



Glasgow City Food Plan

Annual report 2021/22



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Summary

The [Glasgow City Food Plan](#) was developed in 2019 and 2020 to provide a framework that would enable greater collaboration and coordination of action to build a food system in Glasgow that is fairer, healthier, more sustainable, and that supports a thriving local economy. The plan is intended to reflect the ambition shared by public, private and third sector organisations in Glasgow for a good food system that addresses recognised issues, builds resilience for the future, and celebrates the great food initiatives and cultures of the city.

The 10-year plan was launched in June 2021. One year on, this report summarises the progress, achievements, challenges and learning of the first year of implementation. It offers suggestions to help increase progress and impact.

The first year has seen significant changes in the delivery context that have challenged food producers, providers and consumers through increased costs, unreliable food supplies, workforce challenges and extreme weather. This has made implementation of some actions extremely difficult. In addition, partners have faced operational challenges that have limited the resources that they have been able to commit to supporting the Food Plan. That said, the majority of the 55 short term actions laid out in the initial Food Plan are wholly or partly on track.

Early achievements have included the introduction of Rose Vouchers to increase access to fruit and vegetables for low-income families, the Bronze Food for Life Served Here award for Glasgow City Council's school food, production of a Sustainable Food Directory in advance of COP26, development of the Good Food for Glasgow campaign and many new collaborations. In addition, and in recognition of the joint working in Glasgow, external funding has been won for two collaborative, community-based projects ('Food and Climate Action' and 'Thrive Under Five') and the Soil Association selected Glasgow for its for Food for Life Scotland's Public Sector Expansion Pilot. The development of a clear accountability framework and reporting mechanism has been very helpful in raising the profile of the plan and in building support from with senior officers in the city.

There have, however, been challenges. Thematic working groups have differed in their progress and the contributions that stakeholders have been able to make to them. Securing adequate resources, in terms of secure, long-term funding, appropriate expertise and partner support, will be vital if the necessary pace and scale of progress is to be achieved. Monitoring data is limited, incomplete or unreliable. Competing priorities are numerous and access to suitable spaces for growing, cooking, and trading locally produced food are limited.

Stakeholders recognise the need for collective support and coordinated action to address current and pressing issues in the food system, particularly in the face of growing economic challenges, without losing focus on sustainability and health issues. The Food Plan is a mechanism for doing this effectively as a multi-sector, collaborative approach to changing the food system.

Introduction

1. This is the first annual report on the [Glasgow City Food Plan](#) (GCFP) and covers the year from June 2021 to June 2022. The GCFP is a 10 year framework to achieve a food system in Glasgow that is fair, resilient and environmentally sustainable and enables everyone in Glasgow to eat healthy, affordable, culturally appropriate good food irrespective of where they live, their income or personal circumstances. It was developed by a multi-sector partnership, the [Glasgow Food Policy Partnership](#) (GFPP) between 2019 and 2021, with extensive engagement with stakeholders across Glasgow. It seeks to improve collaboration, coordination, and coherence in our collective work to improve Glasgow's food system, to support and build on the wide range of impressive food-related projects already operating across the city and to increase the pace and scale of progress.

2. This report was prepared by the Food Plan project team, which is the subgroup of the GFPP tasked with developing and coordinating implementation of the Food Plan. The objectives of this annual review are to:

- summarise changes in the delivery context
- assess progress on the actions laid out in the initial Food Plan (launched June 21)
- review the Food Plan implementation structure, processes and resources
- assess what has been achieved, what is working well and where improvements are needed
- distil learning and propose future priorities and recommendations



3. The purpose of this report is twofold:

- To enable the Food Plan project team, the GFPP members and the Food Plan delivery partners to reflect on what is working well and what needs to be revised, and together agree any changes required.
- To inform partners, funders and stakeholders about what has been achieved, what has been learned and how future work will evolve, and to stimulate discussion about how collaborative action can be further strengthened.

4. The Food Plan was developed over a period of 3 years with respect for, and the will to better understand, the tremendous amount of successful and innovative work already going on across the city, in different sectors and parts of the food system, to improve health and wellbeing, equity and social justice, skills and opportunities, the environment and biodiversity, and to strengthen communities and resilience. The GFPP did not set out with a blank sheet. Instead, they sought to recognise the good work already going on and find ways to build on existing successes so that the pace and scale of positive change can be increased. The GFPP wanted to identify and address the barriers to progress that too many small projects encounter before they reach the point of being established and self-sustaining. They believe that partners can achieve much more when they collaborate and coordinate their work across sectors, across communities, and across the food system. This Food Plan set out to provide a framework to do this. One year on, it is important to review progress, reflect on success, challenges and learning, and revise the approach in order to increase its progress and impact.



