

BRIGHTON & HOVE CSA: FEASIBILITY STUDY

Interim report



September 2011

**food
matters**
creating sustainable, equitable food systems

BRIGHTON & HOVE CSA FEASIBILITY STUDY: INTERIM REPORT

1. Background

The following is an interim report for the Brighton and Hove Community Supported Agriculture steering group. Its purpose is to:

- Provide a snapshot of local food activity within the City and surrounding area
- Identify gaps and opportunities for potential projects
- Provide case studies of projects around the country which can inform project development
- Provide recommendations for options to develop in second stage of feasibility study

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PART 1: Mapping the Brighton & Hove food system

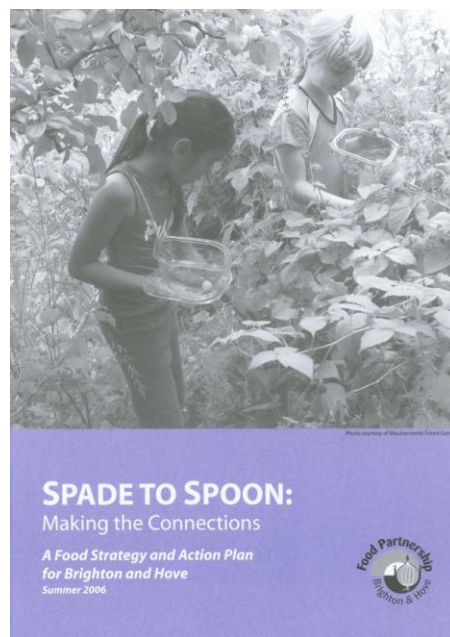
1. Introduction

Brighton & Hove is a vibrant city nestled between the newly formed South Downs National Park and the coast. It is often perceived as a wealthy city, a 'London by the sea', but in fact suffers from high pockets of deprivation and associated social problems. Historically there has been a strong environmental movement within the city, as demonstrated by the election of the UK's first Green Party MP to Westminster, and more recently the country's first minority Green administration.

There has been a long history of community food activity within the City, in particular the very successful and high profile Moulsecoomb Forest Garden. Since 2003 the City has pioneered a strategic and integrated approach to addressing food, health and sustainability with the development of a Food Partnership and a food strategy. This has resulted in an increase in the visibility of food related work and the development of projects to support the creation of a sustainable food system, and public policy to support it. As a City, Brighton is ahead of other cities in this area and is often cited nationally as a beacon of best practice.

Despite this, activity around production and access to local food is not as developed as in some other areas of the country. As an urban unitary authority, economic support for local food has not been seen as a priority, whereas rural based Local Authorities have in recent years seen the local food sector as a means of regeneration for a struggling rural economy. Projects led by the Food Partnership and Food Matters are starting to address this, and the B & H CSA project can play a role in this activity.

Local food systems can never be isolated from the broader national and global food system in which they operate – it would be impossible for a city such as Brighton & Hove to become self-reliant in terms of providing food for its residents (even with substantial changes towards a more sustainable diet) and will always require the importation of food from other parts of the country, and the rest of the world. However, recognising the wider social, environmental and health benefits that more localised food systems can bring to a local community, it is important to work towards democratising and localising the food system as much as possible. This report highlights how the Brighton and Hove local food landscape looks – where it is now, what is happening on the ground and in communities, and strategically, identifying the gaps, and how we might move towards more sustainable, democratic community owned food systems.



2. Population and demographics

The City of Brighton and Hove is the largest urban area in the South East outside of London and is a densely populated city. The population of the city is currently approx. 256,300, and is predicted to increase to 269,000 by 2020 (a five per cent increase). The city covers an area of 8267 hectares (82 people per square kilometer). Over 8 million visitors come to the City every year. The City is a centre of academic excellence with two universities providing a supply of high quality labour and a research and support base for local businesses. The City's economy is one of the fastest growing in the country, yet despite this it is one of the most deprived areas in the South East¹ with certain neighbourhoods suffering acute social and economic deprivation and health inequalities - life expectancy in East Brighton is lower than in any other area in the city.

- 12 % of the city's areas are in the 10% most deprived in England.
- Unemployment rates are higher than the national average
- Average earnings are lower in Brighton and Hove than in the South East but higher than the national average (with a 13% gender divide)
- Brighton and Hove has a higher than national average number of people that are homeless
- Diet related mortality rates are higher than the regional average

3. Land in the City

Brighton and Hove has a unique landscape, surrounded by the South Downs on one side and the sea on the other, with associated pressure on its use. There is little room for expansion, and national pressure to increase housing stock in the south east is challenging for the City Council. There are competing interests for land use on the rural fringe of the city - between wildlife conservation, open access for leisure and amenity, and sustainable food production.

Within the City, the council manages over 2,000 hectares of green space, including 98 parks and public spaces, and 6,000 hectares of countryside – some of which is farmed, and some of which is managed for conservation and open access. There are also five golf courses on land around the City, covering an area of 386 hectares.

In July 2011 the South Downs became a national park, and now 40% of the city and 100 households fall within its boundaries. Maintaining the unique characteristics of national park land with the needs of a growing city presents both opportunities and challenges for sustainable food production. Planning requirements within the National Park are tighter and a commitment to conservation and access for leisure and amenity a priority. Although there is also a commitment to sustainable food, the need for poly-tunnels and associated buildings essential for economically viable enterprises is yet to be tested against the planning system.

The following maps show the availability and use of open space in the City, including farmland owned by the City Council.

¹ The Index of Multiple Deprivation (IMD) 2007 identifies Brighton and Hove as the 79th most deprived authority in England (out of 354). With over half the residents of Brighton and Hove (56.4%) living in the 40% most deprived areas in England (2008 population).

