



**FoodFutures Strategy Day Minutes: 27 November 2019**

In the morning, themed break out groups reflected on:

- What actions have progressed since the 2018 REFRESH event?
- What else should working groups be working on?
- How are working groups currently functioning?

Notes from each breakout group are found on pages 7 -19, along with a summary of key points from a whole-group feedback session (pages 2-4).

In the afternoon we discussed approaches to developing a food strategy: what we like, what we don't like and other ideas. Notes from breakout groups are presented on pages 20-26, along with a summary of key points from a whole-group feedback session (pages 5-6).

**Actions and public pledges are found on pages 27-31.**

**Key documents presented during the day can be [accessed here](#).**

**The FoodFutures network map can be accessed [here](#).**

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# REFLECTIONS: KEY POINTS

## Food and health

- Not much achieved according to Vision and Aims.
- Health festival has been running for 3 years and has a food element.
- Potato day and seasonal markets and other local events contribute to a local food culture and pride.
- Need to increase awareness of the health festival, healthy food and broader engagement, and develop a 'real' farmers' market and kids in kitchen initiative.
- Need to hold more events outside the center of town.
- How ramp up what is already happening? **[NEED FOR MARKETING/ ENGAGEMENT ROLE]**
- No veg growers are based in the Lune Valley. Can farms create horticultural spaces on their farms?
- Explore microbiology and link to gut health and soil health.
- Twin Lancaster Pennsylvania with Lancaster.
- How expand sales outlets? Farm shops, more buses, sell local food. **[FARMSTART, LINK WITH PROCUREMENT GROUP]**

## Food and Economy

- Originally two themes but both are interlinked and need to happen together, but they do have different actions...
- Meets quarterly, done research project around procurement, FarmStart programme, are looking at increasing supply.
- Need to develop FarmStart- find land and then funding.
- Not done: ethical purchasing book, procurement directory (have a consumer facing local food directory).
- There are lots of actions around climate, community wealth building. **[These are on the council's agenda and offer an opportunity for engagement].**
- Need: Connect university research with research questions.
- Resilient food document- could inform procurement.
- Trial business model exercise.

- Schools: how influence to procure sustainable food? Write guide to support individuals, procurers, institutions, council, schools?
- Training for procurement officers
- Join up county, schools, public health [**NEED FOR MARKETING/ ENGAGEMENT ROLE**].
- Raised: lack of procurement expertise in the group. Is this an issue? Do they need to be in the group or linked to the group?
- Look up the Food Traders Network in Preston- Julian Manley- UCLAN and Preston Council.

### **Food poverty and Access**

- **This group have achieved a lot due to fundraising capacity increasing resource capacity. Can this be created in all working groups? [NEED FOR FUNDRAISING ROLE]**
- Lancaster Food Poverty Alliance has been formed and is part of the national Food Power programme. They will hold a launch event in the New Year, with a plan to pledge to deliver actions in action plan.
- Have agreed terms of reference and have formal roles in the group.
- Have developed a draft action plan.
- Have engaged with academics around a needs assessment.
- Recruited Rachel- public health post with time committed to food poverty.
- Food clubs are currently in competition with each other- how facilitate collaboration?
- Eggcup project- David recruited - one place for surplus food redistribution.
- Morecambe Bay Food Bank is trialing a project with older people.

### **Food and environment**

- Meet every 6 weeks; 2-6 people show up; voluntary capacity.
- Currently prods other groups e.g. climate emergency, Pendle Peelings. This group is good at prodding!
- Completed a CGE internship project: conducted an environmental audit of the charter and seasonal market.
- Aim to continue to work with the council around the ecological emergency and community wealth building.

- Now need to raise awareness of the group with the wider community and create educational resources e.g. handbook. **[NEED FOR MARKETING, EDUCATION AND COMMUNITY ENGAGEMENT ROLE]**.
- How separate out project management from the working group meetings?
- How gain commitment from people?

### **Community food skills**

- Least active of all the working groups but not because of a lack of skills. We have a huge diversity of skills locally.
- Network map has been created using Kumu. How can we make this more useful? How make use of skills? Use it to share and connect people up? (Look at other maps to get inspiration for how use e.g. repair map).
- Role of this group is connecting.
- Escape To Make: work with people 11-18 years old around environment, growing and cooking among other things. How engage with this group?
- Communal cooking- where can people do this?
- Recipe swaps and other swaps- how facilitate?
- Community engagement- lead demand to projects. Pair schools and green spaces?
- Where are there 'open (or partially open) doors'?
- How does this group support existing groups?

### **Systems group? A break out group formed to review partnership's function.**

There is a need for the following key partnership roles in order to increase the capacity of the network:

1. Marketing role to facilitate information flows within the partnership and outside- raising the profile of the networks work.
2. Community engagement and connecting role (across themes).
3. Fundraising role.