Delivery context

5. When the Food Plan was developed, prior to the COVID-19 pandemic, it was amid concerns about growing levels of food insecurity, increasing dietary ill health and health inequalities, the precarious nature of employment in the food sector and increasing recognition of the food system's contribution to the climate and nature emergencies. When it was launched in 2021 many of these issues had been exacerbated by the pandemic and related restrictions. A year on, there have been many important contextual developments in 2021/22 that need to be considered when reviewing the progress of the Glasgow City Food Plan.

6. Globally, the conflict in Ukraine has disrupted international food supplies and energy costs, causing food shortages and price increases which are forecast to continue for the foreseeable future. Extreme and unpredictable weather patterns have also affected global and local food production and supplies, causing further availability problems and cost issues.

7. Within the UK the continuing impact of Brexit and the COVID pandemic on workforce availability, skills, and costs has been extremely challenging for food producers and hospitality organisations. The rising costs of food and energy add further difficulties which may force some out of business.

8. At household level, these rising costs of food and fuel have driven up levels of food and fuel insecurity, and there is growing concern about how many people will cope through the coming winter. Data from the Food Foundation's food insecurity tracker from April 2022¹ reports that, across the UK, 15.5% of households had experienced food insecurity in the previous 6 months, compared to 7.6% before the pandemic. Even in the first 6 months of the pandemic when food supply issues and COVID related isolation contributed to food insecurity, the figure was 9.7%. People with disabilities, non-white ethnic groups, and people on Universal Credit are at a particular risk of food insecurity. There is a fear that as the consumer price index continues to rise in coming months, food insecurity will also rise.

9. In terms of health, it is known that there is an association between food insecurity and mental health problems, including stress and depression². It is also known that those experiencing food insecurity are less able to afford to eat well. The Food Foundation has reported that per calorie, healthy food is 3 times the cost of unhealthy food and that eating a diet that aligns with the UK Government's healthy eating recommendations would cost 47% of the disposable income of the least wealthy fifth of UK households (compared to 11% for the most wealthy)³. This is reflected in the data which shows that, since March 2020 when the first lockdown was introduced to help manage the COVID pandemic, recorded proportions of adults and children who are a healthy weight has fallen. Rises in overweight and obesity have been seen in adults and children, particularly marked between 2019/20 and 2020/21 data with a clear widening of socioeconomic inequalities. There is increasing concern about how the rising cost of living affects people's ability to afford adequate amounts of food and fuel, and its impact on the worsening health and health inequalities.⁴

10. While the frequency of visits to out of home (OOH) eating and drinking establishments fell during the pandemic in Scotland, Food Standards Scotland-funded research showed a huge rise in takeaway food and use of food delivery services during the same period. As laid out in their [Out of Home Action Plan](#), published in 2021, the Scottish Government consulted on detailed proposals for mandatory calorie labelling of food and soft drink sold by OOH food outlets in 2022.

11. In November 2021, Glasgow hosted the [UN COP26 Climate Change conference](#) where most countries of the world came together to discuss and agree how to tackle the impending Climate Emergency. This was an opportunity to showcase Glasgow's progress towards [net-zero](#). It was at COP26 that the [Glasgow Food and Climate Declaration](#) was launched, bringing local and regional authorities from across the world together to commit to joined-up action on food and the climate.

12. In July 2022 the [Good Food Nation \(Scotland\) Act](#) was given Royal Assent. The overall policy ambition of the Act is to provide the framework to make the vision of Scotland as a Good Food Nation a reality. It will underpin existing work and put the Good Food Nation ambition on a statutory footing for both the Scottish Government and relevant authorities (councils and health boards). Scottish Ministers are to have regard, among other things, to the scope for food-related issues to affect outcomes in relation to social and economic wellbeing, the environment, health and economic development, when determining the content of the national Good Food Plan. Similar duties will be required of health boards, local authorities and other public authorities, which will be required to publish their own Good Food Nation plans. The Act also establishes the Scottish Food Commission as an independent advisory body.