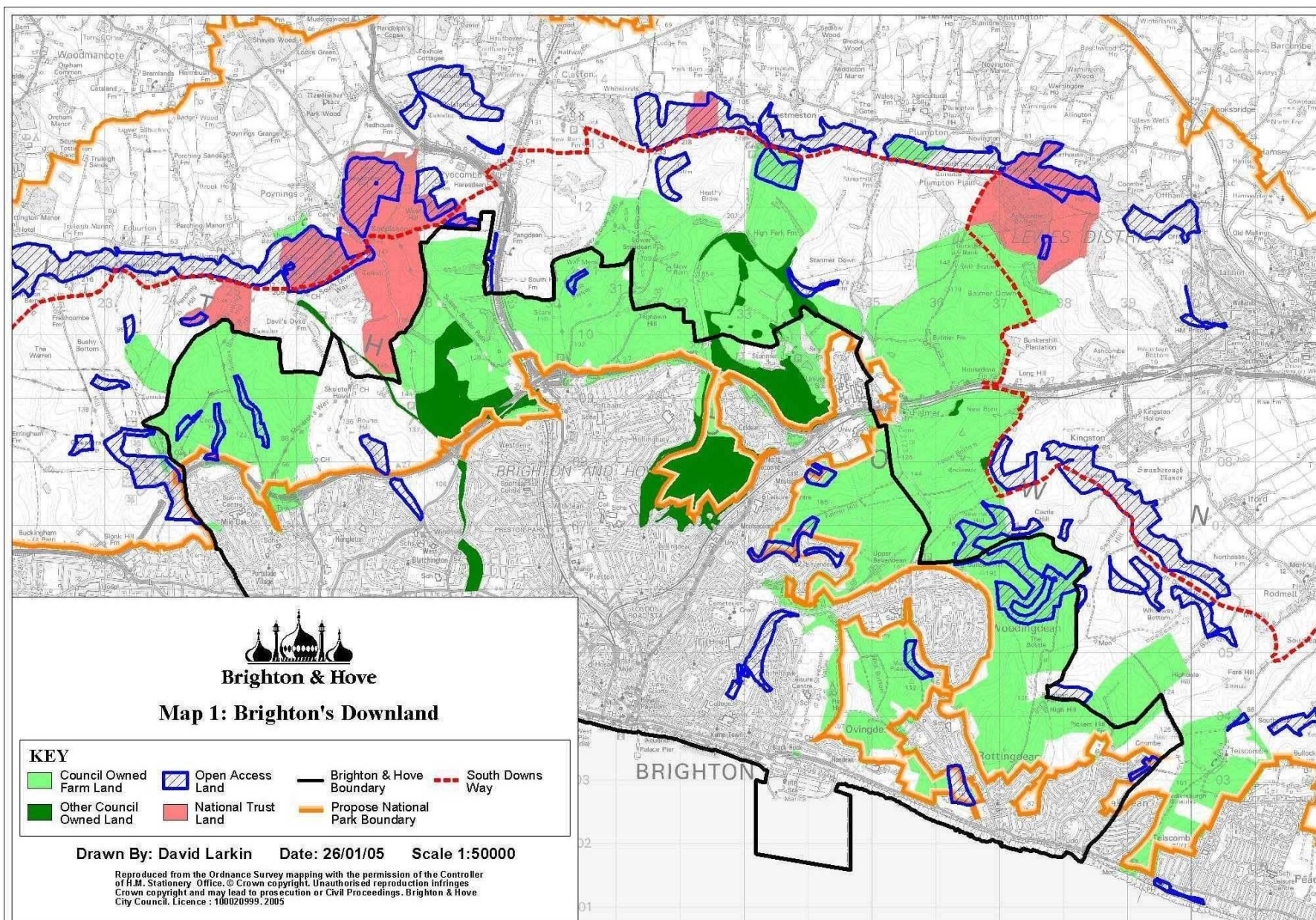


Figure 1: Land managed by Council for farming and open access

Brighton & Hove Open Space Audit: All Typologies

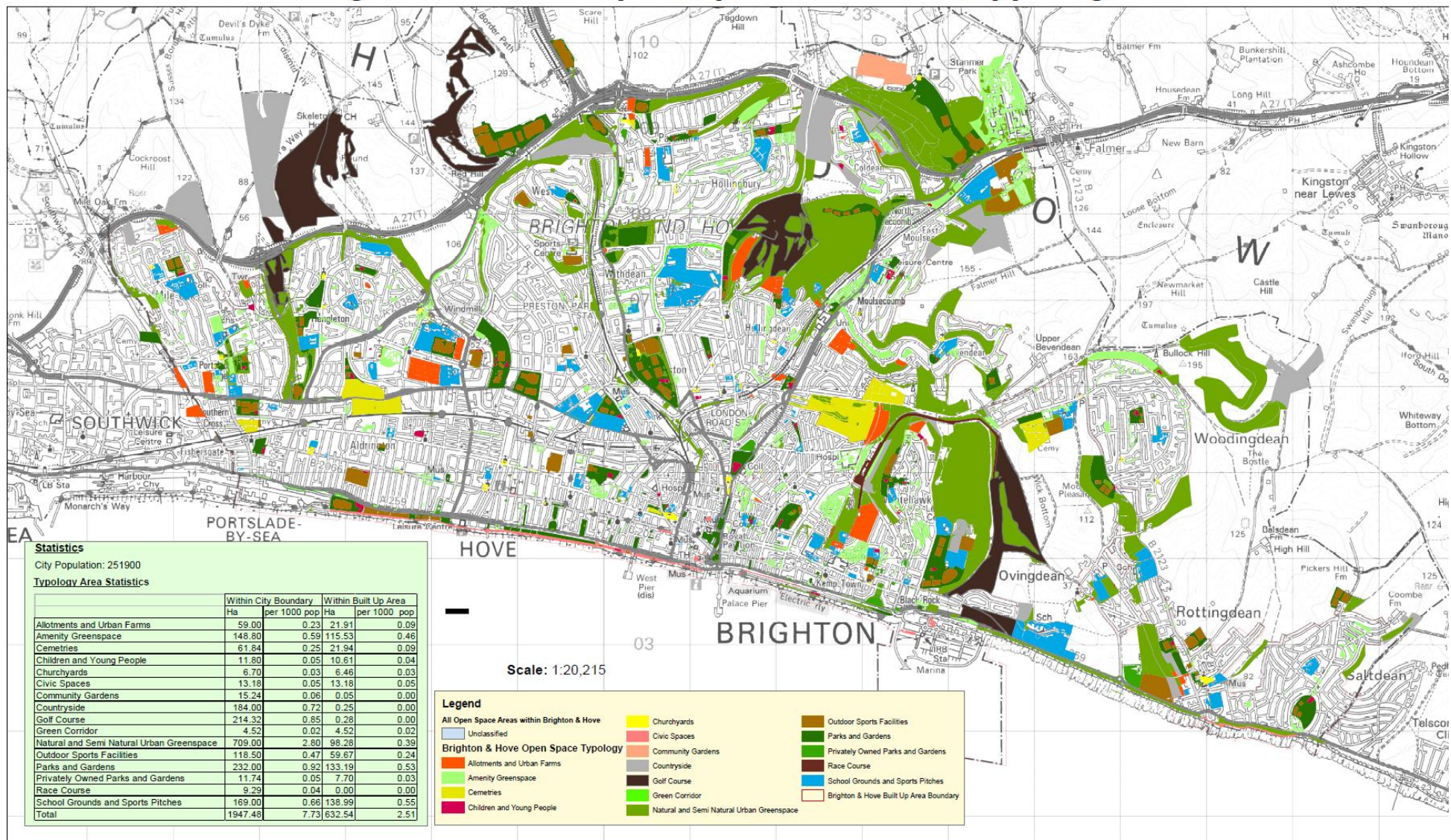


Figure 2: open space available in Brighton and Hove

4. Brighton and Hove City Council owned farmland

The land immediately surrounding the City is largely owned by the City Council and given over to tenant farming. Farmland accounts for 3776 hectares, almost half the entire area of the city. There are 50 different zones of farmland owned by the council, divided between about 25 farmers. Over recent years, employment in agriculture in Brighton & Hove has fallen by 40% (the UK average is closer to 20%). The majority of farms are on secure agricultural tenancies. One farm, Stanmer, has recently been taken back into council management in order to create direct open public access from Stanmer Park to the Downs.

The majority of farms are intensively managed and are mostly grazing, arable or mixed. There is very little horticulture in the City and no dairy farms – Coomb Farm Dairy, the last dairy farm operating in Brighton and Hove, closed in 2005. Due to the quality and type of soil found across the South Downs (largely chalk with very thin topsoil) arable and grazing livestock are the main types of production that can be supported. Crops grown are mainly wheat, barley, oats, linseed and rapeseed. Once harvested all of these crops leave the city for distribution around the country and abroad. They are used for a variety of food and drink including barley which is transported to Germany for beer production, milling for bread and other flour based products, cereals, oil production. Much of this will undoubtedly make its way back on to the shelves of supermarkets in Brighton, but with little way of knowing.

Farm livestock is mostly cattle and sheep. There is no localized marketing of beef reared on the South Downs and more than half the cattle reared in B&H are suckling cows that are sold to be fattened in other parts of England, notably East Anglia, where there is access to cheap vegetable by-products. However there is the South Downs trademark which enables farmers to sell their lamb (if they comply with the trademark regulations) under the South Downs trademark. However a large proportion of the lamb² reared on B&H farmland is not sold as South Downs lamb and leaves the city for slaughter and sale elsewhere.



4.1 Management of the farmland

Currently the farmed estate is managed on behalf of the City Council by land agents Smiths Gore. However, as the contract is due for renewal (March 2012) the current administration is researching bringing management of the farms back into the council to be managed by designated officers. The minority Green administration are committed to sustainable food production and see this as a way of being able to work more closely with farmers to achieve this. Because the majority of farms are intensively managed and outputs are directed to the industrial food supply chain, changing patterns of production and marketing to meet local demand will require investment, not just on farm but also in the infrastructure that supports localised markets. The challenge for BHCC will be how to support farmers and development of the local supply chain whilst maintaining the revenue currently generated by rent. Research suggests that farmers would be keen for their produce to stay within the city if it was made economically viable.

² Approximately 4,500 lambs are reared each year Brighton & Hove City Council Farmlands Database (2005)

4.2 Downland Initiative

The Downland Initiative was a pre-National Park project intended to connect the residents of Brighton to the downland surrounding them, including increasing access and more sustainable agriculture.

Recommendations included:

- support the creation of a retail outlet for the tenants to sell lamb, beef, flour and other products to the public
- re-energise the Farmers' Forum into a best practice club for the tenant farmers
- inform the public about measures being taken to introduce a sustainable agricultural system on the Downs
- make the Council's policy on land use and diversification clear to tenants
- reinstate a programme of school and other visits to the Council's farms
- identify buildings, possibly at Stanmer Home Farm, for an education and interpretation centre

Progress on these recommendations has been slow – more has been achieved on the access issue (Stanmer farm as mentioned above) than on the sustainable food front. However, of interest to the CSA project is the last bullet above – use of the currently empty farm buildings at Stanmer Home Farm will be open to public consultation this autumn and there may also be the possibility of access to some of the farmland in conjunction with the buildings.

4.3 Horticulture

There is little fruit and vegetable growing on the immediate farmland surrounding the City. Farming in today's economic climate makes diversifying into horticulture very difficult and expensive, and growing commodity crops and horticultural crops are very different businesses. Currently B & H farms don't have the workforce or the capital to sustain horticultural activity. As with many other parts of the UK, things haven't been always this way. In the early 20th century, horticultural crops such as cauliflower, blackcurrant, and beetroot were grown in the City. However, economic growth and sprawling housing development have taken fertile soil that prevents the city re-introducing this kind of smaller-scale horticultural production. Today's markets are highly competitive and require low prices that can't be achieved with small scale horticultural production.

4.4 Conservation Grazing

The City Council runs a sheep grazing programme on urban sites within the City to conserve the chalk grassland. Grazing is better than mowing as the grass is removed over several weeks allowing insects to move away and structures like ant hills are not damaged. Currently the programme is managed by a farmer with the support of 'urban shepherds' – local residents who volunteer to look out for the sheep. Lamb from the sheep is currently not sold in the City but enters the industrial supply chain. Attempts were made for a butcher in the City to sell the lamb but this failed. There can be as many as 500 sheep grazing at the height of the season.

4.5 Organic Production

None of the city owned farms are certified organic, largely due to poor quality of soil and the cost of organic inputs required to make the land useable (in the South East 4.8% of productive land is certified organic – ranking 4th in the UK) . The only organic certified land within the City is the 17 acres of Stanmer

Organics. However there is an imperative for all farms to use less pesticides and nitrates, not only for financial reasons, but also to avoid run off into water courses. The Environment Agency is working with farmers on the South Downs to reduce damaging inputs.

5. Infrastructure support for food work

Brighton and Hove is in a unique position in that it has several organisations, both national and local, which support food related work within the city, particularly at a strategic level. The knowledge and understanding that these organisations bring has resulted in the City pioneering an approach to food work that is now being adopted by other cities across the UK. The high level and visibility of food work in the City can be attributed to their presence.

5.1 Food Matters

Food Matters began life in 2003, and although a national organisation, because of having an office in the City has brought knowledge and expertise to support the development of localised food systems within the area. Food Matters was responsible with other organisations for the conception and development of a food partnership and a food strategy in the City, and also for the development of Harvest Brighton and Hove.

5.2 Brighton and Hove Food Partnership

The Brighton and Hove Food Partnership (BHFP) operates as an umbrella organisation for food work in the City. It is a membership organisation with over 500 members and is rooted in the community whilst taking a strategic and city wide view of the holistic food system in the City. It brings an integrated, cross-sectoral approach to food policy, which links initiatives within public health, environmental sustainability, community development, education, agriculture, cultural and economic development, waste management, urban planning/land use and tourism. The BHFP enables and facilitates projects through offering development support, bringing in funding, and lobbying for policy support for food work within the City. It also delivers food and health work for the Primary Care Trust in the City under a service level agreement, particularly in the area of obesity running weight management and cookery in the community programmes.

