



# Oxfordshire Food Strategy

May 2022

Appendix



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# 1. Stakeholder Engagement

Event	Informing the food strategy around ....	Audience
<b>Childhood Malnutrition Roundtable Event</b> November 2021	<ul style="list-style-type: none"> <li>• Food justice</li> <li>• Governance and strategy</li> <li>• Good food movement</li> </ul>	An all-day event, co-hosted by GFO, Public Health, Green Templeton College (University of Oxford). 33 attendees representing community groups, schools, housing associations, councillors, council officers, academics and researchers. The event explored experiences, challenges, and opportunities around childhood malnutrition and child food poverty with a cross-sector group of stakeholders aiming to increase awareness and shared understanding. Learning from this event are reflected in the food strategy
<b>Healthy Weight Community Insights programme</b> April 2021 - ongoing	<ul style="list-style-type: none"> <li>• Food justice</li> <li>• Good food movement</li> </ul>	To date... engaged 28 community partners in Banbury Ruscote/Grimsbury, Blackbird Leys, Abingdon, Witney, and Berinsfield Conversations with children at target sites regarding eating habits, knowledge and awareness and attitudes Listened to wider stakeholders at three workshops (146 people, 50 +organisations). Learnings from this programme are reflected in the food strategy
<b>Oxfordshire Schools Food Workshop</b> March 2022	<ul style="list-style-type: none"> <li>• Food justice</li> <li>• Good food movement</li> <li>• Food for the planet</li> </ul>	40+ attendees representing schools, councils, communities, and caterers. Exploring challenges and opportunities to improve school food. The workshop identified 4 future areas of focus for future work with schools: food poverty, healthy eating, climate action and food; local sourcing
<b>Short, local supply chains, roundtable meeting</b> April 2022	<ul style="list-style-type: none"> <li>• Food for the planet</li> <li>• Sustainable supply chains</li> <li>• Sustainable food economy</li> </ul>	25 attendees representing local farmers, NFU, councils, schools, University of Oxford, Oxford Colleges, and community representatives came together to discuss the challenges and opportunities to increase the amount of locally sourced food that is sold locally within Oxfordshire, particularly via institutional procurement. The discussions have been reflected in the food strategy

Event	Informing the food strategy around ....	Audience and event format
<b>Climate Action and Food Group</b> September 2021- January 2022	<ul style="list-style-type: none"> <li>All areas</li> </ul>	Hosted by Oxfordshire Public Health in partnership with GFO and council climate teams. Over three workshops 146 representatives from 50+ groups ,including councils, voluntary sector, local institutions, frontline workers, communities, and local businesses came together to share perspectives, and develop a better understanding of the connections between climate and food for a wide range of stakeholders, creating a shared understanding of the connections, and identifying levers for change. Learnings from these have informed the food strategy
<b>GFO community research</b> September 2021- January 2022	<ul style="list-style-type: none"> <li>Food justice</li> <li>Food for the planet</li> <li>Sustainable food economy</li> <li>Sustainable supply chains</li> </ul>	100+ members of the public interviewed at 11 locations to explore what matters to them about the food that they buy e.g., cost, health, quality, local, convenience.  Locations included a local market and a outside local supermarkets/ convenience stores in each District to include a cross-section of shoppers:  Locations included: Wallingford farmers market, Waitrose in Wallingford, East Oxford farmers market, Co-op on Cowley Road, Botley Road farmers market, Aldi on Botley Road, South Oxford farmers market, Tesco, The Market Garden, Eynsham, Spar in Eynsham
<b>Community Food Network Meetings</b> All Districts: Oct & Dec 2021, Feb 2022	<ul style="list-style-type: none"> <li>Food justice</li> <li>Good food movement</li> </ul>	Over 80 local organisations are part of the Community Food Networks (CFNs). These include foodbanks, larders and fridges as well as local advice services, councils and other VCS organisations. GFO hosts regular meetings 1 per district, where members come together to share challenges, resources and ideas. At these meetings we have presented the food strategy and invited contributions. We have listened to the challenges and ideas of members and these are reflected in the food strategy.
<b>GFO events</b> September 2021	<ul style="list-style-type: none"> <li>Good food movement</li> </ul>	Engaged with over 50 members of the public at GFO cooking and public engagement events (Ready Steady Cook Challenges in Broad Street, Community Event at Flo's Cafe, OX4, Blenheim Palace Food Festival). Engagement involved questionnaires and 1:1 discussions, to understand: what matters to them about food, their buying habits, what would influence them to change their ways, and what they would like to find out more about/ get involved in
<b>GFO Catering and Procurement Working Group</b> October 2021	<ul style="list-style-type: none"> <li>Sustainable supply chains</li> <li>Sustainable food economy</li> <li>Food for the planet</li> </ul>	GFO's catering and procurement working group includes over 30 representatives from big institutional procurers such as Universities and schools. At our October meeting (8 attendees) we provided the group with an overview of the food strategy and invited participation and engagement around their priorities for a food strategy. We explored ideas around how the public sector food can reduce its impact on the planet and dynamic procurement systems to facilitate local sourcing.
<b>GFO network meeting- Producers and Growers</b> January 2022	<ul style="list-style-type: none"> <li>Food for the planet</li> <li>Sustainable food economy</li> <li>Sustainable supply chains</li> </ul>	25 local producers and growers attended our network meeting. We presented the food strategy and invited contributions. We listened to the challenges and ideas of members and these are reflected in the food strategy.