# **FOOD STRATEGY DEVELOPMENT: KEY POINTS**

- **Agreed to go for silver and learn from the other 15 groups!**

## **What we like in a strategy?**

- Use the strategy development process to create time to listen and engage with a wide range of stakeholders across the food system. How can we use the process to engage and support every level? (Local to national; individual to organization; producer to retailer).
- Use process to create ownership from different groups.
- Should be emotional, sensory, celebratory and short!
- Sustainable > Regenerative narrative should be used.
- Charter- different groups can sign up and can be used for accountability.
- Accessible in terms of language (and searching website and getting involved)
- Clear ask for different organisations / ways to get involved.
- Branding- umbrella to connect people up.
- Tangible- to measure different elements (aims and objectives) that are linked to different individuals and organisations.
- Have a good baseline to work from - the bronze award.
- Locate the strategy within broader strategy e.g. inequality.
- Different documents are suitable for different groups- who is this for?
- Create connection/ overlaps. Complexity simplified. Address global targets that are adapted for our bioregion and have a local flavor!
- Like the structure being themed around the 5 working groups.
- Colourful.
- Focus on positives and from visioning rather than deficit. Asset based- build on what have.
- Celebrate successes.
- Use to highlight beacons - people and organisations that are doing ace work. How use the strategy process to highlight these?
- Make relevant to a local audience/ develop local pride.

### **What we dont like in a strategy?**

- A 63 page long document!
- One organisation's strategy.
- Dry.
- Lots of aims but no resources (unrealistic).

### **Other ideas for strategy work?**

- Long term strategy in turbulent times!? Need to take a 'tacking' approach.
- Funding: short pitch (including what offer), video, crowdfunder, each person in group speak to two others about pitch/ partnership needs.
- Need better knowledge flow between different groups and more whole partner events (like this).
- Specify project volunteer roles to support people in getting involved.
- How can the strategy engage with time poor people?
- Care to share scheme- signaling organisations that are willing to share; developing a sharing and listening culture- important part of a strategy!
- Gain inspiration from others. Celebrate Lancaster culture, history and heritage etc.

# WORKING GROUP REFLECTION NOTES

## - Food Poverty and access working group

*The group reviewed the aims generated at the 2018 REFRESH event:*

### Short term aims (by 2020) review:

- Strategic food poverty action group has been formalised and meets regularly. City and county council needs to budget for a full time food poverty worker. (Put less stress on volunteers and create paid posts to drive this work forwards.)  
*A group has been established that meets monthly and has a 0.2FTE Food Poverty worker in place.*
- Accurate mapping of current needs and resources. *Work has been completed around this.*
- List of current schemes/ groups/ distribution. *Work has been completed around this.*

### Long term aims review:

*All the long term aims listed below are being worked towards. One additional long term aim was added: Bring food clubs together with common purpose.*

- Sharing of good practice and successes.
- Route developed: crises and food bank to long term solution.
- Food clubs established in schools
- List of current schemes/ groups/ distribution.
- Depot/ transport needs met.
- Collaborative action around holiday hunger that has shared publicity.

### **What else should the group be working on?**

- Harmonising food clubs.
- Providing support to food clubs.
- Engage with university around research needs.
- Actioning findings of needs assessment.
- Encourage upstreaming in system.
- Improve access for vulnerable groups

### **How is the working group functioning?**

- It has broad representation, has agreed Terms of Reference and has secured funding for a number of projects and posts. It could potentially better link up with Lancaster University around research needs.

## - Food and environment working group

**The group reviewed the aims generated at the 2018 REFRESH event:**

### Short term aims (by 2020) review:

- A working group focused on the ecological footprint of our local food system meets every 6 weeks to take forward actions and reports back to quarterly food partnership meetings. *A group has been established that meets every 6 weeks. Next Meeting: Wednesday 22<sup>nd</sup> January 17:30, Storey*
- Centre for Global Eco Innovation project- audit local food businesses (plastic, food waste, water use). What do businesses do now? Why? Support in reducing impacts. *An audit has been completed of LESS's seasonal markets and the council's charter markets. An event was held to share findings and identify ways forward.*
- Local enterprises established that utilize current waste streams (mushroom growing on coffee grounds, preserve making from surplus). *Some experimentation with coffee logs happened, but not much has progressed.*
- Pickling clubs (Morecambe food club). *Not progressed.*
- Zero waste emporium established on Yorkshire Street, Morecambe. *Not progressed.*
- Join zero carbon cities working group and speak at September launch event. *Two workshops around food and the ecological emergency were run at the local authority/ climate event.*
- Organise a series of training sessions around sustainable living and food. *A number of events and projects have been supported but no strategic programme of training events progressed.*

### Long term aims review

- FarmStart model established, supporting regenerative growing locally. *This is in the early stages of development – currently looking for land to implement the 10 year vision!*
- Coordinated composting: household food waste collection, compost loos, community composting. *This is being discussed.*
- To become an established zero carbon city by 2030 or before with active council/ community involvement/ relationship. *In early stages of development, with a climate action bid being written to facilitate this work further.*