5.2.1 Spade to Spoon: Making the Connections: a food strategy and action plan for B & H

This was the first food strategy in the country which brought together all the relevant issues which contribute to the development of a sustainable food system into an integrated action plan. It is overseen by the BHFP and is currently under review.

5.3 Statutory Agencies

The Brighton and Hove Primary Care Trust has been a champion of food work in the City for over 10 years, particularly working at a local community level on food and health issues. However it has always also recognised the wider determinants of health such as poverty and the environment and for that reason funded the development of the BHFP and Spade to Spoon. In 2009 it commissioned the BHFP to deliver food and health work in the City.

The Sustainability Team at BHCC have also supported integrated food work within the City from the beginning of the development of the BHFP and the food strategy and this is likely to continue with the current green administration.

5.4 Food Ethics Council

The Food Ethics Council provides independent research and advice on the ethics of food and farming and aims to create a fair and sustainable food system. Although a national organisation, the presence of the Food Ethics Council office within the City offers another level of support and knowledge, and the Executive Director sits on the Board of the Food Partnership.

5.5 Brighton Permaculture Trust

Although a local organisation, the Brighton Permaculture Trust is a key player within the wider permaculture movement and for many years has run a highly regarded training programme in various aspects of food production and land management in the city. These have contributed to the skills and knowledge of people in the City, and a variety of projects has resulted from this activity. These are mainly in the area of orchards, and the Trust manages two 'community' orchards at Stanmer Park, and has planted several orchards, particularly with local heritage varieties of apples, in schools across Sussex. The Trust is a key partner in Harvest running a scrumping project.

6. Urban food and agriculture – community growing in the City

The use of land within cities for food production is a growing movement across the UK, if not the world, with the example of Cuba leading the way. Even in a high density city such as Brighton and Hove there is a surprising amount of potential land on which small scale domestic food growing can happen, particularly on the outlying housing estates. Since 2009 Food Matters and the BHFP have supported food growing in the City through the Harvest Brighton and Hove project.

5.1 Allotments

Currently there are 2715 plots spread over 36 sites across the City with over 2,800 tenants making it one of the largest allotment services in the country. To help accommodate the increase in demand for allotments and as part of Harvest B & H, over 100 new plots were opened at Whitehawk Hill, Craven Vale and Foredown in 2010. In addition plot sizes on new plots have been halved to increase the number of available plots and some sites are also creating smaller plots for first-time allotment holders. In August 2010, the first 'organic only' allotments were opened at Foredown in Hangleton – with the aim that organic practices will protect nearby wildlife while still allowing the land to be used for food growing.

Harvest Brighton and Hove is a five year lottery funded project which aims to support and encourage more food growing and consumption within the City boundaries utilizing gardens, community spaces, parks, church yards, Housing Association land and commercial property land etc. This project is helping to develop a local food culture through growing skills, confidence, building networks, and raising awareness of the issues.



Sixteen of the sites are legally bound for use as allotments, the rest are categorised as temporary, which means potentially they could be used for other purposes. However the Council is committed to protecting allotments sites.

5.1.2 Community Allotments

Many of the community food growing projects are based on allotment plots. This enables community groups to have a secure space to grow with low costs, support from other allotment tenants around them and a security of tenancy.

5.2 Community food growing

Brighton and Hove has a long and vibrant history of community food growing projects with Whitehawk Community Food Project and Moulsecoomb Forest Garden and Wildlife Project being two of the longest standing and well known projects in the City. But they sit alongside a plethora of other growing projects many of which are now supported and encouraged through Harvest Brighton & Hove the lottery funded project.

The Harvest project estimate there are currently over 60 growing projects across the city (see Appendix 1 for list and location), the number having tripled since the project began. Many of these are situated on allotment sites, and work with some of the more vulnerable members of the community. The emphasis is often on the social outcomes achieved through food growing rather than actually producing food in quantity. Most of the food produced by community projects will be used by the project volunteers or passed on to other community members, neighbours etc. Some excess produce may be sold at local markets or community events when it is available which is generally in the summer when harvesting is plentiful.

However, with the support of Harvest this is now changing with new projects springing up over the City where the motivation is more individuals and groups wanting to produce food. One example is a group of residents living near London Road station which approached Southern Rail about growing food in some of the neglected spaces around the station and along the railway line.



5.3 Grow Your Neighbour's Own

Grow Your Neighbour's Own is a garden share scheme that pairs up gardeners who have nowhere to grow their own food with garden owners or allotment holders who have the space to grow but for whatever reason are not able to. The aim of the project is to help foster lasting (gardening) relationships between people, preferably people who live near each other – the garden owner/allotment holder and gardener arrange between them what they will grow and how often the gardening will take place, and share the produce as it is harvested. Currently there are approximately 30 matches with a growing number of gardeners on the waiting to be matched with a garden.

5.4 Community beekeeping

There is a vibrant beekeeping community in Brighton (the local bee keepers association has over 60 members) and a few of the established community food projects such as Moulsecoomb Forest Garden, The Carers Community Allotment and Nourish Community Farm keep hives. However there is currently very little community beekeeping but there is growing interest. The Brighton Beekeepers Groups is a fledgling group looking to establish a community bee keeping project to train communities in the art of bee keeping and highlight the importance of bees for gardens and for commercial horticulture. The group is being encouraged and supported by the local authority and the Harvest project both of which are keen to see more beekeeping to promote the important role bees play in biodiversity.

5.5 Stanmer Organics

Although less urban than the projects above, Stanmer Organics nevertheless represents an attempt at small scale food growing within the City boundaries. Stanmer Organics is a not-for-profit consortium with 16 member groups leasing 6.7 hectares of land from Brighton & Hove City Council. Some of the projects sited here are attempting to be commercially self-sustaining, while others are run as educational and charitable concerns. Stanmer Organics is the only land within Brighton and Hove with Soil Association accreditation.

Some of the issues that inhibit this scale of food production (particularly at Stanmer Park) include:

- Soil Association organic certification is onerous for small scale horticulture farmers / growers – expensive and time consuming
- Vehicle and pedestrian access to and from the site is restricted
- Access to land is expensive
- Long hours with limited income
- Lack of infrastructure and support networks – Small scale farmers have to be good growers, marketers, distributors etc many are reliant on each other for support services

5.6 Nourish community farm

Nourish Community Farm is part of a community interest company which includes the 20/20 café at Brighton general hospital. The activities run are based on a model of social enterprise and a common vision of food sustainability and wellbeing - with a strong emphasis on working with people with mental health issues. The farm is set on 6 acres of land in Stanmer Park and it supports volunteers and community groups to grow fruit and vegetables for themselves and for sale to local pubs, cafes and restaurants. Volunteer groups also take part in nature conservation, outdoor cooking, bushcraft and foraging sessions. The farm also runs training in a variety of subjects including food growing, risk assessment and walking stick carving.

However, funding has now ceased for the project and staff have been made redundant, meaning that the farm and the land is looking for new opportunities to produce food and connect with consumers and residents in the City.

Veg Share - Fork and Dig It, at Stanmer Organics, is trialling a small-scale CSA- Veg Share - with funding for set up costs from the Lottery. This scheme differs from other vegetable box schemes in that the content and the amounts in the weekly box will vary with the season. When gluts happen members will receive more produce and take the risk of less produce when crops fail. Members pay a set amount for a share or half share of the harvest for 6 months – so weekly payments are set but the amount and type of produce will vary with the season. Full shares cost £15 and half shares are £8, including membership and payment is in advance by monthly standing order. Healthy Start voucher bags (£3.10) are available to low income families. Veg are picked-up at various drop-off points around the city or at the site.



5.7 Moulsecoomb Community Farm

This is a new project initiated by the chair of a local residents association in East Moulsecoomb, who has an idea to create a community farm on an area of land at the top of Moulsecoomb Way. Currently consultation with the community is being undertaken, but so far there has been overwhelming support for the idea from the majority of residents. The idea of the farm would be to produce food and also train and educate young adults from the area in a range of agricultural and rural skills.

7. Fishing

Brighton's location on the coast places it in a favourable position to source a large percentage of its fish supplies from the local Sussex fishery - which extends from Dungeness in the East to Chichester Harbour in the West - landing a wide range of fish including cod, whiting, sole, plaice, crab, lobster, scallops and whelks, according to the season. In part this is what happens – fish landed at Shoreham from boats fishing out of Brighton Marina and Shoreham harbour supply fish to wholesalers which in turn supply the few remaining fishmongers, restaurants and hotels in the City.

However the majority of the fish market in the City is made up of fish that is can only be sourced from very much further afield – such as tuna and salmon. In addition to this the vast majority of fish sold (80%) in the City is bought in the supermarkets. Most of this fish is coming from a wide range of destinations – near and far.

7.1 The Local Catch in the local food chain

There is a strong local food culture in Brighton and Hove and this is reflected in a selection of the restaurants and cafes in the City using and promoting local food including a few restaurants that promote the sourcing of local fish. However, only one restaurant in Brighton (one of only 10 in the UK) has joined the MSC (Marine Stewardship Council) certification scheme for sustainability. The sourcing of fish caught and landed locally is difficult both on demand and supply sides – customers ask for a limited range of fish species (as noted above) most of which are not landed locally, restaurants want continuity of supply due to customer demands and static menus, which isn't always possible from a small fishing fleet, and the fishing industry are bound by EU fishing quotas.

8. Waste

In the UK we spend £12 billion every year buying and then throwing away good food. That works out at approximately £480 for the average UK household, increasing to £680 a year for households with children – an average of just over £50 a month.

