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1 Glossary of terms

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<tr>
<th>Acronym</th>
<th>Definition</th>
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<tr>
<td>CIO</td>
<td>Charitable Incorporated Organisation</td>
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<td>FB</td>
<td>Feeding Bristol CIO</td>
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<tr>
<td>SEG</td>
<td>Stakeholder Engagement Group</td>
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<td>WG</td>
<td>Working Groups</td>
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<td>BCC</td>
<td>Bristol City Council</td>
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<tr>
<td>G4G</td>
<td>‘Going for gold’, in reference to the team working on the Sustainable Food Cities plan</td>
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<tr>
<td>SP</td>
<td>Strategic Priorities</td>
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<td>TOC</td>
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2 Vision, Purpose & Strategic Priorities

Following a strategy workshop in January 2020, the below terminology defines how Feeding Bristol as an organisation, what we are trying to achieve and how. Following the operational success of activities in 2019, this helped to inform how and what FB’s role is in the city.

Feeding Bristol will always challenge itself to add value to the city. The Board of Trustees will review its TOC annually to ensure the efforts of the organisation are complementary to the city and not competitive.

2.1 Vision

This describes the situation we are aspiring for Bristol in the long-term future:

Everyone in Bristol has access to nutritious and affordable food, and has the skills, knowledge and are empowered to eat healthily.

2.2 Purpose

This describes ‘how’ Feeding Bristol will achieve the Vision at a high-level.

Feeding Bristol provides strategic support in tackling food insecurity across the city. We support the increased efficiency and effectiveness of existing practitioners and community groups, by helping them to add further value to their current operations. This allows us to take an informed approach in our efforts to drive systemic change and to tackle root causes.

2.3 Strategic Priorities

These describe ‘what’ Feeding Bristol will focus on to achieve the Vision.

1. Tackling Hunger
   Tackling food insecurity and meeting immediate needs of the most vulnerable communities of Bristol

2. Healthy Food
   Increasing the ability and enthusiasm to grow, cook and eat healthy food

3. Food Supply
   Increasing the supply and accessibility of healthy, regional food

4. Root Causes
   Using our work to inform and drive positive changes in local and national policies

2.3.1 Stream of work

FB categorises its activities across three separate streams of work (see Section 5.2.2). When running projects, there is inherently overlap across some of the Strategic Priorities. Therefore, we can describe what we are focusing on through the SP’s, but break down our resources to the three streams of work.
3 Ways of working

Feeding Bristol targets the overall success of the city and not one single project. Success will be gradual – achieving our vision one step at a time and across numerous work streams. Critically, collaborative working across Bristol will be fundamental in achieving this vision. Achieving our vision is not something we are capable of or intend to deliver on our own.

3.1 Delivering our vision

3.1.1 Core costs and volunteers

Part of adding value to the city by acting as an umbrella organisation means we have deemed ourselves responsible to not unnecessarily ‘compete’ for grant funds that could go toward delivery of projects. This means we will always attempt to be as lean as possible and keep our core operations costs to a minimum. This also has the benefit of putting additional focus on using the resources available to us in the smartest way possible, including the recruitment and management of volunteers. Overall, this helps to demonstrate the collaborative city approach, in emphasising that a project that FB has a vested interest in, doesn’t necessarily mean we need to run it.

3.1.2 Who we work with

Feeding Bristol works with a wide range of organisations and businesses across Bristol. We know that communities within Bristol can suffer from a range of different issues, so it is important that we all work together in providing a holistic level of support to those in need. Feeding Bristol will continue to catalyse and link the different industries, businesses and grassroots organisations, in an effort to more effectively deliver food solutions across the city - and build a city where everyone eats healthily.

Feeding Bristol does not generally work directly with individuals who are experiencing food insecurity. We are not an organisation that provides direct support or advice at a grass roots level. Rather, we work with the organisations that have already developed relationships and trust within communities.

The Children’s Kitchen is an example of a direct project that FB is technically delivering. However, it is important to note that this project was designed and developed completely by Jo Ingelby, before bringing the project under FB. After careful scrutiny, FB decided that we could best support this project (with objectives and ways of working that aligned to FB) by bringing it within our organisation. So while it is a project we are delivering, this was simply an example of supporting good work in the city.

3.1.3 Who we work for

As one city, Bristol has a vast array of individuals and organisations focusing on helping to improve the circumstances of people who are less fortunate. Through targeting the food security needs, Feeding Bristol acts as an umbrella organisation for the city, supporting initiatives to get started, upscale or collaborate with others where relevant. By providing a central point of contact to those focusing on tackling similar issues, Bristol can act to ensure a permanent and positive step change towards zero hunger.