**What else should the group be working on?**



- Lobby local supermarkets e.g. Booths re sourcing and biodiversity policies and practice.
- Encourage Waitrose to come here?
- Food education- cookery and herbal and other classes, radio, TV coverage, parents column in local paper,
- Mirror existing market audit with local business and retail outlets.
- Engage with schools e.g. Speaking at school assemblies.
- Biodynamics- seasonal gatherings, intro to event, harmonizing with the environment discussions.
- Look at Preston's Kids in Kitchens project at the Larder- kids learn to cook during holidays - also addresses lack of lunches during school holidays.
- Biodiversity- consider throughout e.g. education, in growing, procurement...
- Tap into existing things going on e.g. Engagement at Uni, council.
- Map food in and around North Lancashire to explore options for reducing food miles.
- Feed into national strategy? Work with city and county council.
- Encourage a shift in diets - benefits on health and the environment.
- Access research money to run pilots and trial projects.
- Sustainable production and food waste projects?
- Water fountains, taps, refill points.
- Make it easier to buy local free-range milk.
- Social enterprise to create food waste/ composting hub for Lancaster and Morecambe.
- Reach out to younger generations e.g. workshops in schools.
- Strategy: what is the most important food/environment issue for North Lancashire? Where does the biggest potential lie for contribution from this group?
- How are other local authorities dealing with food waste?
- Terracycle- encourage and map.
- Increase communication with Lancaster University (Mandy to help).
- Charter Markets- no stalls selling plastic bags/ cups etc.

### **3. How is the working group functioning?**

- Can improve representation and attendance e.g. through inviting more people to working group meetings; encouraging attendance with reminders etc.
- 16th Jan 18:30 - 20:30 The Storey, Community Wealth Building Meeting
- 23rd January wellbeing meeting
- Focus on specific areas of the environment rather than the whole?
- Map the food life cycle (reference Rod's resilient food doc) from production to consumption (and post consumption waste) and consider key environment impacts – identifying key leverage points for action/ improvement.

- Environment Center (Lancaster University) student projects- talk to Jess Davies about opportunities.

## **- Community food skills working group**

### ***The group reviewed the aims generated at the 2018 REFRESH event:***

This has been the least active group so far. However, this is not because there is any shortage of food skills in this area. On the contrary, we are lucky to have many people and organisations in our area with a very wide range of food skills (everything from skills in food growing to skills in cooking, in running and facilitating small businesses and voluntary groups etc.). Ironically, this may actually be one reason why this group has struggled to take off – community food skills covers such a wide area and can be interpreted in so many different ways. As a result, we struggled to find a way forward from the very diverse range of skills discussed at the REFRESH event last year (when, for example, some people wanted training in business skills, health and safety etc. while others wanted more traditional growing and cooking skills).

Because we had limited time and people resources and no one clear direction to work on, we decided that we weren't really in a position to launch new projects. Instead, we came up with the idea of trying to map community food skills in an interactive way. There were three main aims to doing this:

- To celebrate the rich range of skills that we already have in relation to food.
- To make it easy for newcomers wanting to get involved in FoodFutures to know 'who's who' – so that they can more easily find the person or organisation that it would be most relevant for them to talk to.
- To be used as a talking point so that, as a community, we can collectively decide if there are any gaps that it would be good to fill. In this way, our hope is that new projects will compliment – rather than duplicate or compete with – existing initiatives.

### **What else should the group be working on?**

People had a number of ideas which came into the following categories:

**A) Making best use of the new food skills map.** There was a lot of enthusiasm for the map and a desire for it to be shared broadly so as to be most useful (interestingly, Jonnet also mentioned that she has seen similar maps used by repair communities so that people who are new to the area can know who to contact to find out who does what – so it seems there are other similar examples out there that we can draw on). We thought it would be good for the map to be shared digitally and felt like it might be particularly useful for students and visitors wanting to get involved in the sustainable food scene. It could also be used for publicity purposes to promote the work that the partnership is doing. Interestingly, though, several people made the observation that it doesn't necessarily read as a map of skills – rather, it is a map of individuals and organisations. So perhaps there is more we could do to draw out the skills element a little more?

**B) Engaging with young people.** This was something that the folk in the first discussion group were particularly passionate about. People felt like engaging young people in growing and cooking skills was really important. We discussed different ways of doing this, for example:

– developing healthy street food stalls to counteract the 'food deserts' scenario that exists on some estates which are dominated by takeaways and convenience stores.

- A revival of LESS's 'gardener in residence' programme in schools.

- Trying to twin schools with local greenspaces and/or growing groups.

- There was a lot of enthusiasm for joining forces with the newly launched Escape to Make charity for 11-18's (they have already expressed an interest in growing and want some raised beds and an outdoor pizzeria in Scotch Quarry Park).

**C) Trying to expand communal cooking practices and spaces.**

Eating together – and sharing skills and knowledge that way – was also a popular theme of our discussions. People also really valued this for its ability to create community, counter social isolation etc. Again, lots of possible ideas were discussed including:

- The expansion of food clubs which involve cooking and eating together

- Using both history and the cosmopolitan and international nature of Lancaster to develop new and shared sustainable food cultures through recipe swaps and blogs etc. The example given here was of bean-based cuisine – of which many different countries have a variant – in this way ‘traditional’ recipes can travel and be adapted to new places and cultures. This could also be really good for cultural mixing e.g. the Global Café and Global Link refugee and asylum seeker growing project at Claver Hill.

- Could a scheme be launched which would connect the market traders with FareShare and/or local food clubs to facilitate more communal eating and cooking?

- Jonnet described how she is also launching ‘Friendly Fridays’ at her house – every Friday will have an open door policy after school and people can come and eat together.

