



## **Glasgow Food Policy Partnership – Terms of Reference (ToR)** **September 2025**

### **Background**

1. Food can play a key role in both worsening and alleviating some of today's most pressing social, economic and environmental problems: food is not only at the heart of some of our greatest problems but is also a vital part of the solution.
2. The Sustainable Food Places Network (SFP) is a partnership UK project (led by the Soil Association, with Food Matters and Sustain) that brings together public, private and third sector organisations that recognise the power of food as a vehicle for driving positive change and are committed to promoting a fairer, healthier, more sustainable and resilient food system for the benefit of people and the planet. Glasgow's Food Policy Partnership (GFPP) was established in 2014 in recognition of the importance of food and seeks to bring together interested parties from a wide range of sectors to bring co-ordination, synergy and profile to the food related work already underway and to encourage and support new activities, including the development of a city food plan. In 2017, Glasgow City Council made a commitment to work with the GFPP to develop a strategic approach to sustainable food for the city.
3. This paper sets out terms of reference for the GFPP. The ToR are a loose guide to working arrangements and set out the purpose of the group, who are the members of the group and how the group will operate.
4. The partnership aims to ensure that actions are taken to support the creation of a fairer, healthier, more sustainable and resilient food system in Glasgow, and that this is done in a connected and coherent way reflecting the importance of health, equity and sustainability. When considering future actions, and developing ongoing plans, the group will take full account of the strengths and weaknesses in the current Glasgow food system.

### **Aims and Themes**

5. We believe good food is an essential part of making Glasgow a great city. As well as being tasty, healthy, affordable and accessible to all, our food should be good for the planet, for animals, for those involved in growing, making and selling it, and for our

whole community. Together we are aiming for a city where:

- Everyone has access to fresh, fair, healthy, affordable food;
- Growing and cooking food brings communities together;
- The local food economy is thriving;
- We can all enjoy and celebrate diverse, tasty and healthy food;
- Our food is produced and disposed of in a way that's good for the environment as well as us; and
- Across Glasgow the direct and indirect greenhouse gas emissions arising from our food system are reducing.

The Glasgow City Food Plan (launched in June 2021), informed by learning from the SFP Network, reflects the priority themes of work for GFPP until 2031.

- **Food Poverty-Fair Food for All Partnership:** Tackling food poverty and access to affordable healthy food in order to contribute to reducing health and social inequalities.
- **Community Food:** Building on and extending community food knowledge, skills, networks and resources across organisations and communities.
- **Local Food Economy:** Enabling the development of a vibrant and diverse sustainable local food economy across the city linking to Circular Economy principles
- **Catering and Procurement:** Transforming catering and food procurement to support health, equity and sustainability with focus on local authority procurement.
- **Food Waste Reduction:** Delivering and supporting campaigns to encourage food waste in the city, strengthen action to increase volume of food surplus that is distributed and supporting the implementation of the Glasgow Plastic Reduction Strategy
- **Urban Agriculture:** Increasing land used for commercial/market scale food growing, training opportunities and economic support for local, nature friendly food growing and access to markets.
- **Children and Young People:** Building a food system that enables children and young people to eat healthy food irrespective of their circumstances.

## Partnership Structure and Chairing

6. The GFPP is supported by a SFP Coordinator, currently hosted and funded by GCPH and National Lottery. The co-ordinator is employed by Glasgow Community Food Network (GCFN).
7. Currently the Glasgow Centre for Population Health chairs GFPP. The role of a chair is to chair the partnership meetings and to liaise with the co-ordinator about important issues relating to the partnership.
8. GFPP oversees the delivery and future development of the Glasgow City Food Plan and is guided by the Glasgow City Food Plan Project Management Group (GCPH, GCFN, GCC, Glasgow HSCP, SFP co-ordinator).
9. GFPP has 7 working groups based on the themes of the Glasgow City Food Plan (GCFP) and a Communications Working Group to help deliver important messages of the work of GFPP and GCFP. Short Life Working Groups might also be set up as and when required (for specific campaigns, projects or important issues arising).
10. All GFPP members are considered equal in terms of influence and decision making.