While FB focuses its efforts on working with organisations that support communities, we are selective in who we work with. Organisations we partner with must show strong character and desire to work collaboratively support individuals and communities in need. People who experience food insecurity most likely experience other forms of social inequality. Therefore, by being issue agnostic when selecting partner organisations, we can help to alleviate the pressures of life of those who experience food insecurity.

In order to be the most effective in achieving our mission, we need to make the challenging decision of drawing the line at who we aim to support. There are numerous organisations that support people experience destitution. As much as destitution saddens us, this is not something we are directly targeting. When there is a
cra

is, it requires urgent response. When we do focus on immediate support, this is looking at the longer-term way we can support a community. This is different, for example, to giving a hot meal to someone experiencing homelessness, because our project will also look at the cultural change aspect.

Bristol is an extremely diverse city, with 91 different languages spoken. Therefore, when considering our vision, this includes the dietary requirements of different people (for all reasons – religion, ethical, health, etc.). We are also passionate about considering all ages within our work. While a big part of our work in 2019 focused on children, we are looking to increase our focus on adults and the elderly.

3.2 What we are seeking to do, what we are not

Feeding Bristol will always focus on achieving its vision of food security by being willing to adapt its activities based on the needs across the city. Nevertheless, there are limitations to how FB will respond to these needs, and this will vary on each engagement. The sections below give a high-level view of how this may look:

3.2.1 What we are seeking to do

1. Work with existing organisations
   - Collaborative working relationship with the Feeding Britain network
   - Recognising that existing organisations currently provide extensive support across the city and hold a wealth of practical knowledge and experience. This means there is no need to start from scratch, and we will work extensively with these organisations to ensure FB adds value

2. Support existing organisations (including attracting investment to Bristol)
   - Occasionally provide funding for existing operations, or for planned growth (i.e. upscaling)
   - Support relevant initiatives in their bids for funds
   - Provide an industry network where support and knowledge can be shared

3. Start new programmes within the city
   - Potentially start new programmes if FB identifies gaps in servicing particular needs. This would occur if an existing organisation, for whatever reason, is not capable of filling this gap. Or, if FB plans a new, large-scale initiative that requires new development

4. Work with Bristol City Council (BCC)
   - As key influencers within the city, work collaboratively with various departments of BCC
   - Occasionally partner together on new initiatives
   - Share relevant information in order to influence positive policy changes

5. Work and engage with the food industry
   - Work with local businesses
   - As FB grows, work with national retailers and manufacturers

6. Work as a multi-tiered organisation
   - Under the FB banner, individuals are working at different levels of influence. From strategic planning, community input and hands-on work
   - Have hands-on employees of FB that work within the community
   - Working groups that drive tangible changes
   - A hands-on Board of Trustees, bringing diverse thinking and solutions

7. Influence local and national policy reform
   - To achieve systemic change, FB is looking to support a structure within the local economy that will facilitate growth
   - Provide evidence to local MP’s around the issues causing food insecurity, and how these can be changed to support increased food security
3.2.2 What we are not

Feeding Bristol must take care not to act or be viewed as the following:
- A discussion group that drives no tangible improvements
- Politically motivated
- Only being a fund provider
- Establish initiatives onto the community, without city consultation
- Another tier of bureaucracy

3.2.3 Out of scope

As a food charity, it is easy to get categorised all aspects of the food system. Below lists key aspects of the food system that are related to food, but are not the primary objective of FB. This does not mean that FB does not consider these issues important, rather, we acknowledge that these issues are huge industries that requires specialised focus to create change. FB partners with organisations focusing on these issues to ensure that we do not cause further damage to their cause.

1. Food waste
   - When running projects that provide food, we rely heavily on the food surplus redistribution industry. FB is essentially a customer of food surplus
   - While there is a significant portion of food surplus that is not being redistributed, FB needs to consider the long-term reliance on this food supply. As the food industry becomes more efficient, we need to be less reliant on this source of food

2. People experiencing destitution
   - When people are in crisis, the primary objective is given them immediate support. FB is looking are driving systemic change – something which is not achievable when grouping too many socio-economic groups
   - There are already numerous organisations providing support to the destitute. We are in regular communication with them to ensure we work together where relevant
4 Stakeholders and network

4.1 Key Partners

Feeding Bristol relies on working with others in the city. The collaborative approach means that more effective and all-encompassing support can be provided to those in need.

The list of partners FB works with will continue to grow and evolve over time.