- We thought it would be great to build on this sort of thing and wondered how we could expand the possibilities for communal cooking and eating. Two issues here were a) how to identify the right places for this to take place (ideally, you need to find somewhere with a decent sized kitchen which can seat quite a big group of people – where do these exist and do they have communal cooking in place?) b) However, we also discussed the problem of getting into ‘hard to reach’ communities (for example, Claver’s continued struggles to engage with the Ridge). We really felt like engaging with these groups involves finding an ‘insider’ – someone from that community who can see the value of this sort of initiative and who can help to make it happen. Otherwise, it will run the risk of being seen as a middle class imposition and/or failing to understand – and work with – the lived realities of the people concerned. This need to work with rather than on communities also links with the equality and diversity theme that was highlighted throughout the day.

**D) Research could be helpful for all of the above in identifying what support different groups need, rather than making assumptions in advance about what this could be.**

For example, if we wanted to pursue the school/greenspace twinning project, we could get in touch with schools to ask them what, if any, growing they currently do with the children, what are the main barriers to them doing more of this, whether they’d be interested in a partnership with a local greenspace etc.

**How is the group functioning and what could be improved here?**

We identified two major issues which was a shortage of people involved in the group and also a lack of certainty over the group’s role: should it be our job to kickstart more skills-based projects (like some of the examples discussed above) OR should this group’s role be more to try and make better use of the skills we already have in the partnership by asking them what help they need and increasing the capacity of existing groups? We didn’t fully resolve this question but I think it is a really good issue to reflect on.

A big plus is that quite a lot of new folks expressed an interest in being part of this group in future: Jonnet Middleton, Jennifer Lauruol, David (I think?) from Eggcup, I think Steve Jenkins also said he might be interested, as did Elisabeth from the Health Innovation Campus and Rachel Tyrrell-Smith, the new food poverty person at the council. There may be others I have forgotten too!

## **- Food economy and procurement working group**

### **The group reviewed the aims generated at the 2018 REFRESH event:**

- Overview of the group: Meets regularly to develop work around this theme but there are currently no procurement managers in the group but mixture of food producers, business (Singlestep), activists and researchers.
- Research project on procurement in local institutions- opportunities and barriers- *This work has been completed. The group was interested in what was going to be done with this research*
- Ethical purchasing guideline book- *Not yet worked on- See next section.*
- LESS to Trial Market stall in Charter Market- *Not yet trialed. It was suggested that the opportunity mentioned about a food market outside the hospital could be used for this stall.*
- Facilitate discussions between Preston Model team in Preston and local institutions. *Not yet trialed- See next section- Steve Jenkins mentioned we should consider speaking to Julian Manley at UCLAN who is involved in the academic work behind the Preston Model*
- Create directory of institutions that buy/want to buy local food- *No action yet. The group wasn't clear what this would be used for.*
- Research mapping project on what is grown where and what is going to waste- *No action yet.*

- Build links between local growers, consumers, institutions. *This is facilitated in part by the Seasonal Markets and the local food directory. The group also felt that there could be opportunities to join up different approaches – lots happening around procurement and how could group support knowledge sharing and experience in this area.*
- Farmstart update was given by Ellen and issues around land access were discussed.
- Resilient Food document - Rod and Claire-Louise have produced a comprehensive document for determining what is meant by sustainable resilient food. Rod will be speaking about this at Lancaster's Potato Day (25<sup>th</sup> January, Friends Meeting House).
- No changes to long term aims- People felt the FarmStart project was key strategically. (see below)

### What else could the group be working on?

- Council has lots of opportunities to engage around procurement over the coming months and has some influence over some of the issues which came up in the first discussion (around land access, support for emerging co-ops, mapping land use, plus their own procurement strategy). Alistair Sinclair suggested we prepared to engage with council workshops around community wealth building and climate emergency. He mentioned a lot of dates for workshops between Jan-March and food is meant high on the agenda. **Action Point: Contact Alistair to confirm dates for meetings and ensure that this group and food partnership is represented.**
- Resilient Food document was discussed and it was agreed that this was a useful document and would be presented for further input at potato day. The concept of 'Better Food Trading' from Growing Communities (considers growing techniques along with fair pay for growers ect) as a standard to work towards was suggested as a way of engaging businesses. This has been used as an award scheme in other places. **Action Point: Potentially look into Better Food Trading as part of Silver Award work. Develop resilient food document as an internal tool for developing local strategy.**

- Farmstart has strong support- it was highlighted that this is key if we're encouraging local procurement- we need to be able to ensure we have local food supply that is sustainable, resilient and offers variety.
- It was suggested we could do an example business modeling of total costs of setting up a small growing business. Melanie Fryer mentioned that LWA would be interested in that as a project potentially.
- The group liked the Ethical Food guide previously produced by LESS but questioned who it was for and perhaps combined with the research from the procurement project it might be valuable to produce a number of different guides for different audiences. For instance:
  - o One participant mentioned that they were a school governor and wanted to influence school meal policy. They know very little about procurement and thought that a short guide for people who wanted to influence their institutions would be useful
  - o Is there a need for procurement managers to have a version of the procurement guidance? Or perhaps it would be useful for local small businesses- eg. The Herbarium and others
  - o Would it be useful to produce a guide for the council as they are looking at procurement over the coming months? *Alistair mentioned that the council had been doing their own research and also drawing on the experience of others. It would be useful for us to input into that discussion and also learn from the experience of others.*
- It was questioned what training is currently given to procurement managers and staff around ethical and sustainable procurement. Is there a gap for this group to provide training and what resources can the group use to do this- what is already being done in other institutions, research projects, tool kits (Ethical Consumer Toolkit?)