Event	Informing the food strategy around ....	Audience and event format
<b>Good Food Procurement Webinar</b> September 2021	<ul style="list-style-type: none"> <li>• Sustainable supply chains</li> <li>• Sustainable food economy</li> </ul>	Co-hosted by GFO and OSEP with 20 attendees including sustainable, local food businesses. Webinar explored opportunities and challenges around increasing direct sales to local institutions or larger procurers. Learnings from this event are reflected in the food strategy
<b>Interviews with producers and growers</b> September 2021- January 2022	<ul style="list-style-type: none"> <li>• Food justice</li> <li>• Food for the planet</li> <li>• Sustainable food economy</li> <li>• Sustainable supply chains</li> </ul>	In-depth interviews with 9 local producers to better understand their organisations, ambitions and challenges, as well as their vision for a local food system. These are reflected in the food strategy. Interviewees included: Blackland Organics, Bruern Farm, Nettlebed Creamery, Pudlicote Farm, Sandy Lane Farm, Shotover Park, The Earth Trust, Tolhurst Organic, Warborough Honey.
<b>Oxfordshire Farmers meeting (NFU, OCC, GFO)</b> March 2022	<ul style="list-style-type: none"> <li>• Sustainable supply chains</li> <li>• Sustainable food economy</li> <li>• Food for the planet</li> </ul>	Farm tour and meeting with 8 local farmers at D'Oyley's farm, Stadhampton, organised by the local NFU representative, in partnership with Oxfordshire County Council Climate team, and GFO. Discussed the challenges and opportunities around agro-ecological farming, and what the councils, and other partners can do to support farmers.
<b>Food Sustainability and Health Group</b> November 2021 & March 2022	<ul style="list-style-type: none"> <li>• Food justice</li> <li>• Good food movement</li> </ul>	The Oxfordshire Food Sustainability and Health group is coordinated by Oxfordshire Public Health in partnership with GFO. The group includes representatives from a wide range of teams across Oxfordshire working around food and nutrition e.g., health visitors, midwives, early years, oral health, activity leaders, school nursing. At meetings in November 2021 and March 2022 we presented the emerging food strategy and invited contributions. We listened to the challenges and ideas of members and these are reflected in the food strategy.
<b>Other institutions</b> Oct 2021- Feb 2022	<ul style="list-style-type: none"> <li>• All areas</li> </ul>	Individual meetings held with people with responsibility for sustainability and procurement from University of Oxford, Oxford Brookes University  Individual meeting held with OXLEP

# 2. Analysis of influencing factors for each ambition

## Objective

## Influencing factors relevant to local food strategy

### Food justice

Healthy, sustainable, and culturally appropriate food is affordable and accessible for everyone.

- Incomes
- Cost of healthy and sustainable food
- Cost of living aside from food
- Availability and access - local outlets and transport
- Public, institutional and community delivered schemes
- Individual capacity, preferences and life-course needs
- Support structures

### Food for the planet

We waste less food and food that we do produce, consume and waste has less negative impact on the planet.

- Land-use and farming practices
- Food waste - amount and handling
- Dietary choices

### Sustainable food economy

Local food businesses flourish with more production, more outlets, more employment and better standards for workers.

- Access to land for new farm entrants
- Access to premises, support and start-up grants for food businesses
- Infrastructure to support innovative and efficient local supply and distribution
- Skills and Training
- Awareness and public support for local sustainable food businesses

### Good food movement

More people can engage with and enjoy healthy, sustainable food through events, education, and campaigns that build connections, knowledge and skills.

- People are aware of sustainable food debates and options available locally
- People are able to participate in sustainable food
- Participating in sustainable food is a positive experience for people

### Sustainable supply chains

More locally produced sustainable food is bought and consumed locally and supply chains are more resilient.

- Demand for locally produced sustainable food from local institutional buyers
- Demand for locally produced sustainable food from local retail buyers
- Incentives to increase local production to meet local demand
- Capacity to increase local production to meet local demand
- Infrastructure to support local supply and distribution

### Governance and strategy

Fair, healthy and sustainable food is integrated into strategies, policies and plans of stakeholder organisations. Progress towards ambitions is monitored and evaluated

- Food strategy ambitions are translated into specific and measurable policy and programme targets for each stakeholder organisations
- These are tracked, monitored, and reported to the overall Steering Group responsible for the strategy.

