

# ROOTS TO MARKET

TOWARDS  
A SUSTAINABLE  
LOCAL FOOD  
ECONOMY  
IN GLASGOW







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# EXECUTIVE SUMMARY

Roots to Market is a partnership project between Propagate and Glasgow Community Food Network.

This report represents Phase 1 of Roots to Market, compiling research carried out between October and December 2017. It is a constantly evolving project - already many exciting ideas and actions are emerging from it.

The intention of this body of work is to show that there is a need to support the emergence and development of a local food economy. There are many people who wish to be Urban Market Gardeners, and a large number of restaurateurs and retailers and people who wish to source, buy and use locally grown produce.

Roots to Market evidences that need, through conversations with aspiring Growers and supportive businesses. Conversations and focus groups were also held with representatives from Glasgow City Council, and other organisations that can offer support to work towards the local food vision.

Themes and values emerged through these conversations that were shared by all. These are explored throughout the report, framed as 'Aspirations', 'Barriers' and 'Opportunities'.

Some background is provided to what is already happening and tried out in Glasgow, the wider Scottish context, and what is working elsewhere in the UK.

Finally, some key recommendations are offered that are presented in the following way:



What can the Local Authority do?

For example, *Develop, champion and implement sustainable procurement strategies, providing access to frameworks for local producers and growers.*

And, *Raise 'Food' as an important issue in the City Development Plan so that food production areas are considered as legitimate uses of land by planners and developers.*



What should Growers do?

For example, *Set up a collective working model, e.g. Glasgow Growers Cooperative.*

And, *Develop an online portal which features all growers producing in the city where interested businesses can order from.*



What can businesses do?

For example, *Support chefs in accessing training and learning about local seasonal food and its preparation.*

And, *Diversify supply chains to include local producers.*



What can supporting organisations or government bodies do?

For example, *Resource the development of necessary infrastructure to enable collaborations between local food producers and restaurant and retail customers.*

Roots to Market Phase 2 will act on these recommendations, and will continue to see the outcomes and actions from this report supported. By working together, we can create an exemplary, thriving, resilient and sustainable local food economy in Glasgow.

This report has been researched and written by Abi Mordin and Kristina Nitsolova from Propagate, with additional research support from Mark Fitzpatrick, GCFN.







# WHAT'S IT ALL ABOUT?

Glasgow has had an exciting journey in local food since 2007. The first community gardens were established in Toryglen, Woodlands, Possil, Parkhead and Shettleston, and a crop of organisations committed to involving local people in local food projects grew up across the city.

By 2011 across Scotland and the UK interest the popularity of community gardening was on the rise, and in Glasgow the number of community growing spaces had risen to around 60. In response to this, the loosely affiliated group Glasgow Local Food Network was formed. The group had three objectives:

- Peer support and joint working
- Raising the profile of local food projects across the city
- Influencing policy and practice

At the same time, the innovative enterprise Locavore was set up - the first and leading organisation in the city specialising in sourcing, selling and growing local produce.

Community gardening is a brilliant way to engage people with food issues, including health and environmental concerns. It nurtures individuals who may have mental health problems or other support needs. However, after 10 years of community gardening in Glasgow, one thing has become abundantly clear: community gardens are more about growing people than vegetables.

This report requires a clear distinction between community gardening and market gardening. Market gardening is enterprising and entrepreneurial. The objective is to grow produce to sell, and to make a living from local food. As we will show throughout this report there are many ways to do this, and the people who want to be urban market gardeners are equally as diverse. However, common themes emerged from our research, including a strong community thread with food education as a driver of this.

We will present the findings of interviews and conversations with people who want to be or already are urban market gardeners, with cafes, restaurants and businesses who are looking to source local food, and discussions with advisory bodies, land managers and supply chain managers. This has enabled us to build up a broad picture of aspirations and goals, barriers, opportunities and solutions.

Reading of this report should be viewed within the wider local and national current policy context:

Community Empowerment Act (Scotland) 2015

Local Growing Strategy - part of local authority duties under the Community Empowerment Act

Land Reform Act (Scotland) 2016

Good Food Nation Bill

Diet and Obesity Strategy

Sustainable Food Cities



Roots & Fruits, Great Western Road



# WHO WAS INVOLVED?

In order to get an accurate picture of the local food needs across the city, we spoke to a representative sample of relevant people and organisations. A large part of this exercise has been a supply and demand study - assessing the potential for local food production amongst existing and aspiring growers, alongside identifying cafes, restaurants and retail businesses looking to source local produce. We engaged with mainstream food service and retail enterprises as well as social enterprises in order to gain insight into the values and supply chain criteria across the board.

We then looked at how to 'join the dots' - exploring logistics, land issues and business planning.

A combination of focus groups, one to one interviews, and surveys were utilised to gather the information. This section will summarise who we spoke to and a little about their background and relevance to the project.

## ***Growers – aspiring and existing***

We met with or heard from 24 people or enterprises who were either already engaged in food production enterprise activity, or were aspiring to be. 13 people had contact through a focus group, 6 in one-to-one interviews and 5 via the survey option. The individuals involved came from a wide range of ages, socio-economic background and ethnicities.

They included a micro-enterprise called Clear Roots who grow micro-greens out of their unit in Whiteinch. Operating for around 1.5 years, they currently produce a mix of brassica leaves - radish, coriander and mustard leaves. The 2 cousins who run the enterprise - Anson and Aeneas MacDonald - sell their produce to 2 restaurants in Glasgow.

Would-be growers included a young woman named Daisy, who felt she needed more experience working in the field before taking on her own market garden, but was very keen to help someone else with theirs. We also spoke to an older woman Henriette, originally from the Democratic Republic of Congo, who had formerly

headed up the DRC Fish Development programme, and had a wealth of experience as an aquaculturist. Henriette had already started growing some 'exotic' vegetables and selling them to African-Caribbean shops in the city.

## ***Food Service / restaurateur enterprises***

We organised a very insightful focus group for smaller independent cafes and catering enterprises during which participants had the opportunity to not only feed into this research but also meet and connect with each other. This meeting allowed for an in-depth discussion with the owners/ chefs of 3 independent cafes and 2 social enterprise catering providers. The Project Cafe, one of the few cafes in Glasgow currently designing their menu around what food is local, organic and seasonal, also contributed their insight as well as the direction they would like to see the food scene in Glasgow develop in the future.

We met with representatives of the Glasgow Restaurant Association, a collective of about 80 larger restaurants operating across Glasgow, and gathered their views on sourcing more local produce. We met with the owners and chefs of a range of restaurants - including high-end such as The Gannet and specialised cuisine such as the chain of vegan restaurants including Stereo, Mono and The 78. These conversations helped us gain insight into the values and supply chain criteria of a range of businesses. As a result of this engagement we developed further connections to other restaurants interested in sourcing local food which we will follow up on in the next stages of the Roots To Market project.



## ***Supply Chain Managers***

We conducted one-to-one and telephone interviews with 3 people involved in coordinating supply chains. These were Johnny Howieson from Seasonal Produce, Garth Gulland from Roots and Fruits, and Reuben Chesters from Locavore.

Seasonal Produce operates out of Blochairn Market, Scotland's major fresh produce market. Most of their produce comes from England and further South into Europe, although they do have a stated aim to work with more local producers.

Garth set up Roots and Fruits around 35 years ago, with a mission to 'cause a stir' by bringing weird, wonderful or just ordinary fruit and veg to the streets of Glasgow. In addition to their shops on Great Western Rd and Argyle St, Roots and Fruits supply produce to cafes and restaurants around the West End and further afield, such as The Gannet in Finnieston.

Locavore crossover various different categories since they have market gardens, a shop and a veg box scheme, and are planning to open an organic cafe in Govanhill. However in their supply chain capacity, they go the extra mile to source and seek out local produce for the shop and veg boxes, buying through various routes to ensure provenance is known and assured.

## ***Other facilitators of routes to market for local producers and makers in Glasgow***

We involved Glasgow Food Assembly, an online ordering platform and regular pop-up market, and The Cran, a cafe space in Finnieston, in the conversation to gain an understanding of how these organisations are working with local producers to provide a market for their products or support the development of such new or existing enterprises.

## ***Glasgow City Council***

We wanted to speak to key partners within the Local Authority with responsibility for the City Development Plan, Land Use, Sustainability, Climate Adaptation and Resilience and Cooperative and Social Enterprise.

We were able to hold one group meeting with all but Cooperative and Social Enterprise support, which turned out to be an excellent opportunity for cross departmental discussion and sharing ideas.

## ***Scotland Food & Drink***

Industry body tasked by the Scottish Government with growing the value of Scotland's food and drink sector in a global context. Established in 2007 to guide food and drink companies of all sizes towards increased profitability their mission is to grow the industry to a value of £30 billion by 2030.

## ***Advisory Bodies***

The project connected with a wide range of organisations established to support and advice on different aspects of land ownership, funding and resources, legal structures and other key issues. The organisations who contributed include:

**Community Ownership Support Service (COSS)** - a Scottish Government supported service hosted by Development Trusts Association Scotland (DTAS) which enables community-based groups to take a stake in or ownership of publicly owned land or buildings.

**Community Shares Scotland** - a branch of DTAS which supports groups and organisations looking to acquire land or buildings through the community right to buy provision in the Community Empowerment (Scotland) Act 2015.

**The Scottish Agricultural Organisation Society** - a cooperative that helps and enables agricultural cooperatives to form, and supports them in different ways. They currently have 70 members, all of whom are agricultural cooperatives operating on a commercial basis, with turnovers between £2K and £30M.

**CEIS (Community Enterprise in Scotland)** - one of UK's largest social enterprise support agency which offers business capacity building and advice. This covers: legal structures, financial and business planning, market and business research, sales and business development. **Social Investment Scotland** - a provider of affordable, flexible, repayable investment for social enterprises.

**First Port** - Scotland's development agency for start-up social entrepreneurs and social enterprise who provide business advice and training as well as grants and other programmes.

**Senscot** - an advisory organisation working to develop the social enterprise sector in Scotland. They offer development, legal and compliance advice as well as capacity building and impact assessment.





*Tomnah'a Market Garden, Comrie, Perthshire*

# WHAT DID WE FIND OUT?

## Scottish Context

The Scottish Government has recently made great steps towards supporting Scotland's sustainable and local food sector. New policies such as the Community Empowerment Act and Land Reform Act are making it easier for communities to access land and buildings through Community Right to Buy. Under this scheme, local community organisations can register an Expression of Interest, after gathering a minimum of 10% support from their local community. This does not guarantee a sale, but can help precipitate one.