Current list of strategic partners:

- Feeding Britain (national charity focused on food insecurity)
- Bristol City Council (Public Health, Early Years, Community Development)
- City Funds (No Child Goes Hungry)
- Going for Gold (Sustainable Food Cities Award)
- No Cold Homes Group (tackling fuel poverty)
- FareShare South West (food surplus redistribution charity)

4.2 Citywide Communications

FB will run an annual conference and an annual SEG meeting. They will occur approximately 6 months apart from each other.

4.2.1 The Stakeholder Engagement Group

In the early days of Feeding Bristol, the Stakeholder Engagement Group gathered to help provide direction to FB. This was absolutely critical in ensuring that the work FB was conducting was relevant to the city. However, over time, other groups have formed across the city, and FB has matured as an organisation. Therefore, the SEG has changed in its objective.

FB is eager to reduce the number of meetings in Bristol where the same people are attending and discussing similar topics. Therefore, the SEG will now meet on a 12 monthly basis.

The purpose of the SEG meetings:
- To be a communication forum where FB can present on the vast array of projects occurring across Bristol. This should provide all stakeholders with visibility of what is occurring throughout the city, and who they can contact if they’re interested in finding out more
- A forum where individuals not yet involved can come to find out more
- To bring together all members of the Working Groups so they are aware of other projects occurring in the city
The SEG was previously made up of members from the below groups. They will continue to be invited to the future SEG meetings.
- Bristol City Council
- Other charities
- Community groups
- Food industry (restaurants, manufacturing, etc.)
- Social enterprises

4.2.2 Annual Conference

FB will be running an annual conference to support the communication of the collective efforts of the city. Each conference will have a new objective and will be established on an annual basis.

4.3 Connecting different industries and sectors

Part of Feeding Bristol’s measure of success is maximising the use of available resources in the city. There is an enormous amount of people and physical resources available that simply require a platform to become more involved.

There is no single solution to achieving our vision, therefore, part of Feeding Bristol’s role is to encourage and support the groups in the city that would otherwise not conduct activities that support our vision, to do so.

4.3.1 Corporate and local businesses

Traditionally, corporate businesses have mainly offered the one or two days of volunteering per employee per year, or occasional pro-bono support. FB is attempting to encourage corporates to:
- Provide in-kind donations and support
- Consider their core business, and how they can utilise this to help the community. For example, can a food production facility increase the volume of a production run in order to donate the planned surplus
- If a non-food business, encourage them to consider existing practices that can be improved to help social needs, or what new practices they can include that help them and the community at the same time.

For example, if a corporate is running an apprenticeship programme, is the company considering how that child is traveling to and from work, do they have access to meals, etc. Ultimately, they are conducting the apprenticeship programmes to find potential future employees. By demonstrating to the apprentices the importance of healthy eating, that individual will also perform better at work. They will also then talk about the benefits within their communities, hopefully increasing awareness within the hard to reach communities of Bristol.

Some local businesses are keen to be more involved, but not sure where to go. Feeding Bristol can act as the liaison between the business and third sector of Bristol.

By providing some focus on facilitating available resources, FB is aiming to increase the pool of support across Bristol.

4.4 Fundraising and core costs

Given FB’s role is to work collaboratively across the city, it is important that we do not complete for major grants. By keeping our core costs at a minimum, we are ensuring that grants can be left available for groups running hands-on activities.
Nevertheless, we are keen to ensure that the third sector grows in its strategic approach. Therefore, we will continue to partner with other lead organisations for grant applications where we believe the activity contributes positively to our vision.

5 Activities, Outputs and Outcomes

5.1 Types of projects

There are four ways that FB will be involved in projects:

1. New projects
   - Where FB has identified a gap in the market, we may run a new project ourselves. This is the last resort, and not the key method we are keen to lead with
   - FB may pilot new projects with the view of passing it on later to another organisation to run regularly

2. Complement others
   - Occasionally, there are ways that food can be added to other initiatives as a way to boost their core offering. As funds become available to FB, we will look to increase the food provided, and the food education through other projects that work with communities

3. Partner with others
   - In order to work collaboratively, FB will strategically work with other groups when they bid for grants
   - Additionally, where projects have worked well outside of Bristol, we will work with those organisations to appropriately launch the model in Bristol

4. Advise others
   - By taking a city-wide approach, we will continue to advise others with new ideas. This is essentially acting as an initial platform for anyone with ideas to come to. We will then discuss with them their project, and ask challenging questions to help them to better achieve their goal (and align their goal to the city plans)

5.2 Activities, Outputs and Outcomes

*How does FB’s operational activities contribute to achieving our Vision?*

Working backwards, we are continuously challenging how we allocate our resources in order to most effectively deliver change.

