programme Aim: Support all activities of Bristol Food Network through quality communications

- Provide hands on support for pilot schools and nurseries in Bristol to fully transform their food with a holistic approach, working across the curriculum and on food sourcing
- Fully integrate the schools and early years programme into other programmes within Bristol Food Network
- Decision-makers support the changes needed to create more sustainable food systems for Bristol
- Communications outputs raise awareness about sustainable food systems and the work of Bristol Food Network
- Good press and media relations ensure coverage of food activities within the city locally, regionally and nationally

In addition the six cross cutting themes have some specific objectives, to enable their delivery to be measured and supported across all programmes.

Theme 1: Rebuilding relationships around food

Theme 2: Reskilling

Theme 3: Health – mental and physical

Theme 4: Resource efficiency

Theme 5: Global food justice

Theme 6: Organisational efficiency and sustainability

- Community groups are working collaboratively with producers, suppliers and retailers to increase mutual benefits and support
- Communities are supported to share and learn skills around food production, processing and preparation, to enable greater resilience
- Ensure that the health benefits of sustainable diets are documented and communicated through all programmes, including physical and mental benefits
- Bristol communities and businesses are actively reducing food waste, recycling and composting
- Enterprises are providing mechanisms for food recycling and composting all around the city
- Issues of global food justice are considered within each programme and explored by community groups with their supply chain collaborations
- Bristol's food enterprises and initiatives become robust, viable and successful

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1. Introduction

Bristol is a city of about 400,000 people and along with the majority of the world's cities depends on a global, industrialised food production system. Our food system has become highly dependent on the availability of cheap energy, predominantly in the form of fossil fuels. The use of diesel, fertiliser and pesticides in production, processing, packaging, distribution and storage is unavoidably dependent on low cost fossil fuels. This means current production and delivery methods may be highly vulnerable if access to and use of fossil fuels is restricted.

Globally, there is an urgent need to establish systems of food production and delivery, resilient to the impacts of both climate change mitigation and peak oil. Alternative systems also have the potential to deliver on a wide range of other health and social issues that the current system helps perpetuate or largely ignores.

This document is an attempt to establish a vision for an alternative food system for Bristol, and map out activities that will help us to get there. The principles established and lessons learned will be of global importance, as we seek to replicate successes in cities around the world. Bristol will be one of the first cities in the UK to establish itself as a sustainable food city in this way. The proposed strategy has at its heart the aim of building, expanding and improving relationships between farmers, growers, suppliers and retailers, and the communities they feed.

1.1 Vulnerabilities and impacts of Bristol's current food system

The resource challenge

For every calorie of food produced, around 10 calories of fossil fuel derived energy are used in delivering it to our plates, for meat and dairy the figure is even greater. In total, food contributes around 30% of greenhouse emissions in the UK¹ and industrialised methods of production are also drawing down on the natural capital of the soil and so further increasing dependence on chemical fertilisers and heavy machinery.

The increasingly urgent need to address climate change will mean all sectors of the UK economy reducing greenhouse emissions. The UK has adopted legally binding targets to reduce CO₂ emissions by 80% on 1990 levels and near term targets set by the All Party Climate Change Committee of between 34% and 42% by 2020 will be very challenging. Efficiency savings alone cannot reasonably be expected to deliver such reductions in the food sector. Scaling up renewables to meet the predicted energy gap generally can only make a small contribution to the needs of the economy generally and much of the infrastructure in the food system is specifically dependent on liquid fuels from mineral oil.

Defra figures for 2002 show food transport accounts for 25% of all HGV vehicle kilometres in the UK producing 19 million tonnes of carbon dioxide, 8.7% of the total emissions of the UK road sector. Transport of food by air has the highest CO₂ emissions per tonne, and is the fastest growing mode. At the farm end land use currently contributes 7% of the total UK CO₂e emissions (Defra 2006). A recent CLA study shows that a typical 100-hectare cereal farm will emit the equivalent emissions of 78 cars or 50 average households in an average year. Dr Helen Phillips, Chief Executive of Natural England recently stated: "*Contributing to reducing the causes of climate change should be a major overarching objective for all who work on the land*"².

Even without the need to address climate change however, the end of cheaply available liquid fuel as a consequence of peak oil production could leave the current system unable to supply

¹ Reference

² Reference

food as it currently does. The just in time food delivery system, where most major retailers have enough food for several days at best, may have structurally embedded vulnerabilities that could leave a city such as Bristol exposed at times of fuel spikes - this begs the question: Will the energy be available to run the system? The Hirsch report (2006), IEA report (2008), Porritt (2009³), nef, 2008 South West Energy forum, (also see CAT Zero Carbon Britain) indicates a growing energy gap for regions even with an aggressive programme of renewable energy.

Our aim is to develop a food system that is future proof in the face of climate change and peak oil.

The knowledge challenge

To achieve this the strategy will encourage a responsible understanding of the impact of the methods of production whilst helping to address key issues, such as the incidence of obesity, over dependence on processed food, loss of home growing and home cooking skills, packaging and food waste. Rebuilding new food networks can also help reverse the erosion of social fabric due to the out of town developments or 'doughnut' affect that increases dependency on private transport for customers and workers alike.

The cultural and human capital associated with alternative, lower energy production systems, in the form of skills, knowledge and working relationships has also been greatly depleted.

Knowledge throughout the food chain also needed to adapt to climate change impacts and respond to changing demands and needs of a population going through massive shifts. Better sharing of research, ideas and models for innovation in the system.

The health challenge

Over the last 50 or so years the cost of food by calorie has dropped significantly, but food related health problems have accelerated along with the consumption of processed food. The rise in childhood obesity has been described as an epidemic and more than half of Britons are predicted to be obese by 2050⁴.

Organic food consumption is growing fast in it's own terms, but is still only 1% of the market in the UK⁵ and whilst it does not use chemical fertiliser and pesticides, such produce is still largely dependent on the same energy intensive infrastructure for production, storage and distribution. The recent growing trend in farmers markets also belies the rapid decline in UK grown food since the early 1990s (NEF 2007⁶). Nationally, the UK imports approximately 40% of its food⁷ and whilst Scotland and Wales may have the potential to grow enough food for their own needs this is not the case for England.

The larger stakeholders within the current system, big agri-business, super-markets etc. will no doubt begin to respond to some degree, but it is considered by the authors of this report highly prudent that more community based local and regional alternatives be examined and developed.

1.2 What do we mean by sustainable food?

The term sustainable food refers to food that:

- Preserves fossil-fuels and mitigates against climate change

³ Living within our means, Forum for the Future 2009

⁴ Reference

⁵ Reference

⁶ Reference

⁷ Reference

- Protects people's health and the welfare of animals
- Stimulates and strengthens local economies
- Improves the local environment and enhances bio-diversity
- Creates social benefits, such as community spaces to enjoy healthy, affordable food
- Respects the rights of everyone involved in its production, both locally and globally
- Respects the right of all peoples to define their own food systems

In practice, this means food that has been grown, produced and sold:

- **Locally**, with minimal food miles by local enterprises that enrich and support the local community
- **Naturally**, without oil-intensive production methods, fertilizers, chemicals and packaging
- **Fairly**, in the absence of exploitation in its production, processing or retailing

Characteristics of a sustainable food system for Bristol

The values underpinning this strategy are that our food system should:

- Serve the health and wellbeing of people and the environment before profit
- Benefit people's health and wellbeing by meeting their full nutritional needs
- Support high standards of animal welfare
- Move away from dependency on limited resources like oil and gas and use more sun and soil
- Work with, not against nature to ensure a positive future for generations to come
- Support and enhance diversity in both food and wildlife
- Bring genuine benefits to all communities – their local environments, economies, social cohesion and cultivate vibrant cultures
- Support local producers and businesses
- Provide real choice from unhelpful marketing that encourages addictions to unhealthy and unsustainable foods
- Support collaboration within and between communities
- Be determined locally and democratically

The aim of this strategy therefore is to develop a sustainable and resilient food economy for Bristol based on mutually supportive collaboration between Bristol communities and producers, processors, suppliers in and around Bristol that supports the health and wellbeing of communities and the environment now and in the future.

Bristol Food Network will deliver the programmes, described in detail below, plus six cross-cutting themes, to help create a new culture around food that meets the nutritional and other human needs of all Bristol's communities by:

- Developing food systems for Bristol's most disadvantaged communities
- Maximising the effectiveness of existing food initiatives by developing, sharing and signposting to good practice, ideas and resources
- Supporting the creation of necessary new food initiatives, as identified by the Network
- Developing cross-sectoral, strategic approaches to food across the Bristol City region
- Overcoming the barriers – physical, social and political - faced to transforming Bristol into a hub of sustainable food

1.3 Building relationships around food: Collaboration within and between communities and their food chain

At the heart of this strategy – and the key to a sustainable and meaningful level of change – is the rebuilding of relationships between those who produce, process, sell and eat food. Generally, a lack of involvement in our food system – and the food choices we make within it – currently make it far harder to appreciate the consequences of our food consumption. By building more human relationships between those involved in the food system and broadening the experiences of communities in working within the food system, Bristol food network will be able to help encourage more conscious planning and positive behaviour change.

This rebuilding of relationships around food also holds the key to cultivating the collaborative approach needed not just within, but between communities. By reconnecting people with where their food comes from, and the realities of its production, this relationship building process will also make obvious the need for collaboration between communities if we are going to be able to feed ourselves in times to come.

Underpinning this strategy therefore is a belief that in the absence of the rebuilding of relationships around food, any attempts to transform our food system will be short lived, if not futile. This principle will underpin work in all of the programmes of Bristol Food Network.

Bristol Food Network will work together with Transition Network to develop a model of good practice to support local communities such as the 13 local Transition Neighbourhood groups, to successfully rebuild relationships with their food chain, specifically local farmers and growers, caterers and retailers. The aim here is that food and farming begins to play a cohesive and positive role in communities and the lessons learned will help to support a nationwide and international programme through the rapidly growing number of local Transition groups and similar active communities. There are additional programmes and approaches to help communities reconnect with their food systems that the network can learn from, which have been used in areas of Bristol and other cities, for example the Soil Association's Food Futures project⁸, and food mapping and innovation processes, e.g. in Middlesbrough's Urban Agriculture project. Forum for the Futures i-team process⁹ also offers a model to take community groups and stakeholders through an innovation process.

A priority for all programmes will be to support the re-building of relationships between communities, food retailers and local food producers. This is summarised in the figure below. Bristol Food Network will support community groups to understand the basics of food distribution and empower them to build positive relationships with their food supply chain so as to solicit information essential to generating solutions to the barriers faced to sourcing sustainable food. Once the barriers have been identified, the groups will be assisted to either support their retailers in sourcing more sustainably, or looking at alternatives.