# Food justice: healthy, sustainable, and culturally appropriate food is affordable and accessible for everyone

## Influencing factors

## What needs to happen to influence this?

## Potential actions that could make this happen

	Healthy and sustainable food is affordable and accessible for everyone.	<ul style="list-style-type: none"> <li>GFO highlights relevant campaigns to local councils for support</li> <li>Councils appoint a Food Champion – at Cabinet level to harness council support for relevant campaigns</li> </ul>
<b>Incomes</b>	Nurturing of community wealthy building models	<ul style="list-style-type: none"> <li>Scoping study to evaluate existing pilots; identify further opportunities and operational models including identification of and roles for anchor institutions</li> </ul>
	Build local sustainable food economy to increase employment, fair wages and business start up support	<ul style="list-style-type: none"> <li>Ensure that the needs of local food businesses are reflected in local business support and training provision</li> </ul>
<b>Cost of healthy and sustainable food</b>	Lobby central government and support national and local campaigns e.g., Sugar Tax	<ul style="list-style-type: none"> <li>Councils appoint a Food Champion – at Cabinet level to harness council support for relevant campaigns</li> </ul>
	Support for local independent food economy to achieve scale and efficiency improvements	<ul style="list-style-type: none"> <li>Scoping project to explore dynamic procurement and local food hubs that can support better local supply chains</li> <li>Continue to promote personal connections between producers and buyers via networking events</li> </ul>
	Local supermarkets support local producers and adopt healthy eating principles within their stores	<ul style="list-style-type: none"> <li>Integrate work with local supermarkets into Healthy Place Shaping Agenda</li> </ul>
<b>Cost of living aside from food</b>	Support national and local campaigns to tackle poverty	<ul style="list-style-type: none"> <li>Councils appoint a Food Champion – at Cabinet level to harness council support for relevant campaigns</li> </ul>
<b>Availability and access - local outlets and transport</b>	Healthy, sustainable food outlets accessible in all local neighbourhoods	<ul style="list-style-type: none"> <li>Healthy sustainable food outlets central to Healthy Place Shaping Agenda and 20 minute neighbourhood plans</li> </ul>
	More healthy sustainable food accessible via community food services including fresh fruit and vegetables	<ul style="list-style-type: none"> <li>Continue to support local surplus distribution networks such as SOFEA and Oxford Food Hub</li> <li>Support stronger links between CFNs and local producers</li> </ul>

# Food justice: healthy, sustainable, and culturally appropriate food is affordable and accessible for everyone

## Influencing factors

## What needs to happen to influence this?

## Potential actions that could make this happen

	<p>Strengthen delivery and awareness of existing schemes that support healthy and sustainable food: HSV; School Food Programmes; Holiday Activities; Community Food Services</p>	<ul style="list-style-type: none"> <li>• Strengthen training and support for frontline workers via available schemes</li> <li>• Link HSV uptake into HWB</li> <li>• Expand PlayFull principles into early years settings</li> <li>• Strengthen capacity of local VCS to join HAF scheme</li> <li>• Strengthen PlayFull principles within HAF scheme</li> </ul>
<p><b>Public, institutional and community delivered schemes</b></p>	<p>Private institutions including universities and businesses recognise the importance of food in their sustainability and CSR strategies and embed it in policy</p>	<ul style="list-style-type: none"> <li>• Work with institutions to support the development of sustainable food policies and ways to integrate this with their net zero targets</li> </ul>
	<p>Public institutions including hospitals, prisons, care homes recognise the importance of healthy, sustainable food in their sustainability and health objectives and embed it in policy</p>	<ul style="list-style-type: none"> <li>• Anchor institutions set precedents and lead the way- food is explicit and integral to the social value policy for procurement standards</li> </ul>
	<p>Better food is offered via public, private and community delivered schemes</p>	<ul style="list-style-type: none"> <li>• Strengthen and support for public institutions to improve contractual arrangements with caterers</li> <li>• Promote accreditation schemes such as Food for Life and support public and private institutions to achieve this</li> </ul>
<p><b>Individual capacity and preferences</b></p>	<p>All individuals have the capacity, knowledge and skills to access the healthy and sustainable food they need</p>	<ul style="list-style-type: none"> <li>• Strengthen capacity of communities to support needs and preferences of all members (including older adults, vulnerable adults and diverse communities) via CFNs and community outreach work</li> <li>• Strengthen support for knowledge and skills building around healthy eating - including current campaign and cooking training. Strengthen and support Community Food Networks</li> </ul>
<p><b>Support structures</b></p>	<p>Community Food Networks: Foodbanks, community larder, fridges and advice services accessible to all in need</p>	<ul style="list-style-type: none"> <li>• Continue to support the CFNs and ensure access to emergency food services for all residents in need</li> <li>• Support capacity building of CFNs and links to advice services to ensure long term resilience beyond COVID funding</li> <li>• Link CFNs into Community Wealth Building approaches</li> </ul>



# Food for the planet: we waste less food and the food that we do produce, consume and waste has less negative impact on the planet

Influencing factors	What needs to happen to influence this?	Potential actions that could make this happen
<b>Land-use</b>	Increase the amount of land allocated to growing locally consumed food	<ul style="list-style-type: none"> <li>• Adopt a local land-use strategy that enables grade 1, 2 and peri-urban land to be used for community growing and commercial sustainable agriculture</li> <li>• Review all council land holdings with potential for release or repurposing for community growing</li> <li>• Work with private landholders to pilot and evaluate models for partial conversion to horticulture</li> </ul>
	Central government/ DEFRA policy and subsidies support land use that is optimised to meet Oxfordshire’s food needs	<ul style="list-style-type: none"> <li>• Appoint a Food Champion to share local research e.g., PAZCO and raise awareness of Oxfordshire’s food and farming needs with national decision makers</li> <li>• Link into national campaigns for better food and farming via Sustain and similar</li> </ul>
	Build local sustainable food economy to increase employment, fair wages and business start up support	<ul style="list-style-type: none"> <li>• Ensure that the needs of local food businesses are reflected in local business support and training provision (LEP)</li> </ul>
<b>Farming practices</b>	Training, funding, and support for local producers looking to adopt agro-ecological approaches	<ul style="list-style-type: none"> <li>• Strengthen skills via supporting existing apprenticeship schemes or via higher education providers</li> <li>• Strengthen partnerships with existing training providers and work in partnership to develop further</li> </ul>
<b>Food waste</b>	Amount of food waste Handling of food waste	<ul style="list-style-type: none"> <li>• Awareness raising and support for campaigns to reduce food waste e.g., Love Food, Hate Waste</li> <li>• Ensure kerbside food waste collection in all Districts to all residents</li> <li>• Support for food surplus redistribution via CFNs</li> <li>• More waste directed to composting, AD, or animal feed</li> <li>• Promote community composting</li> </ul>
<b>Dietary choices</b>	Support campaigns that promote sustainable food choices	<ul style="list-style-type: none"> <li>• Support and promote healthy, sustainable food campaigns to public e.g., Eat Them To Defeat Them, Switch Up Your Lunch</li> </ul>
	Adopt an approach that recognises that healthy choices are also better for the planet	<ul style="list-style-type: none"> <li>• Continue to embed sustainable food choices as an integral part of a Whole Systems Approach to Healthy Weight</li> </ul>
	Set institutional precedents and lead the way on influencing consumer choices	<ul style="list-style-type: none"> <li>• Reduce the amount of meat and increase the amount of veg procured via public institutions via policy commitments</li> <li>• Promote accreditation schemes such as Food for Life and support public and private institutions to achieve this</li> </ul>