The Land Reform (Scotland) Bill 2016 is intended to improve Scotland's system of land ownership, use, rights and responsibilities in order to contribute to the work towards a fairer and just society while balancing public - private interests.

Community Empowerment (Scotland) Act 2015, part of the land reform process, is designed to empower community bodies through the ownership, lease and management of land and buildings, strengthen their voices in the decisions that matter to them and improve

the process of community planning. The Community Empowerment Act also places new duties on Local Authorities to develop a Local Growing Strategy. This should look at extended support for allotment and community growing development, in addition to supporting local food enterprise.

The planned Good Food Nation Bill is expected to be launched for consultation in 2018. This will be a new Act that will support Scotland in becoming 'a country where people from all walks of life take pride and pleasure in, and benefit from, the food they buy, serve and eat day by day'. This has the potential to be a forward thinking, world leading food policy that supports Scottish sustainable production.

The new Diet and Obesity Strategy is also an obvious connection to access and provision of local fruit and veg. This is looking at a range of actions to deliver a new approach to diet and health - including weight management programmes for people with type-2 diabetes and measures to limit the marketing of products high in fat, sugar and salt. The new Strategy will also continue to provide support to Community Food Networks.



***Research from Visit Scotland has shown there is a demand from residents and tourists alike to see more Scottish produce in restaurants and cafes.***

Scotland of Food and Drink is the leading membership organisation tasked with growing the value of Scotland's Food and Drink Sector. This year they have formed the Fruit, Vegetable and Potato Industry Leadership Group which will gather evidence, identify challenges and opportunities and create an action plan to help grow the sector to 2030. A recent document published - 'Future of Fruit and Vegetables: Growth to 2030' describes the output of fruit and vegetable sector as having grown by 72% in the last 10 years to £116million on 2015. As a nation, we currently spend £1.03billion on fruit, vegetables and salads, 12% less than the rest of the UK. Opportunities exist to grow this sector further by increasing the consumption of Scottish fruit and veg, especially in the light of Brexit and the potential for food price increases.

We met with Zoe Meldrum and Fiona Richmond from Scotland of Food and Drink, who outlined their organisation's approach to supporting this agenda. They are organising a series of free events showcasing regional buyers and suppliers, essentially a 'speed dating' type event to link up producers and buyers. They also have a sustainability group that looks at more efficient ways of producing and sustainable practices. This includes workers rights, valuing people and social conditions. SFD are keen to support local markets, with Fiona stating that '*more local produce should be on the menu*'. Research from Visit Scotland has shown there is a demand from residents and tourists alike to see more Scottish produce in restaurants and cafes.

In Dundee, the James Hutton Institute are looking at vertical farming - technologies and economics. We heard from Dr Rob Hancock, who told us that they are also planning to look at other forms of protected growing, producing more food with less inputs. Their research will be aimed at accelerating and enhancing ways of breeding and sustainable intensification. This has huge implications in a time where food security and climate change mean we have to adapt and find more sustainable methods of farming. This work could be of

benefit to organisations looking at indoor and protected growing to a large scale in Glasgow.

Nourish Scotland are the leading advocacy and campaigning body for local food and local producers in Scotland. They are leading on lobbying around the Good Food Nation Bill, with a recent event 'Scotland's Food in Scotland's Hands' organised with the Scottish Food Coalition in Edinburgh that gave local food practitioners, producers and policy makers the opportunity to get together and talk about what we wanted from Scotland's Food Policy, and how we could reach out into communities to help with the consultation. Amongst other things, Nourish also run a programme called 'Making a Living from Local Food' - which has supports 'aspiring and recently established local food entrepreneurs from across Scotland' by facilitating peer networking groups and mentoring. This offers participants training and discussions to explore particular themes and challenges.

Finally, the new kid on the block is the Scottish Farm Land Trust. Just in its early days, the SFLT aims to create secure and affordable opportunities for young farmers and new entrants into farming to help them establish and sustain small ecological farms. They will achieve this by purchasing land in trust, and making long-term affordable leases available.

This will work in a similar way to existing networks elsewhere such as the England and Wales group Ecological Land Cooperative.

## **What's already happening in Glasgow?**

### **Locavore**

Locavore C.I.C is a social food enterprise which has been exploring the market and demonstrating the growing demand for local and organic food since 2011. They have since developed a diverse operation and currently run a newly opened large grocery store selling local organic food (fresh, wholefoods, meats and dairy) as well as organic produce from further afield; run a successful veg box scheme (of over 700 subscribers receiving weekly deliveries); farm in different pockets of land around the city- Neilston (2.5 acres), a glasshouse and two polytunnels in Rouken Glen park as well as about 500m2 production space (raised beds) in the Urban croft at Queens Park; and, supply of organic groceries to progressive retailers and caterers across the UK through their new trading service.



### Routes to market for local produce

Locavore's model has so far focused on growing for the veg box scheme rather than supplying cafes and restaurants as it allows for more flexibility than is possible for the strict supply criteria of the majority of commercial restaurateurs which doesn't prioritise seasonality and is not that flexible on quantity variations. However, Locavore currently supplies produce to a small number of food service customers who order regularly (including the Project Cafe) and a few more who order occasionally, usually for one off catering events. They have also found a route into public procurement via the Soil Association's Food For Life accreditation scheme and is currently supplying boxes of organic vegetables to schools across East Renfrewshire on a weekly basis.

### Routes to market for new growers

Another aspect of the Locavore model is supporting a group of new growers on a yearly basis through their innovative Grow the Growers programme. Now at the start of its third year, the programme provides growing space and some support to people who are interested in farming in Glasgow. Participants have a direct route to market via selling their produce to the grocery shop and veg box scheme.

Having now moved to a new and much bigger retail space Locavore would be able to provide more opportunities for supply by local producers, even those who did not participate in the Grow the Growers programme. Supplying shop quantities (flexible amounts vs. large set quantities required for the veg box scheme) of different produce through the year is one way growers can work with Locavore. 'Unusual veg' is also the type of produce Locavore could be looking to buy from local/urban growers because there is a demand from existing customers, such as Dig-In Community greengrocers in Edinburgh.

### Changing restaurateur culture

The Locavore supermarket and cafe which has now opened its doors in Glasgow South side is a bid to raise the bar on ethics in cafe/restaurant culture and *'demonstrate what a fully organic, locally sourced cafe with a flexible menu featuring our own veg could look like'* said Reuben from Locavore.

## Loch Libo

This was a 1 acre market garden, just into East Ayrshire near Neilston. This experiment ran for 3 years and was the brainchild of the Stravaigin Group, which comprises the Ubiquitous Chip, Hanoi Bike Cafe and Stravaigin Restaurant. All are high end restaurants in the West

End of Glasgow. Sadly it has been discontinued for 2018.

The head grower at Loch Libo was Jay Morgan, who started her career as the Smellier at the Ubiquitous Chip. In its third year, Jay gradually built up the productivity of the site taking it from overgrown field with dock, willowherb and himalayan balsam to 1 polytunnel, 1 glasshouse, an orchard and soft fruit area, numerous outdoor growing spaces and a large composting area. The site also had a cabin for sheltering from rain and drinking tea, and a shed that doubled as a tool store and veg washing station.

Jay was assisted 1 day a week by Andy. The site had no electricity and the owners of Stravaigin knew the people who own the land, so it was rent free with minimal running costs. However, Stravaigin paid Jay a full time salary and a sessional fee to Andy.

Jay and Andy focused on producing high value crops that are interesting and unusual - the sort of thing the chefs cannot normally find through their normal supply chains. These have included 'horny cucumbers' and 'currant tomatoes'. Jay said *'If I can grow stuff that they can't buy they get excited.'*

No money changed hands, instead the chefs provided Jay with an equivalent price list for the produce that was virtually logged in a spreadsheet. The majority of summer income comes through the production of micro-greens in the polytunnel, and edible flowers. This year they expect to be a few £thousand short of breaking even. Despite the hard work and challenges, Jay said *'It's the best job I've ever had in my life. I worked in the wine industry for 15 years. I just love it.'*

Loch Libo





*'I'd love to create a low impact form of food production that has a lot of beneficial effects on the environment, that's stable, sustainable for the environment and as a business.'*  
- Chris, aspiring market grower

# ASPIRATIONS - WHAT DO WE WANT TO DO?

## Growers

The discussions with aspiring and existing Growers revealed some common threads and headlines that came through strongly. We first of all addressed the question 'what do you want to do?'. We wanted our respondents to be visionary and forward thinking - what would you do if you knew you couldn't fail?

### **Ethos - environmental, social, economic sustainability**

The three 'pillars of sustainability' came through strongly in our interviews. As one aspiring Grower Chris put it *'I'd love to create a low impact form of food production that has a lot of beneficial effects on the environment, that's stable, sustainable for the environment and as a business.'* Growing organically and using ecological methods was mentioned by almost everyone, with several including Daisy talking about permaculture and forest gardening as a way of production.

Not all the Growers had thought through business planning, but all were confident they could make a living from market gardening and food production.

Henriette said *'...here is a gap in the supply of exotic vegetables, amaranth and New Zealand spinach, we also have Congolese spinach. The price is high, in Seewo in Possil it's £5.80 for 1kg. Other vegetables are all quite expensive also because it's imported from Brazil.... If I can have a space, for example somewhere I can produce 50kg/week, the next year I go up to 250kg, then 500kg and the next year I might include aquaponics.'*

Some of the people we met who had already started their local food journeys had some experience to support their ideas. Kelly, who had been on the Locavore 'Grow the Growers' programme could see a way to upscale and become financially viable, through diversification. This depended on more land being available. Anson and Aeneas from Clear Roots wanted to be able to play their part in a sustainable food system by being a food producer. They have aspirations to upscale to a 10,000ft<sup>2</sup> warehouse where they can diversify into indoor urban farming, producing more than microgreens with tiered racks, corridors and lighting. They estimated they could produce up to 500 heads of lettuce a week, which would be income generating and provide employment.