**How is this group functioning? What is working and what could be improved?**

- There is a lot happening with procurement across different institutions and how can the group best help join all this up?
- It was highlighted there was no procurement expertise or staff in this group- would it be good to try and get some procurement staff within the group so as to get an idea of the challenges faced and perhaps have a chance to actively influence an institution. Later in the day Stephenson's dairy suggested they would like to join the group.
- In response to the above it was suggested we could have an 'example institution (a beacon) with which to work closely with and demonstrate what can be done?
- It was suggested we needed to be in a position to respond to the councils workshops around Climate Emergency to make the most of this opportunity.

## **- Food and health working group**

### **Review of actions**

- Annual health festival has been run with 3 days of events, meal at town hall, demonstrations at a church hall (eg. breadmaking), visits to community farm. Market on the 22nd September 2019 incorporated in the festival and included fruit and veg for sale, cooking demonstrations by hospital chefs, pizza toppings.
- Potato day is a good event for people to socialise around food.
- The LESS seasonal markets contribute to raising awareness of local food and building community around this.

### **What else could the group be working on?**

- Increase awareness of Lancaster Health Festival and raise awareness of the benefits of eating healthy food.



- Increase the number of producers in the region who participate in seasonal markets/ increase impact of the seasonal markets currently organised by LESS. Possibility of a larger farmers market? Weekly/monthly market not just focusing on high end prices? Market as suggested by Ian outside Centenary Building
- Food court – bringing together food producers with communal eating area.
- More information around the links between soil health/biology and gut health
- Get more people involved in growing food both in terms of health and access to food
- Kids in kitchens as part of school holiday activities- not being passive recipients of food but cooking and learning.
- No veg growers in the Lune valley- could existing farms create a horticultural area on their farm/could link with FarmStart project?
- Some concerns about Brexit- however in the US some positive outcomes because of different safety standards-more organic
- Idea of twinning with Lancaster, PA- they have excellent local food co-operative supplying hospitals, schools, people- [www.lancasterfarmfresh.com](http://www.lancasterfarmfresh.com)
- Link to economy and procurement group: How do we expand sales outlets-possibly local producers creating their own shop for meat, cheese, veg- Links to procurement and food economy activity and working group. How do we encourage those businesses that want to use local produce, find others and link up.

### **How is the group functioning? What is working and what could be improved?**

- There is little evidence of this group at this event which is reflected through the need for one to one meetings to progress this work over the past year, Ian Dewar presented first thing but had to leave to attend another meeting about the health festival. Needs to be re-invigorated?

## **- Systems working group (New theme suggested on the day)**

**What is needed to support the FoodFutures partnership in functioning even better?  
And how do we improve the sustainability of the following systems?**

**The flows that need to be supported include:**

**A) Information flows.** How can communication be improved between working groups, within the partnership and outside the partnership? How do we support non-engagers

- Ideas suggested included all working groups tweeting/ Facebooking etc about work and tag in FoodFutures/ post to its page. Create a partnership marketing role (up to full time!) to facilitate coordinated information flows- to complement a coordinator role. Create methods for instant updates e.g. slack, whatsapp, email, other? (so cross connection happens more than the quarterly partnership meetings and via the coordinator and specific projects). (Learning from Stephenson's Dairy: Business uses twitter and Instagram, trade use websites, public uses Facebook).
- Council has access to all houses in the District. How can we use this info channel to reduce impacts of homes- including around food and waste?
- Council has 3 community engagement people that are mapping what's happening- build on/ support this work. (Engagement around FoodFutures is a role in itself).

The above needs to facilitate cross connection across the working group themes.

**B) Cross connection/ engagement (skills/ ideas/ enthusiasm)**

- Events naturally support this, so hold more cross-theme events.
- Cross- connection will naturally happen as the partnership and its work develops.
- How can we build on what's already happening to develop understanding of each other's issues and constraints? And what will motivate different groups to engage with each other?

- How do we overcome language barriers? (Schools, Colleges, Universities, Business forums etc).

**C) Money/ resource flows:** How can we better share resources throughout the network? How could we get money back from a marketing role? Ideas suggested included creating a fundraising role that pays for itself.

**D) Food/produce/nutrients flows**

- No suggestions were developed for how we do this.