13. Glasgow City is likely to be a step ahead of other local authority areas in implementing the Good Food Nation Act duties through the existence of the Glasgow City Food Plan. In Scotland, 13 other Sustainable Food Partnerships now exist, with more in development. A formalised network of [Scottish Sustainable Food Partnerships](#) has also been established, which will enable national collaboration on topics of shared interest, particularly as Scotland embarks on delivering the requirements of the Act.

14. Glasgow's progress with this Food Plan has been widely recognised and commended, and the Food Plan team have been asked to speak to many audiences about both the development and progress being made. Examples include the Rural Affairs, Islands and Natural Environment Committee, other food partnerships locally and internationally, and in the [news](#).

15. The political, economic, and environmental developments of the last year have brought challenges and unpredictability to producers, providers, citizens, policy makers and public services. However, they have also emphasised the importance of developing a more sustainable and resilient local food system that not only provides more secure and reliable food supplies, but that also supports the health and wellbeing of people within local economies and communities. Likewise, they have highlighted the urgent need to focus on minimising the impact of food, fuel and cost of living increases, particularly on the most vulnerable households. Within this context, the potential benefits of progressing collaborative work within Glasgow that aligns with national policy include more effective and efficient use of resources through better joint working, clearer shared ambitions with better articulated pathways to change, and increased pace and scale of progress.

Implementation structure, processes and resources

How is the Glasgow City Food Plan being delivered?

16. The Glasgow Food Policy Partnership (GFPP) is an informal, multi-sectoral partnership which was established in 2014. Currently chaired by the [Glasgow Centre for Population Health \(GCPH\)](#), the GFPP led the development of the GCFP and, following a review of membership and its [Terms of Reference](#), now oversees delivery of the plan. It has 24 partners (the full list of partner organisations can be seen [here](#)) including partners with responsibility for delivering on many of the actions. It is part of a more formal governance structure, through which annual progress on the Food Plan is reported to the Public Health Oversight Board in Glasgow, a part of Glasgow City's Community Planning Partnership structure.

17. A small multi-agency project team coordinates the implementation of the GCFP, on behalf of the GFPP, supported by a part-time Coordinator who is part funded through the [Sustainable Food Places Network](#), hosted by GCPH and employed by the [Glasgow Community Food Network \(GCFN\)](#).

18. There are six multi-agency themed working groups which coordinate delivery of actions in each of the 6 themes:

- Fair Food for All
- Community Food
- Food Economy
- Catering and Procurement
- Food and the Environment
- Children and Young People

Each group is led and coordinated by a different GFPP partner. Delivery partners for each of the GCFP's actions are represented on these working groups, providing opportunities for monitoring implementation and progress, sharing learning and good practice, collaborative working, and increased synergy.

19. There are two further cross-GCFP working groups: Communications which supports coherent and clear messaging in relation to the GCFP and advises the part-time Campaign Coordinator for GFPP's 'Good Food for Glasgow' campaign, and Urban Agriculture which works to identify opportunities to increase access to land for growing, access to markets for trading, and better training in agroecological skills.

20. The GFPP has also received funding from NHS Greater Glasgow and Clyde to set up a city-wide Education working group later in 2022, consisting of members from each themed working group to enable the range of education focused actions for schools, colleges and communities to progress in a coordinated way.

21. Each of the thematic working groups reports quarterly to the GFPP via the Glasgow City Food Plan project team. Alongside reports to Glasgow's Public Health Oversight Board, regular updates are also presented to Sustainable Glasgow, GCFN's Board, GCPH's Board and relevant GCC Committees. Appendix 1 illustrates the current reporting structure for the GCFP.

22. A review of progress is undertaken by the project team each year to assist with reporting. The purpose of the annual report is to enable the Food Plan project team, the GFPP members and Food Plan delivery partners to reflect on what is working well and what needs to be revised, and together agree the necessary action. The findings from the annual review will help, through discussion with stakeholders, identify learning and issues requiring greater focus or new approaches going forward.