This is an innovative and new approach to delivering a sustainable food strategy in a city, specifically this will enable:

- Demonstrating the demand for locally-produced food to businesses (see section P2.1)
- Research and surveys about the current food system to be carried out directly by community groups ([see section P3.1](#))
- Better understanding within communities of the reality of the food chain and challenges faced by those working in it (see section P3.3)
- Helping schools to connect directly with their local food chain and build better relationships with community groups

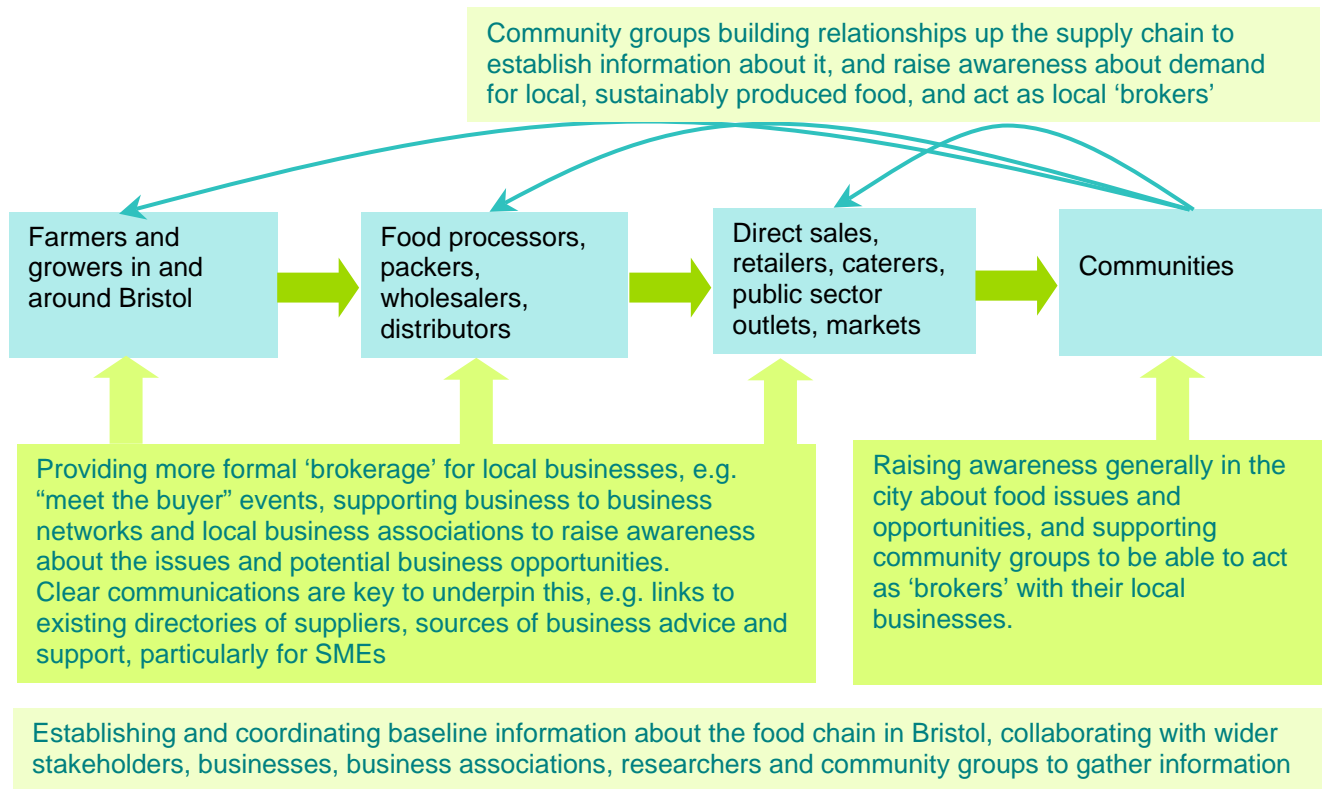
In the longer term, by raising awareness in this way, and bringing the food chain 'closer to home' through more local food, we can expect communities to show:

- Greater intolerance for exploitation of people in the supply chain
- Greater demand for higher animal welfare
- A reduced need for food packaging – through closer distribution – and a better awareness of waste disposal issues and the impact of waste on the landscape
- Better awareness of the true cost of food supply – and a willingness to pay more for food

⁸ Local Food Routes: A summary report of Food Futures – Soil Association (2001)

⁹ <http://www.forumforthefuture.org/the-i-team>

Figure: Activities of Bristol Food Network in the food supply chain



There are some barriers to community groups building relationships in this way and becoming fully involved, including a lack of knowledge about the realities of food supply and retail, and a general reluctance to engage in this way. Over time the community groups involved will be able to increase their knowledge, gain confidence, and build relationships with a few key businesspeople. At the same time, key businesspeople are likely to become involved in the network and will be able to advise on how best to engage with local businesses.

The plan will remain flexible, as a pilot activity, to find the best ways to support communities to engage in this way.

2. Delivering the strategy: Bristol Food Network

Bristol boasts a wealth of successful food initiatives, run by a range of stakeholders already working to promote sustainable food and keen to deepen and expand their impact. However there currently exists an almost complete lack of coordination ensuring these projects are working together, adding value to and learning from each other and developing a joined up strategic approach to transforming Bristol's food.

Bristol Food Network will play this role by creating opportunities for projects to come together to make the whole of Bristol's food work greater than the sum of its parts and empower stakeholders to increase their impact throughout the entire food chain. With the rebuilding of relationships around food at the heart of all the programmes, Bristol Food Network will provide Bristol's multitude of food initiatives with the support they need to function more effectively and a forum and framework within which to embed their work.

Bristol Food Network will be set up as a Community Interest Company (CIC), with:

- Staff tasked with delivering specific programmes and cross cutting themes
- A steering group to help guide and manage delivery and coordination of the strategy, ensuring a partnership approach from key stakeholder organisations
- A management group to assist with key organisational matters and ensure best practice, transparency and financial sustainability

2.1 Programmes and cross cutting themes

Bristol Food Network will deliver the following core programmes:

1. Reaching wider audiences
2. Food production
3. Food chains
4. Schools and early years
5. Advocacy
6. Communications

Each of the programmes will require a coordinator, to oversee the activities, ensure that objectives are met, and that the cross-cutting themes are delivered. Each programme will involve themed working groups and stakeholder forums to:

- facilitate the rebuilding of relationships around food and the development of local food strategies
- facilitate the development of innovative, joined up approaches
- develop and share good practice, ideas and resources across Bristol, regionally and nationally
- run regular networking events, open space sessions, talks, training and workshops
- inform the work of all programmes and working groups
- inform the continual development of Bristol's sustainable food strategy

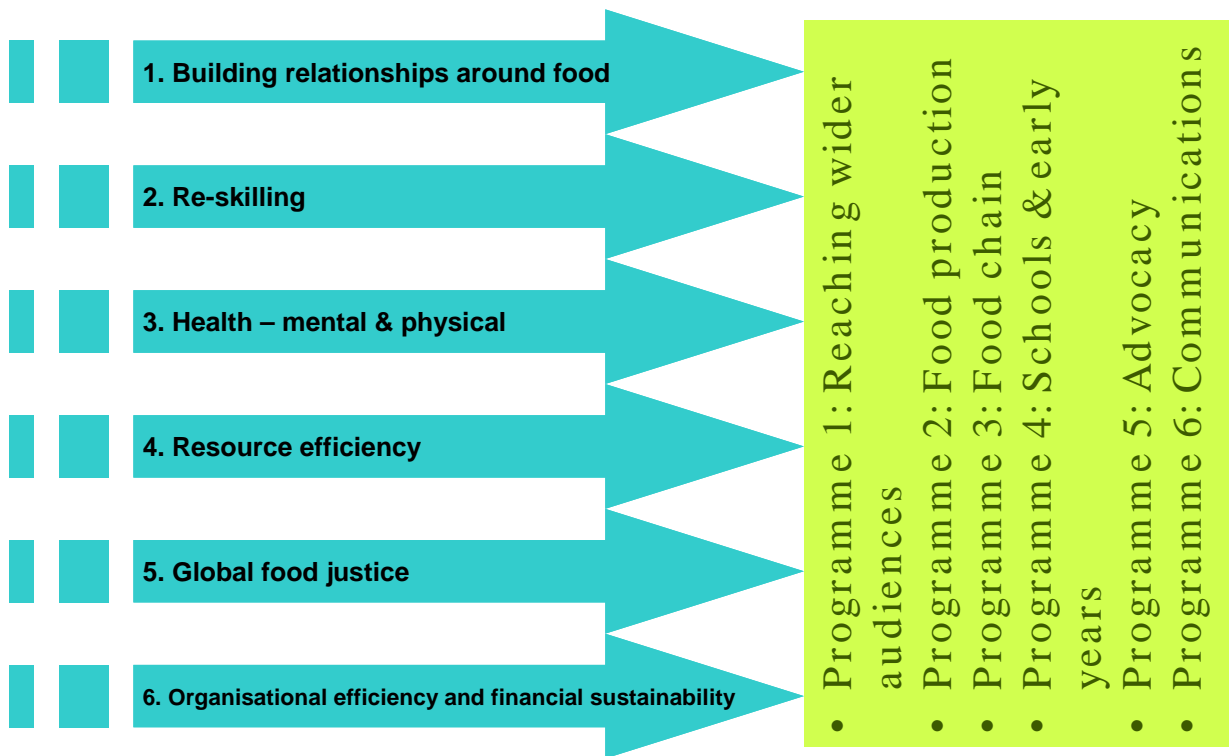
The whole programme of work will be overseen by a Network Coordinator, with overall responsibility for organisation management, reporting to funders and to governance groups. The Network Coordinator will ensure that all programme coordinators work in synergy, that their work is informed by and feeds into other programmes, and that the cross-cutting themes are being delivered. The organisation will also require an office and events coordinator to support all of its staff and stakeholders.

The programmes, with suggestions of activities and deliverables in the first three years of the organisation, are described in detail on pages 13-35, below.

Across the programmes, six cross-cutting themes will be delivered in order to ensure that the organisation is helping to create a new culture around food that meets the nutritional and other

human needs of all Bristol's communities.

Figure: Cross cutting themes and programmes



2.2 Organisation structures and working with stakeholders in Bristol

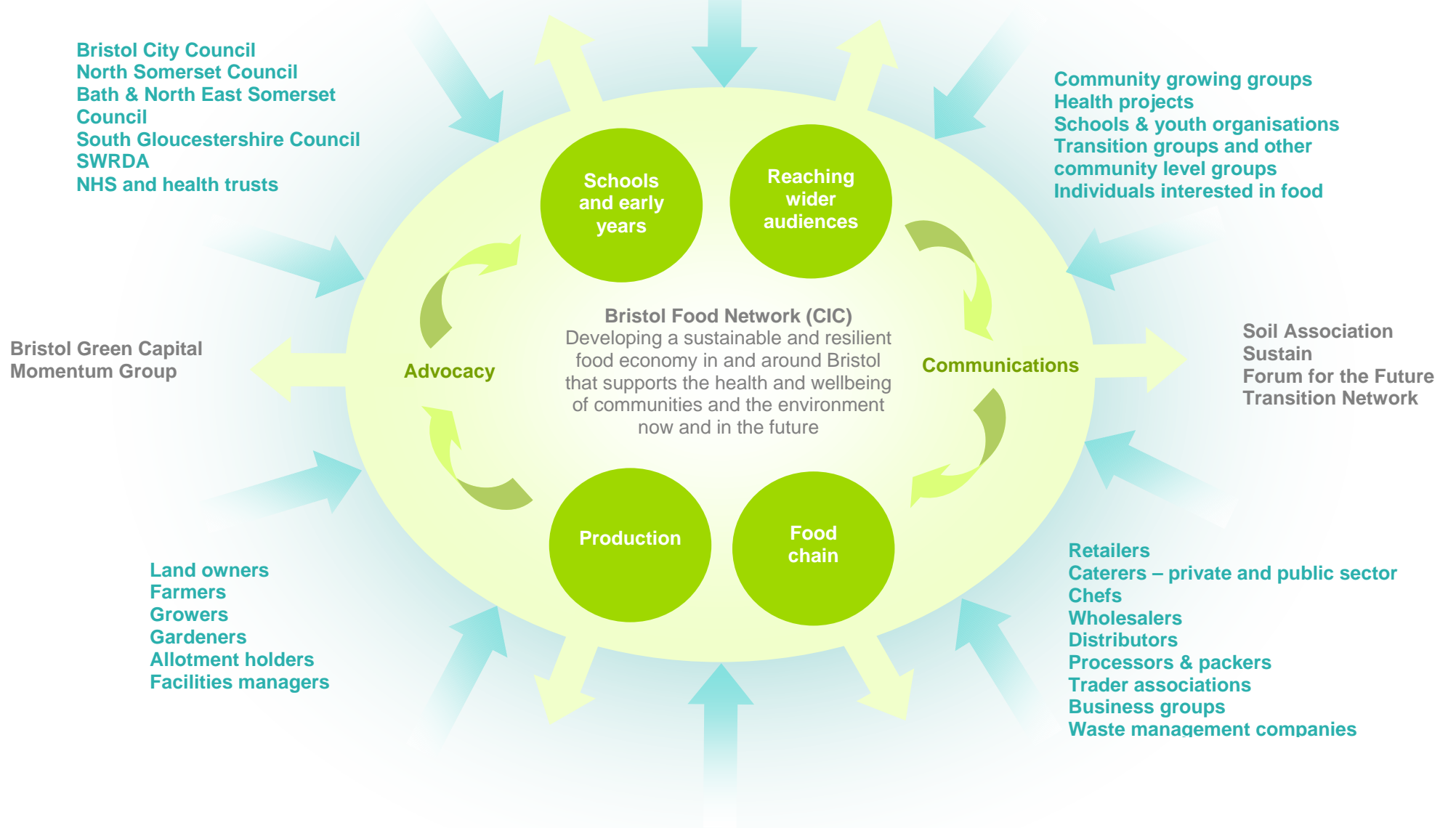
Bristol Food Network will be constituted as a CIC, with a steering group and management group. There may be additional city-wide bodies, such as the Green Capital Momentum Group which would support the organisation and add to transparency and accountability mechanisms.