Two respondents to our surveymonkey were looking at peri-urban opportunities that used land ecologically, for example Clem said *'regenerative farm co-op ideally on periurban land but possibly further afield (up to 50 miles from glasgow but supplying into city).'*

### **Access and affordability**

Important to many Growers, alongside making a living was serving the communities they lived in and wanted to be based in. Many thought they could have a balance between high end crops that could be sold at higher profit, and some produce going straight into the local communities at lower prices. As Henriette explained *'I want to have a database of people, families, shops, restaurants which I can deliver every week. I know where they are already. If I produce 100kg I know already how many will go to families, to shops and so forth.'*

Chris had similar ideas *'I did try growing some quinoa, it actually worked. It produced pretty well. I let it ripen on the stem and it was still pretty dryish. It might be a bit of an earner - the amount of hipsters who'd be into it. I'm not a capitalist in terms of wanting to extract £, but we need to make a living by growing food.'* Chris also told us that he would rather his enterprise was based in Govanhill, where he lived so that he could provide benefits to those around him.

Some of our respondents came from community growing projects who were based in and work with socio-economically deprived communities, such as Saheliya - a BME women's project in North Glasgow who set up a market garden last year and are aiming to expand it. Ba'ha from Saheliya told us *'Most women who come to the project have no money. We grow food to sell but some of it goes to the women who come to the project.'* Saheliya are planning to expand and develop a larger space, maybe an onsite shop and cafe, and hopefully provide jobs for up to 4 women.

## **Education and Health**

Learning and education was a well represented theme for existing and aspiring Growers. Clear Roots had originally established their enterprise intending to have a educational element. They said *'We could provide a supportive, educational role in our spare time, hold classes and educational talks. Teach people how to grow their own! We couldn't do that where we are at the moment, hopefully in the future, when phase 2 happens.'*

Chris could see his space being used for courses, workshops and education activities, either run by himself or as a space for other people and organisations. Daisy noted how there were very few courses and educational opportunities available for production horticulture, that most focussed on bedding plants and ornamental gardening - and were non-organic. There could be a gap here for market gardeners to provide training and apprenticeships.

Two respondents - Natalia from Bottle of Ginger and Doug Milne (aspiring Grower) both envisaged a large multi purpose site that would be food producing and also provide facilities for workshops in *'more than food'*, extending to music and arts as well. Bottle of Ginger are interested in providing space for people to move into secondary production - making value added foods such as jams and preserves, and drinks.

Engaging with schools and the mainstream education system is an aspiration of many. A focus group respondent said *'All children should have access to growing spaces and food education. Very important if we want to create sustainable cities. Take the children to farms – education at all levels. Connection to the land can root you and empower you. Growing food should be respected.'*

Engaging with chefs was regarded as a good way forward. Many of our respondents reflected on how little understanding there was around seasonal eating

and availability. Reuben from Locavore had had some experience of this, trying to engage with restaurants, and he felt that Glasgow could and should be doing a lot better. These thoughts were echoed in the focus group: *'Chefs working with growers and learning about new vegetables to design the menu. Chefs are learning, growers are learning. Education in the exchange – not just ££.'*

On health, Growers saw a role as helping to improve the notorious poor fruit and veg uptake of Glasgow's population. Chris said *'Glasgow is historically an unhealthy city, I think having stuff like that that's local and can be sold at a more affordable price is going to do a lot to encourage people to start eating more healthily.'*

There was a feeling that having more 'visible vegetables', combined with education would encourage people to adopt healthier lifestyles.

## **Collaboration, Cooperation, Community**

The last theme to emerge amongst the Growers group was the recognition of the importance of collaborative working, and the aspiration to work with others in food production, and changing our food system.

***'All children should have access to growing spaces and food education. Very important if we want to create sustainable cities. Take the children to farms – education at all levels. Connection to the land can root you and empower you. Growing food should be respected.'***  
***- Growers' focus group respondent***



This idea was first raised in the Grower's focus group. Grower's could work together to coordinate production and create/ensure diversity. This could lead to collective selling and shared logistics. Similar ideas were raised in interviews - people understood that working collectively would help to raise the profile of local food and increase the markets. Daisy put it *'Local Food isn't something that's talked about in an accessible way, it's not necessarily a barrier to us but it's barrier to demand for the produce. If we can get the word out that this is something people can make a difference with just by supporting something very small it could create a demand.'*

Daisy also talked about Community Supported Agriculture as a way to build up a community around your business. CSA involves your customers subscribing to a veg box or bag, and creating a connection between Grower and Customer.

## Food Service Businesses

### **Source Ingredients Locally and Support Local Producers**

The vast majority of the businesses who participated in this stage of the study expressed willingness to source both fresh produce and other goods from local producers and makers. Some cafes and restaurants like the Project Cafe and The Gannet are already prioritising the sourcing of local ingredients. The Project Cafe use a range of suppliers (including Locavore, Organic World, Green City and Pillars of Hercules) while The Gannet source all ingredients via Roots, Fruits and Flowers. Smaller independent cafes such as Mala Carne as well as catering social enterprise

Ruzbowl are ordering from Locavore on a more ad hoc rate. Some of the members of the Glasgow Restaurant Association we spoke to, who operate on a much bigger scale than the independent establishments mentioned above, expressed potential interest in working with local producers should the viability of such collaboration be demonstrated.

There are other existing models already providing routes to market for local producers. There currently are three weekly Food Assemblies in Glasgow allowing local people to order directly from local and heritage producers. Available items include fresh fruit and vegetables (including Locavore), dairy products (including Mossiel Farm), meat, bread (including The Little Sourdough Bakery) to pre-cooked speciality foods and products. In addition, The Big Vegan Fete, which runs monthly at the Flying Duck, connects producers and manufacturers of vegan foods with end consumers. The Cran in Finnieston uses yet another model which provides opportunities for local producers (currently food and drink makers) to test the market for their product, build up a brand as well as receive some enterprise support and development from The Cran team. And, as mentioned above, Locavore works with start-up growers to supplement the offerings of both their retail outlet and veg box scheme.

### **Improve Glasgow's Food Culture**

There was an overall agreement that Glasgow's food scene was lagging behind other places. Edinburgh was seen to be doing much better in terms of incorporating seasonal produce in menus across cafes and restaurants. Bristol's approach to using local food was also seen as a good example while Australia's food scene inspired one of the chefs we spoke to open their own restaurant.

***'Your food should tell a story. It should tell where you are and the time of the year that you are in. That's very important for us.'***  
***- Peter McKenna,***  
***Chef and Co-owner of***  
***The Gannet***

Some participants in the study spoke about the need to reimagine the role of chefs in order to achieve a positive transformation in Glasgow's food culture in terms of sustainability, seasonality, quality of ingredients, local economy, health, community and provenance. We found that some of the more prominent Glasgow-based chefs are already involved in wider networks supporting chefs to lead on this transformation. Peter McKenna from the Gannet and fellow chef Colin Clydesdale from Stravaign, for example, are members of Slow Food UK's Chef Alliance, a network which engages chefs in actively championing small-scale producers, and promoting good quality local and sustainably produced food. The potential positive impact on the procurement practices of restaurants resulting from membership

of such networks, however, could only be reached if a critical mass of chefs come on board. *'We are all focused in the same direction, that's what makes it quite special. Unfortunately only a small number of chefs are part of the Chef Alliance so hopefully that will change very soon'* said Peter. It is a positive sign that some of Glasgow's chefs are already recognising the role they can play in driving positive change towards a more sustainable food economy in the city.

*'Your food should tell a story. It should tell where you are and the time of the year that you are in. That's very important for us.'* Peter McKenna, Chef and Co-owner of The Gannet

Let's Eat Glasgow Restaurant Festival and Pop-up market was another good example of the aspiration to highlight local food connections. This two day event ran in 2015 and 2016 and was led by the Real Food, Real Folk co-operative whose members include Cail Bruich, Crabshakk, Guy's, Mother India, Ox and Finch, Stravaigin, The Gannet. It was created to inspire Glaswegians to eat the great food and drink being produced on their doorstep. This showcase of restaurants and producers attracted approximately 7,000 visitors in its second year. The festival was also a platform to celebrate Glasgow-based social enterprises working to tackle food issues in the community.

# BARRIERS – WHAT'S STOPPING US?

## For Growers

### Access to land

The issue that came up every time for would-be and existing Growers was where to find land. Many highlighted the huge amount of vacant and derelict land in Glasgow, but not knowing whether it is earmarked for housing or other development, and not knowing who owns it or how to find out were the main obstacles. Making enquiries with the Land Registry takes time and money, something our aspiring Growers do not have in abundance. There is the further complication of the length and cost of a lease. In order to source funding for any land project, there needs to be a minimum of a 15 year lease, or funding is very unlikely to be awarded.



The Gannet team

In our focus group there was a perception that *'Land in the city is high value – land goes to the highest bidder, usually corporate, doesn't include food production. This is the problem – we're not thinking about how we're going to feed the city.'* This sentiment is backed up by the experience of Bottle of Ginger. They had been using the former City Council nursery site at Daldowie - a complex of glasshouses and polytunnels but in need of repairs and investment. A group formed to manage the site, Urban Edge obtained a year to year lease, but were unable to secure a longer term lease as the Council believe the site can be sold for development. Urban Edge are now in the process of pulling out of the Daldowie site.

In other cases, Growers had identified a site but did not know who to contact to start discussions. For example, Henriette is keen to adopt a glasshouse or polytunnel at Bellahouston Park, where Land and Environmental Services are also scaling back operations. However, she lacks the connections and confidence to start making enquiries in GCC.

Finally, regulations and contamination were raised as potential hurdles. In the focus group it was asked *'In Edinburgh the council have identified land that is not contaminated and can be grown straight into. Has this work/is this work being done in Glasgow? How can we find out about contaminants?'* Similarly Chris said *'Not knowing the land that's available – it's a bit unclear if you'd be able to grow food on urban land, I'm sure the council have regulations but I don't really know who to talk to.'*

The team at Locavore has been exploring how to offer more support to their graduates from 'Grow the Growers' by engaging with local authorities and land services. Reuben said *'Some of the plots of land we've been looking at has been with that in mind...basically a larger version of the croft so we've got our own little demo market garden and then we have larger plots we can give to folk to use on medium term lease.'*



***‘We're not limited in terms of our knowledge and understanding, we know where we can source equipment, people who can help – we just need held with the finances, or getting funding – and putting together a bit more of a solid plan.’***  
**- Anson, Clear Roots**

capital outlay and overheads. There were also concerns around costing of produce, and growing a diverse range of crops that can be sold at a price that enables their business to be financial viable. Most market gardeners across the UK find that salad crops provide the highest return for their product, and the Growers we spoke to recognised this, with one comment at the focus group asking *‘Small scale growers mostly salad crops. Can you group crops together and sell in larger quantities?’*

Locavore stressed the importance of working with cafes and restaurants in the planning. This would ensure a reliable market. *‘We don't want to start growing for restaurants if we don't have restaurants involved. We can sell them stuff we've bought in to begin with and then if we have a market of say 30 cafes and restaurants then we can start planning for that’* said Reuben Chesters from Locavore.