Resources

23. One of the challenges in coordinating the implementation of the Food Plan has been the limited and short-term nature of the resources available to fund its management and administration. A breakdown of the resources is provided in Table 1. The GFPP Coordinator is an annually funded part-time post. In 21/22, the post was funded with a £10,000 grant from Sustainable Food Places, matched by £10,000 from Glasgow City Council and £12,500 from GCPH. To help develop communications and community engagement for the Food Plan, a one-year part time Good Food Glasgow Campaign Coordinator was appointed in April 2022, with a £5,000 campaign grant from Sustainable Food Places supplemented with £10,000 from NHSGGC. GCFP project team members from GCPH, GCC, Glasgow City HSCP, GCFN and Sustainable Glasgow contribute their time as part of their substantive posts, working closely with the GFPP Coordinator.

24. The established partnership approach and cross-sectoral commitment to the Food Plan has attracted external funders to invest in innovative food projects in the city. In addition to the grants which help fund the GFPP and Campaign Coordinators described above, Glasgow partners have won awards for collaborative projects that support delivery of aspects of the Food Plan. The success of these funding applications was, at least in part, because of the collaborative approach to the Food Plan development in Glasgow. These include:

- A 2-year place-based development project led by GCFN, [Food and Climate Action](#), received £629,582 in 2020.
- Child Healthy Weight project ([Thrive Under Five](#)), led by NHS Greater Glasgow and Clyde and Glasgow City HSCP, received Scottish Government (SG) funding over 2 years of £366,484 for Glasgow City.

Table 1: Funding allocated for Food Plan implementation 2021/22 (except where different dates are noted)

| | Funding received | Costs to GCFP partners |
|--|--|--------------------------------|
| GFPP Coordinator and GCFN support | £10,000 (SFP) | £22,500 (GCC & GCPH) |
| Campaigns Coordinator | £5,000 (SFP) | £10,000 (NHSGGC Public Health) |
| ‘Thrive under Five’ project (NHS) (<u>note</u> : some additional financial and in kind support provided from NHSGGC Public Health, GCHSCP Health Improvement and Alexandra Rose Charity) | £187,728 (awarded 20/21 from SG) £178,756 (awarded 21/22 from SG) | |
| ‘Food and Climate Action’ project (GCFN & GCHSCP) | £629,582 (awarded 2020 for 2 years from Lottery CAF) | |
| Food Education working group | | £5,000 (NHSGGC Public Health) |
| Plus staff time (GCC, NHSGGC, GCPH, GCFN, GCHSCP & working group members) to lead, develop and manage the process | | |



Achievements and progress on actions

Achievements

25. The following examples were established either during the period of development or in the first year of implementation of the Glasgow City Food Plan and are linked to the GCFP actions. These examples also demonstrate the breadth and reach of the six multi-agency themed working groups.

► Introduction of Rose vouchers (Food insecurity: Fair food for all theme):

The [Rose Voucher Project](#) began operating in Glasgow in 2020, supported by Glasgow City Council and the [Alexandra Rose Foundation](#), to provide fresh fruit and vegetables to families in areas where food poverty and child poverty are at their highest levels in Glasgow. Thriving Places (Parkhead, Dalmarnock and Camlachie) and West of Scotland Housing Association worked with [Firm Banana](#) to identify and provide 55 families (127 children) with weekly fresh fruit and vegetable deliveries through the Rose Voucher Scheme, equating to almost £500 worth of produce being distributed each week. In addition, funding from Alexandra Rose Charity and NHSGGC Public Health has been used to support 44 families in the Drumchapel area with Rose Vouchers to be redeemed at a local greengrocer, and Thrive under Five are working with the Scottish Food Pantry Network and Alexandra Rose to extend support to families within the Ruchazie area in partnership with Ruchazie Pantry and a local early years establishment. The scheme has brought health and wellbeing benefits through increased nutrition and has enabled improved access to fresh food from a local source.

► Developing the workforce of the future (Food Economy theme):

Through involvement in the development of the Glasgow City Food Plan, City of Glasgow College (CoGC) piloted a new accredited module on sustainability and food waste for the hospitality students (SQA level 5) in March 2022 and will be running short courses with micro credentials for 2022/23.

► New collaborations (Food Economy theme):

The GFPP has developed several new partnerships in the course of the development and early implementation of the GCFP. The [Glasgow Sustainable Food Directory](#) was developed through collaboration between the GFPP and Slow Food Glasgow in October 2021 (in advance of COP26) with the aim of showcasing the most sustainable food shops and places to eat in the city. A revised version (for 2022) is in development. The GFPP also supported Chamber of Commerce circular economy work (such as the [Plate up for Glasgow Campaign](#)) and worked with Poverty Alliance to promote the Real Living Wage Campaign for the food and drink sector.