As shown in the figure below, the whole of Bristol Food Network will be comprised of the growing number of people, communities, organisations and enterprises in Bristol who share its vision to transform Bristol into a hub of sustainable food.

This strategy has been developed by four key organisations with on-going input from multiple stakeholders. See [Appendix 1](#) for more information on the background, stakeholders and partnership working.

[Appendix 2](#) describes the proposed structure for the network, showing possible governance structures. As soon as funding is secured a 6 month multi-stakeholder consultation will take place to establish the most appropriate governance structure and name for the organisation.

Figure: Bristol Food Network programmes and stakeholders



Programme 1: Reaching wider audiences

Programme aim: Reconnect communities and transform their relationships with food – particularly Bristol's most disadvantaged communities

Programme objectives:

- Community based food initiatives in Bristol are better connected, and are sharing good ideas and best practice with each other
- Bristol communities are actively creating thriving and celebratory food cultures through a range of activities and events
- Bristol communities have re-learnt essential skills related to food production, preparation and cooking
- People – and in particular those groups currently most disengaged from food – are prioritising making positive food choices because they understand the benefits this brings

Bristol's more disadvantaged communities tend to be disproportionately affected by the health, environmental and economic damage being caused by our current food system. With food budgets being perhaps the most elastic of our essential outgoings, the bombardment of cheap nutritionally-void food is responsible for the overwhelming food-related health crises we currently face – not to mention the environmental and economic crises.

The UK is currently enjoying a rapid growth in awareness and interest in sustainable food – however this interest is predominantly among the 'middle classes'. This is due to a variety of reasons but in particular because 'healthy', 'sustainable', 'organic' and 'ethical' foods have been marketed as a lifestyle choice for the wealthy.

However, we know that healthy, sustainable food needn't be expensive, and there are a growing number of models that are returning sources of healthy sustainable food to collective community control. We have identified three main areas of activity within this programme:

P1.1 Supporting existing community food projects

In Bristol we already have a number of community food projects, including food coops, community growing projects and Community Support Agriculture (CSA) programmes that are specifically working to make sustainable food accessible to disadvantaged and low income communities. By experiencing the pleasures of growing, cooking and eating food communally, we are not only empowering people to access healthy, sustainable food – but also to discover more socially and environmentally positive ways to spend our time.

The Reaching wider audiences Programme coordinator will work with existing groups, to help maximise their effectiveness, providing ideas, resources, and organisational support where this is requested. Working with the Communications coordinator, communities involved in the initiatives will be encouraged to share what they are doing with a wider audience, and providing a network will add legitimacy to groups operating on their own.

[Section P2.4](#) below describes some of the skill sharing and support that the network will be able to offer to community projects.

P1.2 Seasonal Food Celebrations

Seasonal Food Celebrations held in communities, highlighting the fun and community wellbeing food can bring when engaged with in a social way, and based on local and multi-cultural food traditions, have been proven as a way to engage with communities and move beyond 'the usual suspects', e.g. Eastside Roots. By bringing together and enthusing people around local food traditions we are able, for example, to:

- help counter the fears people have about sustainable food and low carbon alternatives being regressions to the 'hard times' of the past
- help to address perceptions people may have that sustainably produced food is less desirable or aspirational
- help to nurture relationships between different cultures and communities, through a better understanding and appreciation of each other's eating habits

The Reaching Wider Audiences programme coordinator will work with the Transition Network to develop and deliver a year's programme of seasonal food celebrations in Bristol's most disconnected and deprived communities. These fun and celebratory events will draw on food's amazing potential to bring communities together in positive and affordable ways – and afford the opportunity to better understand current relationships with food. The resulting understanding of people's motivations for behaviour change will allow Bristol Food Network to identify the most effective approaches to promote meaningful behaviour change – rather than superficial change as exemplified by the media and government's current approach to food (for example Change4Life). These learnings and examples can be used to inform a national programme of similar events, being coordinated by Transition Network¹⁰.

These seasonal food celebrations will be run as a pilot in partnership with Transition Network's Food Programme (funding applications are imminent), such that the resulting good practice can be shared with and rolled out by the rapidly growing network of local Transition groups, Sustain's Local Action on Food Network and beyond. The New Economics Foundation and Food Ethics Council are also in contact regarding their work to address food-related social justice issues and there will be opportunities to contribute and share good practice with this national initiative.

Small pilots have been run by Bristol Food Hub to explore the appetite for such events and the barriers to their success. It was during these pilots that the need for Food Champions and for running a series of specifically celebratory events as a way to get to know the specific communities and their relationships with, and motivations around food, were identified.

P1.3 Local Food Champions

Key to the seasonal food celebrations will be the recruiting of Local Food Champions. The Reaching Wider Audiences programme coordinator will work with partners to identify inspirational figures from targeted disadvantaged communities, and find funding streams to pay them to work within the targeted communities to ensure that the food events respond to their interests and are truly collaborative and are using culturally sensitive approaches at all times.

For example, local project GROFUN has developed an incredibly successful model supporting neighbours to support each other to grow food in their gardens, and growing workshops in schools. They have already expressed their enthusiasm for this programme, stressing how useful such Food Champions would be for them and their work. Similarly, Food Champions will be involved with all of Bristol Food Network's programmes and will work with us to increasingly get more and more people from their respective communities engaged and involved within efforts to transform food in Bristol.

The existing national Community Champions scheme¹¹ may be a useful model for the network to look at when establishing food champions locally – there may be resources and training available which would be appropriate.

P1.4 Skill sharing within communities

The Freeconomy's 'Freeskilling' and East Side Roots' 'That'll Learn You' projects have already

¹⁰ Link here to the wider programme information?

¹¹ Every Action Counts, Defra project

started this important work in two of Bristol's more disadvantaged communities, running regular free workshops on skills vital to the transformation of our food system. Bristol Food Network will be able to explore how best to see this initiative rolled out across Bristol, and in particular how it can reach out to Bristol's most disadvantaged communities, who are most in need of these skills.

This will involve the development of a good practice toolkit, based on the learnings and administrative systems already developed and including a growing central database of people with skills to offer. This toolkit will then be shared with Bristol's wealth of community food groups, local Transition Neighbourhoods, sustainably minded restaurants and cafes and schools to be rolled out.

Ideas for activities to support skill sharing include:

- Drop in learning kitchens and gardens
- Council-funded family focused festival-esque reskilling days
- Securing use of local cafes and restaurants to run learning sessions
- Setting up a barter system so people are remunerated for their time and efforts through the sharing other skills and resources
- Having a showcase terraced house/garden to inspire other individuals and community groups e.g. in Easton, there are hopes to combine the arts trail with a garden trail in 2010. Eastside Roots already run one demonstration food garden aiming to show an average Easton terraced garden.
- Trips to other projects that are successful, e.g. in London – Waltham Food Hub, in Manchester – Hulme Community Garden Centre and in Birmingham- the Asian Women's Growing Club.

Apart from those mentioned above, existing community organisations, that the network could look to collaborate with, and share food based skills and learning include:

- [Buried Treasure](#) (Knowle West)
- [Hartcliffe Health & Environment Action Group](#) (HHEAG)
- [Silaj](#) (Easton)
- Knowle West Health Association & Community Kitchen
- Knowle West Media Centre
- Earth Abbey
- Transition Easton
- Sustainable Thornbury
- [Winterbourne Medieval Barn Trust](#)
- St Werburgh's City Farm also run events and training at Boiling Wells
- Ragman's Lane Farm

Table 1: Reaching Wider Audiences programme - objectives with example activities and deliverable, Years 1-3

(deliverables are indicated with arrows)

| Programme objectives | Year 1 | Year 2 | Year 3 |
|--|--|--|---|
| <ul style="list-style-type: none"> Community based food initiatives in Bristol are better connected, and are sharing good ideas and best practice with each other | <p>Existing food initiatives are identified, visited, consulted with about their support needs, and plans Communications coordinator to ensure good communications support where requested</p> | <p>New food initiatives are being supported with access to information on funding, governance, legal requirements etc to ensure long term viability Connecting with national networks on best practice and sharing learning on community food initiatives Working with advocacy coordinator on Bristol-specific advocacy needs for communities</p> | <p>Contributing to development of long term support package for Bristol food network and national recognition of importance of the initiative</p> |
| <ul style="list-style-type: none"> Bristol communities are actively creating thriving and celebratory food cultures through a range of activities and events | <p>Based on consultation, local knowledge and approaches from existing groups, first target communities are identified. Planning meetings initiated in communities Local Food Champions are identified and involved in the planning process for local events</p> <ul style="list-style-type: none"> ⇒ 4-6 target communities identified and planning meetings held ⇒ x Food Champions identified ⇒ x number of events organised per target community, with numbers of attendees monitored (e.g. at least 10 people) | <p>Local Food Champions are being supported by a funded programme to recognise and reward their skills and support to their communities</p> <ul style="list-style-type: none"> ⇒ x number of events organised per target community ⇒ numbers/proportion of community members becoming involved in community events is increased | <p>Good practice on engaging communities through seasonal food celebrations is being shared nationally and internationally through a variety of channels and partnerships.</p> |
| <ul style="list-style-type: none"> Bristol communities have re-learned essential skills related to food production, preparation and cooking | <p>Local Food Champions start to explore support on specific food based skills for their communities</p> | <p>Specific skills training is delivered, alongside local food celebrations</p> | <ul style="list-style-type: none"> ⇒ Local Food Champions are self-motivating and well recognised in their communities as a point of contact on food-related issues ⇒ Community members are demonstrating increased skills in food production, preparation and food choices, as a result of activities carried out by Bristol food network and local food champions |

| | | | |
|--|---|--|--|
| <ul style="list-style-type: none"> • People – and in particular those groups currently most disengaged from food – are prioritising making positive food choices because they understand the benefits this brings | <p>Baseline surveys and indicators sought on current food based behaviour in the city as a whole and priorities that people would like to see addressed in target communities</p> | | <p>City wide indicators re-examined Raised awareness within target communities about positive food choices, demonstrated through changes in behaviour</p> <ul style="list-style-type: none"> ⇒ For example, greater use of home composting, reduced amounts of food waste, more people growing their own food, people using local shops, number of local shops stocking local produce ⇒ Communities self-report that they have greater food choices and have greater knowledge about their food |
|--|---|--|--|

Programme 2: Food production

Programme aim:

Increase the production of sustainably-produced food in and around Bristol – by commercial operations and community groups

Programme objectives:

- A greater amount and diversity of food is being produced in and around Bristol, in sustainable ways
- More people are employed in food production in and around Bristol
- More people are involved in community groups and individual growing plots, successfully contributing to their own food needs with innovative production methods and models

In the face of fossil fuel depletion and climate change, cities are going to need to work towards being as self-sufficient in food as possible. Food that has been produced locally can be fresher and more beneficial to our health, enhances the local environment, strengthens local economies and creates relationships built on trust that preclude the need for expensive and resource-heavy certification and regulation.

Bristol's Eat the Change campaign (part of Share the Harvest, one of Bristol Food Hub's pilot seasonal food celebrations), which challenged people to spend a week eating only local organic food, free from plastic packaging, highlighted just how challenging it is, even for the most committed, to eat an entirely sustainable diet. People's feedback provided extremely useful information regarding staples, like milk and oil that are impossible to source locally.

Bristol already has a wealth of urban agriculture projects and needs to develop a coherent strategy to be able to boost this production and make the case for more locally produced food, with the long term aim of the city and the surrounding area being as food secure as possible. This will rely heavily on building relationships with local farmers and growers to raise their awareness of the business opportunities that exist and support them to start growing sustainably for local markets now.

P2.1 Support communities to re-build relationships with producers

As outlined in the introductory section '[Rebuilding relationships around food: collaboration within and between communities and their food chain](#)', community groups will be identified as pilot groups and over time supported to play a brokerage role between local farmers and growers and local retailers. Key to this is finding opportunities to 'reconnect' people with the food production taking place within their locality, and highlighting to farmers the business opportunities that will exist from supplying a local customer base. For example, this could involve on-farm events, open days, school visits, and inviting farmers and growers to become directly involved in community growing initiatives. The lessons learned from this pilot will then also help to inform national initiatives such as the Low Carbon Farming initiative, the Soil Association, and Farming Futures and can be shared through the national roll out of this programme by the Transition Network and other relevant networks.