Decisions of the partnership are done by a majority vote at partnership meetings. Voting out with partnership meetings will be co-ordinated by the SFP co-ordinator via email. As much time as reasonably possible will be given for partners to vote, however sometimes the turnaround time is very limited. In these occasions an urgent ('response required') email will be sent around and the partnership chair will have the casting vote. Some partners (eg. national or public sector organisations) have preferred to come on board as 'silent partners' and will not take part in voting. The chair and the co-ordinator will have a list of these partners and this will be made available on request. Where this is no overall consensus agreement, partner organisations have the right to opt out of signing certain things, such as publications or written statements. If this happens, the chair/co-ordinator will make this clear in any external communications.

## **Membership, Subgroups and Meeting Attendance**

11. The geographical scope of the GFPP's work is primarily within Glasgow City, but there may be instances where it is appropriate to consider issues that relate to Scotland as a whole or to areas peripheral to Glasgow, because of the influence on Glasgow City and the Scottish Sustainable Food Places Network. The aspiration is for most members to be Glasgow-based, but some members may be from peri-Glasgow and national organisations in order to provide useful connections, context and support. The table below describes current [GFPP membership](#) (as of September 2024).
12. The GFPP has representation from a range of sectors. The Members of the group will collectively agree the appointment of new members. Membership of the group will be by formal invitation from the Chair or Coordinator. New members will be asked to accept these terms of reference.
13. The GFPP is apolitical and is keen to work across the political spectrum and with other organisations to realise our mission to improve the food system of Glasgow. Organisations do not need to become GFPP members in order to work with us.
14. The GFPP has the option to create subgroups to take forward any detailed work streams or themes of work that are agreed (see point 9). These will progress specific areas of work and have the power to co-opt additional members as required.
15. The GFPP meets approximately 2 times a year. Meeting agendas, minutes and papers will be sent out at least three days before each meeting. The GFPP coordinator will provide support and coordination of the meetings.
16. Members who have not attended four consecutive meetings are assumed to have resigned from the group, unless, on the basis of information, the GFPP decides otherwise.

<b><i>Areas Covered</i></b>	<b><i>Current GFPP member</i></b>
City Council	1. Glasgow City Council
Public Health/NHS	2. Glasgow Centre for Population Health (GCPH)  3. Glasgow City HSCP (Health Improvement)  4. NHSGGCC  5. Public Health Scotland
Business/Industry	6. Glasgow Chamber of Commerce  7. Scottish Grocers Federation, Healthy Living Programme
Communities	8. Glasgow Community Food Network (GCFN)
Non-Governmental Organisations	9. Nourish Scotland (Food Justice)
Educational Institutions	The University of Glasgow:  10. Adam Smith Business School  11. Glasgow University Environmental Sustainability Team (GUEST)  12. Glasgow Food Sovereignty Network
Catering/Procurement	13. Scotland Excel  14. Soil Association Scotland
Food Waste/Redistribution	15. Zero Waste Scotland  16. Fareshare

Third Sector	17.Third Sector Interface/Glasgow Council for the Voluntary Sector (GCVS)  18.Scottish Pantry Network  19. Glasgow South West Food Bank (Trussell Trust)
Ethnic Minorities/Equality Groups	20.Interfaith Glasgow

### **Roles and Responsibilities**

17.All members support the overarching mission statement of the GFPP agree to work towards achieving that goal:

What we want for Glasgow's people and food:

- Healthy, affordable food that everyone can access
- Food that is produced and sold in a fair way

What we want for Glasgow's communities:

- A wide range of community growing and food activities
- Access to skills, knowledge and land, to help grow and celebrate food
- Opportunities to learn about good food - how to grow it, cook it and enjoy it
- Local and dignified access to healthy, affordable and culturally appropriate food
- A reduction in food insecurity and the need for emergency food aid

What we want for Glasgow's economy:

- Shorter supply chains and a closer relationship between food producers and consumers
- A vibrant, diverse local food economy that promotes local business and jobs

What we want for Glasgow's food culture:

- Celebration of our city's diverse food and cultures
- Healthy, sustainable and tasty food as standard

What we want for Glasgow's environment:

- A system for food that protects nature and reduces food miles, packaging and waste and which is resilient to the impacts of a changing climate.
- Healthy, seasonal, locally and ethically sourced food available in all settings.

In addition, GFPP members agree to keep abreast of changing responsibilities/developments making sure our work connects to other key pieces of work in the city eg. '20-minute neighbourhoods'.