# **FOOD STRATEGY DEVELOPMENT NOTES**

## **From Rachel's break out group**

### **What did we like?**

- Benefits of a strategy are that it will bring coherence between the different groups and ensure that we are all working towards common goals.
- Overlaps often exist between groups and having the partnership and the strategy can identify overarching themes that groups can work on together and ensure that funding bids are written collaboratively.
- Actions being assigned to organisations/individuals so there is a degree of accountability.
- Really useful to have an umbrella organisation that all food activity sits under and should be an opportunity for visibility through website, publicity, branding.
- It would help to make all the different parts feel part of a community and make the food partnership feel like an entity which we are all contributing toward.
- It should be useful for public engagement, connecting food businesses/groups and for being the first place we can send people to when engaging with us.
- Needs to be clear who strategy and the partnership is for. Outputs (for instance a website) could have clear sign posting so different users can find what is relevant for them.
- Strategy should be presented in different documents for different groups to relate to eg. longer documents internally and shorter, simpler documents for public and businesses- good to have actions for different businesses/groups/individuals to sign up to

### **What didn't we like?**

- It needs to be succinct and at least needs to have a summary document
- It's not good to have lots of aims without supporting funding

### **Other ideas....**

- There needs to be more knowledge flow between the different groups- it was felt that this event was good and it was interesting to know what was going on across the network- either more events or an individual to promote knowledge flow.

- Needs more funded or specific volunteer roles to connect the doers and look for funding.
- People working in food are so time poor- need to find a way to engage groups of business/health reps- what is a representative organization for these groups (for example ESTA).
- Would be good to get greater awareness of what each individual/organisation is strong at in the network and see connections.

### **From Martin's break out group**

#### **What did we like?**

- Listening to communities and engaging communities
- Ownership of objectives and road map- good to have tangible outcomes and indicators
- Implementation plan
- Having a charter for people to sign up and accountability
- Sector responsibility focus
- Good to work at every level from individual through to policy

#### **What didn't we like?**

- 61 pages is too long

#### **Other ideas.....**

- Locating the strategy within a coherent social justice analysis
- Use the Sustainable Development Goals
- Embed cross-cutting themes
- Go beyond sustainability to regenerative
- Ensure collaborative working with partners
- Bronze application to be used as a baseline
- Links to international strategy
- Adapting to climate change
- Multi-layer approach (individual, community, district, national)

### **From Gail's break out group**

#### **What did we like?**

- Breakdown of the structure and groups in the action plan
- Brighton's strategy looked attractive and engaging
- Oxford got things to one page and a colourful one at that

#### **What didn't we like?**

- Shouldn't be council/officer led
- Shouldn't be in official speak- needs to be accessible

#### **Other ideas.....**

- Consultation to obtain buy in from other people which is translated into a vision
- Needs to be clear and accessible
- Needs systems weavers
- Needs to have partners who will do things and names put to actions
- Make things relevant to local audience/individuals
- Build on your assets/positive approaches rather than focussing on what you don't have.

### **From Beccy's break out group**

#### **What did we like?**

- We thought going for silver was a no-brainer and were very enthusiastic about the idea.

- The enthusiasm wasn't so much for the award itself as the fact that it would give us a goal – and a legitimacy – to do all the things we wanted to do in terms of sustainable food anyway!
- We really liked those strategies and approaches which had been built on lots of consultation – it felt really important to us that this be a shared strategy rather than just the strategy of one particular person or group.
- We really liked the opportunity to learn from others if we are able to join the SFC's vanguard of 15 going for silver.
- We also felt like accountability and clarity should be important elements of the strategy so that it is clear who is doing what within the partnership.

### **What we didn't like**

We were aware of the dangers of particular kinds of strategy writing in the current context of uncertainty – how can we write a strategy that is clear and convincing and takes us to our overall goals while also acknowledging that we may need to respond quickly and creatively to a rapidly changing social, environmental, economic and political context? This will take some careful consideration!

### **Other ideas**

- It is essential to have a funded role (the continuation of Anna's post). If this doesn't happen then we may well go backwards even in terms of what has already been achieved.
- It will be important to have different versions of the strategy for different audiences. For example, a short and legible publicly accessible one for the website (not the 61 pages produced by one city!) BUT we also recognise that a more detailed document might be handy to guide our work behind the scenes.
- Maybe it would also be helpful to evaluate the process that got us the bronze award before moving forward: how well did this function and what lessons can we learn from this that will help us in the next steps?
- We also spent a lot of time thinking about how to get the £10k match funding and had lots of ideas here:

- Our key observation is that it is very important for us to create a clear 'pitch' that can be shared with potential donors – being very clear about what the tangible outcomes of the Silver Award process will be and – importantly – stating how this could also benefit the donors themselves (i.e. not just what can they give us but what can we offer in return?)
- We felt like making a short video of this pitch would also be really handy for a crowdfunding campaign – allowing us to share and drum up support on social media.
- There was a lot of enthusiasm for Crowdfunding as a strategy since this could a) make the most of everyone's existing social networks and b) democratise the funding process (while it might seem simpler to get £10k from one organisation, the risk is that this organisation then ends up with more ownership of the resulting strategy - whether or not this is intended). However, if we do go down the route of targeting bigger organisations, it was suggested that we would need to aim for existing pots of money which have already been allocated but not yet spent (for example, the QR funding at the uni, or funds available through the Centre for Global Eco-Innovation within LEC. Would the city council have anything too?)
- Whichever approach is taken, a popular strategy would be for everyone to identify 2 or 3 people who they will personally contact to ask to donate. (On the basis that targeted personal messages are more likely to be taken seriously).
- Slightly more effort but additional approaches discussed included auctions of promises or other (Christmas!) fundraising events.
- Optimistically – and there was a good deal of enthusiasm that we would get the money! – we wondered if we need to stop at £10k or what we could do if we managed to raise more than this?!