Significant and increasing amounts of land lie in the hands of large private land owners such as the National Trust, insurance companies and developers. In addition to supporting local communities to rebuild their relationships with local farmers and growers, and highlighting to farmers the growing local market opportunities, there will also be the need to work collaboratively at a regional and national level with larger land owners and national partners to help create resilience for Bristol through land management practices and policies.

P2.2 Identify Bristol's food needs, the amount and types of land needed to meet these needs and its potential to achieve this

The Transition Network is working with mapping specialists, GeoFutures, and other partners to calculate the UK's potential to feed itself and develop the necessary knowledge and tools to support communities to calculate their nutritional and land needs. Projections are based on population and climate change predictions, as well as land aspects such as soil type, slope and more specific demographic information.

Bristol food network will work with the Transition Network, GeoFutures, Transition Town Totnes, Transition Norwich and East Anglia Food Links (who both are already starting to develop this work) to establish, among other things:

- How much land Bristol needs to feed itself (based on its nutritional needs)
- What new crops local farmers will need to grow
- What contribution to feeding Bristol land and food producers surrounding Bristol can make
- How much land exists within Bristol could be used for food production
- What the barriers are to Bristol feeding itself
- Bristol City Council, regional and national land use policy and how to influence it
- Land and models currently being used in Bristol for growing
- Amount of food currently being produced in and around Bristol

Bristol food network will need to work closely with its stakeholders, to accessibly communicate the findings so as to empower communities to remove the barriers to securing land for food production in their neighbourhoods and their rural hinterlands.

P2.3 Securing the necessary land to feed Bristol

Land use is an increasingly political issue and in Bristol there exists a plethora of competing demands. The building of relationships between communities, farmers and growers and retailers will both raise awareness of the demand for local food and of the realities of supply. At the same time it will be necessary to address the legislative and policy frameworks that shape land use and to work with partners across the country to develop a strategy to work with land owners and examine political and legal barriers to sustainable land use. Initially Bristol Food Network will work with local, regional and national decision-makers to ring fence public land for sustainable food production

Bristol City Council owns a vast amount of land that could be used to feed Bristol. However, this land is being sold off to developers for housing. The current BCC Allotments strategy includes plans to sell off significant amounts of land to fulfil budget shortfalls. In addition to the 10,000 houses planned for south Bristol (117,000 across the south west) and the park and ride scheme planned for grade A agricultural land alongside the M32, public land is also currently being used to graze horses, as this brings in revenue for BCC.

Bristol Food Network [Advocacy Coordinator](#) will work to

- Identify land suitable for production and secure its future by raising public awareness of the need for Bristol to feed itself and of opportunities to influence BCC and South West Regional Development Agency (SWRDA), for example through the Sustainable Communities Act
- Support community groups, where waiting lists for allotments exist, to secure funding to implement the necessary improvements so the land can be given over to community food growing

Organisations already working on securing land and growing spaces in Bristol, that Bristol Food Network would collaborate with include Bristol Friends of the Earth, Save our Green Spaces¹² (working across the south west), and the Blue Finger project.

¹² <http://www.saveourgreenspaces.org/>

P2.4 Support existing food producers in sustainable growing techniques and initiate new models of sustainable food production

- **Sustainable agriculture support and innovation**

Whilst not directly providing technical support for farms, the network will be able to act as an information exchange point for local producers wishing to exchange ideas and share best practice. The network will feed into and learn from the newly emerging work of the Low Carbon Farming Initiative which is in the early stages of developing a programme bringing together good practice in sustainable farming from around the country and beyond.

- **Supporting community food projects with technical knowledge and skills**

Bristol boasts a wealth of community food projects, some of which are primarily health focused. Bristol food network will work with community food projects to raise their awareness of the need for a holistic approach to food. We will encourage mentoring by more experienced and successful projects, for new and struggling initiatives and draw on the Making Local Food Work programme for models of good practice to learn from.

By bringing groups together we will facilitate the sharing of knowledge, resources and good practice and ensure Bristol's community food sector is as effective as possible. There are existing sources of skills, knowledge and training that some groups may wish to use, and the network will act as a signposting service to these resources. There are also a number of existing garden and land sharing schemes in the city, e.g. GROFUN, Landshare¹³, Earth Abbey¹⁴, and initiatives in other cities such as Capital Growth¹⁵ for Bristol to learn from.

Groups wishing to start community growing projects, or establish allotments, e.g. the Bristol University Sustainability team have been trying to establish student allotments in the grounds of halls of residence, would be supported as they get going, and put in touch with other groups in their area for support and advice.

- **Community Supported Agriculture**

There are existing successful CSA initiatives in Bristol and the nearby areas, plus exciting new models being pioneered, e.g. by the Better Food Company in Chew Valley¹⁶.

Bristol Food Hub jointly hosted with the Soil Association a well-attended CSA training event for groups wanting to set up a CSA scheme, and as a result there are various communities in Bristol exploring moving ahead with this. Bristol Food Network will support groups to set up CSAs and will also work with the Soil Association to help innovation around new models of CSA, for example "Company Supported Agriculture". A new local food restaurant, Canteen West, is already interested in sourcing through a company supported agriculture model.

- **Urban agriculture innovation and green infrastructure**

Globally and nationally there are exciting new projects starting up to incorporate growing spaces into urban design and housing, and using disused urban spaces in a variety of ways to grow food. Bristol food network would act as the contact point for this type of activity in the city and share best practice, e.g. lessons from the Middlesbrough urban farming initiative¹⁷ and new projects in London, to support community groups to think creatively about the spaces and resources available to them. BCC's Sustainability and Environment team have already run workshops to support the creation of green roofs. Bristol food network needs to work with them to offer similar workshops specifically for edible roofs. There is a range of commercial operations and community projects that are ripe for innovating this across Bristol, including Canteen West, a new local food restaurant keen to start work on this as soon as possible.

¹³ <http://landshare.channel4.com/>

¹⁴ www.earthabbey.com

¹⁵ www.capitalgrowth.org

¹⁶ <http://www.betterfood.co.uk/growing3.html>

¹⁷ <http://www.dott07.com/go/urbanfarming>

As well as those mentioned above, organisations and businesses that Bristol food network would look to collaborate with on the whole area of sustainable food growing and production in Bristol, include:

- GROFUN
- Lawrence Weston Community Farm
- Horfield Organic Community Orchard
- Avon Organic Gardeners
- Leigh Court Farm
- Wrington Greens
- Radford Mill Farm
- Ragman's Lane Farm
- Allotments Association
- Permaculture Association
- Planting Places (Sustainability South West)
- ARI (Allotments Regeneration Initiative) – National Society of Allotment and Leisure Gardeners and the Federation of City Farms & Community Gardens
- Architecture Centre
- CABE Space
- Natural England Greenspace initiative¹⁸

¹⁸ <http://www.naturalengland.org.uk/ourwork/enjoying/places/greenspace/default.aspx>

Table 2: Food production programme - objectives with example activities and deliverable, Years 1-3

(deliverables are indicated with arrows)

| Programme objectives | Year 1 | Year 2 | Year 3 |
|--|--|--|--|
| <ul style="list-style-type: none"> Producers, suppliers and community groups are working together collaboratively to increase mutual benefits and support | <p>Once target communities established, programme of activities with specific farmer and grower contacts to help build relationships</p> <p>Surveys of farmers and growers to determine willingness to engage, barriers from their perspective, build on existing surveys, e.g. Eat Somerset</p> | | |
| <ul style="list-style-type: none"> A greater amount and diversity of food is being produced in and around Bristol in sustainable ways | <p>Baseline information and projections on Bristol's food production capacity now and in the future</p> <p>⇒ Community groups report on availability</p> | <p>Detailed plan for addressing the needs to increase access to land</p> | <p>⇒ Continued monitoring and measurement</p> |
| <ul style="list-style-type: none"> More people are employed in food production in and around Bristol | <p>⇒ Baseline survey of employment figures</p> | | <p>⇒ Monitoring of employment figures</p> |
| <ul style="list-style-type: none"> More people are involved in community groups and individual growing plots, successfully contributing to their own food needs with innovative production methods and models | <p>Monitoring of number of people involved in various growing projects and surveys to determine people involved privately, e.g. gardens and allotments</p> <p>Skills mapping and questionnaires likely skills that people would like support in</p> | <p>Building relationships - Database to connect land owners and users</p> <p>Skills sharing activities</p> | <p>⇒ Number of people involved in growing food through all the various initiatives monitored</p> <p>⇒ New skills learned</p> <p>⇒ Surveys to determine quantity and quality of produce raised and whether people think this is altering their consumption patterns</p> |

Programme 3: Food chain

Aim

Increase the availability and consumption of sustainably produced food in and around the city, in the public and private sector

Objectives

- A diverse range of locally produced food is available in and around the city
- A wide range of public and private sector food businesses commit to improve sustainability performance for example through the Soil Association's Food for Life catering mark
- Bristol boasts a diversity of local food based businesses providing meaningful employment

Transforming Bristol into a hub of sustainable food rests on understanding where Bristol's food currently comes from – who is producing, distributing and selling it - and what the barriers are to both the public and private sectors sourcing more locally and sustainably.

Fully exploring Bristol's food system, including over 4,000 food businesses, would be an almost impossible for a central body to usefully conduct, but the [relationship building model](#) presents an opportunity for community groups to explore barriers to local sourcing and find out more about the realities of food supply in Bristol, with specific local factors taken into account.

In some cities, ideas around sustainable food hubs for warehousing, distribution and processing are being explored. This idea has started to be explored in Bristol, with a funding application to establish a Virtual Farmers Market (with a physical food hub) developed in 2008¹⁹, by Bristol University and Connecting Bristol, among others. A group met in 2009 to look again at this idea (coordinated by Forum for the Future) but it was confirmed that not enough information is known about the current food supply and distribution system in Bristol to decide whether it is worth exploring this in more detail. Further consideration needs to be given to the potential of the existing wholesale supply chain and distribution infrastructure to adapt to support more sustainable food businesses, and reduce the impact of food supply and distribution in Bristol as a whole.

P3.1 Mapping Bristol's current food supply and distribution

Bristol food network will support community food groups across the city to establish:

- Who is growing, producing, preparing, distributing and selling providing the food we eat in Bristol
- How is food being transported to and within Bristol
- The barriers faced in terms of supplying Bristol with more sustainable food
- The most appropriate and effective solutions to overcoming these barriers

The Making Local Food Work mapping food webs initiative²⁰ is interested in rolling out its mapping work in Bristol. This would provide useful information about those retailers already sourcing local food, where this is coming from and how it is being distributed – information vital to developing a more efficient delivery system for local food to Bristol. This would also provide the opportunity for the Food Webs Programme to learn from the model we are developing around building relationships, as one of the challenges that has been mentioned is the reliance of the programme on the buy in of community groups.

P3.2 Signposting and information sharing

A major output from this work would be to fully update the existing local food directories – for

¹⁹ <http://www.connectingbristol.org/2008/05/19/virtual-farmers-market-nesta-green-challenge-bid-for-bristol/>

²⁰ <http://www.makinglocalfoodwork.co.uk/about/fwm/index.cfm>

consumers and also supplier databases. This will involve working with those organisations already holding directories and databases to ensure best access to this information and making it available. Whilst the public and private sectors have different needs, this information will be essential to supporting both sectors to source more sustainably.

In addition, it is likely that once Bristol food network is established as a point of contact in the city, the Food chain programme coordinator will receive enquiries from food businesses and public sector organisations looking to source locally produced food and find out about sources of support for business to improve their sustainability performance. A key role of the coordinator will be to signpost businesses to existing schemes such as the Soil Association's Catering Mark, and ensure that these schemes are well publicised and understood within the business community.

These activities will involve close working with the [Communications programme](#).

P3.3 Supporting the private sector to source more sustainable food

The Eat Somerset initiative²¹ explored the barriers currently faced in terms of supplying Bristol and Bath with more local food. These include:

- Geography – the disparate nature of production and the wide area that the project covered
- Capacity of the producer groups to produce goods required
- Difficulty in engaging retailers – who couldn't see the market benefits for themselves
- The complex nature of local food systems means that work undertaken to highlight the sustainability benefits often comes up with differing, sometimes conflicting evidence. Working with producers and retailers at this level requires a case by case approach; there is no 'one size fits all' approach, and best practice is sometimes hard to replicate. This has also been backed up by work done in the public sector, e.g. in Wales.