![Figure 1: Spark Strategy theory of change](https://sparkstrategy.com.au/nail-your-theory-of-change/)
5.2.1 Delivery model

For Feeding Bristol, we have a delivery model which encourages multiple activities. We have a broad scope of work that we are tackling, with a small paid core team. Therefore, it is important to get the most out of what we do.

The broader Feeding Bristol team delivers different activities. The paid FB team ensures it understands what the outputs and outcomes are, in order to ensure the city stays on track.

The Feeding Bristol team:

1. **Board of Trustees**
   - With a diverse group of volunteers, the Board of Trustees provide governance and direction to Feeding Bristol
   - As a hands-on group, they will sometimes take on operational responsibilities in order to increase the pool of resources capable of delivering more activities

2. **Paid staff**
   - The Director and Community Manager (CM not yet recruited) are responsible for holistically managing all activities under the FB name, ensuring that they contribute to the vision
   - They also coordinate the Working Groups
   - Some project specific staff based around the Children’s Kitchen (1 fixed-term full-time Director, and 4 freelancers)

3. **Working Groups**
   - Individuals representing other organisations, groups or interests – coming together to collaborate in their efforts

5.2.2 Streams of work

FB categorises its efforts across three streams of work. This allows us to appropriately allocate our activities and review the weight of efforts and our resources (for a list of current activities, refer to the document ‘Feeding Bristol Deliverables’).

<table>
<thead>
<tr>
<th>1. Infrastructure</th>
<th>2. Community Intervention</th>
<th>3. Systemic Change</th>
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<tbody>
<tr>
<td>Focuses on the administrative efforts of the organisation as well as the communications and relationships that are required to achieve our vision.</td>
<td>Considers all projects and initiatives that support communities with food provision, skills and education, etc.</td>
<td>Looks at the root causes driving food insecurity, and what needs to be done to create long-term change.</td>
</tr>
</tbody>
</table>
| Categories of activities include:  
  - Strategic planning  
  - Finance management  
  - Fundraising  
  - Marketing and communications  
  - Stakeholder and network management | Categories of activities include:  
  - Working Group management  
  - Local engagement  
  - Healthy Holidays  
  - Food provision  
  - Different social groups | Categories of activities include:  
  - Working Group management  
  - Research  
  - Data collection  
  - Collaborate with other citywide strategic groups |
5.3 **Systemic change**

One element of the next phase of Feeding Bristol is to strategically manage how we will impact systemic change. To date, there has only been some incidental focus on this through the projects we have been involved in. This is a natural progression, as the organisation needed time to mature before taking on this targeted influential role.

We are currently developing a plan on what the objective and direction is that Feeding Bristol will take. Once this has been defined, we will look to establish a specific Working Group to deliver this plan.

Within Systemic Change, Feeding Bristol has identified three different types of work:

1. **Policy change**
2. **Cultural change**
3. **Institutional change**

5.3.1 **Policy change and Feeding Britain**

Our partners at Feeding Britain have taken the following approach in tackling systemic change:

- Focus on national policy reform
- Specifically focus on the benefits level of policy, ultimately focusing on increasing the access of financial resources to the most disadvantaged people
- Tackle this reform through Parliamentary debate and working with partner MP’s to put forward new Bills

We will support Feeding Britain with evidence when requested. However, Feeding Bristol will not allocate significant resources to the same approach that Feeding Britain is taking. We will focus mainly on local cultural change and institutional change.

5.3.2 **Cultural change**

The premise of focusing on cultural change is that people need to be given the knowledge to make more informed decisions, and that by simply increasing the amount of cash everyone has available, won’t necessarily improve the level of food security. We know that of those people eligible, only approx. 50% take up the Healthy Start voucher scheme, which offers £3.50/wk towards fruit and veg (we realise there are other factors that prevent 100% update, such as the difficulty to apply).

We will look to conduct research to validate the above assumption before moving forward with any plans.

5.3.3 **Institutional change**

There are many types of institutions that can improve how they support the population regarding food. Schools, food businesses, non-food businesses are some of the examples.

Feeding Bristol is keen to build systemic change within Bristol that is not reliant on us. If we can influence institutions to change their systems that allow growth towards improved food security, then we believe there will be a gradual, but significant, shift across the city.

5.3.4 **Next steps**

We are in the early stages of considering the most effective and relevant way forward. There are many other groups also focusing of root causes and other elements of systemic change. They will be engaged as we define our long-term plan.

Once we have defined a plan, we will look to set up a Working Group to deliver the vision.