► A Food and Climate Action project (Community Food theme):

The [Food and Climate Action project](#) (pictured) is led by Glasgow Community Food Network and funded by the National Lottery. The 2-year project is a partnership between Urban Roots, Glasgow Eco Trust, The Space, St Paul's Youth Forum and Central & West Integration Network, and was developed in 2020 to support delivery of the Glasgow City Food Plan. The project has five key strands of activity including: increasing urban agriculture within the city, engaging and empowering people of all ages through food education, establishing community-led green assemblies, supporting action around COP26, and collating all learning in an online food hub.

► Thrive under Five (Children and Young People theme):

In October 2020 and again in 2021, NHS Greater Glasgow and Clyde Public Health were successful in securing funding from the Scottish Government to pilot a whole system, community food nurturing programme with families of preschool children, combining action on food insecurity, poverty, healthy eating and physical activity in three Glasgow neighborhoods. Although the funding is for childhood obesity early intervention and prevention, Glasgow's approach focuses on the root causes of obesity and its links to poverty and food insecurity. Glasgow Centre for Population Health (GCPH) are leading the monitoring and evaluation of the [Thrive under Five](#) project.

► Food redistribution networking event (Food and the Environment theme)

In February 2022 the GCFP team hosted an [online discussion](#) with around 30 community and other relevant organisations to gather opinions about the way food redistribution is currently organised in Glasgow. Participants were asked about barriers facing community organisations, opportunities for joint working, and how food redistribution could be better coordinated in our city. This information is being used to inform future action.

► Food for Life Served Here Award (Catering and Food Procurement theme):

Glasgow City Council Catering and Facilities team worked with the Soil Association Scotland to achieve the [Bronze Food for Life Served Here award](#) in Autumn 2021 for its work to get fresh, local and sustainable food onto school plates. This was a particularly impressive achievement given the challenging delivery context of recent years.

This paved the way for Food for Life Scotland's one year [Public Sector Expansion Pilot](#) in Glasgow to bring fresh, local and sustainable meals to new public sector settings across the city. Starting in April 2022, this aims to scale the programme in other areas of Scotland in the future, due to increased funding from Scottish Government. Glasgow was selected because of flourishing cross-sector food partnerships and the comprehensive Food Plan.

► Good Food for Glasgow campaign (Communications group):

In April 2021 a Good Food Movement Coordinator was appointed to the Food Plan team to increase knowledge about Glasgow City Food Plan and to encourage more people to get involved in 'Good Food' activities in Glasgow. The post holder has developed a [Good Food for Glasgow](#) campaign and other [collaborations](#) on linked campaigns.



Progress on actions

26. There were 76 actions set out in the first iteration of the Glasgow City Food Plan, launched in June 2021: 55 defined as short-term and 21 as medium-term actions. Short term actions were expected to be achieved within approximately 2 years of the launch of the Food Plan; medium term actions within approximately 5 years. Therefore, progress would have been expected on short-term actions by this year one review.

27. In June and July 2022, the GCFP project team worked with each of the themed working groups to assess progress on each of the actions. As a result, 10 of the short-term actions were rated green (i.e. progressing as planned), 27 rated amber (i.e. some progress being made) and 18 rated red (i.e. no progress to date). The Food Plan project team met to review these: four of the red rated 18 short-term actions have stalled due to external issues, such as pausing of national work on which the local action depends; one action is no longer considered relevant due to changing context and will be removed; 3 were reclassified as medium-term actions due to the development work required (e.g. improving employment rights for community food staff, developing accredited training programmes for community food careers and improving and expanding community education). The reasons for the lack of progress of the remaining 10 red-rated short-term actions were resource constraints or lack of a delivery partner. These actions will each be reviewed with the relevant working group to assess if adequate resourcing can be found or if a way forward is possible. A summary of progress on each action is available in appendix 2 with more detail available [separately](#).



Feedback from stakeholders

28. A short survey of stakeholders and working group members was undertaken in July and August 2022. In total, 93 individuals were invited to respond anonymously. There were 19 responses giving a response rate of 20%. Despite the low response rate, the feedback received offers helpful insights and reflections. Quotes are provided to further illustrate key themes and points of learning.

► The majority of respondents said they believed that more progress had been made towards a more sustainable food system in Glasgow than would have occurred without the Food Plan. Respondents specifically cited increased understanding and agreement between partners on what the issues are and what needs to be done.