Bristol City Council's regeneration team are interested in piloting a food coop in one of Bristol's many empty shops. There may also be opportunities to capitalise on the Department for Communities and Local Government's programme of support to see empty shops filled with social enterprises and support local initiatives to tap into some of the promised £3m.

Sustainability South West has carried out some work to promote sustainable food within the tourism sector. This has mainly consisted of producing and disseminating publicity materials to B&Bs and hotels, signposting tourists to local food producers. This work is now being carried out by Destination Bristol and Bristol Food Network will link with this work to explore opportunities to support each other. Bristol Food Network will encourage stakeholders such as Bristol City Council's Media and Culture Unit, South West Food and Drink, the West of England partnership and Destination Bristol to develop an initiative to address sustainable food procurement.

One of the keys to working with the private sector is the role of Bristol Food Links in highlighting to businesses the 'business case' for greater involvement in more sustainable supply chains. For example community groups such as Transition Bristol are setting out to build relationships with their local retailers and highlight the existing demand for local produce, sustainably-sourced products, less packaging and low waste supply chains.

Existing initiatives, that Bristol Food Network will support, include:

- Food for Life Catering Mark and support activities (Soil Association, private and public sector caterers)
- Eat West: Promoting locally produced food in Bristol and Bath (Forum for the Future)
- Supporting retailers to stock more locally produced food and business advice on principles of sustainable food, supplier directory, meet the buyer events (Eat Somerset, Sustain)

²¹ www.sustainweb.org/eatsomerset

Potential new activities could include:

- Supporting development of commercial growing projects, e.g. resurgence of market gardening sector in Bristol
- Assisting community growing initiatives (such as Eat Somerset's Fruit & Veg project and other activities under the Production programme) to explore supply into commercial streams
- Working with business advisory channels (Business Link, local chambers of commerce) to ensure that signposting is clear and that they have access to useful resources for business advice
- Markets and wholesale supply chains – building capacity for sustainable food supply
- Infrastructure for sustainable food supply in Bristol, e.g. distribution networks, physical food hubs, virtual farmers markets – examining in more detail transport related impacts and ways to reduce food transport within the city
- Liaising with national farmer groups (e.g. Soil Association, NFU, CLA) who are already looking at issues around local food supply, to inform Bristol Food Network's activities on improving produce supply to Bristol and enable good dialogue

P3.4 Public sector sustainable food procurement

Eat Somerset has generated some extremely useful information and results in terms of public sector food procurement and is waiting to hear whether it will receive funding to deliver an important project working to increase local organic food production to supply the public sector, and schools and hospitals in particular. The Meet the Buyers event it recently ran to forge relationships between local producers and public sector caterers and food procurement staff had four (of 17) Bristol staff in attendance and as a result Frenchay Hospital now has a contract for ice cream from a local supplier and Southmead hospital is looking to do so in the future. Whilst this is good news, it highlights just how far there is to go. In contrast, Bath based schools, universities and NHS trust centres have now secured contracts with local fruit and vegetable producers, as a result of this event.

The Soil Association have also carried out some work to get hospitals sourcing organic food, however this has proved extremely challenging and Sustainability South West are now starting to work around public sector sustainable food procurement as part of their Sustainable Health Care programme which is focusing on NHS trusts, in particular.

Bristol Food Network will work with Eat Somerset (who have been working with South West Food and Drink and the West of England Partnership), the Soil Association and Sustainability South West to promote this agenda and identify opportunities to extend their outreach, as well as embedding it within all our programmes.

Bristol City Council staff are keen to engage with this type of initiative and provide information to better understand the challenges they face to sourcing more sustainably – for example, long contracts with multi-national food companies and EU regulations preventing the specification of local food. There will be opportunities to work with key teams within BCC, for example

- Procurement team to identify opportunities to introduce more sustainability criteria within their contracts, following up on a recently organised internal conference aiming to join up activities on food procurement
- Transforming School Meals team to explore the opportunities for increasing sustainable food procurement by schools and the Food chain and Schools programme coordinators will work together to progress this
- Bristol's Let's Get Cooking team
- BCC's Parks and Green Spaces team are developing an initiative called Bristol Beef, which involves them purchasing a piece of land to graze 35 heads of livestock to produce local, organic beef for schools, hospitals and retailers across Bristol.

The Advocacy and Food chain coordinators will need to work together to develop a strategy to work with BCC on the necessary policy change and resources to enable and implement the changes needed to make Bristol's public sector food procurement sustainable and resilient.

P3.5 Food waste in the private and public sector

- **Raising awareness:** We will support communities to raise awareness with their local retailers and producers about the need and potential to reduce their waste. Support could include, for example, workshops such as that run by Eat Somerset on sustainable packaging and community events to discuss the situation and possible solutions.
- **Commercial composting:** Food retailers in Bristol currently have no obvious way to compost their food waste or recycling their packaging. We will work with those retailers already proactive about this to create solutions, which could involve the creation of a social enterprise to facilitate the use of compost for local growers, through for example the allotments association and other growing networks. Such a social enterprise is a good example of a potential profit-making initiative for an existing local food project seeking to find a way to become independent of grant funding.
- **Food waste in the public sector:** Bristol food network will work with BCC to ensure that they are addressing their food waste appropriately and supporting initiatives to ensure the private sector and households are able to do the same. Our Advocacy Programme will support stakeholders to feed into the South West's Waste Strategy to ensure the most sustainable solutions are pursued.

Table 3: Food chain programme - objectives with example activities and deliverable, Years 1-3

(deliverables are indicated with arrows)

| Programme objectives | Year 1 | Year 2 | Year 3 |
|---|--|---|---|
| <ul style="list-style-type: none"> A diverse range of locally produced food is available in and around the city | <p>Building up contacts and research Building up resources within community groups to ensure good knowledge of food chain realities Engaging community groups to build relations with their local retailers and caterers Establish contact directly with wholesalers and distributors Establishing information on current situation of local and sustainable food provision in Bristol Working with students/volunteers to establish robust baseline information from research needs identified ⇒ First baseline information on current food situation for Bristol</p> | <p>Running events and developing new trading arrangements ⇒ X communities understanding their supply chains</p> | <p>Embedding and monitoring these new trading arrangements and continuing to develop new ones New practical initiatives – producer / consumer collaboration e.g. CSA, buying group, community shops</p> |
| <ul style="list-style-type: none"> A wide range of public and private sector food businesses commit to improve sustainability performance for example through the Soil Association's Food for Life catering mark | <p>Business and public sector support information is made available through the network Building up information on which businesses are engaged and support mechanisms needed to work with those that aren't engaged Working with community groups to help them support their local retailers and caterers</p> | <p>⇒ X caterers registering for Food for Life catering mark as a result of community activities to highlight the scheme ⇒ Communities report more understanding and prevalence of external award and accreditation schemes to ensure more sustainable food supply in their local areas</p> | <p>⇒ X caterers progressing from bronze to silver to gold levels as a result of support offered by Bristol Food Network and communities ⇒ National accreditation schemes and awards schemes report much wider take up in Bristol than before Year 1, e.g. attach figures to this</p> |
| <ul style="list-style-type: none"> Bristol boasts a diversity of local food based businesses providing meaningful employment | <p>⇒ Baseline information established</p> | <p>⇒ Number of people employed in food chain recorded ⇒ Baseline surveys on job satisfaction and leaver destinations from city based food related courses in further education</p> | |

Programme 4: Schools and early years

Aim

- Support Bristol schools and nurseries to develop and implement holistic sustainable food strategies

Objectives

- Provide hands on support for pilot schools and nurseries in Bristol to fully transform their food with a holistic approach, working across the curriculum and on food sourcing
- Fully integrate the schools and early years programme into other programmes within Bristol Food Network

Schools and nurseries will play a key role in the process of rebuilding relationships around food – and transforming food in schools relies heavily on embedding schools within these collaborative relationships – to create healthy, vibrant communities who recognise and act on their responsibility in terms of securing the sustainability of generations to follow.

Various school focused initiatives exist within Bristol, including Food for Life (Soil Association), Bristol City Council's Transforming School Meals and Let's Get Cooking programmes and healthy and eco schools programmes. Bristol food network's schools and early years programme will help schools to overcome the many barriers schools currently face in terms of transforming their relationships with food. For example, our work to develop alternative distribution networks will facilitate both Bristol City Council and schools themselves sourcing from local suppliers, our advocacy work will help to overcome the policy barriers preventing BCC from procuring more sustainably, our community and re-skilling work will connect schools with people available to share key food skills, such as wild food walks and foraging, and the food champions we will recruit will play a key role in championing food in schools.

P4.1 Pilot sustainable school food strategies

Food for Life has developed a framework and criteria for schools to transform their relationships with food. 12 schools in Bristol are currently registered with 10 schools in Bristol working towards the bronze award. In addition BCC's Let's Get Cooking team is supporting 36 school cooking clubs. However, these organisations are only able to provide a limited amount of support on specific parts of the food chain and so it is challenging for schools to get to the point of transforming their entire food system. The Schools and early years coordinator will work closely with these organisations to develop and deliver whole school food strategies, with hands-on support to the schools. Pilot schools/early years establishments will be selected, with the following criteria:

- four pilot schools - one each from early years, primary, secondary and special schools
- pilot schools will be selected from those schools already engaged with Food for Life
- one school will have a meals contract with Eden, one from BAM and two 'opt out' schools that are free to source their food from wherever they choose
- We will also work with those schools with a contract with ISS (the only other school meals provider in Bristol), to ensure these providers increasingly provide more sustainable school meals.

The advantage of working with those schools that have opted out of meal contracts is that they have the autonomy and freedom to work with us to develop alternative distribution networks and demonstrate that local sourcing is possible.

These pilots will be fully embedded within our wider programme of work and connected with our wide range of stakeholders and benefit from the practical solutions being developed to transform Bristol's food systems. Schools will form a key part of this community collaboration and have the potential to act as central hubs for food distribution, seasonal food celebrations and awareness raising events.

[Students in further and higher education programmes in Bristol are also a key audience for messages around healthy eating and sustainable food. A number of initiatives exist to work with students, and these groups will be joined into the wider Bristol food network, to make the most of opportunities to share information and support. For example, plans are underway at both Bristol University²² and UWE to set up student allotments. There is potential for Bristol food network to attend freshers fairs, for example, to help these student groups connect with other initiatives in their local areas.]

Organisations working in the area of school and nursery food that Bristol Food Network would seek to collaborate with, include:

Nationally

- [Eco schools](#)
- [FACE and the CEVAS scheme](#)
- The [Food for Life partnership](#) (based in Bristol)
- [Garden Organic](#)
- Good Gardeners Association
- School Food Trust
- Soil Association

Locally

- City farms based in Bristol offering schools programmes
- Community groups - Eastside Roots has set up food growing facilities for schools
- Bristol City Council's Transforming School Meals programme, e.g. Eat a Metre – providing plants for school gardens and Let's Get Cooking
- South Gloucestershire Council's school food programme, e.g. Royal Carrots

²² Bristol University Sustainability team

Table 4: Schools and early years programme - objectives with example activities and deliverable, Years 1-3

(deliverables are indicated with arrows)

| Programme objectives | Year 1 | Year 2 | Year 3 |
|--|---|--|---|
| <ul style="list-style-type: none"> Provide hands on support for pilot schools and nurseries in Bristol to fully transform their food with a holistic approach, working across the curriculum and on food sourcing | Identify pilot schools and start to build relationships with the school leaders, parents, governors and wide local community Introduce Local food champions Establish programme of events, awareness raising activities based around the school | Focus on school food sourcing policy | Continue to work on school food sourcing policy |
| <ul style="list-style-type: none"> Fully integrate the schools and early years programme into other programmes within Bristol Food Network | | Curriculum developed to take advantage of food based activities and local community involvement with retailers and farmers/growers | |

Programme 5: Advocacy

Aim

Food related policies locally, regionally and nationally are consistent with a move towards a more sustainable food system

Objective

- Decision-makers support the changes needed to create more sustainable food systems for Bristol

It is becoming increasingly obvious that it is communities themselves who will deliver the solutions to the impending and growing food-related crises we face. The emphasis of this strategy is on creating and delivering practical solutions, in the belief that communities hold all the skills, expertise and resources to transform themselves and contribute to a collaborative transformation of communities the world over.