18. As such, all partners will:

- Act as ambassadors for the aims of the GFPP within their own organisations or sectors and progress specific objectives where appropriate;
- Support and advise on the delivery of the Glasgow City Food Plan;
- Support the delivery of any actions within the plan which have been identified as GFPP responsibilities, including working with other partner bodies to take forward actions where necessary;
- Support the monitoring and review of the delivery of the Glasgow City Food Plan;
- Influence and advocate for national, regional and local policies that support development of healthy, sustainable, resilient food systems;
- Deliver or support any events, conferences or other activities to promote the group's work or to share or promote best practice in this area;
- Contribute to/take part in continuous learning through SFP network and other cities;
- Play an active role in decision making on behalf of their organisations after consulting relevant departments;
- Commit to sending a designated lead person to each meeting;
- Commit to raising difficult questions that relate to the implementation of the City Food Plan and progression of sustainable food systems;
- Join a Working Group relevant to their area of expertise and specialist knowledge or interest
- Share any data relevant to the Glasgow City Food Plan or the work of GFPP.

## **Relationships and communication**

19. Communication with all partners, including Glasgow City Council and NHS Greater Glasgow and Clyde, is undertaken via existing communication channels initiated by the Chair, Coordinator or Working Group lead, unless otherwise agreed at a GFPP meeting. Any communication with the GFPP should be directed via existing partners or directly with the Chair or Coordinator.

20. All partners commit to sharing and disseminating information between partners and their respective organisations.

21. Communications Working Group will be in charge of deciding a communications strategy for GCFP reporting and any specific campaigns - looking at social media, press and campaigns collectively.

22. SFP co-ordinator oversees the communication aimed at various stakeholders and the public via social media, website, quarterly newsletters, webinars, podcasts and press releases. SFP Co-ordinator manages the Good Food Movement Co-Ordinator, whose role is to improve communications and engagement of GFPP and GCFP.

### **Role of the Co-Ordinator**

23. The GFPP coordinator role includes:

- Building and maintaining relationships with GFPP partners and with new stakeholders across Glasgow;
- Developing and delivering effective communications for the GFPP and its vision of 'good food for all' using a wide range of communication media;
- Supporting the development and delivery of the GFPPs work, including the Glasgow City Food Plan, with active participation of and contributions from local partnerships, working groups and stakeholders;
- Organisation of the GFPP full partnership meetings and leading and chairing some working group meetings;
- Organising events to encourage networking and the sharing of good practice, at both a local and network level and to contribute to national events delivered by the SFP programme;
- Collecting data about existing food-related work already underway in the city to ensure up-to-date information about the current situation in Glasgow;
- Contributing to the activity of the wider SFP network, and coordinating any applications for a SFP awards and funding for specific campaigns;
- Leading on and supporting local campaigns linked to the work of the SFP network/our partners;
- Representing the GFPP at meetings relevant to the progression of the SFP key issues; and
- Working with the GFPP to develop an approach to demonstrate the influence, progress and impact of its work.

### **Funding**

24. The GFPP is not currently funded by any single body or organisation. The running costs are minimal as participants attend during their work time and meetings are hosted by participant's organisations. The GFPP has a small education budget to cover costs for events and some activities, but is currently unable to reimburse members for the time they spend on GFPP work. Some funding has been allocated annually from GCPH to fund the work of the Sustainable Food Places and Good Food Movement Co-Ordinators. Previously match-funding for the co-ordinator's post and national campaigns came from the Sustainable Food Places programme.

25. In the future, the GFPP may seek further funding for its work. This funding will be accepted from GFPP members and from grant awarding bodies. The GFPP will not accept funding from any organization or body that might threaten or inhibit its independence nor will it seek or accept commercial sponsorship.
26. A member of the GFPP must identify any areas of personal or financial interest before discussion on that item and, if deemed necessary, will leave the room for discussion on that item.

## **Reporting and Annual Review**

27. GFPP will report annually to the Public Health Oversight Group on progress of Glasgow City Food Plan actions to date and recommendations going forward. Each themed subgroup will undertake a review of progress and the GFPP will produce a full review from this information.
28. Communications Working Group meets 4 times a year to ensure alignment of key messages from the GCFP working groups, the progress of the overall plan and to share the report with the public, ensuring it is accessible to all.
29. GFPP will continually develop reporting and evaluation plans to assess impact of GCFP. The first '[Interim Evaluation](#)' was done by The Adam Smith Business School in 2023.
30. These terms of reference will next be reviewed in Autumn 2025. They may also be revised at any time prior to that, following discussions and agreement within the GFPP.