## **Costs – start-up and running**

Setting up a growing space can cost many £thousands. Commercial enterprises have difficulty obtaining grant finance unless they can show social and community benefit. As Chris said *‘I'd need £ for equipment, rent, utilities, materials – timber, screws, soil, seeds and packaging.’* Other important elements would be a tool store and packing space. Others such as Daisy were upfront about this barrier, *‘I'm young, inexperienced and have no money!’* Others pointed to the difficulty in making the transition from regular paid work and full time employment, to the precarious nature of the self employed Market Gardener.

For some of the existing projects looking to upscale, finance was again one of the biggest barriers. Anson from Clear Roots summed it up: *‘So the system we want we'd need between £50-100,000. You could do everything yourself and it might be cheaper, but you'd need people to help with lighting design and suchlike. LEDs are pretty low energy and we'd love to run off renewables – solar panels for example. We're not limited in terms of our knowledge and understanding, we know where we can source equipment, people who can help – we just need held with the finances, or getting funding – and putting together a bit more of a solid plan.’*

## **Financial viability and business planning**

Many of the potential Growers we spoke to were concerned that they did not have the necessary business skills to appropriately cost their business for

## **Logistics**

For most of the respondents to this research, logistics represented a potential major barrier. The majority saw themselves as Growers, but not as business-people and traders. They wanted to spend their time growing vegetables. Henriette put it *‘I need your network to get some support around logistics. Supply chains etc... collecting and distributing produce. This is what I need help with.’*

At the Grower's focus group Emma from Urban Roots talked about their experience of trying to start food growing enterprise in their community gardens. They were approached by restaurant, but it was a bit far away to make it work. They would take any produce and make pizza. The plan was to sell 'charity pizzas' – money going to organisation. This didn't work with logistics as it wasn't cost effective with fuel/deliveries, but could be thought through better as a model.

## **Skills**

For the most part respondents did not feel they lacked skills to produce food - the main barrier as mentioned above is business planning skills. However, for some making the transition from allotment or community garden grower to market gardener was a little daunting. Kenny, who has completed the Locavore training Grow the Growers, responded via surveymonkey: *‘lack of skills/confidence - this is more about how I feel than things that are actually stopping me but it's still significant.’* Kenny wasn't alone in thinking this. Daisy had done a lot of volunteering on different farms and growing projects, but as she said *‘I did do 2 months*

*volunteering on CSA farms in Germany but as a volunteer they still don't really teach you.'* Everyone were making efforts to skill themselves up if there were areas they did not feel they had enough knowledge.

## Food Service Businesses

### 🍷 Cost

Members of the Glasgow Restaurant Association were unanimous that the financial side would play an important role in deciding whether to work with local producers. *'Not many people would go out of their way to pay more for what is essentially box standard products you buy everyday'* was one of the opinions shared.

In contrast, the team at the Gannet, who use Roots and Fruits as a main supplier, find this to be more economically viable than using more centralised suppliers such as Fresh Direct because in their view smaller suppliers don't have large transportation costs compared to bigger suppliers. For some places even if the cost is higher, it is justifiable in order to source the ingredients to fit with the restaurants' ethos and ambitions, however. *'Maybe it is, [more expensive] maybe it isn't but it's a hoop you have to jump through when it comes down to it'* said Peter McKenna from the Gannet. The Project Cafe is another business prepared to pay a higher price in order to meet their ethical values but expensive ingredients are not an easy choice for this small social enterprise.

Cost is likely to be an issue even if local producers were to get into the supply chains of some existing wholesalers in Blochairn, for example, and in that way enable chefs to order locally produced ingredients alongside their regular ingredients from the same place. Suppliers will expect a commission from the produce they sell on behalf of local producers and the local small scale produce would also have to compete with the same produce grown on a commercial scale which is available to buy from the same supplier.

From the perspective of enterprises helping facilitate routes to markets for local makers, such as the Cran in Finnieston, a 'local' criteria is a positive aspiration rather than current practice due to the high cost associated with sourcing local and/or organic ingredients. Price is also an issue for catering and cafe enterprise Soul Food Sisters: *'Although customers know we're a social enterprise they often want to negotiate down on the price. Maybe because they have a fixed budget but it doesn't help. So we can be pushed to shop in Lidl'* said

Marysia. *'With a cafe you are always worried about the margins'* added Iain from Street & Arrow. Mala Carne's Claire also spoke of this reality: *'We do use supermarket food but choose British produce when available. Our values are there but making it affordable to customers is difficult.'*

### 🍷 Availability of local produce

Some of the businesses already working with local producers found initial and ongoing search for local producers difficult and time consuming. Part of the issue is that currently there aren't many commercial local producers in and around the city. According to Peter, chef and co-owner of the Gannet, *'it is hard to find produce (fruit and veg) in this area, and even wider scale in Scotland a lot of the produce is sold direct to supermarkets so restaurants can't buy direct. We spent years getting into different farms, the likes of Ardunan Farm, St Bride's, Pelham farm'* where they source eggs, pork, lamb and beef from. *'We get seasonal vegetables, whether it's from Scotland or not. We work directly and solely with Roots and Fruits for fruit and vegetables and I am constantly pressing them on getting Scottish grown but there's a lot that we don't get, that we can't get.'*

There are challenges with sourcing vegetables which fit the supply chain criteria of vegan food enterprises, too. According to Craig Tannock, owner of the most successful chain of vegan cafe-restaurants in Glasgow which includes Stereo, Mono and The Flying Duck, there are no commercial veganic farms in Scotland, and hardly any in England. He would like to encourage growers to start growing veganic *'or we are going to do it ourselves. We are keen to do it to supply ourselves and also to sell to other bars and restaurants'*

The MILK Cafe team





***‘Having to order my eggs from somewhere, butter from somewhere else, cheese from somewhere else creates work, it creates invoices, it creates payment problems, it creates hang ups. I’m supposed to be a chef but I spend most of my time ordering from different suppliers.’***

***- Ian Manuell,  
Street & Arrow***

Most of the independent cafes and catering businesses we engaged with have sourced from or have an ongoing relationship with local suppliers of vegetables (Locavore) and milk (Mossgiel Farm) for example and some source eggs from a local farm but that is all that is available or those enterprises are aware of being available in/around the city.

### **Ease of ordering**

Another anxiety about working with local producers is that this would mean increasing the number of suppliers restaurants and cafes would need to liaise with as this would put a serious strain on time and administrative resources. Ian Manuell, chef at Street & Arrow confirmed this is a barrier to seeking out and ordering from local producers: *‘Having to order my eggs from somewhere, butter from somewhere else, cheese from somewhere else creates work, it creates invoices, it creates payment problems, it creates hang ups. I’m supposed to be a chef but I spend most of my time ordering from different suppliers.’*

Locavore, who also supply cafes and restaurants in the city, find that organisation alongside the lack of appropriate software to make ordering easy prevent small as well as commercial restaurateurs from working with smaller producers as liaising with as few suppliers as possible or with a more centralised supplier is preferred. Participants in our food service business focus group agreed that a dedicated platform or database which can be used by food service and

retail enterprises to search for ingredients (both fresh and dry goods produced locally, organically or sourced sustainably) is currently missing in Glasgow. A one-stop shop could facilitate better connections with local producers which the businesses saw as a positive opportunity.

Others, such as the teams at Gannet and Project Cafe have found a supply model which suits their needs. Peter McKenna (The Gannet), who works solely with Roots and Fruits, said: *‘You can order up until the night before delivery. The luxury is they have two [retail] shops so they have to keep certain amount of stock. But because we get a daily supply that means I am not cluttering up my storage, I am not buying an abundance every day.’*

### **Reliability of supply**

There are some concerns about the reliability of supply if working with starting up producers. A potential failure of a supplier to meet the needs of food service customers is a very high risk to take. Regularity of delivery slots is also an essential restaurateur supply chains criteria. For example, The Gannet’s main supplier, Roots and Fruits, are expected to deliver the restaurant’s orders by 7am daily, apart from Sunday, so that when chefs arrive at 8am they have all necessary ingredients. *‘Anything outwith that causes problems in the way I run my business. It wouldn’t suit us if deliveries were only once a week and it’s 1 o’clock in the afternoon on a Thursday’.* More regular deliveries would also suit the The Project Cafe, currently relying on weekly deliveries, better as it would help them avoid food waste. *‘If you are buying large quantities there is more waste, things go off before they get used, things don’t stay as fresh.’* This would also help Kawther Luay from the catering enterprise Ruzbowl who would benefit from a quicker order turnaround: *‘Using local seasonal food involves a lot of planning which can make things difficult due to the different timescales, e.g. Locavore needs at least one week’s notice while sometimes catering jobs are shorter notice. Occasionally we have to resort to convenience and get British veg from a supermarket.’*

The reliability of quality is also crucial - *‘It has to be very good quality’* (Peter McKenna, Gannet). The Project Cafe team who already source local produce confirm importance of produce quality: *‘In terms of Locavore’s produce, you can’t compare it to supermarkets’. One has flavour, the other doesn’t. One’s been grown in nutrient deficient soil...you just can’t compare it. I think that’s the biggest selling point.’* Freshness is also essential, *‘When the plant is still alive, with fresh soil on it, it’s a completely different thing altogether. The*

*closer you can get from the ingredient being in the soil to someone's mouth, the better.'*

## **Food Culture / Values / Education**

The majority of participating in the study businesses were not optimistic about food culture in Glasgow. This was seen as a significant barrier to the development of a local food economy in the city. On the use of organic local produce in menus across Glasgow Reuben from Locavore commented: *'Cafes and restaurants in Glasgow are a million years behind behind Edinburgh, Edinburgh is behind London and Bristol. Some are looking the part but not really 'doing it'. Part of the reason is that the level is so low that they think they're doing well. Some of that is lack of supply and the gap between the expectations of chefs and restaurateurs and the reality of food production in the West of Scotland.'* One reason is requiring steady supply of ingredients throughout the year including when they're not in season to satisfy menus. Craig Tannock also reflected on the big delay and missed opportunities in catalyzing a local food economy in the city. And it was the 'terrible' food scene in Glasgow five years ago which was part of the reason Peter McKenna and his business partner opened the Gannet.