# Sustainable food economy:

Local food businesses flourish with more production, more outlets, more employment and better standards for workers

## Influencing factors

## What needs to happen to influence this?

## Potential actions that could make this happen

	Finance and support for CSA and similar models	<ul style="list-style-type: none"> <li>Strengthen skills and training via higher education colleges and other</li> <li>Signposting support to wider grants and finance schemes for CSAs</li> </ul>
<b>Access to land for new farm entrants</b>	Landowners, including councils, encouraged and supported to convert land to horticulture	<ul style="list-style-type: none"> <li>Explore council-owned land that could be repurposed for fruit and vegetable production</li> <li>Work with private landholders to pilot and evaluate models for partial conversion to horticulture</li> </ul>
<b>Access to premises, support and grants</b>	Retail premises are accessible and affordable for independent food businesses	<ul style="list-style-type: none"> <li>Start-up grants and training for new entrants and existing businesses</li> <li>Expand meanwhile leases</li> <li>Broker events that raise awareness and profile of local independents and candidates for new business opportunities e.g., meet the supplier/ buyer</li> </ul>
	Support for Community Wealth Building Approaches	<ul style="list-style-type: none"> <li>Scoping study to evaluate existing pilots</li> <li>Identify further opportunities and operational models including identification of and roles for anchor institutions</li> </ul>
<b>Infrastructure to support local supply and distribution</b>	Better contracting and procurement, infrastructure and processes	<ul style="list-style-type: none"> <li>Explore models such as food hubs to reduce costs for local producers and retailers via aggregation and shared infrastructure</li> <li>Explore dynamic procurement solutions</li> </ul>
<b>Skills and training</b>	Skills and training tailored to the needs of local food businesses including producers, retailers, cafes	<ul style="list-style-type: none"> <li>Strengthen skills and training via higher education providers/ colleges</li> <li>Strengthen partnership with existing training providers and work in partnership to develop further</li> </ul>
<b>Awareness and public support for local independent sustainable food businesses</b>	Awareness building, campaigns, communications	<ul style="list-style-type: none"> <li>Strengthen directories/ mapping of local independent food businesses</li> </ul>

**Good food movement:** More people can engage with and enjoy healthy, sustainable food through events, education, and campaigns that build connections, knowledge and skills.

Influencing factors	What needs to happen to influence this?	Potential actions that could make this happen
<b>People are aware of health messaging and sustainable food debates</b>	<p>Campaigns to raise awareness of healthy, sustainable food</p> <hr/> <p>Directories to signpost people to where they can access healthy sustainable food locally</p>	<ul style="list-style-type: none"> <li>• Support for sustainable food campaigns e.g., Good to Grow, Switch Up Your Lunch, Love Food Hate Waste, Eat Them To Defeat Them, Pumpkin Festival</li> <li>• Strengthen and promote local directories and maps where people can access sustainable local food</li> </ul>
<b>People are able to engage with healthy and sustainable food</b>	<p>Healthy and sustainable food is accessible to and affordable for everyone</p> <hr/> <p>Skills and facilities are available locally to support cooking, growing and eating</p>	<ul style="list-style-type: none"> <li>• Embed healthy food environments within neighbourhood plans and planning policy</li> <li>• Continue to support CFNs to promote fridge and larders as sustainable solutions for everyone</li> <li>• Strengthen connections between local producers and CFNs</li> <li>• Explore local food hubs and short local supply chains as a way to improve the affordability and accessibility of sustainable local food</li> <li>• Increase community access to growing spaces via allotments and community gardens</li> <li>• Promote the use of community centres for cooking and eating together</li> </ul>
<b>Participating in sustainable food is a positive experience for people</b>	<p>Food as a connector - bringing communities together to enjoy growing, cooking and eating together</p>	<ul style="list-style-type: none"> <li>• Continue support for community groups promoting access to sustainable surplus and local food and events via lunch clubs, community dinners, cultural celebrations, PlayFull activities, Big Lunches/ Little Lunches</li> </ul>

# Sustainable supply chains: More locally produced sustainable food is bought and consumed locally and supply chains are more resilient