However, the reality is that the delivery and success of these solutions does in large part depend on an enabling environment – that is the necessary policy space at local, regional, national and international levels. For example, increasing the demand for sustainable food risks being futile if land is not safe guarded for local food growing, in the face of competing demands for housing and development.

Bristol Food Network advocacy coordinator will work with community groups involved in Bristol Food Network, and other stakeholders and city-wide organisations to:

- **Inform food stakeholders about relevant policies and strategies**

The majority of food initiatives across Bristol are unaware of the policy frameworks that could either help or hinder their impact and success, and how to influence them. Policy work tends to be extremely intimidating for most community projects, which simply do not have the time to wade through the impenetrable world of policy-making.

Bristol Food Network will keep abreast of relevant local, regional, national and international policies, strategies and consultations and empower Bristol's food stakeholders to understand the implications of these policies and strategies and to feed into consultations – either directly or through Bristol Food Network.

- **Coordinate input from food stakeholders**

A coordinated voice from Bristol's food stakeholders has the potential to carry much weight in policy and strategy consultations. Bristol Food Network will publicise opportunities to feed into such developments and consultations and facilitate the network's input into them by summarising the issues in hand, explaining their relevance to food initiatives, highlighting opportunities and suggesting recommendations. This will be made more meaningful and legitimate through the rebuilding of relationships between stakeholders.

- **Represent food stakeholders within decision-making processes**

Having built strong relationships with Bristol's food stakeholders and supported them to understand and analyse the policies and strategies that affect their work. Bristol Food Network is in the perfect position to represent this diverse network of stakeholders. Bristol Food Network's legitimacy and credibility within these consultations will be based on the quality of its relationships with its stakeholders and the increased common ground developed through collaboration between stakeholders.

- **Support the uptake of fairly traded goods by Bristol businesses and the public sector**

Bristol City Council's Sustainability and Procurement Units jointly support the Bristol Fair Trade Network which, along with securing Fair Trade City status for Bristol has also significantly increased supply and demand for fairly traded foods. As well as its annual Bristol Fair Trade

Directory, the Bristol Fair Trade Network has produced a Fairtrade Purchasing Guide for Bristol's businesses and schools to enable them to easily purchase fairly traded food and drink locally.

In 2008 the Network ran a Fairtrade schools conference to encourage schools to switch to using fairly traded foods wherever possible which resulted in Eden, the main supplier of food to Bristol's primary schools switching to supplying 100% fairly traded bananas and many more fairly traded foods on a regular basis. Volunteers have also provided all of Bristol city centre's shops and cafes with information on why it makes good business sense to use fairly traded food and a copy of Bristol Fairtrade purchasing guide.

Bristol food network will continue to work closely with Bristol's Fair Trade Network who are organising, along with Bristol City Council and the Schumacher Institute, a World Food Day conference in October addressing the inter-connectedness of local, sustainable food with issues of global food sovereignty and sustainability.

- **Work with decision-makers**

In addition to feeding into formal consultations, Bristol Food Network will proactively work with decision-makers to bring about policy change that its stakeholders have identified as necessary to transform food in Bristol. This will involve close working with Bristol City Council as well as South Gloucestershire, Bath & North East Somerset, and North Somerset Councils.

Our advocacy work will be shaped by the emerging needs of the network, however there already exist a number of obvious policies and strategies that need influencing if the aims of this strategy are to be achieved, including:

Bristol City Council's:

- Corporate Plan
- Bristol Development Framework: shaping the spatial layout of the city and its land use, this framework plays a key role in determining the amount of land available for food production and the nature of Bristol food retail environment. This will be a key forum for preventing, for example, the proposed park and ride on grade A agricultural land alongside the M32.
- Sustainable Communities Act (SCA) proposals: the SCA affords communities the opportunity to challenge central government policies that are preventing their Local Authority from acting in the best interests of their community's sustainability. It offers much potential in terms of transforming our food system. We are already in fact working with Local Works who succeeded in getting the Bill passed, to develop food proposals for the SCA that can be used by communities across the country.
- Sustainable Procurement Policy - Amount of sustainable food being sourced by Bristol City Council and PCT. Opportunities exist to both improve the sustainability criteria within existing contracts, create support for local food businesses to tender for contracts and to terminate contracts if their performance around sustainability is deemed unsatisfactory by stakeholders.
- Sustainable Communities Strategy
- Comprehensive Area Assessments
- Area based grants
- The Bristol Partnership (Local Area Agreement)
- Community Infrastructure Levy
- Section 106 funds
- Young person's employment strategy
- Food and Health Strategy
- Allotments strategy
- Community Development service delivery plan
- Neighbourhood Partnerships – we need to support food stakeholders to engage with BCC's emerging Neighbourhood Partnerships which will form the key mechanism for influencing BCC policy and action.

The collaborative communities resulting from our rebuilding of relationships around food will increasingly strengthen our ability to persuade BCC to shape its policies and strategies such that they are truly in the best long term interests of all of Bristol's communities and global sustainability.

Bristol Primary Care Trust's current Food and Health strategy ends this year. This affords an important opportunity to ensure that this holistic approach to food and health is embedded within the new strategy. What's more, the impact of the current strategy has been severely hindered by an apparent almost complete lack of budget to deliver it. We will support the PCT to ensure that appropriate budgets are attached to the subsequent strategy and that the wealth of expertise held by Bristol's many food stakeholders is drawn on to ensure the most effective and meaningful delivery of this strategy.

South West Regional Development Agency's:

- Regional Transport strategy
- Regional waste strategy

Various other strands of the Advocacy Programme have been described elsewhere in this document. The Advocacy Coordinator will develop a strategy prioritising the most appropriate policies and strategies to target.

Other organisations that Bristol Food Network will seek to work with in this space include:

- South Gloucestershire Local Food Partnership
- Bristol University: [Bristol Hub](#) and Bristol University Sustainability Team (BUST)
- TENONS – environmental network of North Somerset www.tenons.org.uk
- VOSCUR
- nef – New Economics Foundation
- Food Ethics Council

Programme 6: Communications

Aim

- Support all activities of Bristol Food Network through quality communications

Objectives

- Coordinate communications outputs to raise awareness about sustainable food systems and the work of Bristol Food Network
- Building good press and media relations to ensure coverage of food activities within the city locally and nationally

Quality communications within and from Bristol Food Network will be key to building relationships, raising awareness about issues and initiatives within Bristol and the surrounding area, and raising the profile of sustainable food generally.

A Communications Coordinator will develop a detailed communications strategy. This will involve

- Identifying key target audiences and stakeholder groups to ensure that different communications needs are met.
- Developing a press and media engagement plan, with a focus on local media, and building good relationships with key individuals in those sectors
- Working with the Network Coordinator and Programme Coordinators to identify communications priorities, milestones and appropriate methods for communications on each programme

The Communications Coordinator will initially facilitate a multi-stakeholder branding consultation process to ensure that our external image is appropriate for the wide range of stakeholders we aim to engage, support and influence.

Key communications activities that we envisage, include:

P6.1 A one-stop sustainable food website for Bristol

Bristol Food Network will develop a one stop shop website for all things food in Bristol. The website's interface will capture the structure of our food system, so visitors are taken on a virtual journey of how their food initiative fits into the bigger food picture and how they need to connect with other initiatives to increase their impact. This will include:

Anyone in Bristol wanting to access information about sustainable food would currently be at a loss as to where to look. A wealth of extremely useful websites and resources exist to support Bristol's food initiatives, but often people simply do not know they exist. The Making Local Food Work programme in particular is developing a range of support resources to help food initiatives become more effective and have more wide reaching and sustainable impacts.

The website would include, for example:

- Links to useful food websites and resources (for example; www.bristolfood.co.uk; www.ecojam.org.uk; www.voscur.org.uk; www.transitionbristol.net; www.bristolfoodhub.org; www.grofun.org.uk)
- Where to buy and source sustainable food in Bristol - for end consumers as well as public and private sector buyers – with a range of local food directories already in existence
- Where to eat out sustainably in Bristol
- Local food projects (including spotlights on examples of good practice and case studies)
- Information mapping about the food system in Bristol that the network is helping people to explore
- Links to information and evidence about the benefits of sustainable food, the impacts of the current globalised food system, healthy eating, fair trade, food labelling and the meaning of different certifications and marks

- Food related events going on in different areas of Bristol
- Practical advice and information on how to eat sustainably on a budget, start growing your own food (skill sharing), set up and run a successful local food project (organisational efficiency and sustainability)
- Community food swaps / bartering – facilitating food bartering
- Further sources of information and advice for businesses

In the long term the website could host a virtual farmers market for Bristol – to enable online sustainable food shopping. This idea has already been explored within Bristol and can be re-examined in the light of Bristol Food Network’s activities.

P6.2 Magazine and newsletters

Claire Milne at Bristol Food Hub coordinates and produces a regular Local Food Update which goes to a wide group of stakeholders in Bristol - this is currently being produced on a voluntary basis and distributed electronically.

There is huge potential for the Local Food Update to become, for example, a 16 page quarterly magazine – with the website and communications from individual programmes keeping people more frequently updated on relevant events and information. The Communications Coordinator will edit the magazine and volunteers will be recruited to sub- and production-edit and research articles, write up case studies and conduct interviews etc

The Communications Coordinator will also work with the other relevant programme Coordinators to produce their own electronic newsletters and they will each contribute to the quarterly magazine as appropriate.

Cross cutting themes

Theme 1: Rebuilding relationships around food

Objective

- Community groups are working collaboratively with producers, suppliers and retailers to increase mutual benefits and support

Collaboration within and between local communities, farmers, land owners and retailers: As outlined already above, rebuilding relationships between those that produce, distribute, sell and eat our food will be at the heart of the work. A number of approaches and community involvement processes and techniques are available, which can be used to different degrees with different communities.

See the figure included in the introduction, [Activities of Bristol Food Network in the food supply chain](#) which highlights how these relationships are envisaged.

Other organisations already working on these types of approaches, and which Bristol Food Network would look to collaborate with, as well as Transition Bristol, include

- Eat Somerset
- [Slow Food Bristol](#)
- Soil Association.
- Bristol Farmers Markets
- WI
- FARMA
- Camphill
- Biodynamic Association
- Wholefood Association
- Garden Organic
- South Gloucestershire Local Food Partnership
- Good Gardeners Association

Theme 2: Re-skilling

Objective

- Communities are supported to share and learn skills around food production, processing and preparation, to enable greater resilience

Key to transforming our food system will be re-learning the skills that our industrialised society has predominantly lost. These skills are still held within communities, and it is essential that we build on the work already started in Bristol to create the skills and capacity for Bristol to feed itself.

See [section P1.4](#) for details of re-skilling activities within communities.

Other national organisations already working on these types of approaches and which Bristol Food Network would look to collaborate with, include: [Just for the love of it/Freeconomy](#), [Low Impact Living Initiative](#), the National Trust, [Garden Organic](#), the Soil Association's Organic Farm School courses and classes and Transition Network's Skilling Up for Power Down programme.

Theme 3: Health – mental and physical

Objective

- Ensure that the health benefits of sustainable diets are documented and communicated through all programmes, including physical and mental benefits

The devastating health impacts - both mental and physical, of our current food system are becoming increasingly recognised and attempts – with varying degrees of success – are being made to address this growing crises. Unfortunately the majority of more mainstream projects tend to take a parochial nutrition focused approach, neglecting the wider benefits to health and wellbeing that food could be delivering. Food's impact on our mental health and the conversely positive role it could be playing highlights the case well. Improving our health and wellbeing through food, is not simply about eating five fruit and vegetables a day – it must involve a complete transformation of our relationships with food. There are already examples of Primary Care Trusts gaining a better understanding of the therapeutic benefits of access to space and gardening, for example 'prescribing' allotments.

Whilst work to support community food groups and in schools will be continually addressing this issue, Bristol Food Network will in the future explore the most effective way of ensuring food is playing the most positive role it can in significantly reducing crime and anti-social behaviour. Needless to say the collaborative communities that will emerge through our work, in the long term, will help to address some of these issues.

We will highlight the life-changing benefits to be had from shifting to a sustainable diet throughout all programmes and support healthy eating initiatives to move beyond a nutrition focused approach to one that draws on food's wider benefits to health and wellbeing.