### From Anna's break out group

#### What did we like?

- ***A strategy that is emotional, sensory, uplifting & celebratory!***
- ***A strategy that addresses global targets that are adapted for our bioregion and have a local flavor!***



- A dynamic and lively process. Consultation is a really important part of the process, helping create buy-in & support partnership working i.e. using the process to bring people together. How best to meet and engage all the key players?
- A strategy that is simple when communicated to the public.
- Being able to tell a story of complexity simply in a way that gets the right balance between different elements of the supply chain (hence linking global targets to a bioregional interpretation and giving it a local flavour)
- A good strategy also needs to be identifiable via the logo (though there may be different versions of this – for example for business, food safety etc.)
- How the partnership and strategy functions was also important: e.g. it's crucial to create time and a safe space to listen properly and to value all stakeholders.

### **What we didn't like?**

- ***A strategy that is corporate, bland and institutional***
- A strategy should not be a 'how to' document (instead, it should be about *what* we want to collectively achieve)
- A strategy shouldn't just be that of a single institution and its shouldn't be generic.

### **Other ideas**

- Could we build on a 'care to share' process? i.e. scheme, strategy, pledge...
- A loyalty scheme/charter?
- Look at Nourish Scotland for inspiration and how it has linked in with the health community
- Celebrate Lancaster and its heritage; show how it has brought a diversity of food etc.

- Establish a sharing and listening culture.

## **Group Y (red writing)**

### **What we liked?**

- A breakdown of the structure (5 groups in the action plan)
- How Brighton looked at engaging others (e.g. this is what you could do, rather than a top down approach)
- Oxford got things down to one page and made it colourful and emphasised key points (i.e. good for the environment, good for us)

### **What didn't they like?**

- Not officer-led (like in Middlesborough)
- A strategy needs to be accessible in its language i.e. not official speak

### **What would this look like for the work theme?**

- Wider consultation for the vision and dream
- Then a discussion around the vision to develop ownership and local pride
- Celebration of successes – not just plan, act and review
- Beacons! E.g. Backsbottom, Claver, Billy's Eggs

# ACTION POINTS AND NEXT STEPS

## Actions

- Anna to share notes, presentations and key docs from today's meeting with all attendees, with support from Beccy Whittle and Rachel Marshall.
- Anna and Jess Davies to look at QR research and policy fund (Lancaster University) – possible match funding for coordinator role.
- Mike Hallam to add ESTA work to the network map.
- Jennifer Lauriol to look at community food skills with Becky and Anna.
- Anna to coordinate application for bronze> silver award/ process, sharing with key people who have offered to support.
- Ian Roberts a key point of contact for county level- Rod to put Anna in touch.
- Anna to contact Alistair Sinclair for key community wealth building dates and share with the FoodFutures network, ensuring it is represented at these events.
- Look into Better Food Trading as part of Silver Award work and develop the resilient food document as an internal tool for developing local strategy.
- Resilient Food document was discussed and it was agreed that this was a useful document and would be presented for further input at potato day. The concept of 'Better Food Trading' from Growing Communities (considers growing techniques along with fair pay for growers ect) as a standard to work towards was suggested as a way of engaging businesses. This has been used as an award scheme in other places.

## Public pledges

- **Tom White:** Ask worshipful company of gardeners for help with funding and find land for FarmStart
- **Rebecca Laughton/ Land Workers Alliance:** Ensure that info about the Better Food Trader's network reaches key people in Lancaster (Anna Clayton and Rachel Marshall). AND connect the LWA/ GC Horticulture campaigns with SFC to increase the capacity of cities to obtain fresh fruit and veg from local producers.

- **Caroline Jackson:** join a working group. Can give some money to the £10k. Claver Hill could offer event space, possibly money, activity space, whatever- ask committee. Possibly get some bid writing expertise for SFC. Use connections in the council where I can and through the Food Clubs network to get people for consulting with. Get Tim Hamilton Cox to join the procurement working group.
- **Clare Gould, LESS:** Earmark a regular monthly amount of time for LESS going forward and therefore FoodFutures activities. Get more involved with funding bids. Complete the skills audit. Make a batch of sauerkraut (preserving veg)
- **Anna Clayton, FoodFutures Coordinator:** Go slowly and take the time to engage properly re. strategy. Meet with Alistair Sinclair to align with council's engagement strategy. Draft application for 'going for silver' bid and share with others to comment.
- **Charlotte, Eden Project International:** Ensure the thinking, work and future strategy are looped into and taken account of in all the development of Eden project north, so it includes, showcases and supports the region and its food economy.
- **Elisabeth, Health Innovation Campus:** Give space in HIC for events, connect to business workshops run at university. Hang up 'poster' for advertisement at HIC. Talk to the HIC group what support the Lancaster Uni can give, specific questions from the network to the uni would be recommended. Basically have an open ear and try to find help for funding and creating research questions. Ask for support towards the £10k but have no idea if I can find support!
- **David France, Eggcup,** Introduction of new food clubs> aim to use local procurement. Publicise FoodFutures Network in our work with food business and public marketing/ social media
- **Jess Davies, Lancaster University:** Discuss applying for match funding through the university. Connect my students in – could there be a more systematic way to do this?
- **Cathy Oliphant, Lancaster University:** Help connect SFC with student groups to grow networks and encourage more students to come to working group meetings. Can try and do a fundraising event on campus. I'll be there on the 22nd Jan 2020
- **Beccy Whittle:** Help to write the SFC co-ordinator funding pitch and try to draw it to the attention of key people. To reflect and write up the notes from the sessions I facilitated from today and help synthesis if you think this would be a good idea. We can work together with the other organisers to collate the many materials and ideas from today and help move this forwards before Dec 20<sup>th</sup>. To help update food skills map and circulate it.