“It has created a sense of purpose and ambition and more people are aware of the central importance of food as a focus for a wider range of issues that are linked to improving the quality of life for citizens. There is more inter-agency co-operation and a stronger network of people working in a more complementary fashion.”

“For the first time there is a plan which allows food work to be co-ordinated, good practice shared and to have genuine direction. It has also allowed the HSCP Health Improvement Teams to have equity of service across the 3 Localities, with HI work co-ordinated through both funding support and structures that allow HI Teams to target work.”

“The existence of a clear, methodical approach to raising awareness and enabling individuals to contribute to those areas of activity which they are especially interested in. It has practical application with an overall coherence of action and coordination. It also provides ambition and is flexible enough to encompass new developments. Small existing projects can identify as part of a greater whole.”

► Challenges that were highlighted were both external and internal. Externally, contextual factors such as supply issues and the economic challenges were recognised as having made delivery of some Food Plan actions more difficult. Internally, some respondents noted differing levels of commitment from stakeholders and lack of capacity in some delivery partners to play an active part. The need for better engagement and involvement of the public was noted in some responses.

“It is a valiant start and makes many valid and important points. However, it is not seen as central to many decisions particularly in planning and land use that are needed. Perhaps the senior administrators have not recognised how this affects the urgent economic, climate and survival needs we are facing. Few local self-organising actions are happening at community level and the Food Plan could be a catalyst for these.”

- ▶ Almost 90% of respondents felt that they or their organisation had benefited in some way from their involvement in the Food Plan, for example, having a reference and guidance document, being able to keep colleagues up to date on actions, knowledge sharing, experience, connections, influence and understanding of the council's future policies.

"I think there has been huge benefit in being involved in the working group, not only being able to play a part in delivering on the Food Plan and becoming more informed of the work that is going on, but also for the point of helping to shape policy, direction and delivery of food activity by my organisation."

- ▶ Changes suggested included increasing the focus on vulnerable members of the community, improving data collection, giving stakeholders greater ownership of implementing and reporting on actions, and increasing information sharing between working groups and with the public.
- ▶ New or different priorities that were suggested for inclusion in the Food Plan going forward included increasing the focus on food insecurity/financial inclusion including food availability, affordability and access to food and cash first approaches, and greater focus on increasing food production in the city. There were also calls for an increased establishment of local markets, and better involvement and feedback from the public.



Conclusions

29. In the spirit of the collaborative approach taken to the Glasgow City Food Plan, this review has been discussed by core partners who together identified the conclusions, recommendations and learning points that follow.

30. Good progress has been made in the first year of the Glasgow City Food Plan, despite significant contextual challenges. All thematic working groups have overseen some progress in most of the short-term actions, with a number of notable achievements. This review provides an opportunity to reflect on the actions that have not progressed as anticipated, and on the approach and plans laid out in the original document. It is important to revise them where necessary in order to ensure that they remain fit for purpose and to respond appropriately to emerging issues. Ten of the short-term actions which could have made progress in 21/22 did not due to resource constraints or lack of a delivery partner. These will be reviewed and revised by the thematic working groups and appropriate action taken in 22/23.

31. The collaborative nature of the approach taken to developing and implementing the Food Plan has been welcomed by stakeholders who reported that this has helped increase the recognition and profile of food system challenges and the importance of change. There is evidence of new relationships developing across sectors and organisations which stakeholders report as being beneficial to their own organisations.

32. The coordination and management of Food Plan implementation appears to be operating well with good collaboration emerging between many stakeholders. It has, however, been noted that this often benefits from individual champions whose contribution has gone above and beyond that which can be remunerated. It is particularly noted that community sector partners are much less likely to be able to contribute during their working time. The accountability arrangements, which include annual reporting through the community planning process, appear to be helpful in reinforcing shared ownership.

33. Having a Coordinator for the GFPP who also provides leadership and support for the Glasgow City Food Plan has been extremely valuable. Positioning this post within the Glasgow Community Food Network has enabled useful links and relationships to be developed between sectors. However, the short term and insecure nature of the funding for this post makes planning future work difficult and does not reflect the good employment practice that the Food Plan advocates. Going forward, it will be important to identify more secure funding arrangements. In addition, resources to fund specific initiatives and projects, and to reimburse those partners (i.e. third sector) who may not be receiving payment for the time they spend working on the Food Plan will be important to establish.