Influencing factors	What needs to happen to influence this?	Potential actions that could make this happen
<b>Demand for locally produced sustainable food from local institutional buyers</b>	Institutions buy more locally produced food -	<ul style="list-style-type: none"> <li>Public sector set targets and precedents for local procurement for their own catering purposes</li> <li>Scoping project to explore dynamic procurement solutions and local food hubs that can support robust local supply chains</li> </ul>
<b>Demand for locally produced food from local retail buyers</b>	More local outlets offer sustainably produced, local food	<ul style="list-style-type: none"> <li>Adopt a MECC approach to interactions with local businesses to explore ways to increase supply of healthy and sustainable local produce e.g., via EHO teams</li> <li>Host meet the supplier events for existing and new retail opportunities that invite and promote local independent businesses committed to supporting healthy, sustainable communities</li> </ul>
<b>Incentives to increase local production to meet local demand</b>	Cost of local produce is competitive due to scale and efficiency improvements facilitated by better procurement practices (whilst supporting fair wages)	<ul style="list-style-type: none"> <li>Scoping project to explore dynamic procurement solutions and local food hubs that can support robust local supply chains</li> </ul>
<b>Incentives to increase local production to meet local demand</b>	Farm support schemes and incentives support increases in local production	<ul style="list-style-type: none"> <li>Lobby central government and DEFRA around National Food Strategy, ELMS and farming policy.</li> <li>Link to national campaigns via Sustain and similar</li> <li>Appoint a Food Champion to harness council support for relevant campaigns and to take local concerns to a national level</li> </ul>
<b>Incentives to increase local production to meet local demand</b>	Better contractual arrangements give producers confidence and certainty to increase production	<ul style="list-style-type: none"> <li>Scoping project to explore dynamic procurement and local food hubs that can support robust local supply chains</li> </ul>

# Sustainable supply chains: More locally produced sustainable food is bought and consumed locally and supply chains are more resilient

## Influencing factors

## What needs to happen to influence this?

## Potential actions that could make this happen

### Capacity to increase local production to meet local demand

Improving skills in sustainable agriculture and support for apprentice growers

- Scoping project to understand the skills gaps and training needs of local sustainable producers
- Understand the additional support needs e.g., isolation of young farmers, access to accommodation

Access to land for production

- Explore council owned land that could be repurposed for fruit and vegetable production
- Work with private landholders to pilot and evaluate models for partial conversion to horticulture

Access to funding for Community Supported Agriculture

- Explore funding models to support CSA and similar models
- Signposting support to wider grants and financing opportunities

### Infrastructure to support local supply and distribution

Better connections between producers and buyers - personal and digital

- Strengthen and promote personal networking between producers and buyers
- Explore digital ways to connect and different models e.g., REKO rings, DPS

Procurement infrastructure and practices that facilitate local procurement as a viable alternative to national supply chain options - including aggregation, storage and distribution

- Scoping project to explore dynamic procurement solutions and local food hubs that can support robust local supply chains

Contractual certainty

- Incorporate review and evaluation of contracting arrangements as part of dynamic procurement scoping exercise
- Link this to Social Value Policies and procurement guidelines

**Governance and Strategy:** Fair, healthy and sustainable food is integrated into strategies, policies and plans of stakeholder organisations. Progress towards ambitions is monitored and evaluated

**Influencing factors**

**What needs to happen to influence this?**

**Potential actions that could make this happen**

**Food policies**

Organisations have food policies that set out clear guidance for members to ensure strategic objectives are delivered

- Leading institutions create food policies and set precedents and templates that smaller organisations can follow
- Food policies link to the ambitions of the food strategy

**Food Action Plans**

Local areas take ownership for local food action plans  
  
Participatory processes ensure that the plan is owned by and meaningful to local stakeholders, tackling issues that matter most locally

- Establish working groups for each District to lead on the development of Food Action Plans
- Working groups encourage participation from all local stakeholders and guide the development of the plan to ensure that it represents local views, priorities and needs

**Monitoring and evaluation**

Process and measures established

- Establish shared measurement practices to ensure that all action plans can meaningfully evidence progress towards the shared vision of the strategy
- Establish reporting and governance procedures so that working groups are independent but work collaboratively to deliver a shared vision