Traditional linear food production systems have assumed that at one end there is an unlimited supply of inputs - energy and raw materials - and at the other there is an infinite capacity to absorb pollution and waste. The food that we eat generates massive amounts of waste at all points in the supply chain:

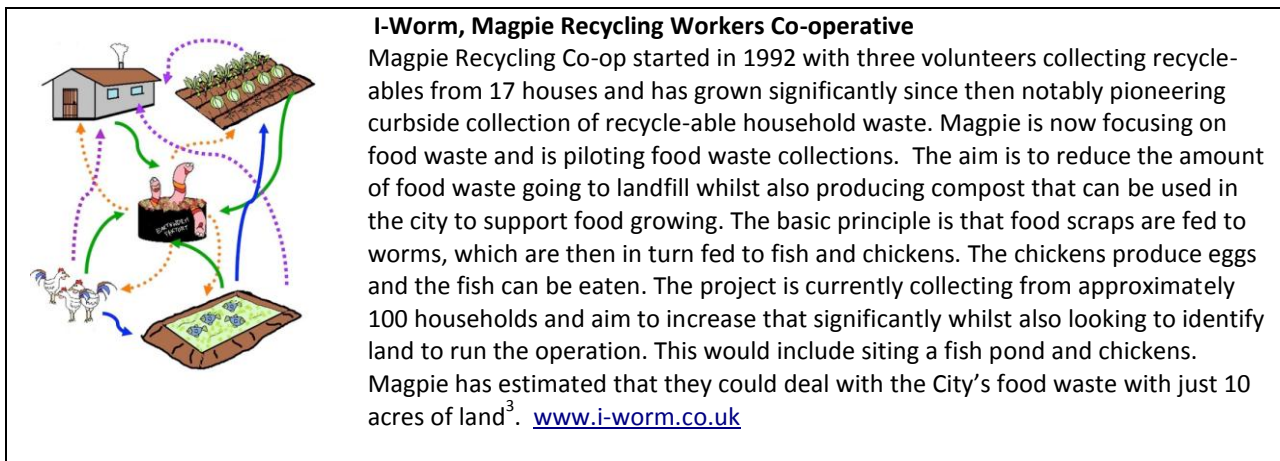
- Agricultural waste
- Packaging
- Plastic shopping bags
- Uneaten food
- Human waste

To-day, with extremes of pressure at both ends, the solution must be to move towards creating sustainable systems which close the 'circle' - and recycle compostable waste back into the system as an input.

Brighton and Hove Council currently have no plans to introduce a kerbside food waste collection however CityClean the Council's waste collection service, are running a 'waste less food' campaign and are funding the Brighton and Hove Food Partnership to deliver a series of workshops and demonstrations designed to help residents learn more about reducing the amount of food wasted, and save money, this work is ongoing.

8.1 Composting

Much of the food thrown into our bins could be recycled to produce more food. It is estimated that over one third of the contents of an average UK household bin can be home composted, plus garden waste that ends up in landfill can be added to a compost bin, or used in worm and fish farms.



³ Conversation with Magpie's Rob Jones-mantle, August 2011

8.2 Brighton composting centre

Brighton Community Compost Centre (BCCC) is a thriving local business sited at Stanmer Organics - set up in 2005 as a social enterprise. BCCC takes green waste from gardens, parks and other green spaces (which would alternatively end up in landfill) and turns it into compost, top soil and mulches, combining sound environmental aims with business principles. In the five years that BCCC has been operating thousands of tons of garden waste have been recycled into compost products which are then sold to local residents, gardeners and landscapers in and around the city. BCCC has a very low environmental impact, using small scale efficient machinery combined with the considerable 'carbon capture' gains in the composting process.

8.3 'Waste Less Food Campaign' and community composting

In addition to food scraps collection service from Magpie and as part of a citywide Waste Less Food Campaign, the Brighton and Hove Food Partnership is working to educate and support individuals and community groups by providing advice, resources, and encouragement on how to set up community composting projects. It is running courses on how to make compost bins & compost, and promoting community composting at a citywide level.

The first two trials of community scale composting schemes have just begun at the **Brighthelm Centre** and **St Peter's Church**, with support from the City Council and Food Partnership. Thirty households from the North Laines area are currently participating and the scheme is being organised by the residents association. The schemes will be reviewed after a three month trial period and if they prove successful the City Council will roll out the scheme to other communities where residents have expressed an interest.

9. Attitudes towards local food

9.1 National attitudes

Attitudes to local food have been changing over recent years with various food scares and national campaigns (organic targets, eat less meat, children's food, sustainable fish, Jamie's school dinners etc) across the media, and a growth in interest in cookery books and programmes. Despite the current economic situation, with shoppers undoubtedly feeling the squeeze, recent research from the Institute of Grocery Distribution has shown that consumers still want to maintain their values and are prepared to pay to do so⁴. In July 2011 40% of shoppers questioned said that they had purchased a locally produced product in the past month.

People buy local food for a variety of reasons but the overwhelming reasons are that they are interested in supporting local farmers and the local economy. Seasonality, freshness, animal welfare and health are other important factors. However there are important barriers that stop or prevent people buying local foods including – cost (perceived or real), availability, choice, variety, culture.⁵

⁴ Organic? Healthy? Premium? What values are shoppers prepared to pay for? IGD, Sept 2011

⁵ Attitudes and Behaviours around Sustainable Food Purchasing, DEFRA 2011

9.2 Local attitudes

Research carried out in Brighton & Hove in 2011⁶ suggests that the overwhelming issue when shopping for food is the cost. It was clear from the research that many people are aware of the wider issues and that interest in local food had multiple motivational factors. Most participants acknowledged that their shopping and eating habits would probably be different if money, children or health status were different.

As with national attitudes, local surveys⁷ suggest that supporting local farmers and the local economy were the most significant influences for people when buying local food and cost was the most significant barrier. Those that were growing their own food were motivated to have access to food that was fresh and healthy but importantly affordable.

There is undoubtedly a market amongst Brighton residents for local food direct from the producer, however to-day's lifestyles and the challenge of competing with the supposed convenience of supermarkets and twenty four hour shopping, as well as the competitive pricing they offer, means that growers need to work extra hard to reach the market in ways that meet the needs of modern consumers.

10. Local food production and access to local food

10.1 Local growers supplying into Brighton and Hove

Unlike some other areas of the country, for example the south west and Hampshire, there are not an enormous number of small scale producers supplying the city with locally produced and sustainable food. The reasons for this are explored in the concluding section of this report. The following is a snapshot of local food producers and how their food is accessed.

The smaller scale growers, CSAs and community-based growers listed below are either growing for their own vegetable box schemes, some for direct online sales, others for wholesale, shops and restaurants and some sell through local and Farmers' Markets and buyers groups. Most are selling their produce in a combination of these and it's difficult to calculate accurately the quantity coming into the City. However almost all produce from the small farms is staying within Sussex.

- **Small-scale commercial farms (see following map for locations)**

Oakwood Farm	Apples and apple juice
Namayasai	Japanese vegetables
D&D herb	Herbs
Barcombe Nurseries	Vegetables and salads
Ashurst Organics	Vegetables and salads

Holmansbridge Farm	Eggs
Jessup's Farm	Meat
Plantation Pigs	Meat
Sussexway Meat	Meat
Daylands farm	Meat and vegetables

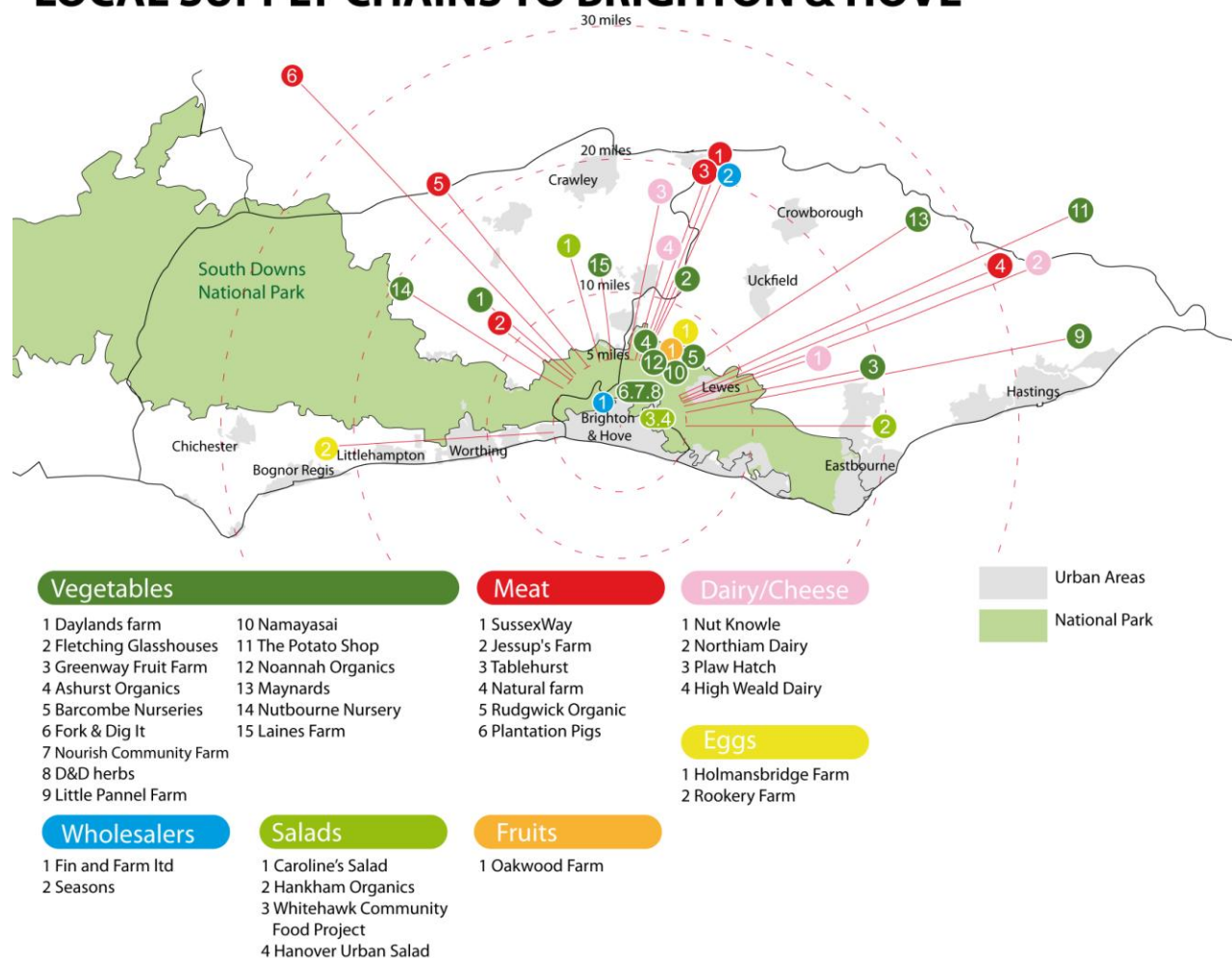
⁶ Harvest Brighton and Hove Evaluation Report – Bevendean Street Survey, Food Matters 2011