- **Emily House:** Continue to communicate with SFC and back to Single step and see how we can be involved eg in hospital, markets, health fest and look at gaps in fruit and vg grown locally- and work with farmstart.
- **Naomi Young:** Join the food and environment working group. Promote FoodFutures and upcoming events through Green Lancaster social media channels and newsletter. EcoHub available as a space to use on campus for events to engage student community
- **Jamie Murphy** – LCC community connectors. Work to enable local communities to have the opportunity to be involved in growing food. Communities to take action and use food as a key tool to bring people together, celebrate and grow. Post it notes were attached to Jamie's pledge with ideas: Engage schools in food production/Wider education about food production. School work placements in food/production business- Princes Trust. Engaging young people-Youth Council.
- **Mandy Dillon- Lancaster University**  
Take my learning on the FoodFutures network back to Lancaster to engage different parts of the uni not currently connected (but would like to be) with the working groups. To continue discussing issues around food gender, food-EDI issues and how these relate to the WG. To consider research funding opportunities and communicate these to the network. To link Anna with internal funding opportunity at Lancaster-Deadline 9th Dec 2019
- **Steve Jenkins:** Find donors/pledges for Silver Award. Attend Food and Env meetings. Help publicise on social media. Offer more chances for people to meet up at Claver Hill and link into FoodFutures ideas. Speak to Jennifer about BackYard food and Jonette friendly Fridays.
- **Martin Paley:** Continue contributing volunteer time- change to paid time. Open to changing where that time goes to- new priorities. Maintain fingers in lots of pies to encourage good networking. Precious Plastic Lancaster door is always open but still early days so hard to say in what capacity.
- **Rachel Marshall:** Support with knowledge exchange between the different groups, the partnership and the university- through my job and my own time. Find funding from the university to continue in that capacity. Help with fundraising and bid preparation.
- **Kevin Frea:** Work out how to get this work communicated through council communications to all residents.
- **Bonnie Bell:** Offer my time in volunteering to help with publicity for FoodFutures.

- **Fenny:** Help promote FoodFutures via social media and volunteering/getting more involved in activities promoting FoodFutures- For example in events and projects.
- **Rod Everett:** Work on the resilient food document and give a talk at potato day. To work with farmers as part of the food strategy to seed ideas that help form a living soil To make Backsbottom a much better beacon by getting enthusiastic people (possibly via LWA) to create a more diverse and economically viable model for organic livestock and food farm. To give support to North Lancashire Food Partnership.
- **Ellen Pearce:** Make FarmStart a reality for Lancaster. Contribute to funding bids. Contribute to LESS strategy and dreams. Follow up with the council and Eden re land/ supply chains. Feedback the outcomes to Gina's office and disseminate to MEP mailing list. Follow up with Chris re. farmer in Galgate. Progress local producers co-operative.
- **Jonnet Middleton:** Research school procurement and as school governor of Dallas Rd school push for a more resilient procurement strategy- see how to connect with other governor boards and local schools. Stay connected to progress conversations with the economy and procurement group. Volunteer to support 10k fundraising bid and the silver bid in general working out what role I can most usefully play along the way Join the community and food skills group. Set up an open house event around my kitchen table-provisionally called 'Friendly Fridays' and connect to wider issues of local resilience, food skills and social relations by starting very simply to invite friends, colleagues to talk|eat|drink|cook|dance in a very improvised way to see how connections and skills emerge

### Offers

- Ruta Hallam offered to organise a Biodynamic preparation workshop in Morecambe.

### Needs

- Letter of commitment from local authority exec (to go for SFC coordinator role).
- £10k match funding for coordinator grant – to go for silver.
- Going forwards, ingrain strategy into local policy,

### Bicycle parking – for future exploration

- Food equality and diversity (including age) – how incorporate this in our work?

- Free business workshops for SME/ 3rd sector at Lancaster University ESDR programme – Anna to follow up.

### **Evaluation (to inform future events)**

#### **1. What worked well?**

- Very well structured and really liked the seed icebreaker.
- Loved starting with standing up, sitting down and ending on public pledges. That's genius and all between very useful too.
- Good opportunity for networking and thought provoking.
- Very well organised and timed.
- Very school friendly thanks.

#### **2. What could be improved?**

- A bit cold.
- Food provided in keeping with SFC Lancaster ethos.
- Food could have been better x2.
- More water.