# 2. Policy links

## Potential links to existing policy

Recommendation	Ownership	Key Policy Links
<p><b>1</b> Councils appoint a Food Champion – at Cabinet level to harness council support for relevant campaigns and lobbying (County, District and City Councils)</p>	<p>County and District Councils</p>	<ul style="list-style-type: none"> <li>• Corporate and Local Plans</li> </ul>
<p><b>2</b> Explore and implement a dynamic procurement and local food processing hubs that can support better local supply chains (LEP/ County Council)</p>	<p>LEP/ Future Oxfordshire Partnership</p>	<ul style="list-style-type: none"> <li>• Oxfordshire Plan 2050</li> <li>• Climate Action Framework</li> <li>• Healthy Place Shaping Agenda</li> <li>• Corporate Plans</li> </ul>
<p><b>3</b> Understand the skills gaps and training needs of local sustainable food organisations; build connections to training organisations including FE colleges and aligned organisations e.g., Farm Ed, Landworkers Alliance (LEP)</p>	<p>LEP/ Future Oxfordshire Partnership</p>	<ul style="list-style-type: none"> <li>• Oxfordshire Plan 2050</li> <li>• Climate Action Framework</li> <li>• Corporate Plans</li> </ul>
<p><b>4</b> Strengthen support for public institutions to improve contractual arrangements with caterers (County Council) and promote accreditation schemes such as Food for Life (HWB) and support public (HWB) and private institutions (GFO) to achieve this;</p>	<p>Health and Wellbeing Board</p>	<ul style="list-style-type: none"> <li>• Whole Systems Approach to Healthy Weight</li> <li>• Climate Action Framework</li> </ul>
<p><b>5</b> Scoping study to evaluate existing Community Wealth Building pilots; identify further opportunities and operational models including identification of and roles for anchor institutions (County council, City Council)</p>	<p>County Council/ City Council</p>	<ul style="list-style-type: none"> <li>• Oxfordshire Plan 2050</li> <li>• Corporate and Local Plans</li> </ul>
<p><b>6</b> Build understanding of the skills gaps and training needs of local sustainable food businesses - including producers, retailers and hospitality; build connections to training organisations including FE colleges and aligned organisations e.g., Landworkers Alliance (LEP)</p>	<p>LEP/ Future Oxfordshire Partnership</p>	<ul style="list-style-type: none"> <li>• Oxfordshire Plan 2050</li> <li>• Climate Action Framework</li> <li>• Corporate Plans</li> </ul>
<p><b>7</b> Explore council owned land that could be re-purposed for fruit and vegetable production (District and County councils); Work with private landholders to pilot and evaluate models for partial conversion to horticulture (GFO)</p>	<p>District and County Councils/ GFO</p>	<ul style="list-style-type: none"> <li>• Healthy Place Shaping Agenda</li> <li>• Climate Action Framework</li> <li>• Corporate Plans</li> </ul>

# Potential support for other policy goals

## Cherwell DC

Body	Location	Policy Summary	Relevant Food Strategy Recommendation
CDC	<a href="#">Business Plan 2021-22</a>	Deliver on our commitment to be carbon neutral by 2030	<p>Grow the local food economy through local enterprises, local jobs and local wealth creation</p> <p>Build vibrant food communities with the capacity and skills to enjoy food together</p> <p>Strengthen short transparent, local food supply chains</p>
CDC	<a href="#">Business Plan 2021-22</a>	Promote the Green Economy	<p>Grow the local food economy through local enterprises, local jobs and local wealth creation</p> <p>Build vibrant food communities with the capacity and skills to enjoy food together</p> <p>Strengthen short transparent, local food supply chains</p>
CDC	<a href="#">Business Plan 2021-22</a>	Protect our natural environment and our built heritage	Strengthen short transparent, local food supply chains
CDC	<a href="#">Business Plan 2021-22</a>	Develop skills and generate enterprise	Grow the local food economy through local enterprises, local jobs and local wealth creation
CDC	<a href="#">Business Plan 2021-22</a>	Work with businesses to ensure compliance and promote best practice	Grow the local food economy through local enterprises, local jobs and local wealth creation
CDC	<a href="#">Business Plan 2021-22</a>	Promote health and wellbeing in our communities to help create a more inclusive 'Including Everyone' community and workplace	<p>Build vibrant food communities with the capacity and skills to enjoy food together</p> <p>Tackle food poverty and diet-related ill-health</p>
CDC	<a href="#">Business Plan 2021-22</a>	Support community and cultural development	Build vibrant food communities with the capacity and skills to enjoy food together
CDC	<a href="#">Business Plan 2021-22</a>	Work with partners to address the causes of health inequality and deprivation	Tackle food poverty and diet-related ill-health



# Potential support for other policy goals

## City of Oxford

Body	Location	Policy Summary	Policy Ref.	Relevant Food Strategy Recommendation
Ox City Council	<a href="#">Business Plan 2021-22</a>	Support local businesses, social enterprises and co-operatives, through procurement of goods and services. Promote Oxford Living Wage	P1.1	Grow the local food economy through local enterprises, local jobs, and local wealth generation
Ox City Council	<a href="#">Business Plan 2021-22</a>	Support local businesses through grants, infrastructure and skills support	P1.3	Grow the local food economy through local enterprises, local jobs, and local wealth generation
Ox City Council	<a href="#">Business Plan 2021-22</a>	Through Meanwhile in Oxfordshire support access to empty spaces for local people to start, test and grow business ideas	P1.4	Grow the local food economy through local enterprises, local jobs, and local wealth generation
Ox City Council	<a href="#">Business Plan 2021-22</a>	Promote and support local businesses including outdoor seating and redevelopment of Covered Market	P1.6	Grow the local food economy through local enterprises, local jobs, and local wealth generation
Ox City Council	<a href="#">Business Plan 2021-22</a>	New East Oxford Community Centre and regeneration of community spaces in Blackbird Leys	P2.2	Build vibrant food communities with the capacity and skills to enjoy food together
Ox City Council	<a href="#">Business Plan 2021-22</a>	More organisations in Oxford will be socially and environmentally responsible	P1.8	Improve the health and sustainability of institutional catering
Ox City Council	<a href="#">Business Plan 2021-22</a>	Reduce inequality, improve cohesion, and improve health and wellbeing	P3.1	Tackle food poverty and diet-related ill-health Build vibrant food communities with the capacity and skills to enjoy food together
Ox City Council	<a href="#">Business Plan 2021-22</a>	Improve children and young people's resilience and confidence through educational and recreational activities	P3.2	Build vibrant food communities with the capacity and skills to enjoy food together