⁷ Brighton and Hove Alternative to Supermarkets Group (BHATS) survey, 2011, Brighton Community Agriculture group survey, 2010, *Food: What's on your Doorstep?* A series of participatory workshops exploring the relationship between communities and local, organic food, Food Matters 2007

Hankham Organics	Vegetables and salads
Pannel Organics	Vegetables and salads
Fletching Glasshouses	Vegetables and salads
Laines Farm	Vegetables and salads
Northiam Dairy	Dairy
High Weald Dairy	Dairy
Noannah's Organic vegetables	Vegetables

The Potato Shop	Potatoes
Maynards	Fruit
Rookery Farm	Eggs
Nutbourne Nurseries	Tomatoes
Nut Knowle farm	Dairy
Caroline's salad	Salad

LOCAL SUPPLY CHAINS TO BRIGHTON & HOVE



- **Community Supported Agriculture Schemes**

Tablehurst	Meat and vegetables
Plaw Hatch	Meat, vegetables and dairy
Fork and Dig It	Vegetables

- **Community based growers**

Nourish Community Farm	Vegetables
Whitehawk Community Food Project	Salads
Hanover Urban Salad	Salad

10.2 Vegetable box schemes

There are currently three local box schemes from farmers on the outside of the city producing and marketing local food into the City:

- Ashurst Organics supply about 100 boxes into Brighton and Hove per week and delivery 330 in total across East Sussex. Ashurst is a small family farm that could sell more boxes and produce to other outlets and used to but the big box schemes are taking customers; plus they have been reluctant to do more marketing as they've had three bad growing years in a row. They are actively looking for other ways to get their produce into the city. They also sell at Farmers' markets.
- Barcombe Nurseries deliver 300/350 per week to Brighton and Hove each week plus selling at local markets, in particular a weekly market in Gardener Street in central Brighton.
- Hankham Organics deliver 350 vegetable boxes into per week into the City, supplies Infinity Foods and other box schemes. The total amount grown and delivered has gone up over time although they are now at capacity.

Small scale local commercial vegetable growers such as those mentioned above plus the growers that supply wholesale, shops and restaurants are feeling the pressure from bigger growers, the national delivery schemes such as Riverford and Able and Cole and the supermarkets.

Supermarkets have in recent years appropriated the 'local food' brand by sourcing and offering produce from the locality in which a branch is situated thereby stealing the potential for producers and growers to market direct to their customer base. Stories of the problems producers face when dealing with the national multiples are legend – margins are squeezed,



produce rejected because it doesn't meet criteria, contracts ended without warning. Also, sustainability issues are often ignored as produce travels to central distribution centres and then back to the local branch covering miles and using fuel that negates the sense of 'local' produce not travelling long distances.

Many of the local growers are at capacity in terms of land and production capacity and those that have additional land would only be able to cultivate the land if they felt they could sell the produce profitably. Some of the small scale commercial growers also feel squeezed by lottery funded community food projects and suggest that if these projects are increasing the market share for local food there is no conflict but if funded growing projects start to take customers from the existing growers then there starts to be a problem. Small profit margins are wiped out and commercial viability diminishes. Most of these farmers would be interested in either selling their surplus to buying groups or that buying groups buy into the farms entire season's crop much like a traditional CSA rather than setting up sub-veg box schemes or contract buying of particular crops. Ultimately encouraging more consumers to buy local produce is the key whether that is via local box schemes, buyers groups, online, Farmers' markets or in local shops.

10.1 Retail Outlets for local food

- **Infinity Foods** – supporting local growers through the Sussex area including Pannel organics, Hankham, Laines Organic and Fork and Dig It.
- **Farm Market** – Saturday market in the North Laines selling meat, dairy, fruit and vegetables (although this stall is occupied by a traditional fruit & veg stall that has a few local items), fish monger, cakes, savoury products etc. The market was set up by Jessops Farm who also run a local food cafe in the same area in order to get their meat and other products into the city.
- **Thornes** – A newly open 'local supermarket' selling some regional produce including meat, dairy, fruit and vegetables.
- **Grasmere Farm Shop** – A farm shop located in Hove set up to sell pork direct from their farm, with other locally sourced meats and produce.
- **Muesli Mountain (see box)**
- **Churchill Square Wednesday market** – a range of local produce is sold from around the regions local farms
- **Ship Street monthly fair trade market** – Amongst a plethora of fair trade stalls local producers and community food projects are selling local cheese, fruit and vegetables and meat.

Muesli Mountain Market: local market based in the back garden of the Dover Castle pub in Hanover started by local entrepreneur Simon Giddings who wanted to be able to buy local, organic produce, refills and earth friendly household items. locally baked bread and more on his doorstep. It sells locally grown organic vegetables – currently sourced from Season's wholesalers but in previous years from local growers including Ashurst Organics - lighthouse bakery bread, dried goods and oils. The market was first set up in a small concreted lockable area between 2 houses in Hanover but quickly moved to the back yard of the Dover Castle pub. This meant they were able to have more regular opening hours and more passing trade. The Market also offers a home delivery service by GreenVan in an electric vehicle.

Many of the local producers are selling their produce via a number of routes – some growers have viable vegetable box schemes but also sell wholesale to other vegetable box schemes, some growers grow only for wholesale to box schemes, local shops and restaurants but also sell at a small number of local farmers' markets. Many of the local growers support each other through combining deliveries, sharing stalls at Farmers' markets or lending equipment etc. This 'casual' support network has developed from necessity and is vital to the economic viability of this sector but needs to be developed further with more structured long term support.

Procurement of local food by the massive catering sector within the City is patchy. There are certain restaurants that are committed and make it part of their brand to use local food – Due South, Terre a Terre, Hotel du Vin, The Grand. However the potential to increase the use of local food across the sector is massive. Part of the problem for the catering sector however comes back to the issue of price, consistency of supply and access – if a wholesaler doesn’t carry it then it is harder for restaurants or cafes to get hold of the products unless they collect themselves.

The fresh produce wholesale market in the UK has suffered massively over the past years - largely as a result of supermarkets developing their own distribution chains, as well as setting price structures which make it hard for the wholesaler / middle man to carve out a profit. This has meant that the traditional infrastructure that supported local producers and local markets has eroded creating a gap in the local supply chain. Locally a company, **Fin and Farm**, is attempting to fill the gap, sourcing local produce for the local catering sector, but the issue once again comes down to pricing and being able to make a profit whilst providing the market, particularly the commercial catering sector, with produce at the prices they want to pay. The remaining wholesalers in the City, **Tastables**, **Mears** and **T and G Fruits** tend only to carry local lines if they come via the wholesale market in Covent Garden.

10.2 Other initiatives to support the local food sector

- **Sussex food hub**

The ‘Sussex Food Hub’ project is a new initiative to explore how to get more locally and sustainably produced food into restaurants and cafes in the City. Many outlets in the City would like to be using more Sussex food on their menus and by doing so support local growers and producers.

The project is funded by the Plunkett Foundation under the ‘Making Local Food Work’ initiative and is led by Food Matters. The aim is to bring producers, particularly small scale fruit and vegetable growers, together with restaurants, including Terre a Terre and Temptation cafe, to discuss the issues and gain an insight into the challenges faced on both sides. For growers the biggest issue is being able to achieve a fair price for their produce, which can often be more than restaurants are prepared, or at least, used to paying, if buying through conventional wholesalers. Caterers need to have a flexible menu which as well as reflecting seasonality can respond to fluctuations in supply and other hiccups which can impact on small producers without warning.

Finding a way to overcome these issues and provide the infrastructure to facilitate getting produce from grower to restaurant table are the hoped for outcomes of the project. This may not be a literal ‘hub’ but might be a website or directory or even just an ad hoc way of connecting growers and caterers together more successfully.

- **Brighton and Hove Alternatives to Supermarkets – BHATS**

As a result of the closure of a community garden on the Lewes Road in Brighton a group of residents have come together to explore the options for developing an ‘alternative to supermarkets’. The group emerged from a community meeting held in response to the closure of the community garden to make way for the building of a supermarket on the site and to explore the idea of starting a ‘people’s supermarket’. At the meeting residents aired their sense of powerlessness and frustration and what has resulted is a committed core group of eight young dynamic people who are working to establish what an ‘alternative to supermarkets’ might look like. To date the group has set out its aims and objectives, under-taken research

to determine what local people are looking for in terms of local food shopping, determined what needs to happen on a practical level –and meet regularly to progress the project. The potential project they are currently looking to develop is a community owned distribution/delivery outlet.

- **HISBI**

A team of two sisters developing the 'How it should Be' Brand that they hope will result in a chain of small shops set up as a CIC (Community Interest Company) where people can buy affordable local foods, fairly traded products and where the profits are re-invested into the local community. Currently negotiating on a site in the Preston Circus area.

- **The Open Market**

The Open Market in London Road has been at its present location since the 1960's. The market was once an integral part of the weekly food shop for many low income households but over recent years has become almost empty of market traders. However it is now in the throes of a redevelopment programme being progressed by the Open Market Traders Association, the City Council and Hyde Housing Association. This will include a mix of affordable housing, arts and craft workshops, an entertainment venue, and a revitalised retail market. Plans are currently going through the planning system.