Current expectations of chefs and restaurateurs are on the overall not compatible with seasonality and provenance of ingredients. Meeting a steady demand for ingredients regardless of their seasonality to satisfy such fixed menus presents a huge challenge for local suppliers, as Locavore have found. Some places, such as the Project cafe have adopted a flexible approach to their menu which allows them to incorporate seasonal produce in their offering. *'We sell soup, quiche and salad and what's in those things will change. That's why it works'* said Dorian from the Project Cafe team.

Current business values are also a barrier to procurement practices prioritising local and seasonal ingredients. *'The whole restaurant culture is based on profit', said Dorian, 'the difference with the Project Café is that it's a not for profit business adhering to values and not a business that is trying to get good reviews and generate lots of profit. The plane from which we are operating is different– the quality of attention and awareness and the decisions we are taking are completely different to the mainstream.'* It is a challenge for businesses, especially smaller cafes, to navigate between the business bottom line and ethical procurement. Rachel from the Glad Cafe said: *'In the parameters we are trying to be a sustainable business. For a long time we didn't buy Mossiel milk because*

*it was more expensive than the supermarket but we decided on that particular issue. But we don't do it on everything. How do we make this possible?'*

Chef culture is another aspect of the challenge. *'Chefs are not used to working with what is available, they prefer to work with what they want. It's not easy to change that mindset'* recognised Ryan James from the Glasgow Restaurant Association. We heard from business participants about the need for chef education and training to support them in transforming their practices, we also found that currently there is a significant shortage of well qualified chefs in the city.

*The Urban Croft, Queen's Park Recreation Grounds, Glasgow*







*A conversation with some of Glasgow's aspiring urban growers*

# OPPORTUNITIES – HOW ARE WE GOING TO GET THERE?

Despite the many obvious and perceived barriers, the people we spoke with had a wealth of ideas for overcoming these.

## **Collective working and cooperative models**

Respondents were very enthusiastic about cooperative and collaborative working. Everyone recognised the strengths in working together for common aims and causes. An early idea put forward at the focus group described a Growers Cooperative - a formal structure that all Growers enterprises could unite under, while still being free to pursue other income generating avenues.

In this model, Growers would be coordinating what they are growing to collectively sell produce to cafes, restaurants and shops. This would involve sharing logistics such as packing and packaging, deliveries etc... There could be a centralised hub with facilities for the above, where Growers bring their produce, and from where it would be washed, packed and delivered to multiple locations. This would mean only one drop-off for Growers, enabling them to get back to their growing spaces.

A further extrapolation of this idea was explored in several conversations, looking at organising crop rotations between Growers around the city, in order to not have a 'glut' of one thing, and to be able to provide a more diverse range of produce. Models such as this already exist in other areas of the country - one example is Mach Maethlon Green Isle Growers in West Wales.

Support for the Cooperative idea was voiced by nearly all the respondents. It was seen as having multiple benefits. For example, Chris said *'Skill Sharing and knowledge sharing makes sense on a lot of different levels, it's obviously £ is tight and it's a good way to improve your skill set cheaply. It builds a stronger local economy as well, you've got different groups in the area supporting each other making the local economy more resilient and sustainable.'*

Henriette understood the economics of cooperative working *'It's a way for mutual help and support, and coordination around harvesting and marketing. If everyone harvests together it's no good, the price will go down. So this is the type of spirit we do with collective working.'* while Kenny was interested in practical matters *'Tool sharing would be useful, particularly for expensive, rarely used equipment like 2-wheel tractors.'*

Through cooperative working we can create our own supply chains, share resources and tools, information and skills. Membership of a Cooperative would not preclude Growers from having other sales routes, but it's clear that sharing logistics can bring multiple benefits.

Collective working could also be a way for smaller cafes and restaurants as well as catering enterprises to increase their buying power and in that way create the demand needed to make it viable for willing food producers to run local food production enterprises. Rachel Smillie from the Glad Cafe suggested it would be useful to establish what the critical number of businesses would be to make this a viable solution. Identifying who those businesses could be would also be of benefit. She told us of previous attempts to organise collective sourcing of drinks in order to access wholesale prices directly from the producer. This shows there is interest in collective working from cafe/bar/restaurant businesses in Glasgow. *'There would probably be a lot of interest from all of these places [The Glad Cafe, Hug and Pint, Mono, Stereo, SWG3 etc] if there was an alternative'.*

The sharing of premises, such as storage spaces, kitchens, refrigeration facilities were discussed by some of our participants as helpful developments to both increase their ability to source locally (more storage could accommodate less frequent deliveries from suppliers while refrigeration can help prevent some of the avoidable waste). A community storage space could also function as a pick up and processing point where fresh from the farm produce can be cleaned and prepped. Small kitchens currently struggle with cleaning and prepping produce. Aziz from The Cran also highlighted that access to commercial kitchens is

a big barrier for local makers who might want to supply products to them as they cannot produce at home due to food hygiene regulations. A community courier/delivery service which can serve as a link between cafes and growers was another idea discussed during a focus group with some independent cafes. This was seen as a suitable solution to problem of adhoc and potentially small orders of cafes and the variable availability of produce from city growers. Such an ethical 'Deliveroo' service would facilitate sourcing ingredients at short notice which would help catering businesses immensely. A vegan courier delivery service in Glasgow offering the groceries and takeaway food delivers to end consumers already exists so there could be a potential for collaborating with small food service enterprises.

Another development which could facilitate collaboration between food enterprises in the city would be an online platform or portal for listing and ordering produce and ingredients. It could include a searchable directory listing organic, local, vegan etc. categories as well as what is available across market gardens in and around Glasgow on a regular basis. This online one-stop shop could feature ethical food business and suppliers (such as Green City, Locavore, Suma, local farms) and would allow ordering directly and would yet facilitate collective ordering to ensure wholesale prices - which is very important to restaurateurs of all scales. SquareSpace website was suggested as good potential platform for this (although it would add fees) with the Open Food Network being another option.

As enthusiastic and proactive the businesses we engaged with were about all the above ideas they appreciated the limited capacity they had to progress on any of the ideas. The support of a facilitating body or organisation was seen as crucial to provide the extra capacity needed to progress the above agenda. 'We have no time so someone else would have to do this. A person / organisation who co-ordinates this for us all' said the small independent cafes. For example attempts to set up collective buying of drinks was not successful in the end due to limited time and resources to do the necessary negotiating.

## **Food Culture - creating strong business relationships**

Creating strong relationships with potential customers particularly cafes, restaurants and retail is essential to create sustainable and secure markets. There is often a lack of understanding on the part of chefs around seasonality, combined with an unwillingness to diversify their supply chains. Building dialogue between growers and customers so that the two can come to mutual





Locavore, Victoria Road Glasgow

agreements in terms of supply, delivery, pricing etc... Collective working - as proposed above could facilitate brokering and communication between growers and customers.

One possible model could work in a similar way to Community Supported Agriculture (CSA). A CSA is a model in which 'customers, often described as CSA members, are closely linked to the farm and the production of their food, and provide support that goes beyond a straight forward marketplace exchange of money for goods. This involvement may be through ownership or investment in the farm or business, sharing the costs of production, accepting a share in the harvest or providing labour.' (what is a CSA, 2018). This is often through an annual subscription, a commitment over a period of time - for example a year.

Business Supported Agriculture could operate in a similar fashion. For example, cafes and restaurants keen to include local food in their menus would 'subscribe' - pay a fixed monthly or annual fee receive an agreed amount of produce. This would need a level of commitment from businesses for the whole year or season, and would provide a regular, secure income for Growers who would not need to constantly be searching for a market for their produce.

There is an element of risk in this model - a Grower's planned harvest may fail, or a restaurant may go out of business - but in general it can provide a sustainable business model that works for both parties. One of the restaurant owners we spoke to, Peter McKenna

from The Gannet, was supportive of this idea: 'Yes, happy with an advance contractual arrangement to buy produce when ready as proof of demand.' while the majority saw pre-ordering and prepayment as a barrier as they didn't feel they were in that safe a financial situation to afford that. This is one area where support from a funder or a government body could bridge the gap between where we currently are and where we would like to be in terms of creating a more sustainable local food economy in Glasgow and beyond.

The call for good relationships with businesses was voiced by many we spoke to as an opportunity. Chris said 'Collaborating with chefs is a good way of working out what to grow.' Others were positive about bringing seasonal produce into menus and affecting people's food choices. A Grower at the focus group said 'Change is possible - can influence demand by introducing new vegetables slowly. We can use social media to show different foods that are seasonal to raise the profile. Everybody wants to change, and everything is changing fast. People want to embrace new things.'

There is openness from cafes and restaurants as well as retail to build relationships with local growers and in that way coordinate what is grown with what there is a demand for. Flexibility in menu design could offer a lot of opportunities for growers and cafes/restaurants to work together. Many already have flexibility embedded through special which can change regularly and adapt to seasonality. Small cafes, like Mala Carne, are open to accepting small quantities of local produce if enough to make a dish for a day or a few with it. The menus at Mono, Stereo and the rest of the vegan cafe-bars managed by Craig Tannock 'could be even more flexible if working with a grower to supply the restaurants.' One participating restaurateur from the Glasgow Restaurant Association highlighted that there is space for more seasonal and local produce onto pre-theatre menus which change week to week and could be an access point where a limited product can be introduced and in this way the availability levels controlled.

There is a lot of enthusiasm to collaborate with growers on an ongoing basis. Dorian (The Project Cafe) suggested having a growing calendar designed by farmers could help with the menu planning as that will allow him to know when and what will be harvested. Peter (The Gannet) had a similar suggestion to as a way to provide chefs with the needed support and information about what produce is seasonal when in the year in order to plan menus in advance. 'It's about knowing what's been grown. When you're planting seeds, you know what would grow and when. If growers would contact us then and give us a seasonal chart of what's been grown and when we can expect it

*to be ready, then we can write our menus in advance. That would be wonderful! That would help me loads.'* There is desire to follow that approach from those who run more specialised food enterprises such as Craig Tannock (Stereo, Mono, the 78 etc) who excited about 'working out a mutually agreeable way of supporting each other if growers are happy to grow veganic. We would be happy to make our menus even more flexible to be able to respond to what is coming from the farm.' From retail perspective Reuben from Locavore told us he would be happy to meet with new growers and share what there could be a niche for in the shop offering which they cannot fill with their own growing operation, for example.