# Potential support for other policy goals

## City of Oxford

Body	Location	Policy Summary	Policy Ref.	Relevant Food Strategy Recommendation
Ox City Council	<a href="#">Business Plan 2021-22</a>	Locality-based service team - 6 hubs that bring together community services and support co-productive social action and support locality-based decision-making	P3.3	Tackle food poverty and diet-related ill-health Build vibrant food communities with the capacity and skills to enjoy food together
Ox City Council	<a href="#">Business Plan 2021-22</a>	Thriving Community Strategy: Increase engagement with local community and voluntary groups, supporting them to improve the city and lives of citizens	P3.6	Build vibrant food communities with the capacity and skills to enjoy food together Grow the local food economy through local enterprises, local jobs, and local wealth creation
Ox City Council	<a href="#">Business Plan 2021-22</a>	Continue to support vulnerable people impacted by COVID-19	P3.9	Tackle food poverty and diet-related ill-health Build vibrant food communities with the capacity and skills to enjoy food together
Ox City Council	<a href="#">Business Plan 2021-22</a>	Reduce carbon footprint of council operations to zero	P4.1	Strengthen short, transparent local food supply chains Improve the health and sustainability of institutional catering Build vibrant food communities with the capacity and skills to enjoy food together
Ox City Council	<a href="#">Business Plan 2021-22</a>	Increase green spaces and biodiversity	P4.8	Strengthen short, transparent local food supply chains
Ox City Council	<a href="#">Business Plan 2021-22</a>	Citizens, businesses and other organisations will be taking action to reduce carbon emissions and increase biodiversity	P4.11	Build vibrant food communities with the capacity and skills to enjoy food together Improve the health and sustainability of institutional catering

# Potential support for other policy goals

## South Oxfordshire

Body	Location	Policy Summary	Policy Ref.	Relevant Food Strategy Recommendation
SODC	<a href="#">Quarterly Report Q2</a>	Recognise and support the role of farming	PRN4	Strengthen short, transparent local food supply chains Grow the local food economy through local enterprises, local jobs and local wealth generation
SODC	<a href="#">Quarterly Report Q2</a>	Achieve carbon neutrality by 2025 and support the district target of zero carbon by 2030	ACE1	Strengthen short, transparent local food supply chains Grow the local food economy through local enterprises, local jobs and local wealth generation Improve the health and sustainability of institutional catering
SODC	<a href="#">Quarterly Report Q2</a>	Promote and encourage behavioural change	ACE4	Build vibrant food communities with the capacity and skills to enjoy food together Tackle food poverty and diet-related ill-health
SODC	<a href="#">Quarterly Report Q2</a>	Mitigate climate change through planning and land-use	ACE6	Build vibrant food communities with the capacity and skills to enjoy food together Strengthen short, transparent local food supply chains
SODC	<a href="#">Quarterly Report Q2</a>	Support local businesses to respond to climate change and nature recovery	ACE8	Strengthen short transparent local food supply chains Grow the local food economy through local enterprises, local jobs and local wealth generation
SODC	<a href="#">Quarterly Report Q2</a>	Partner with regional agencies to ensure a strong economy and vibrant community	ECW1	Grow the local food economy through local enterprises, local jobs and local wealth generation
SODC	<a href="#">Quarterly Report Q2</a>	Launch a new community wellbeing strategy	ECW4	Tackle food poverty and diet-related ill-health Build vibrant food communities with the capacity and skills to enjoy food together
SODC	<a href="#">Quarterly Report Q2</a>	Use our planning powers to preserve green spaces	ECW5	Build vibrant food communities with the capacity and skills to enjoy food together
SODC	<a href="#">Quarterly Report Q2</a>	Exercise strong stewardship of our council assets	IRFV3	Build vibrant food communities with the capacity and skills to enjoy food together Improve the health and sustainability of institutional catering

# Potential support for other policy goals

## Vale of White Horse

Body	Location	Policy Summary	Policy Ref.	Relevant Food Strategy Recommendation
VWH	<a href="#">SPR Q2</a>	Develop a Climate Emergency Strategy; identify energy-saving opportunities in council-owned properties	PHPN2.4	Strengthen short, transparent local food supply chains Grow the local food economy through local enterprises, local jobs and local wealth generation Improve the health and sustainability of institutional catering
VWH	<a href="#">SPR Q2</a>	Include in Councils Open Space Strategy opportunities to increase biodiversity	TCE1.1	Build vibrant food communities with the capacity and skills to enjoy food together
VWH	<a href="#">SPR Q2</a>	Encourage the wider district community to decrease its carbon footprint	TCE1.3	Build vibrant food communities with the capacity and skills to enjoy food together Strengthen short, transparent local food supply chains
VWH	<a href="#">SPR Q2</a>	Exercising influence on wider environmental policy	TCE Programme 2	Strengthen short, transparent local food supply chains Grow the local food economy through local enterprises, local jobs and local wealth generation Improve the health and sustainability of institutional catering
VWH	<a href="#">SPR Q2</a>	Identify council-owned land for community allotment and gardening projects	TCE Programme 3	Build vibrant food communities with the capacity and skills to enjoy food together Strengthen short, transparent local food supply chains
VWH	<a href="#">SPR Q2</a>	Use council assets effectively to ensure financial viability and benefit residents and the environment	BHC2.4	Grow the local food economy through local enterprises, local jobs and local wealth generation Improve the health and sustainability of institutional catering
VWH	<a href="#">SPR Q2</a>	Develop a comprehensive and ethical procurement policy	BSF2.1	Grow the local food economy through local enterprises, local jobs and local wealth generation Improve the health and sustainability of institutional catering