The aspiration is that the new market will adopt some of the ethos of a 'farmers market', and have at its heart fresh, nutritious, local and quality food in keeping with current concerns over health and environmental sustainability. It aims to maintain the current customer base while attracting a new audience that will ensure the markets future financial sustainability.

There is real interest from producers in the proposals for the development of the open market and many welcome the opportunity of a new outlet in which to market their produce. There is the potential to deliver a full range of produce in the amounts required on a daily basis when the new market opens, bearing in mind that all fresh food supply chains, but particularly the local supply chain, are subject to fluctuations in supply at certain times and in certain conditions. The supply chain also has the capacity to develop in response to the growth of the market as its customer base increases. However there are some major caveats, and work which needs to be undertaken to ensure that the market can be a success in terms of access to local food.

10.3 West Sussex Horticulture

It is important to note that only several miles down the coast in the Chichester plain, within a 30 mile radius of Brighton and Hove, 10% of the UK's protected crop production takes place. However, practically none of the tomatoes, salads, aubergines and other crops produced in the massive glasshouses are marketed locally. All are grown for the multiple retailers or the London wholesale market. The exception is Tangmere Peppers (pictured right) which does supply peppers to the Brighton wholesale market.



PART 2: Case Studies

1. Introduction

A brief but comprehensive survey of a range of CSA schemes, farmer contracts and food co-ops has revealed a number of options which would be relevant to Brighton and Hove CSA project and from which lessons can be learnt. The following outlines the options, as well as profiling in detail some specific schemes.

The case studies have been selected on the basis that they had something of relevance to the Brighton CSA group as well as reflecting the interests and aims of the group. Particular areas of interest which were looked at were:

- Key drivers: Community or producer led, significant charismatic people
- Urban based/rural or rural to urban link
- Slow, endogenous development vs. rapid, externally funded development

The case studies are broken down into:

- **CSA Growing Schemes:**
 - “Organically grown” (Small scale, organically developed, community driven)
 - “A grand plan” (Large scale, externally funded, initiated by pre-existing organisation)
- **Contract buying**
- **Food Co-ops**
- **Distribution schemes**
- **Profiles of Individual Projects**

2. CSA Growing Schemes

Fourteen community supported agriculture schemes were found to have some relevance to Brighton and Hove project, in that they were either urban based, community led or had been established for more than five years and therefore had a track record of achievement. Unfortunately there were no case studies that fitted absolutely with all three of these criteria. In addition to these criteria, CSAs seemed to fall roughly into two categories – those that are purely community initiated, started small and have developed organically, and those that are the result of the “Grand Plan” of an individual or pre-existing social enterprise, and due to funding are able to implement their vision more quickly.

2.1 “Organically Grown”

➢ Stroud Community Agriculture

A CSA which now has 190 members, began with a public meeting in November 2001 at which 80 people from Stroud and surrounding villages decided to turn a desire to create a mutually supportive local food supply into a practical reality. Between then and the following March, a core group of 20 people found a one acre walled garden, and obtained sufficient “up-front” financial support from the community to provide

an income for a hired gardener to work two days per week. During 2002 Stroud Community Agriculture Ltd was founded as an Industrial and Provident Society (IPS), and to this day operates as a not-for-profit co-operative in which all members have an equal say in its management. Practical farming decisions are delegated to the three hired farmers, while overall policy decisions are made by an elected core group.

In 2003, SCA moved to a 23 acre site at Hawkwood College, which enabled the CSA to expand and run a small beef suckler herd, keep some pigs and thereby offer meat as well as vegetables to members. A part-time farmer was employed alongside the gardener. The increased land area and overheads meant that more members were needed, and a successful new membership drive resulted in an expansion to 100 members with a further 30 families on a waiting list. The expansion was made possible by a £20,000 Lottery grant, which enabled investment in capital equipment, the production of a leaflet and someone to be paid to promote the CSA within the local community. Further expansion became possible in 2006 when 24 acres more were leased in Brookthorpe, and SCA increased its membership to 150.

Vegetables are produced in 600m² polytunnels, a half acre walled garden and a 2.5ha field. There are barns for the livestock and packing facilities for the vegetables. Over the years, second-hand machinery has been acquired, enabling a gradual shift from hand-work to more mechanisation.

Although SCA now employs 3 full-time equivalent farmers, members of the co-op play an active role in running the CSA. The core group, which runs the CSA is elected from the membership and all members are encouraged to (and do) take part in monthly farm work days as well as social events. Members may also have to pick some of their vegetable share when they come to collect it, directed by noticeboards in the vegetable patch announcing what quantity to take of each item. Each member pays an annual membership fee of £24, and then £35/month to pay for their share of vegetables. Of this £35, £10 contributes to the farm rent and wages for the farmers and £20 pays for the actual produce including staples which are bought in to supplement the farm's own vegetables. Members also have the option of joining the sub-group, "Hog-hands" by paying for half a pig (£150 in either one or two installments) and committing to a pig-feeding rota, which entails feeding pigs daily for three weeks spread over a four-month period. A couple of members have a written arrangement to work in return for their veg share.

A number of more recently started CSAs have followed the model of Stroud Community Agriculture and several have arisen directly from the Transition movement.

➤ Exeter Community Agriculture

This arose from the coming together of a local farmer/grower interested in community food links and a small group of Transition Exeter members inspired by Stroud Community Agriculture (SCA). It was established in September 2008 and now has 40 members and grows vegetables on four acres of land rented from an organic farmer (arable/horticultural farm). Like Stroud Community Agriculture, it is an IPS Co-op with a committee of management. Quarterly membership meetings are held, with overall decision making by consensus of the full-membership. Day-to-day management decisions are delegated to the growers group (7 members), which report to the management group for the adoption of plans. Unlike SCA, there are no employed staff members. The farm they rent land from provides contract tractor work for cultivation, but all other work is carried out by ECA members who participate according to their interest and skill. Tools have been donated/found/purchased second-hand and facilities are limited so far, pending a grant.

The majority of work falls to a small number of people. Reliance on unskilled labour has been a challenge, as the group have needed to learn about crop planning, quantities to grow, succession and distribution (an especial challenge). They are exploring a possible link with a local food van (based on the farm) which would deliver produce to a drop-off point in the centre of Exeter. However, community building has taken off as a diverse group of people with different abilities have learned to work together.

➤ **Community Harvest Whetstone**

This also arose from a Transition group, this time in Leicester. In 2010, the first growing season ten half-shares were produced and this is expected to increase to 25 full shares in 2011. They rent an acre of land and a large polytunnel from a supportive farmer, through a gentleman's agreement. CHW is an IPS and has relied heavily on voluntary effort (expansion plan, publicity, admin and fund-raising) to get it off the ground, although the horticultural work is undertaken by two part time paid growers. A monthly community work and social day helps get the big, labour intensive jobs done. At present the founding core group are taking the decisions, but the plan is that the membership will take a more active role as the project evolves. Membership is split into three categories:

- Crop sharers (people who pay for, and take produce home)
- Supporter members (approximately 100)
- Investors (who buy a financial share in the co-operative)

Having failed to secure grant funding to invest in equipment, CHW has set up its own share issue to raise capital from supporters in the local community.

➤ **Loxley Valley Community Farm**

This began in July 2009 when 20 people signed up to being part of a community growing scheme on land offered by land owner Mark Whitehouse. Weekly meetings began immediately as the group decided that what they wanted from the farm was to grow their own Christmas dinner. They agreed to keep pigs, chickens, ducks, turkeys, vegetables and bees. Within the group were a wide range of skills, and specialist groups formed to address issues such as securing a tenancy agreement, fund-raising, designing a website and of course purchasing livestock and starting the vegetable plot. The group established itself as a co-operative and a company limited by guarantee, with all 20 of the founding members being named as directors. The land, a 6.5 acre site, was secured on a tenancy agreement for an annual rental of £1,200. Early funding was obtained from the Parish Council, and £250 from Sheffield City Council, and this was used to provide fencing, for public liability insurance and produce insurance.

There are 25 members, who pay £26 for annual membership, which is used for costs such as seed, land rental and new equipment. In addition, people pay the following amounts for shares:

Vegetable share £15 (token for first short season)
Pig share (half pig) £95
Turkey share £25
Egg share £15

Each member has to attend 2 six hour work days each month and work an additional 2 hours per share. Members are involved in tending the vegetables, being part of a feed rota for the livestock (placed on the internet, on which people were able to enter the dates they want to work) and participating in one of the

committees set up to run the various enterprises (horticulture, livestock, poultry and education and outreach). The latter has made contact with local primary schools to arrange visits and offer land for growing, and with a college for therapeutic horticulture.

More recently the farm has moved from its initial site having had a disagreement with the landowner and have managed to purchase their own land giving more long term security to the project.

2.2 “Grand Idea”

In contrast to the schemes outlined above, Riverside in Cardiff, Norwich Farmshare, Ocombe Farm in Devon and Broadclyst Community Farm, near Exeter, have arisen from a “grand idea” backed up by large scale funding, enabling quicker implementation on a bigger scale.

➤ Riverside Market Garden

This is a new initiative arising from RCMA (Riverside Community Market Association), a not-for-profit social enterprise which runs three farmers' markets in Cardiff. A full feasibility study was carried out by F3 in 2008 to investigate the possibility of establishing a market garden to promote the benefits of eating fresh food as part of a healthy lifestyle for people on low incomes (<http://www.riversidemarketgarden.co.uk/Market-Garden-feasibility.pdf>), and act as a model for small scale horticulture in Wales.

The plan is that in five years Riverside Market Garden will be a self-financing, community owned business with a turnover of around £170,000. The aim is to produce enough food to feed about 200 families year round, as well as to supply local restaurants with prime fresh salads and herbs. Most of the produce will be sold via a box scheme or at farmers markets, and some will be processed into soups, sauces and other products. The project also has a training element, and will offer educational visits for schools and colleges, fun days out for community supporters and care placements.