As well as the Primary Care Trusts in and around Bristol, other organisations that Bristol Food Network will collaborate with include

- [Bristol Mind](#)
- [Thrive](#)
- [Rethink](#)
- [Natural England's Health & Wellbeing team](#)
- the Food Standards Agency, for example through the [Eat Well](#) initiative
- Community groups such as Eastside roots, Buried Treasure and HHEAG also have specific health focused activities
- Learning from other cities that have initiated city-wide health and environment pledges such as 'Meat Free Mondays' in Ghent.

Theme 4: Resource efficiency

Objectives

- Bristol communities and businesses are actively reducing food waste, recycling and composting
- Enterprises are providing mechanisms for food recycling and composting all around the city

A strategy to increase all aspects of resource efficiency within Bristol's food systems is needed and in the future we will develop more work around this. Initially though, we will focus on embedding efforts to reduce, re-use and recycle Bristol's food waste throughout our programmes.

Bristol City Council has an impressive track record on domestic recycling. However such recycling actually perpetuates people's disconnection from their food and misses the opportunity to raise awareness of the need to first and foremost reduce our waste. Bristol Food Network will ensure Bristol City Council and local food initiatives are raising awareness of these issues within their work and exploring community composting solutions. Food waste produced by retailers has also been highlighted as a specific issue to address.

Other organisations that the network will aim to work with include SITA, the waste management company, [Foodworks](#), [Resource Futures](#), [Community Recycling Network \(CRN\)](#), and [WRAP](#).

Theme 5: Global food justice

Objective

- Issues of global food justice are considered within each programme and explored by community groups with their supply chain collaborations

It is sometimes said that prioritising local food is at the direct expense of producers in the impoverished developing world. Any food that cannot be produced locally and has come from developing countries should be 'fairly traded'. However, most of the food we eat has involved exploitation of the world's poorest people.

Whilst the demand and therefore availability of fairly traded foods is on the increase, it is a sad reality that only a small minority of the foods we buy from developing countries have been produced under fair, humane conditions. It is imperative therefore that we see urgent changes to international trade rules, such as the Common Agricultural Policy, that permit this exploitation within the food industry. In the meantime it is essential that when we do buy products from developing countries they have been fairly traded and produced under conditions that respect the dignity and wellbeing of all those involved.

Included in the [Advocacy programme](#) below, are details of activities and planned activities in Bristol on fair and ethical trading.

Theme 6: Organisational efficiency and financial sustainability

Objective

- Bristol's food enterprises and initiatives become robust, viable and successful

Along with the absence of meaningful relationships around food, a lack of experience and confidence around organisational efficiency and financial sustainability is hindering those with the most developed and appropriate skills to drive forward necessary solutions. Bristol perhaps boasts the country's most bountiful urban abundance of food initiatives, growers, activists and pioneers – including a vast, coordinated and active permaculture network, numerous whole food cafes, food coops, community growing projects, cookery and healthy eating courses, sustainably minded restaurants and food retailers, and playing home to the Soil Association and Federation of City Farms and Gardens.

However, despite this abundance of food activity, it is commonly recognised that, particularly community projects, find it extremely challenging to develop the efficiency they need to maximise their impacts, and the sustainability they need to free themselves from the chains of project funding, that would allow them to be more forward planning, visionary and successful.

All of Bristol Food Network Programme Coordinators will be well versed in the challenges facing food initiatives and will offer support and signposting to the wealth of resources and organisations available to support small and new food initiatives. The website, magazine and newsletters will offer up to date advice, information, opportunities and good practice for stakeholders to draw on. The Communications Coordinator will work to ensure that community groups producing their own 'how to' guides, e.g. this is planned by Eastside Roots, are supported with communications expertise and publicity. The website will include for example, links to business support agencies, all accessed through Business Link and for the tourism sector through South West Tourism.

Specific initiatives that will be of assistance to social enterprises and food-based initiatives include:

- [2QAB](#)
- [Social Enterprise Works](#)
- [Brave](#)
- [Voscur](#)
- [South West Food & Drink](#)

3. Mission possible

The strategy and aims for the Bristol Food Network are extremely ambitious. However, the challenges we currently face have created the imperative for responses on this scale. By putting communities - and the rebuilding of relationships within and between them, at the heart of this strategy, we are empowering a paradigm shift that will see people working together to solve their own problems, rather than waiting for governments and businesses to shape their lives. We hope too that these changes can raise awareness of the interdependence of communities, lacking from recent history, and make a significant contribution to building a happy resilient society as we enter times of unprecedented change.

We are confident that Bristol is uniquely placed as a major city in the UK to deliver a resilient food system communities the world over can learn and be inspired by and that Bristol Food Network can bring together the skills, expertise, passion and motivation to truly empower this transformation.

Appendix 1: Background, stakeholders and partnership working

Background to this strategy for Bristol Food Network

A group of people met regularly in 2007- summer 2008 as part of a council-backed process to try and resurrect Bristol Food Links. This process did not prove successful, however, one outcome from this time was a consultation with a wide group of stakeholders, the results of which have been used to inform this new initiative.

Recently a smaller group of four key organisations agreed to work on this new initiative – for now called Bristol Food Network – to develop a plan of action for a sustainable food strategy for Bristol – the result of which is contained in this document.

The key team that produced this strategy, along with various advisers, between them hold a wealth of knowledge, expertise and experience at the local, regional and national levels. Various stakeholders have also inputted time and expertise, for example, Jane Stevenson (Bristol Friends of the Earth), Emily Warmesley (Sawday Publications), Alex Michelson (Radford Mill Farm) and Nadia Hillman (GROFUN).

On a voluntary basis, Claire Milne has continued to work on local food issues in Bristol, and has hosted events which have informed this strategy document, for example through Transition Network. Other activities that have continued during the development of this strategy, include:

- Responding to requests for advice, information and support from stakeholders, which has proved vital in understanding stakeholders' support needs
- A regular Local Food Update mailing – the feedback from which and contributions to, has informed this document.
- On-going liaison with local, regional and national stakeholders
- Bristol Food Hub community events
- On-going local media work

The key team involve in producing this strategy are:

Amy Robinson - Sustainable Development Manager for Bordeaux Quay, a restaurant operating on environmental and sustainable principles, for the last three years. This role includes policy development, resource monitoring, staff training, educational talks and involvement in a number of environmental groups including the Bristol Green Capital momentum group, the steering group for Bristol Sustainability Network, Bristol Food Links, The Harbourside Forum and is a member of Sustainability South West. Her work involves engagement in the business, public and community sectors on issues of local, sustainable food procurement and waste, particularly food waste. Amy's work with the commercial food retail sector has equipped her with a good understanding of the challenges facing food businesses in terms of sourcing sustainable food from local producers and is often contacted for advice from other food businesses.

Claire Skinner has worked for Forum for the Future since 2004 in a number of food-related roles. She currently runs the Farming Futures project, working with major UK farming organisation to communicate with farmers and land managers about climate change, and manages a number of Forum for the Future private sector partnerships with national retailers and food manufacturers. Claire has been involved in the emerging Bristol Food Network strategy since summer 2008, and is passionate about seeing sustainable food systems developed for an increasingly urban population, and supporting the farming sector to meet these challenges. Prior to Forum for the Future, Claire worked for Soil Association Certification Ltd. Claire has an MSc in Sustainable Agriculture and Rural Development.

Kristin Sponsler from Transition Bristol, Transition Network and energybulletin.net co-editor has a good understanding of the support needs of the rapidly growing network of local Transition groups across the country. Kristin is also an active member of her local Transition group, helping with the set up of an urban smallholding and an incipient food coop. She has been a member of Transition Bristol coreteam since 2007 and at a national level, has taken a leading role in producing the Transition Network Cities Conference in November 2008 and the highly successfully Transition Network Conference in May 2009. She has helped coordinate the web presence for the "Share the Harvest" series of events that ran in the autumn of 2008 coordinated by Transition Bristol, Bristol Food Hub and Friends of the Earth. She has over 20 year's experience in delivering web and desktop publishing projects and plans to continue to lend her expertise supporting sustainable food communications. She will be helping to coordinate Transition Bristol's themed food group work in preparation for the writing of Transition Bristol's Energy Descent Action Plan food strand. She was raised on a farm in Iowa and has a passionate interest in sustainable food and fibre systems after seeing the impact of industrial commodity grain and livestock farming first hand. Kristin holds a Permaculture Design Level 1 certificate and plans to continue her education in permaculture. Her academic background is in cultural anthropology, which fuels her interest in food cultures.

Claire Milne is involved in numerous initiatives that have informed the development of this strategy. Claire set up and coordinates Bristol Food Hub, a small social enterprise running education workshops around food, set up to bridge the gap between food policy / campaigning and community food work. This has involved hands on delivery of workshops at community events and in schools and coordinating seasonal food celebrations across the city and the Eat the Change campaign. Claire also coordinates Transition Bristol's food work and has also been coordinating Bristol City Council's work to promote sustainable food, including identifying opportunities within relevant policies, strategies and delivery plans to embed sustainable food – and raising awareness within various Council teams about the relevance of food to their work. Lessons learned are now informing Sustain's work to develop and share good practice on local policy around food.

Claire's Bristol based work has resulted in an excellent understanding of the issues facing food initiatives in Bristol and good relationships with those running them. Claire is regularly asked to speak at various food events across Bristol and give media interviews to share her knowledge, experience of, and vision for food in Bristol and beyond.

Claire is also coordinating the development of the Transition Network's national food programme to support Transition food groups around the country, which has provided yet more information and learning in terms of the challenges facing food initiatives and the creative and innovative approaches being developed to tackle them. Claire is also an Advisor and Assessor to the Local Food Fund which is providing on-going learning and development in the field of supporting food initiatives. Claire also previously coordinated Sustain's national Food Poverty Project, which involved supporting community food projects across the UK and equipped her with a particularly good understanding of the social justice issues surrounding food poverty. Claire also used to work at Ragmans Lane Farm, on a permaculture farm in the Forest of Dean, has studied permaculture design, organic horticulture and natural nutrition.

Claire was shortlisted for the national Sheila McKechnie campaigner award for her campaigning around local food strategies. Prior to focusing her energies on national food work, Claire previously worked as a campaigner on global social justice issues as Campaigns and Parliamentary Officer at the World Development Movement (WDM) which campaigns as of coalitions such as Stop Climate Chaos, Trade Justice Campaign, Make Poverty History, CORE Coalition and Jubilee Debt Campaign.

Claire's experience to date has equipped her with a good understanding of the support needs of food projects and particularly those trying to reconnect disadvantaged communities with food, as well as understanding how to support groups to use public campaigning and advocacy to influence local, national and international decision-makers.

This strategy has also benefitted greatly from the advice and support of Joy Carey, Head of Local Food at the Soil Association, Peter Lipman and Rob Hopkins, pioneers of the Transition Network, Ben Reynolds from Sustain's Local Action on Food programme and London Food Links and Tully Wakeman from East Anglia Food Links / Transition Norwich.

Stakeholders in Bristol Food Network and partnership working

This strategy has been consulted on via email to more than 300 stakeholders in Bristol and the surrounding area, and across the country. Two surgery-style consultation events were held (16th and 17th June 2009) where people were invited to comment and add suggestions to the draft strategy.