# Potential support for other policy goals

## Vale of White Horse

Body	Location	Policy Summary	Policy Ref.	Relevant Food Strategy Recommendation
VWH	<a href="#">SPR Q2</a>	Conduct a Strategic Property Review of council assets to maximise income and benefit to the district	BSF2.2	Grow the local food economy through local enterprises, local jobs and local wealth generation
VWH	<a href="#">SPR Q2</a>	Work in partnership to influence and shape agendas to maximise benefits for the community and businesses	WIP Programme 1	Grow the local food economy through local enterprises, local jobs and local wealth generation Build vibrant food communities with the capacity and skills to enjoy food together
VWH	<a href="#">SPR Q2</a>	Conduct a review to ensure support for SMEs and home-based businesses	WIP1.4	Grow the local food economy through local enterprises, local jobs and local wealth generation
VWH	<a href="#">SPR Q2</a>	Refresh community grants scheme and introduce a lottery to raise funds for groups	WIP 2.5	Build vibrant food communities with the capacity and skills to enjoy food together
VWH	<a href="#">SPR Q2</a>	Work with communities, schools and organisations on shared campaigns and objectives	WIO12.3	Build vibrant food communities with the capacity and skills to enjoy food together Improve the health and sustainability of institutional catering

# Potential support for other policy goals

## West Oxfordshire

Body	Location	Policy Summary	Policy Ref.	Relevant GFO Strategy Recommendation
WODC	<a href="#">Council Plan 2020-2024</a>	Leading the way in protecting and enhancing the environment	Climate Action	Strengthen short, transparent local food supply chains Build vibrant food communities with the capacity and skills to enjoy food together Improve the health and sustainability of institutional catering
WODC	<a href="#">Council Plan 2020-2024</a>	Work in partnership to drive forward climate action in the district	Climate Action	Strengthen short, transparent local food supply chains Build vibrant food communities with the capacity and skills to enjoy food together Improve the health and sustainability of institutional catering
WODC	<a href="#">Council Plan 2020-2024</a>	Achieve carbon reduction targets	Climate Action	Strengthen short, transparent local food supply chains Build vibrant food communities with the capacity and skills to enjoy food together Improve the health and sustainability of institutional catering
WODC	<a href="#">Council Plan 2020-2024</a>	A natural environment increasing in value for biodiversity and people	Climate Action	Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	The design and building of sustainable, low carbon communities	Climate Action	Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	Managing the councils' land and assets for biodiversity	Climate Action	Strengthen short, transparent local food supply chains Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	Using the council's planning powers to ensure that new developments deliver a net gain in biodiversity	Climate Action	Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	Adopt a healthy place shaping approach	Healthy Towns and Villages	Build vibrant food communities with the capacity and skills to enjoy food together Tackle food poverty and diet-related ill-health
WODC	<a href="#">Council Plan 2020-2024</a>	Working closely and creatively with residents to understand needs and co-produce sustainable community-led solutions to tackle health and well-being challenges	Healthy Towns and Villages	Build vibrant food communities with the capacity and skills to enjoy food together Tackle food poverty and diet-related ill-health

# Potential support for other policy goals

## West Oxfordshire

Body	Location	Policy Summary	Policy Ref.	Relevant GFO Strategy Recommendation
WODC	<a href="#">Council Plan 2020-2024</a>	Reviewing and delivering the council's grants programme to ensure that it facilitates the enhancement of community facilities and the provision of activities which promote health and wellbeing	Healthy Towns and Villages	Build vibrant food communities with the capacity and skills to enjoy food together Tackle food poverty and diet-related ill-health
WODC	<a href="#">Council Plan 2020-2024</a>	Working proactively and in partnership to ensure residents benefit from effective large scale county-wide or national health and wellbeing programmes	Healthy Towns and Villages	Build vibrant food communities with the capacity and skills to enjoy food together Tackle food poverty and diet-related ill-health
WODC	<a href="#">Council Plan 2020-2024</a>	Producing an Asset Management Plan to maximise the community benefit of the council's estate	Healthy Towns and Villages	Strengthen short, transparent local food supply chains Grow the local food economy through local enterprises, local jobs and local wealth generation
WODC	<a href="#">Council Plan 2020-2024</a>	Support local businesses	Vibrant District Economy	Strengthen short, transparent local food supply chains Grow the local food economy through local enterprises, local jobs and local wealth generation
WODC	<a href="#">Council Plan 2020-2024</a>	Promote West Oxfordshire as a visitor destination	Vibrant District Economy	Grow the local food economy through local enterprises, local jobs and local wealth generation
WODC	<a href="#">Council Plan 2020-2024</a>	Place-making for strong, vibrant, inclusive and connected communities	Strong Local Communities	Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	Providing shared spaces to promote social integration and cohesion	Strong Local Communities	Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	A new Asset Management Plan to improve joint use of sites via the One Public Estate programme	Strong Local Communities	Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	Helping build resilience in communities with more effective joint working and intelligence sharing	Strong Local Communities	Build vibrant food communities with the capacity and skills to enjoy food together
WODC	<a href="#">Council Plan 2020-2024</a>	Amplifying the voices of underrepresented residents and takes a strengths based approach to create inclusive communities	Strong Local Communities	Build vibrant food communities with the capacity and skills to enjoy food together

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End of Appendix