To date they have taken out a 10 year lease on five acres of land (with an option on another 5-10 acres) at Coed Hills in the Vale of Glamorgan, entered organic conversion, employed a horticultural manager (3 days per week) and two young workers through the government's Future Jobs Fund Scheme. In 2010 they had their first growing season on a trial one acre plot. By October 2010 they were supplying 10 restaurants and local shops, a farmers' market and their own 20 person box scheme. Capital is being raised by selling shares and in July 2010 they had 53 shareholders who had invested a total of £5,000 into the enterprise. Grant support was also provided by Cardiff Council

➤ Ocombe Farm

This is a 150 acre organic farm which is owned by the Torbay Coast and Countryside Trust (Est. 2006) and its aim is to reconnect people with food farming and the countryside. In 2009 they received a £297,000 grant from the National Lottery's Local Food Fund to establish their “One Planet Food” project. Key elements of this include the creation of a 4 acre growing area and vegetable box scheme, the construction of a new low carbon strawbale building to house a community kitchen, the establishment of an educational programme for schools and groups to use the kitchen and growing area and the provision of support and advice for two other community growing projects in deprived areas of Torquay. The One Planet Food team consists of a grower and four trainees on 9 month placements, who work 4 days per week and spend the fifth day working towards a diploma in horticulture.

A circular kitchen garden was created in 2010, involving 24 raised beds (including some that are wheelchair accessible). In 2011 the CSA scheme involved members paying £10 per week for a box of vegetables, which also gave them access to regular workdays to help plant, grow and harvest the produce (weekly on a Thursday and once per month on a Saturday).

➤ **Broadclyst Community Farm**

This is five miles outside Exeter. A community group are renting 32 acres of farmland, plus a Dutch barn, cattle shed and machinery store from the National Trust owned Killerton Estate. Their aim is to provide food and education to the local community, whilst restoring the environmental and agricultural heritage of the farm. Initially it is planned that 7 acres of vegetables will be grown by a paid grower, while the remaining 25 acres will be sown to grass and clover. Vegetable and egg production is due to start in 2011, while livestock will be introduced when sufficient volunteers are available to ensure animal welfare. The plan is to replace the monoculture with the 18th century system of ten fields divided by hedgerows, with areas of woodland and orchard and to use the farm to produce food for the local village.

Day-to-day management of the farm will be by the paid grower, while long-term decision making and planning will involve the community, as every investor will have one vote. The farm will be managed by a management board, members of which can be appointed or dismissed by farm members (shareholders) at annual general meetings or special general meetings. Broadclyst Community Farm will be an Industrial and Provident Society, run as a not-for-profit community enterprise. Capital will be raised by selling £20 shares, with an aim of raising £90,000 from the sale of shares and a further £30,000 from grants and sponsorship. If this is not raised the farm board will consider a reduced option with greater reliance on volunteer labour, with greater risks associated. The farm will not generate a surplus until year three of operation.

2. Contract buying

A survey of “contract buying” style CSA schemes revealed ten that are of interest to B&HLFP. These include three involving community arrangements to buy dairy produce (milk, cheese, butter, cream and eggs), two to buy meat (lamb and chicken), three to buy vegetables (including just potatoes) and two to buy cereals.

2.1 Meat Schemes

A group of ten farmers running traditional flocks of Swaledale sheep on the North York Moors have established a CSA, the **Scarborough Shearling Partnership**, to enable people in the nearby town of Scarborough to have access to their meat. Shearlings are castrated male sheep between 17 and 22 months old, and their slow growth and diet of varied plants on the moors gives them a distinctive taste.

Membership of the scheme costs £2 per person and each member buys one or more shares, each share being equivalent to a shearling. Each month between October and May, a shearling is divided between the eight members. Over the course of eight months each member will receive the full range of cuts of meat, receiving approximately 5lb/2.5kg each month. The shearlings are finished on prime pasture before being slaughtered at Danby and hung and packed by the Camphill Community at Botton Village. On a designated day each month, members can collect their meat from a central location in Scarborough, conveniently butchered and vacuum packed. Members are also invited to a farm visit and a “Shearling Supper”. One share consists of a whole shearling (44lb/20kg of on-the-bone meat) delivered over 8 months costs £150.

This works out at an average of £7.50/kg The meat can be paid for as a one off payment or by monthly standing order of £18.75.

Available to download from their website is the membership agreement and a list of cuts available.

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

A similar scheme began operating in York in 2009.

Headingley Development Trust – Pig and Fowl Co-operative. Headingley Development Trust already ran a well respected farmers' market in Headingley, Leeds when it started these meat co-operatives in 2008. The trust wants to support local community members in making informed decisions about the food they buy, and in response to local concern about how meat is raised, the HDT market group approached a local organic producer at Swillington Farm. The co-op pays Swillington Farm in advance for the animals (free range chickens and pigs), which are then delivered to the Trust's farmers market for members to collect. Membership costs £3 for HDT members (£6 for non-members) to cover admin costs. A monthly sum is then paid and a date set for collection of the meat. The cost for a six month supply from the Fowl Co-op is £54 (each bird costs £9), with an extra 50p per bird if they are jointed. For the pig co-op, the total for a six month supply is £96 (£16/month) for which members receive each month: one joint, one pack of sausages, one pack of bacon and another item to be chosen from diced pork, minced pork, chop or steak. The Pig Co-op runs from November to April each year. The scheme has been a great boost to the sales at Swillington Organic farm, enabling them an assured market for their produce, while providing high quality meat with good welfare standards at a price below that of the supermarkets due to the cutting out of the middle men. Four years on the both the Fowl and Pig Co-ops are going strong, with 20-25 members each (limited by the number of animals that Swillington Farm can raise, rather than by demand). Both schemes are a huge success and easy to run.

<http://www.headingleydevelopmenttrust.org.uk/pandfcoop/>

2.2 Dairy CSAs

Wolverton Dairy Group began when GA Adderson Dairy had to stop selling at the Wolverton Farmers' Market, due to on farm demands and the low profit margins on dairy produce. A small group of market volunteers continued to pick up the milk and cream and sell it on the cafe's market stall for a while, but wastage and low profit margins made this difficult to sustain.

Next, a couple of volunteers arranged a weekly collection from the dairy, which they passed on their way home from work, leading to a more formalised "Dairy Group" being set up as a Transition Wolverton *initiative*. An on-line order form was created, using Google docs to enable group members to manage their orders and the co-ordinator to collate the quantities and e-mail the order to the farm. Members would then collect their order every Tuesday evening from the co-ordinator's house.

A youth training social enterprise, which has a catering facility which uses significant quantities of milk now provides a venue for collecting the orders, removing the burden from the volunteer co-ordinator. It's trainees are now involved in the administration and the distribution of the produce. The total milk order has grown rapidly to a point where it is now viable for the dairy to deliver to Wolverton from 12 miles away. The scheme is now run by the volunteer co-ordinator and three social enterprise workers, who are volunteering to add this to their responsibilities at an urban farm as they are hoping to build a customer base who will eventually order vegetables from them. Before the group was formed it was not possible to

buy local dairy produce in the town. Now the dairy benefits from a guaranteed weekly order, and is willing to deliver into the town.

Another style of Dairy CSA involves customers investing in the cows. Two schemes, North Aston Dairy and Wester Lawrenceton Farm, demonstrate this style of CSA. At North Aston Farm, a small dairy herd of 19 cows supply 250 milk round customers within 21/2 miles of the farm, as well as customers at two local farmers markets. Customers are invited to purchase “cow bonds” which, like regular bonds are a fixed term investment for five years, with the current rate of return being three percent per year. Capital from the bonds is used to purchase a milking cow, and some investors have even named their cow. To minimise start up costs, the farmer Matt Dale, bought second hand equipment and shares office space and delivery costs with a sister business, a vegetable box scheme run by North Aston Organics. Milk is supplied in one litre glass bottles, which are returned, sterilised and re-used. The milk is pasteurised and two thirds are whole milk and one third is semi-skimmed, which costs a little more to reflect the extra work involved (£1.25 as opposed to £1.05). Customers receive a monthly newsletter with their milk bill, and are invited to visit in small groups to see the cows being milked.

[http://www.oxfordtimes.co.uk/business/profiles/8388790.The cream of the dairies/](http://www.oxfordtimes.co.uk/business/profiles/8388790.The%20cream%20of%20the%20dairies/)

A similar cow sharing scheme operates at Wester Lawrenceton Farm. Members lend their money against the value of the herd in units of £500, and are paid interest in cheese at a set rate of 8% per year. The cheese is valued at £10/kg and a member receives 4kg cheese per year per £500 loan. Lenders do not own individual animals, but collectively their loans are equal to the value of the herd. 21 people have lent money to the farm. Lenders are encouraged to participate in the work and life of the farm. The scheme has helped improve the farm's finances, but one drawback of the scheme is that it adds to the workload. The farmers are hoping to develop a group or an individual to take over the scheme's organisation. Lenders are invited to social events on the farm and kept informed with a newsletter.

3. Food Co-ops and Distribution Schemes

3.1 Consumer Co-ops

Case studies of eighteen food co-ops of various descriptions can be found on the Making Local Food Work website. Two of the three profiled below have been chosen both for their being urban based, well established and “typical” types of food co-op, whilst the third, StroudCo is a new venture, which combines a novel method of linking producers and consumers.