34. Whilst many partners have demonstrated support and organisational commitment to the Food Plan, there is a need to more fully engage all partners across the city to ensure that the required pace and scale of change is achieved. It is recognised that this, at least in part, reflects a lack of resources, but it will be important to continue to improve stakeholders' understanding of the mutual benefits and synergies that can be achieved by working together

towards a better food system. It is also important that communities continue to be engaged and involved in the implementation and future development of the Food Plan.

35. Progress on increasing access to land for growing food and to markets for selling local produce has been slow. Lack of growing, meeting and cooking spaces and the difficulty in setting up new accessible food markets are significant barriers to community groups, to businesses and to social enterprises seeking to contribute to the city's efforts to build a more sustainable, fair and healthy food system. It will be important to identify more space that can be utilised for food initiatives of all types if the potential of these initiatives is to be realised.

36. Support and management of the different thematic working groups could be strengthened and better aligned. This, in part, reflects changes in the support available to the thematic working groups in the last year. Going forward, there should be an increased focus on sharing processes and ways of working between the chairs of the working groups.

37. The Food Plan lacks some key baseline data and measurable indicators for a number of actions. This reflects a lack of robust information relating to many parts of the food system. It is important to define these as a matter of urgency in order that progress can be monitored effectively. This could potentially be taken forward in partnership with other Sustainable Food Places in Scotland.

38. There is a need for collective support and coordinated action to address current and pressing issues, most notably the economic challenges faced by many households which impact on their ability to eat adequate amounts of nutritious food, without losing focus on addressing sustainability and health issues. The Food Plan is a mechanism for doing this effectively as a multi-sector collaborative approach to changing the food system.



Recommendations

39. For Thematic Working Groups:

- ▶ Develop terms of reference with members in all working groups to ensure all organisations involved understand their role and expected contribution, and to enable working groups to operate more consistently.
- ▶ Review membership of working groups to better reflect the city's population groups and needs. This will need adequate capacity and resourcing.
- ▶ Review red-rated, short-term actions within each working group and agree appropriate action. Where necessary, replace actions considered unachievable.
- ▶ Identify any new priorities that require attention within each Food Plan theme.

40. For the GCFP project team:

- ▶ Focus on supporting consistent processes and coordination of the thematic working groups.
- ▶ Undertake work to develop appropriate indicator and data sets for the Food Plan.
- ▶ Develop case studies that explore in detail the successes and challenges of specific actions being delivered as part of the Food Plan.
- ▶ Explore and identify new proposals for inclusion in the Food Plan and discuss with GFPP.

41. For the GFPP:

- ▶ Review the work across the Food Plan that is directly contributing to reducing the impact of the growing economic challenges facing Glasgow citizens and develop new proposals where required with appropriate partners, to coordinate and strengthen actions to maximise access to healthy, affordable food.
- ▶ Explore the feasibility of a small grants scheme/seed funding programme for community groups to generate and support local action in support of the Glasgow City Food Plan.
- ▶ Consider how to increase community and public engagement with the Food Plan.
- ▶ Review feedback from working groups on red-rated, short-term actions and consider the barriers to progress for these and how can they be addressed.
- ▶ Work with academics to develop a formal evaluation plan in addition to annual progress reporting.