A change in chef culture is an essential part of the overall re-imagining of our local food economy as chefs have influencing power over the sourcing of ingredient. This will require a change of mindset, flexibility and understanding of seasonality. According to Dorian from the Project Cafe *'it has to be an inner shift from the people who are actually doing the things. In my mind the best way forward is to have a big course for chefs and restaurant owners to really experience what food could be and see how they can make an impact and change. That's about an inner process, it's not about trying to sell them vegetables that are a bit more expensive and potentially harder to use.'* For Peter at the Gannet using local food is *'not doing things differently but doing things properly.'*

'It would be great if there were resources to do more engagement with chefs.' said Reuben who hosted a recent Soil Association event targeted at restaurateurs and producers as part of their Organic Sold Here initiative. In addition to events and campaigns, training opportunities for chefs could be a more formal way of introducing chefs to local sustainable food as well as a way to up-skill the existing guild. Embedding topics on seasonality and cooking with local food in practice into existing training avenues such as Glasgow City College's chef programme or the likes of the Larder Cook School could be another.

*'Everyone needs to be more interested and better at it, including restaurants and growers and including ourselves. We need to be getting better and helping other folk get better at it.'* Reuben Chesters, Locavore

Commitment to the local economy and sustainability need to underpin procurement choices of food enterprises of all sizes if Glasgow's food culture is to be transformed. Some of the contributors to the Roots To Market study felt strongly that if bigger restaurants could adopt a more ethical approach to sourcing ingredients demand for would increase to secure

the viability of food growing start up enterprises. 'We should be getting in touch with other businesses who aren't thinking about local food. We could make more of an impact by increasing demand from local suppliers this way'. A lead (or larger scale) business buying local would make it possible for smaller enterprises to source locally. Businesses working collaboratively (also discussed above) is therefore part of a culture shift underpinned by procurement values supporting a local sustainable food system. Places like The Gannet and The Project Cafe are already demonstrating that there is a way of running successful food enterprises rooted in values. However, this is coming at a higher cost because what they are trying to do is the exception rather than the rule in the sector.

A culture shift in how different institutions, authorities and businesses support food enterprises is also needed. At the moment the pressure is on the individuals to take the risk to start something up or to gear what they are doing towards strengthening local food economies before (potential) support becomes available. For example, members of the Glasgow Restaurants Association felt that growers should take the lead and 'build it and they will come'. However, with limited support for overcoming the various barriers growers are faced with, such as access to land and high start-up costs, and without the vote of confidence from the market (investment, orders) little progress can be made towards developing a multitude of enterprises around local food.

***'We should be getting in touch with other businesses who aren't thinking about local food. We could make more of an impact by increasing demand from local suppliers this way.'***  
***- focus group participant***

***'not doing things differently but doing things properly.'***  
***- Peter, The Gannet***



## **Diversification**

An essential tool in the new Grower's box will be their ability to innovate and diversify, use different elements to add value to their business.

This may include education and training for example running courses and workshops throughout the year, providing apprenticeship placements or working in partnership with schools on curriculum for excellence programmes. These are additions to an enterprise that could be eligible for funding, thus supporting a Grower's salary.

Several Growers were keen to explore aquaponics - growing fish and vegetables together - as a way of diversifying their income streams. For example, Clear Roots had started with a plan to set up an aquaponics projects along with their microgreens, using the fish/manure extract to feed the seedlings. This has so far not been possible due to financial constraints. When living in Democratic Republic of Congo, Henriette had led the UN Fish Development Programme, and so has a wealth of experience in this area. Other animals and livestock were also mentioned, for example bees and poultry.

Growing of unusual, heritage or exotic vegetables is a way to increase the value of crops. Chefs often want 'baby' veg varieties, small beetroots, carrots or radishes. This can mean a higher yield turnover. Crops such as Amaranth can be grown for specific cultural markets. Nearly all market gardens could do a line in microgreens, which are typically used as a salad garnish in restaurants and are packed full of nutrients.

*Crops could be grown specifically for ingredients for everything from herb breads to tomato sauce, which if manufactured by the Grower, or as part of a collective could be marketed at a price that significantly boosts income.*

They can be grown easily in a polytunnel during the main growing seasons. Marketed correctly this can generate a revenue of around £200/week.

Finally looking at 'value added' products and secondary production such as pickles, pestos, sauces etc... would bring something new to the Glasgow market. Crops could be grown specifically for ingredients for everything from herb breads to tomato sauce, which if manufactured by the Grower, or as part of a collective could be marketed at a price that significantly boosts income.

In order to support established and new market garden producers restaurants and cafe will also need to diversify their existing supply chain for fresh ingredients or food products (sauces, pickles, etc). As discussed earlier this is likely to cost businesses time and require more administrative resources (for invoicing and payments). If there is the right level of commitment to source local and collaborate with producers this barrier can be overcome as the outcome (more local food on the menu) will add value to the cafe/restaurant offering and support the local environment and economy in multiple ways (improved soil health, if farming using organic methods, and biodiversity, increased employment and training opportunities, to name a few). Some of the bigger restaurants we spoke to have observed there is an appetite for local foods which they can capitalise on so this is a signifier there is a market for locally-sourced ingredients which is encouraging.

Central suppliers, which are the go to fresh produce source for many cafes and restaurants could help create routes to market for local produce and in that way support growers. One way to go about this is to add a local, even sustainable, food list to their range. *'Local producers need to network themselves really cleverly. They need to be able to provide the service that the big guys provide in Blochairn, for example. Or they need to know how to get into Blochairn and supply to a couple of existing suppliers there. And then the chefs know that they can get their tomatoes but also kale from local suppliers from the same place'* said Iain Manuell Street & Arrow. The price that such central suppliers can offer, however, is often too low. There could be a way, however, thinks Reuben Chesters from Locavore: *'[Central suppliers] sell tonnes of stuff so if you can grow tonnes of stuff and get your cost production down suddenly every restaurant in Glasgow is using your rocket and they don't even know it. It's like a silver bullet'*



*The Loch Libo team*

# SUPPORTING AND ENABLING – HOW CAN WE MAKE CHANGE HAPPEN?

We took the responses from Growers, Cafes, Restaurants and other food enterprises to key local and public sector organisations who could offer support and advice.

## **Local Authority**

We met with representatives from different departments in Glasgow City Council during one session. This enabled a conversation about how different plans, strategies and policies could work together. The representatives were able to respond to questions and needs from Growers, and exchange ideas and information between each other that was relevant and useful. Representatives came from Land and Environmental (LES), Development and Regeneration

Services (City Development Plan, Open Space Strategy), and Resilient Glasgow. All were incredibly supportive of the project, and came with a willingness to help and enable it.

Key points raised included:

- The Food Growing Strategy will include support for enterprise. LES are trying to create something that is far reaching and ambitious. However this wouldn't influence planning and development, or particularly help with land issues
- The Open Space Strategy is looking at all green spaces including parks etc... The aim is for space to be multipurpose, and some areas may be surplus to requirements. Areas of parks could not be privatised and turned over to enterprise, but if a project took place within a park that would be acceptable.



- There may be an argument for categorising the production of microgreens as 'industrial', which would make it easier for planning.
- Vertical and rooftop growing could be considered.
- There's a need to increase housing to grow the population and the economy. Priority is given to developments that improve the local economy but obviously include other elements such as environmental issues and climate resilience.
- Planning tries to avoid developments in greenbelt.
- Food will be raised in the Main Issues Report 2018, which informs the new City Development Plan, which in turn informs land issues and use.
- Resilience, Sustainability, Economic Development, Health and Community are all important drivers.
- There is an asset transfer group looking at applications for council's land. This looks at long term ambitions, if/when the economy recovers, and how the council would like to use land in the future.
- Climate Adaptation Action Plan – welcomes actions along the lines of food security, risk assessment and reliance on imports.

## **Community Ownership - Asset Transfer and Community Buy Out**

New growers could benefit from existing legislation in their effort to gain access to essentials such as land or premises. Asset transfer and community buy-out are two ways in which communities of interest (such as individuals interested in sustainable food production in the city) can benefit from the Community Empowerment (Scotland) Act 2015.

We spoke to David Henderson, COSS West of Scotland Officer, who advised that communities can request to purchase, manage or use public assets such as land or buildings, not currently on the market. This includes both communities of place and communities of interest providing the latter has strong connections to the local area and community where they would like to take on assets. Asset transfer is a way to recognise the public benefits that the community use can bring. Developing links and even collaborating on a pilot project in partnership with other local organisations could be a strategic way to use the legislation. Food production enterprises would be responding to local needs across different communities and bringing a range of benefits (e.g. health and wellbeing, training and employment for local people, education) which would make setting an asset transfer in motion much easier as the interested

group will be able to demonstrate strong community focus, involvement of the community, and create the potential for new opportunities for local people. Collectives of independent food service businesses accessing shared assets could also make use of the asset transfer legislation if a new eligible entity (see above) is created, otherwise they would have to rent/acquire assets on commercial basis.

Assets owned by local authorities and their arms length organisations (City Property and Glasgow Life are some of the local to Glasgow examples) all qualify for an asset transfer. In order to be eligible to own a previously publicly asset transfer a community body must be:

- A two-tiered Scottish Charitable Incorporated Organisation (SCIO)- made up of a management committee + membership
- A Community Benefit Society
- A company limited by guarantee And have no fewer than 20 members

We spoke to Morven Lyon, Community Shares Scotland Programme Officer, who explained that Community Right To Buy is a way for communities and community bodies, including communities of interest, to register an interest and buy publicly owned land/buildings. Community shares are a mechanism for communities or community bodies to raise the funds to carry out the purchase of public assets if successful in their Community Right To Buy application to the Scottish Government. There are two eligible legal structures for raising finance through community shares are Community Benefit Society and the Co-operative model:

- Community Benefit Society (BenComm)- a very democratic structure; a membership organisation where one member equals 1 vote. This structure is enshrined in the Community Empowerment (Scotland) Act 2015 and can apply for funds from the Scottish Land Fund. A group opting for this structure must be comfortable with the community control over the organisation as the community are the investors. It is currently very expensive to change the structure of an existing organisation into a BenComm so it is important to consider this structure when starting up if a group is likely to attempt raising finance through community shares to fulfill a community right to buy request. According to Morven Lyon from Community Shares Scotland about 95% of the groups who work with Community Shares Scotland constitute as BenComms because of the wider community benefit they can achieve through this structure.