Over the last two years, through the discussions around resurrecting Bristol Food Links, and then subsequent voluntary work by Claire Milne and others, a number of organisations have expressed an interest in partnership working with Bristol Food Network, and have contributed ideas and input to this strategy. Going ahead, these organisations will be invited to collaborate and assist in activities. These organisations and individuals include:

Locally

Voluntary Sector

- GROFUN – Nadia Hillman
- Eastside Roots – Nick Ward
- Bristol Fair Trade Network – Jenny Foster
- Easton Community Allotment – Beth Astle
- Wellspring Healthy Living Centre – Bearnie DeMonick
- ECOJAM – Matt Fortnam
- Bristol Friends of the Earth – Jane Stevenson, Julian Jones and Pip Sheard
- Cafe Midnimo – Leanne Anderson
- Knowle West Media Centre – Misty Tunks and Maddie Stanley
- Transition BS3 – Emma Winfield
- Radford Mill Farm – Alex Michelson
- Freeconomy – Mark Boyle
- Boiling Wells / St Werburghs City Farm – Sophie Bull
- FreeSkilling – Lucy Harper

Bristol City Council

- Environment and Sustainability Unit - Steve Marriot
- Transforming School Meals - Sharon Sexton
- Allotments - Steve Clampin
- Parks and Green Spaces - Pete Wilkinson
- Corporate Health - Liz McDougall
- Regeneration - Jason Thorne
- Markets - Steve Morris
- Procurement - Christine Storry
- Community Cohesion - Ian Quaife
- Community Development - Andrew

McGrath

- Let's Get Cooking - Michele Webber
- Environmental Health - Adrian Jenkins and Grace Davies

South Gloucestershire County Council

- South Gloucestershire Local Food Partnership – Val Harding

Region

- Eat Somerset – Alison Belshaw
- Sustainability South West – Michele Webber

Other regions

- Herefordshire Food Links
- East Anglia Food Links / Transition Norwich – Tully Wakeman
- Transition Scotland – Eva Schonveld and Luci Ransome
- London Food Links – Ben Reynolds

Retailers/Caterers

- Bordeaux Quay – Amy Robinson
- Canteen West – Matt Pike
- Phil Haughton – Better Food Company

Producers

- Radford Mill Farm – Alex Michelson / Mark Boyle
- Ragmans Lane Farm
- Leigh Court Farm

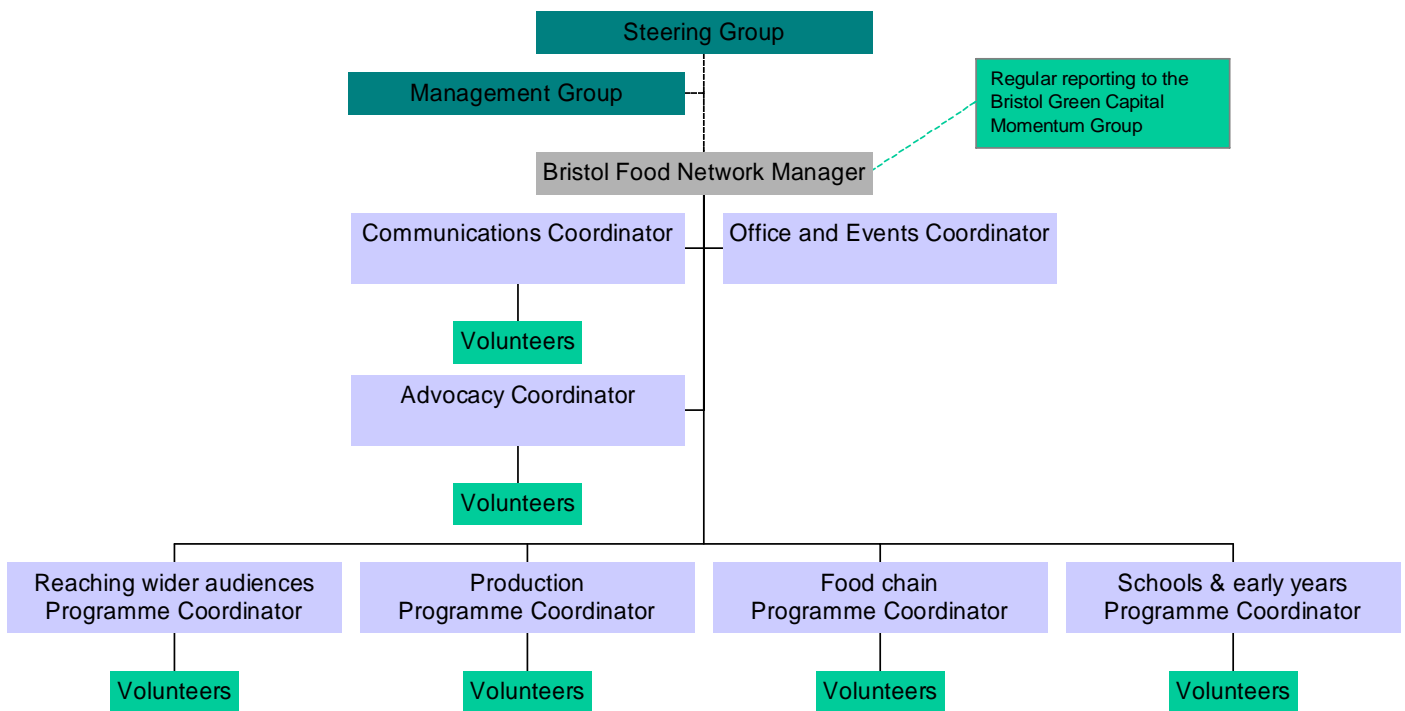
Multi-stakeholder groups in Bristol

- Green Capital Momentum Group
- Schumacher Institute
- Transition Bristol
- Bristol Food Hub

National

- Forum for the Future
- Sustain – London Bristol food network and Local Action on Food – Ben Reynolds and Suzanne Natelson
- Soil Association – Joy Carey, Jade Bashford, Patrick Holden, Dan Keech
- New Economics Foundation – Jim Sumberg
- Transition Network – Rob Hopkins, Peter Lipman and Tamzin Pinkerton

Appendix 2: Proposed structure and governance, organisation details



1. Preferred governance structures

Management Group

- The aim of management group is to set up and oversee the running of the organisation
- Composed of a number of individuals, voluntary paid per diems, recruited for their expertise, e.g. finance, business management, HR, including someone to act as Company Secretary
- Management group immediately work to constitute the organisation, e.g. as a CIC
- Steering group focuses on strategy and delivery of the objectives

Steering Group: Terms of reference

The steering group is the lead strategic and decision making group of the Bristol Food Network. The aim of the steering group is to oversee the strategy and its delivery

Composition: The steering group will be comprised of representatives from the different stakeholder groups indicated in the strategy document (see figure: Bristol Food Network programmes and stakeholders). Steering group membership will be on a voluntary basis.

Meetings: Meetings will be held monthly, at the offices of the Bristol Food Network. A rolling programme for discussing programmes and activities in detail will be established.

Competence:

Bristol Food Network steering group:

- Proposes, amends and approves the leading documents related to the status and the activities of the Bristol Food Network, including the strategy and work plans
- Approves the selection and recruitment of new members of staff

- Approves the overall and programme budgets
- Approves the activity reports of the programmes, and reporting to funders, where necessary

2. Finance hosting

During set up of the Community Interest Company, Forum for the Future will host the organisation finances, aiming to hand these over to the Network Manager (with oversight from the Management Group) after the first six months. Forum for the Future is a non-profit company limited by guarantee and registered in England and Wales.

Registered office: Overseas House, 19-23 Ironmonger Row, London, EC1V 3QN, UK
 Company No. 2959712
 VAT Reg. No. 677 7475 70
 Charity No. 1040519

Forum for the Future has an office in 3rd Floor Bush House 72 Prince Street, Bristol BS1 4QD

3. Premises

Bristol Food Network will be based at Hamilton House a 15 storey building (3 blocks each of 5 floors) on Stokes Croft – a particularly disadvantaged and run down area on the very outskirts of Bristol city centre – which was until very recently derelict. The building is now being managed by a social enterprise *Coexist*, and being developed as an incubator for the creation of sustainable communities. Its tenants range from artists, performers and musicians to recycled bike and furniture projects, environmental consultants, local businesses and local food projects.

An affordable sustainable food cafe is being launched on the ground floor during summer 2009, including a small growing space, on the infamous Stokes Croft. This area is heavily populated with street drinkers and the cafe and growing area are collaborating with them to encourage their involvement. There are also plans afoot to develop a roof garden to supply the cafe.

Discussions are in their early stages regarding a training kitchen and a lunch club is already running, whereby tenants take it in turns to cook lunch for each other and share a communal meal.

Hamilton House also hosts a range of food-related events and has the capacity to accommodate more food projects, offering the potential to develop a hot pot of food entrepreneurialism, sharing ideas, resources and good practice.

4. Name

'Bristol Food Network' is a provisional name being used for the purposes of this funding bid. A multi-stakeholder consultation process will determine the official name for this Network

Appendix 3: Staffing & roles

Bristol Food Network Manager

- Assumes some significant experience in project management, knowledge of the sector and level of responsibility
- Reports to steering group on regular basis and gives regular updates to Bristol Green Capital Momentum Group
- Overall project oversight and delivery responsibility – programmes and cross-cutting themes

Office & events coordinator

- Assumes significant experience in all aspects of office management
- Recruitment & HR
- Partner and contact management
- Office management and finance management (working closely with Network manager and finance host organisation)
- Events organisation
- Works with management committee to ensure smooth running of organisation, processes and procedures etc

Communications coordinator

- External communications, press & media relations
- Internal communications and knowledge sharing
- Writing, editing, proofing
- Visual communications and production management
- Web expertise

Advocacy coordinator

- Govt and wider stakeholder relations
- Campaigns and lobbying
- Local knowledge and experience of local government processes

Programme coordinator: Reaching wider audiences

- Targeting programmes to ensure unreached communities are included
- Working with Bristol Food Hub on specific events and activities
- Behaviour change tracking - research and surveys

Programme coordinator: Production

- Some hands on experience/knowledge of growing food
- Experience in supporting community growing projects and/or commercial growing sector with an interest in community growing projects

Programme coordinator: Food chain

- Experience in the food chain, e.g. in retail, food processing or manufacturing and know how to support businesses to move onto a more sustainable footing

Programme coordinator: Schools and early years

- Experience in schools/education sector

All staff will need to:

- Have a passion and interest in establishing sustainable food system in Bristol and the surrounding areas
- Be good network builders and relationship managers and natural communicators
- Be able to support community groups to build good relationships with their food supply chains
- Be proactive self-starters able to develop their own work plans and deliver them, to agreed objectives

Appendix 4: Budget

Yearly inflation increase

2.5%

| | | Year 1 | Year 2 | Year 3 |
|---|----------------|----------------------|-------------|-------------|
| Hosting finance set up | | | | |
| Forum for the Future (6 months) | | £1,000.00 | | |
| Governance/organisational oversight | | | | |
| Legal advice, filing papers and other set up costs | | £3,000.00 | | |
| Per diem for management group | | £12,000.00 | £12,000.00 | £12,000.00 |
| Expenses for steering group and management group | | £12,000.00 | £12,000.00 | £12,000.00 |
| Staffing (staff costs include a 17% overhead for NI and pension) | Average salary | | | |
| Recruitment | | £1,000.00 | | |
| Training | | £1,500.00 | £1,537.50 | £1,575.94 |
| Coordinator (80% post) | £30,000.00 | £28,080.00 | £28,782.00 | £29,501.55 |
| Office manager (80% post) | £25,000.00 | £23,400.00 | £23,985.00 | £24,584.63 |
| Programme coordinator 1 (80% post) | £25,000.00 | £11,700.00 | £23,985.00 | £24,584.63 |
| Programme coordinator 2 (80% post) | £25,000.00 | £11,700.00 | £23,985.00 | £24,584.63 |
| Programme coordinator 3 (80% post) | £25,000.00 | £11,700.00 | £23,985.00 | £24,584.63 |
| Programme coordinator 4 (80% post) | £25,000.00 | £11,700.00 | £23,985.00 | £24,584.63 |
| Programme coordinator 5 (80% post) | £25,000.00 | £11,700.00 | £23,985.00 | £24,584.63 |
| Programme coordinator 6 (80% post) | £25,000.00 | £11,700.00 | £23,985.00 | £24,584.63 |
| Core costs | | | | |
| Office costs including space rental and utilities, office supplies, subscriptions & memberships Estimated at 25% of salary costs | | £30,420.00 | £31,180.50 | £31,960.01 |
| Website hosting and support | | £5,000.00 | £5,125.00 | £5,253.13 |
| IT maintenance and support | | £2,000.00 | £2,050.00 | £2,101.25 |
| Research | | | | |
| Surveys to measure behaviour change | | £5,000.00 | £5,125.00 | £5,253.13 |
| Market research and baseline measurement | | £10,000.00 | | |
| Programme delivery | | | | |
| Reaching wider audiences | | £15,000.00 | £15,375.00 | £15,759.38 |
| Production | | £15,000.00 | £15,375.00 | £15,759.38 |
| Food chain | | £15,000.00 | £15,375.00 | £15,759.38 |
| Schools and early years | | £15,000.00 | £15,375.00 | £15,759.38 |
| Communications | | £15,000.00 | £15,375.00 | £15,759.38 |
| Advocacy | | £15,000.00 | £15,375.00 | £15,759.38 |
| Capital | | | | |
| IT and office equipment | | £10,000.00 | £512.50 | £525.31 |
| Yearly totals | | £304,600.00 | £358,457.50 | £366,818.94 |
| Project total | | £1,029,876.44 | | |