Learning

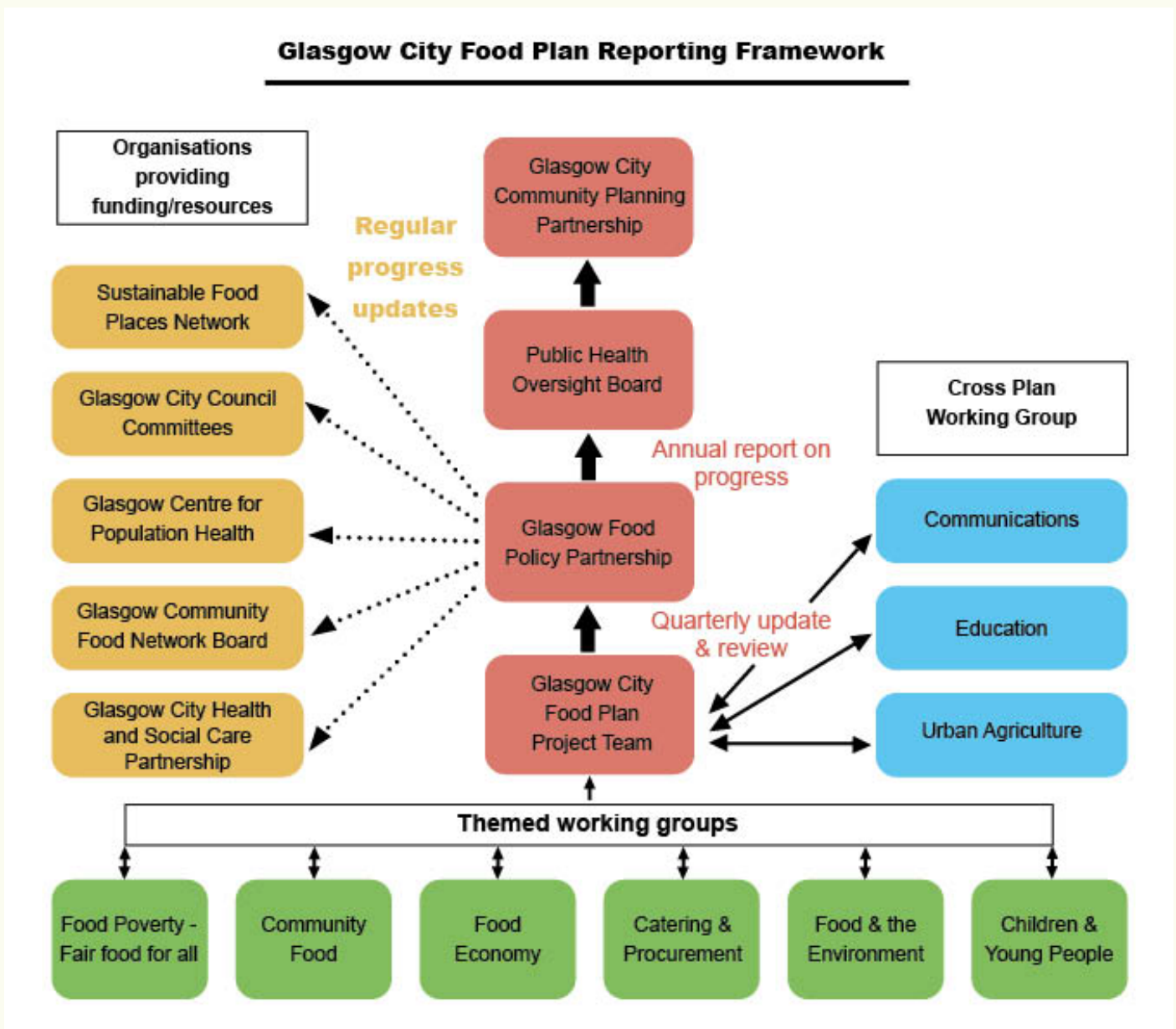
42. After one year, the implementation of the GCFP is in its very early stages, however some important learning has arisen from the discussions relating to this annual review.

- ▶ City food champions and critical friends who understand and support the Food Plan are important across all sectors and policy domains, particularly amongst decision makers, by advocating for more joined up work to improve the food system.
- ▶ The Food Plan needs to be a long-term endeavour built on a shared understanding that changes in outcomes only happen with time and resources spent on developing relationships and planning.
- ▶ Resources are required to plan, develop and coordinate food partnerships and a Food Plan. It is particularly important to consider what is required to enable third sector partners to contribute fully.
- ▶ Collective responsibility and accountability for both developing and implementing the plan are important, although can bring some additional challenges in terms of sharing resources and negotiating mutually acceptable approaches between partner organisations. Reporting to the Community Planning Partnership, rather than any single organisation, has been helpful in this regard.
- ▶ Regular communication, showcasing promising work and clearly articulating shared ambitions are important in helping stakeholders and citizens understand what the Food Plan is seeking to achieve and the benefits for population health and wellbeing, for social justice and for sustainability.
- ▶ An annual review of the Food Plan, including changing context, ways of working, appropriateness of actions and progress on delivery helps ensure that the plan remains relevant, useful, and reflective of a wide range of population groups and needs.



Appendix

Appendix 1 - Reporting framework



Appendix 2 - Actions: Summary of Progress in 2021/22

The summary of the progress can be found [here](#).

References

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