- **Co-operative society**- this model traditionally is more about benefiting the members and the people that are engaged in the cooperative although the enterprise can have may have wider community impact. An example could be a local shop where workers, suppliers and customers are those benefiting from the enterprise but wider community benefit is not intended or observed. This is still a good model and eligible for community right to buy.

Community Shares Scotland provide support in setting up or changing a group's legal structure to become eligible for raising finance and help with business plan development, financial advice and community engagement strategy. They support organisations to raise finance through community shares and provide a micro grant scheme of up to £5,000 to cover marketing costs related to raising funds.

## **Enterprise support**

**CEIS**- Through their Just Enterprise programme CEIS support social enterprises and entrepreneurs in both growing their business and developing the necessary skills around business planning and management, market research, marketing and much more. Start-up businesses can benefit from some free and tailored advice as well signposting to other relevant support organisations or trade bodies which could help in the development of new food enterprises.

**Firstport** - This social enterprise support agency works predominantly with individuals wishing to develop businesses which solve social and environmental issues and make direct positive impact in the community. However, a multitude of food growing enterprises wishing to work collectively could also be eligible for the Start It (up to £5,000) and Build It (up to £25,000) funding streams. The advice for such a collective of applicants would be to demonstrate sound understanding of their chosen governance model (e.g. a workers' co-operative). In addition, the individual or group need to demonstrate the need, the market as well as the positive social and/or environmental impacts of the products or services they are looking to deliver when approaching Firstport for support or funding. The organisation also offers a range of workshops focussed on business development which start-ups could be eligible for.

**Social Investment Scotland** - This is the leading social investor in Scotland with an investment track record between £10,000 and £1.6m. SIS could help finance the purchase of assets or equipment, assist with cash flow issues, help support a new enterprise or bridge some grant funding. This agency can be useful to cooperatives and community benefit societies looking to raise initial capital through community shares by bridging or underwriting share offers, too. Although there isn't a fixed eligibility criteria for the social businesses looking for support in order to qualify a business needs to either have evidence of trading or a contractual agreement which guarantees a market for the services or goods the business intends to specialise in and 'not just an idea'. For a good growing enterprise or collective this would mean providing agreements with different potential customers as promise of orders and proof of market. If interested in exploring further how SIS could help your social business the best way is to have an initial discussion to find out social investment is suitable in the stage of development a given enterprise in.

*Locavore, Left Field market garden, Neilston*







Glad Cafe

# RECOMMENDATIONS – WHAT NEEDS TO HAPPEN NEXT?

In this last section we will summarise proposals for moving Roots to Market forward. These are practical ideas and actions that will help to create a resilient local food economy.

## **What should the Local Authority do?**

- Go beyond the successful Stalled Spaces programme- encourage and enable aspiring urban market farmers to access land, secure leases and meet start-up costs.
- Provide support to the networks/organisations who are working to facilitate collective action to increase the amount of sustainable food production and procurement in the city and across business supply chains.
- Create a searchable database of available vacant land in the city, including permissions, ownership and contamination status.
- Provide comprehensive testing of vacant and derelict land to ascertain contamination status
- Include 'Food' in the Main Issues Report 2018, to raise its importance in the City Development Plan so that food production areas are considered as legitimate uses of land by planners and developers.
- Push forward the Sustainable Food Cities agenda, providing coherent and consistent leadership in the areas of enterprise, food waste, food poverty and procurement.
- Develop, champion and implement sustainable procurement strategies, providing access to frameworks for local producers and growers.

## **What can food production enterprises do?**

- Set up a collective working model, e.g. Glasgow Growers Cooperative.
- Develop an online portal which features all growers producing in the city where interested businesses can order from, a one-stop shop to buy directly from growers and makers. Potentially use a platform such as Open Food Network.
- Continue to lobby Glasgow City Council on land issues, changes to the City Development Plan and the Food Growing Strategy.
- Organise opportunities for dialogue between Growers and Customers.
- Develop their business plans and consider diversification.

## **What can food service and retail businesses do?**

- Commit to a set of values which supports local sustainable food and embed those at the core of procurement decisions.
- Support chefs in accessing training and learning about local seasonal food and its preparation.
- Adopt seasonal and flexible menus.
- Diversify supply chains to include local producers.
- Pre-order where possible or at least build an ongoing contractual relationship with growers to ensure there's a viable market for locally grown produce.

## **What can supporting organisations or government bodies do?**

- Develop or fund educational and training programmes for chefs, growers and start-up food businesses.
- Embed sustainable food as a topic in chef training curriculum to explore what using local organic produce means in practice.
- Fund the development of necessary infrastructure to enable collaborations between local food producers and restaurant and retail customers accessible to all regardless of the scale of operation (e.g. micro-growers as well as restaurant/retail chains).

## **Next Steps**

Roots to Market is an ongoing project. This first report has explored the direction for a thriving local food economy in Glasgow, detailing aspirations, barriers and opportunities for enterprises producing and procuring local food. We invite and encourage all those who have participated so far to work together and act on the recommendations above. By collaborating around a shared vision, Glasgow can become a leader in sustainable food, and be recognised for its diverse and ethical food culture.

*Some of Glasgow's catering and cafe enterprises*







*Chris, Grower with Kindling Trust, Manchester*

# APPENDICES

## Case Studies:

### What's working elsewhere: Hackney GC Patchwork Farms

#### 1. Can you describe the enterprise, your ethos and the model you use?

The Patchwork Farm was set up to increase the amount of land in sustainable food production in and around the city of London. In doing this we have increased the number of participants in farming and food growing and increased the amount of sustainably grown food being eaten in London. This has been achieved by taking on new food growing sites within the city and at the same time providing income-generating learning opportunities to new participants in farming and food growing.

#### 2. What do you grow? Do you specialise?

We specialise in salad leaves and our Hackney Salad bags are sold to our veg scheme and shops and restaurants. We also grow herbs and fruit and some other veg, but in small amounts.

#### 3. What's your average yield per month?

Our average monthly yield this year was 53kgs.

#### 4. How did you find the land to grow on? Do you own it, have long term leases, other?

We have long term leases. Three of our nine sites are in parks where we approached the council, the others are in church gardens, housing association and council housing land. We approached the vicars and the Housing Association and the Tenants Residents' Association. We ask for a minimum of 5 years for our lease. Our growers are almost all graduated trainees from our annual traineeship scheme (1 day a week, April-September)

#### 5. Who are your growers? Do you use paid staff, volunteers etc...?

Our growers are almost all graduated trainees from our annual traineeship scheme (1 day a week, April-September). They are self-employed and work 1 day a week, or thereabouts on the sites, their income being what is generated from sales of their produce. We also have volunteers, particularly on our main, park sites.

#### 6. Who are your buyers? How did you find them (or them you)?

Our in-house veg scheme buys from us and during the growing season – April-September – we sell to local restaurants and shops, as well. We also do farm gate sales from one of the park sites I run where we can charge retail prices.

**7. How do you handle logistics? Do you have vans, bike/trailers, horse & cart etc...?**

We transport our produce on bike trailers. Our veg scheme is a pick-up scheme but we rent a van to deliver to some of those pick up points and our restaurant salad bags are delivered at the same time.

**8. Is the project economically viable? Are you able to cover costs, turn a profit, employ staff without funding?**

Our growers subsidise their growing work with their other jobs the rest of the week – economies of scale are such that only one of our growers, who has the biggest site (over 100m<sup>2</sup> of productive growing space) manages to make the London Living Wage one day a week through her growing. I run two of the sites two days a week and .75 of a day administrate and coordinate the 9 sites, doing the invoicing, fielding queries, supporting the growers, etc. My two days on the sites are pretty much paid from produce from those sites and the .75 of a day is paid by Growing Communities itself. This also covers the training aspect of the job.

**9. Do you receive additional funds to run different aspects of the enterprise? Could the project run without these?**

The Patchwork Farm does not receive any additional funds, and all the core activities within Growing Communities are self-financed, but we occasionally bid for outside funds for extra activities – currently our Dagenham Farm has been funded by the Big Lottery for their Grown in Dagenham project which trains young people and residents in food growing and cooking.

**10. Do you collaborate and work in partnership with other local food organisations? If so, how?**

We work in partnership with Capital Growth and Sustain, and with the Community Food Growers' Network and the Land Workers' Alliance.

**11. Do you have any advice for someone looking to set up a similar initiative or enterprise?**

If you are looking to set up an urban market garden, it's worth checking out the Urban Farm Toolkit, written by Paul Bradbury, previously Head Grower at Growing Communities, published by Capital Growth: <https://www.sustainweb.org/publications/urbanfarmingtoolkit/>

## **What's working elsewhere: Kindling Trust, Manchester**

**Enterprise, ethos and model:**

The Kindling trust was setup to increase the supply of small scale organic food production and people led trading in the NW of England and to increase access to sustainable food for all. They understand that we need changes across the whole food system – the production, distribution, demand/market, creating new relationships between buyers and growers. They run the incubator Farmstart project giving a route to farming for new entrants, and set up Cooperatives Veg Box People and Manchester Veg People

**Specialisms:**

Through Farmstart - The focus is on staple crops that need little protection such as kale, squash, and onions. Polytunnels at a second site allow for all year round production including early peas, tomatoes, cucumbers in the summer and salad leaves in the winter.

**Who are the Growers?:**

Local people who want to get into farming! Through Farmstart, new growers take on 1/8 acre of land for an agreed fee with option to further expand after 1 year of commercial growing experience. The Land Army was created providing volunteering opportunities and targeted support to organic farmers at busy times and as a way to encourage more people into farming as a career.

**Who are the Buyers?:**

The Manchester Veg People are a co-op of growers and buyers. Customers include restaurants, the University of Manchester and other public sector bodies. FarmStart also sells to Unicorn Grocery who also provide training on veg handling to FarmStart, Manchester Veg People and Veg Box People.

**Other Work:**

Feeding Greater Manchester, a network to bring together groups and individuals for discussions, speakers, collaboration, trouble shooting, inspiration and support. The network have developed a Sustainable Food Vision for Greater Manchester.

**Future Plans:**

Search for 150-200 acres to establish Kindling Community Land Initiative (a society for the benefit of the community with 30 members). The farm will scale up the organic local veg production and mix it with agro-forestry and other produce (fruit, cereals, pulses etc.). The plan includes a social enterprise centre (e.g. bakery, micro brewery etc.), a centre for social change (training/conferences etc.), renewables and low impact accommodation for workers and trainees.

**Inspirational Quote?** 'It's hard for me to put a value on FarmStart. It has provided an opportunity to access land that wouldn't have otherwise existed. I can say with certainty that I wouldn't be growing veg if FarmStart hadn't been set up, that's important because we desperately need more farmers and it means I'm able to spend my time doing something that I totally love.' Corrina, FarmStarter 2015-16.

## **What's working elsewhere: Bristol**

**Enterprise, ethos and model:**

Bristol is a thriving example of a city trying to 'do' sustainable food better. A range of enterprises exist, including community farms, businesses, micro-dairies, community projects and much more.

**Specialisms:**

A huge amount of food is being produced in and around the city. Fruit and vegetables, meat, dairy, even some grains are produced not so far into Somerset. An aquaponics project grows some fish, in addition to microgreens.



### Who are the Growers?:

Veg Growers selling directly to producers include Leigh Court Farm, Simshill Shared Harvest and Plowright Organic. Dairies that have direct supply routes into the city include Bruton Dairy and Ivy House Dairy – with some of these diversifying into cheese and yoghurt. Local meat comes from St Werbergh's City Farm, Windmill Hill City Farm and others.

### Who are the Buyers?:

Customers can buy produce directly through Simshill Shared Harvest Community Support Agriculture Scheme. Plowright produce a box scheme that manages to grow 100% of its vegetables for 9 months of the year.

Some restaurants form relationships direct with producers, and many make efforts to source produce within 50 miles. Other retail opportunities exist through the shops Better Food – specialising in local products, and online ordering and delivery such as Fresh Range, who pick up from local producers and deliver to customers with a fleet of vans. Their customers include schools in Bath and North East Somerset district Councils.

### Collaborative working:

Partnerships have helped to overcome access to land issues, for example the Feed Bristol site which is home to Simshill, Edible Futures and Upcycled Mushrooms. Growers support each other through shared infrastructure and resources.

Bristol Food Producers is a network that includes farmers, producers, retailers, distributors, restaurants and supporters. It helps to secure land, reach markets, skills support and infrastructure costs. They play a major part in developing stronger food systems by providing increased resilience, strengthening networks and upscaling local production.

### Public and Policy:

Bristol Food Connections started in 2014 as a week-long food festival. Over the last three years it's developed a strong following across the city, and has been a powerful way of connecting people and projects from diverse communities and a variety of businesses across the city.

Meanwhile, the Bristol Food Policy Council aims to create a high-level strategic group that could bring together the different elements of the food system with a common objective of achieving a healthier, more sustainable and resilient food system.

### Future Plans:

The Bristol Good Food Alliance is a new umbrella organisation which aims to unite all the organisations working towards a more sustainable food future in Bristol. Any organisation that shares the purpose, values and principles of the Bristol Good Food Charter and the vision set-out in A Good Food Plan for Bristol, can join the Alliance.

## More on legislation and relevant developments:

### Land Reform

<https://beta.gov.scot/policies/land-reform/>  
<http://www.legislation.gov.uk/asp/2016/18/contents>

### Scottish Land Fund

A programme funded by the Scottish Government and delivered in partnership by the Big Lottery Fund and Highlands and Islands Enterprise, to help communities take ownership of land and buildings  
[www.biglotteryfund.org.uk/funding/programmes/scottish-land-fund](http://www.biglotteryfund.org.uk/funding/programmes/scottish-land-fund)

### Young Farmers and New Entrants Start-Up Grant Schemes

Unfortunately, there are currently no further funding rounds planned for the Young Farmers and New Entrants Start-up Grant Schemes until 2020 due to the popularity of the scheme. More information about the grant schemes here: <https://www.ruralpayments.org/publicsite/futures/topics/all-schemes/new-entrants/young-farmers-and-new-entrants-start-up-grant-schemes/>

### New Entrants Capital Grant Scheme

Although the New Entrants and Young Farmers start up grants have closed until further notice, this scheme remains open. This scheme provides grants for people new to farming to make improvements to their agricultural business and help to promote sustainable development. The total amount of grant aid available for in any two-year period is as follows: individuals- up to £25,000, groups- up to £125,000

### Community Empowerment Act (Scotland) 2015

<https://beta.gov.scot/policies/community-empowerment/>  
*'We are committed to supporting our communities to do things for themselves, and to make their voices heard in the planning and delivery of services.'* The Community Empowerment Act includes the Local Growing Strategy, a duty of all local authorities to support an increase in community gardens and allotments.

### Good Food Nation Policy and Bill

<https://beta.gov.scot/policies/food-and-drink/good-food-nation/>  
*'Our vision is for Scotland to become a 'Good Food Nation' where people benefit from and take pride and pleasure in the food they produce, buy, serve and eat each day.'*

### Diet and Obesity Strategy

<http://www.gov.scot/Topics/Health/Healthy-Living/Food-Health>  
Between 26 October 2017 and 31 January 2018, the Scottish Government undertook a public consultation to gather views on its proposals for improving diet and promoting healthy weight, as outlined in A Healthier Future – Action and Ambitions on Diet, Activity and Healthy Weight. The consultation paper contained three main sections: (i) transforming the food environment; (ii) encouraging and supporting the adoption of healthier and more active lives; and (iii) effective leadership and exemplary practice.

## Sustainable Food Cities

<http://sustainablefoodcities.org/>

The Sustainable Food Cities approach involves developing a cross-sector partnership of local public agencies, businesses, academics and NGOs committed to working together to make healthy and sustainable food a defining characteristic of where they live. The Sustainable Food Cities Network helps people and places share challenges, explore practical solutions and develop best practice on key food issues.

## More supporting organisations:

### Co-operative Development Scotland

Supports collaboration between businesses wanting to pull resources together as well as employee ownership of a business:

<https://www.scottish-enterprise.com/services/develop-your-organisation/collaboration/overview>

<https://www.scottish-enterprise.com/services/develop-your-organisation/employee-ownership/overview>

### Community Ownership Support Service (COSS) and Community Shares Scotland

COSS is an adviser-based service providing community groups and public bodies with a bespoke support service which includes: expert advice on all aspects of asset transfer; training courses on the asset transfer and asset development process; and a number of online resources. Study visits can be funded via both COSS and Community Shares Scotland for groups/organisations interested in learning from others. Groups and communities interested in explore asset transfer and/or community shares processes in practice or learn from others who have chosen a specific eligible legal structure of operating can access funds to visit another community or group. COSS / Community Shares Scotland offer support with identifying relevant organisations to visit tailored to the interests and questions of the visiting group or community.

### Scottish Agricultural Organisation Society

<http://www.saos.coop/>

*'Our aim is to research, develop and implement commercial innovation that provides increased competitiveness for Scottish farmers and food supply chains. We research, develop and launch new enterprises and services that are mutually owned or are owned by SAOS for the benefit of rural Scotland, which respond to needs and new opportunities. Within our key areas of agricultural co-operation, food industry collaboration and local foods, we are available to assist co-ops and other organisations in a wide variety of ways'*

### Community Enterprise in Scotland (CEIS)

<http://www.ceis.org.uk/>

*'CEIS is the UK's largest and most experienced social enterprise support agency. Established in 1984, CEIS has developed a series of training, support and investment programmes that have been widely adopted and replicated. Whether supporting or financing social enterprises, organising events or delivering innovative employability programmes to help people back into work, we are driven to enable individuals, organisations and communities.'*

## First Port

<http://www.firstport.org.uk/>

A source of funding and business advice for Scotland's social innovators and entrepreneurs: *'When Firstport started work in 2007 as Scotland's social enterprise development agency, our aim was to help social entrepreneurs – people who have an idea to help their environment or their community – develop those seeds of ideas and make them happen. With our help, people can make changes in the way they do business, help their communities and make a tangible difference.'*

## Senscot

<https://senscot.net/>

*'We work to ensure that social enterprises in Scotland have the support they need to deliver positive outcomes in their communities. Acting on behalf of front line social enterprises, we liaise with the Scottish Government to ensure that policy creation is both fair and effective. Our main activities involve **informing**; **connecting**; and **developing** our social enterprise community.'*

## Nourish Scotland

<http://www.nourishscotland.org/>

Nourish is a member based organisation leading on campaigns across Scotland to transform our food system. *'Nourish Scotland believes that only a transformation of the whole food system will result in effective and sustainable solutions. Our distinctive contribution is that we read across food issues – health, inequality and social justice, environmental justice, and the local food economy. We also link the levels, supporting grassroots community efforts and influencing national policy and legislation – and using each to inform the other.'*

## Sustain - the Alliance for Better Food and Farming

<https://www.sustainweb.org/>

*'Sustain advocates food and agriculture policies and practices that enhance the health and welfare of people and animals, improve the working and living environment, enrich society and culture and promote equity. We represent around 100 national public interest organisations working at international, national, regional and local level.'*

## Soil Association Scotland

<https://www.soilassociation.org/>

*'We work across the whole farming and food system in Scotland: from the farmer in the field, to the food on your plate. We are working to deliver real, on the ground solutions to the challenges that our food system faces both now, and in the future.'*

## Chef Alliance (Slow Food Network)

[https://www.slowfood.org.uk/chef\\_alliance\\_info/chef-alliance/](https://www.slowfood.org.uk/chef_alliance_info/chef-alliance/)

*'Slow Food UK's Chefs' Alliance engages British based chefs in actively championing small-scale producers, and promoting good quality local and sustainably produced food. The Chefs' Alliance in the UK is based on the guidelines set out by the Slow Food International Foundation, making each member part of a growing global network of chefs. Membership is open to chefs working in any kitchen which serves the wider public – restaurants, pubs, schools, hospitals, event catering – who actively support the values of Slow Food, using products from the Ark of Taste, local where possible, and as appropriate to the cuisine of their kitchen.'*





*Bellahouston Greenhouses*



<http://www.propagate.org.uk/>  
[hello@propagate.org.uk](mailto:hello@propagate.org.uk)

Propagate is a collective based in Glasgow and working across Scotland. We nurture and support the emergence of new and innovative ideas to rethink and recreate our food system. We work collaboratively and are open to partnerships.



<https://glasgowfood.net/>  
[hello@glasgowfood.net](mailto:hello@glasgowfood.net)

Glasgow Community Food Network was established in 2017 to bring together practitioners and organisations in the private, public and third sectors along with other interested individuals to develop a flourishing food system in Glasgow.