Co-op Name	Activities	Date Est.	No. Members	No. paid staff	No. volunteers	Legal Structure
True Food Co-op, Reading	Sale of wholefoods and fresh produce, weekly markets	2005	130	4p-t	60% members	Industrial and Provident Society
Greenwich Community Food Initiative	Street market stalls selling fruit and vegetables	2002	???	5p-t,	20 committed volunteers	Company Ltd. By guarantee and registered co-op
Stroudco	Local Food Hub, web-based food ordering system	2010	Aiming to grow to 200	1	All members must do 2hrs unpaid labour/yr/household	Community Interest Company

True Food Co-op began initially as an informal buying club for 10-12 members, but grew rapidly over a three year period to having 130 members. Food can be bought at the c-op, or at one of several weekly markets which take place in community centres, church halls and schools. The markets are open to the public and can serve up to 2000 people per month. The enterprise stocks thousands of product from suppliers ranging from dry goods wholesalers such as Suma and Infinity to members contributions from allotments and gardens. Produce is predominantly certified organic, although that from local suppliers is based on trust. The markets meet most consumer needs with vegetables, bread, meat (Graig Farm), dairy produce, dry goods, beverages and non-food products such as cleaning products and recycled paper. Members of the co-op are from mixed backgrounds and anyone can join as long as they buy a £1 share. Members who actively volunteer are rewarded with a small discount. Decision making is done at three levels:

- Key Workers (part-time employees) attend to the day-to-day running of the co-op, and include the warehouse manager, markets manager and two market assistants.
- Management Committee – 4-8 elected members and 2-3 co-opted members with specific expertise to offer. They attend to the policies and processes, development and management of the co-op.
- Membership – Larger issues are discussed by members at quarterly meetings

Greenwich Community Food C-op (GCFC) developed out of a successful pilot community greengrocer aiming to provide people in Greenwich, where there is a high level of deprivation with access to affordable fresh fruit and vegetables. It was initiated by a partnership of the Healthy Greenwich Network, Greenwich

Teaching Primary Care Trust and Greenwich Co-operative Development Agency (GCDA). Now it runs eight co-operative market stalls and eight wholesale sites selling fresh fruit and vegetables. It is a Company Ltd by Guarantee and a registered co-operative, most of whose members are local residents of the estate where the co-op started.

For the first year and a half the co-op was run entirely by volunteers, with help from the Primary Care Trust and GCDA, but now it employs five part-time staff. There are three directors and a management committee, who are responsible for all the legal and financial accountability. One of the directors also supervises the project manager. GCFC holds monthly meetings with directors, staff and volunteers. The stalls are established by working in partnership with the local community who volunteer their time to manage the stalls, following comprehensive training.

The stalls look like traditional street trading stalls, stocking up to 60 items of fruit and vegetable, and are located outside community buildings to minimise barriers to access. They are open for 4-7 hours per day. Prices are similar to traditional market stalls and average a third to half the price of supermarket fruit and vegetables. A needs assessment is carried out before establishing a satellite stall to ensure there is sufficient demand and check there are no alternative suppliers. Stock is purchased from Spitalfields Fruit and Vegetable Market on two days each week and delivered to a shop that GCFC occupies. Here produce is weighed, priced and individual deliveries are organised. GCFC would like to forge closer links with very local food production.

StroudCo is a novel local food hub in its early stages of development. It is a Community Interest Company without shareholding, and is jointly owned by producers and consumer members which encourages dialogue and the resolution of differing interests for mutual long term benefit.

A school hall is used for delivery, collation and collection of the orders, which takes place on alternate Saturdays. The enterprise trades about 100 products including fruit and vegetables, dairy produce, meat, beer, wine, preserves, bread and cakes. Produce is ordered on-line. Producers enter their stocklists onto the system, and occasional traders (such as someone who has a plum tree in their garden) are welcome. Consumers order and pay in advance online, and can only pay if their account is in credit. Payment can be made online, in cash through the school, by cheque or credit union. Producers then receive a single collated order in advance, and deliver to the school hall on a Saturday morning. A worker and volunteers sort the orders into boxes for collection in the afternoon. Consumer members are required to do at least two hours unpaid labour per year, which can include help with sorting orders, leafleting, taking minutes or cleaning the hall. A social event is organised monthly, by one of the producers, each of whom are expected to organise something annually.

Consumer members pay £2 per month, and producers pay 8% of their annual gross sales through StoudCo. Grants amounting to about £12,000 (Rural Enterprise Gateway, and Awards for All Lottery) have helped with start up costs, and a further grant is being applied for to cover losses during the three years they estimate it will take to break even. The school where the deliveries and collections take place has been very supportive, allowing them to erect a freezer shed in their grounds.

Finding a suitable legal structure was difficult due to the many interests involved and the novel model, but they have adapted the Community Interest Company articles as they seemed to be the simplest template to begin with. Overall management and direction is controlled by a board directly elected from the members to comprise 50% producer members and 50% consumer members. The board makes decisions by consensus where possible, or resorts to one member one vote, and is obliged to respond to issues raised by

the general membership. Producers must be willing to stand for election and take some responsibility for running StroudCo. As well as using it. There are strict restrictions to producer membership around animal welfare, but producers do not need to be organic. The enterprise launched with 8 producer members and 20 consumer members for initial trading trials, and hopes to expand to 15-20 producer members and 200 consumer members.

Source: MLFW Case Studies on True Food, Greenwich Community Food Co-op and StroudCo (<http://www.sustainweb.org/foodcoops/casestudies/>) and www.stroudco.org.uk

3.2 Producer Co-ops

At the outset of the research we were aware of two vegetable producer co-ops, Eostre Organics and Somerset Organic Link (SOL), that had ceased operation in the last two years. A telephone conversation with Josiah Meldrum at East Anglia Food Link was useful in outlining the causes of Eostre's demise, and Christina Ballinger from SOL (2001-2010) is willing to tell us more about SOL, but only for a fee.

The points below outline the causes Josiah identified for the demise of Eostre Organics, which have also been written up by Susanne Natleson at Sustain:

- Bad management – The right skills necessary for the jobs weren't identified. Eostre took over the organic vegetable wholesale business of an individual, and that individual stayed in position as manager for a long time. He was used to running the business as a sole trader rather than as part of a co-operative, and kept accounts/records etc in the style of a sole trader (ie not transparent enough for a group to understand them). There were flaws in his system.
- Lack of Ownership by Producers – Eostre set up by EAFL, who didn't do enough work on handing over ownership to the producers. Eostre was formally a producers co-operative, but the producers themselves saw it as an opportunity for sales rather than as part of their own business. Therefore, they didn't notice problems in its running until too late.
- Beginning of Recession – Business margins very small, so as fuel prices went up it had a big impact. Lots of driving, as main markets in London, therefore high costs paying for drivers' time and fuel.
- Too many marginal customers – Eostre's social and environmental ethos meant that they took on very marginally profitable work, like with schools and hospitals. Josiah analysed that really Eostre could only afford to do 10% of its business like that, and needed to support those sorts of contracts with more profitable ones.
- Bad debt – Fruit and veg trade very dependent on fast cash flow, and many of their customers were slow to pay up, causing cash flow problems. On top of this, several of their customers went out of business without paying their debts.
- SOL – Josiah's analysis was that SOL's reasons for going out of business were similar to Eostre's, but Christina was better at managing it, so managed to keep SOL in business for longer than Eostre.

3.3 Distribution Schemes

Somerset Local Food Direct is a web-based system for ordering food and drink from over 70 producers in Somerset, resulting in a delivery to the customer's door. The company was originally called Somerset Farmers' Market Direct and was established in 2001, when Somerset Food Links wanted to start a delivery scheme based on the producers that were selling at farmers' markets. Today it delivers orders to an average 200 customers per week, with an average order value being £43. The website (www.sfmdirect.co.uk) contains an on-line shop listing food products by category. Information about each product including price,

serving suggestions and about the producer can be gained by clicking on the product code. The list is extensive, ranging from straight meat, vegetables and dairy products to ready meals, confectionery and dog food. Orders must be placed by 9am on Tuesday morning for delivery on the Thursday or Friday. The delivery charge is £3.00 (comparing favourably with supermarkets who typically charge up to £6.50 depending on time slot). There is no official minimum order value, although the website states clearly that to be economically viable orders need to be £20 or above.

4. Profiles of Individual Projects

4.1 Growing Communities (Hackney, UK)

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

(Sources: Growing Communities website; Case study by Making Local Food Work (See Appendix))

Profile

A community owned social enterprise supplying over 3000 people per week with produce from their own growing sites and 40 other local farmers via a box scheme and farmers market.

History

Growing Communities was formed in 1996 by a group of people in Hackney who were concerned about the problems of urban communities and environmental degradation. It grew out of a CSA/Box scheme that had been set up in 1993.

Activities

- Organic vegetable and fruit box scheme
- Farmers market in Stoke Newington
- Growing vegetables on three main site in Hackney, plus salad leaves on a network of smaller sites through the “Patchwork Farm” initiative
- Supply food to over 3000 people per week
- Work with 40 local farmers
- Apprenticeship scheme for growers
- Campaigning, training, education and awareness raising, as well as supporting other communities wanting to learn from their experiences

Principles

Growing Communities apply 12 principles to ensure that their activities remain sustainable. These are that the food should be farmed and produced ecologically; as locally as practicable; seasonal; mainly plant based; mainly fresh and minimally processed and from small scale operations. In addition, it should be distributed in a way that: supports fair trade; involves environmentally friendly and low carbon resource use; fosters community; promotes knowledge; strives to be economically viable and independent; and is transparent and promotes trust throughout the food chain.

Urban Growing

Growing Communities have three market gardens in Hackney, where salads and other high value produce are grown for the box scheme. A paid grower works with four apprentices (four trained up each season)

and other volunteers, at least one day per week at each garden. The first garden, at Clissold was established in 1996, while the newest, at Allen's Gardens, Stoke Newington, began in 2004. Each site has raised beds, and two of them have polytunnels. In addition to the three main site, smaller plots in back gardens, on church land and on estates, are being cultivated by ex-apprentices, as part of the Patchwork Farm project. Plots must be at least 10m by 15m. So far four patchwork farms have been established, but funding has been obtained from the Local Food Fund to establish 12 more over the next three years.

Scale

Salad vegetables reached 300 vegetable bags in 2009, and yields were the equivalent of 21.5 tonnes per hectare per year. They generated £9,700 from sales of Hackney grown produce from a total land area of 0.2ha. Growing Communities worked with over 120 volunteers on their growing sites.

Legal Structure

Growing Communities is incorporated as a Company Ltd by Guarantee (to limit the liability of the Management Committee), not having share capital and having a voluntary Management Committee. The Management Committee has legal responsibility for the organisation as a whole, is elected by the members and makes decisions by consensus on the whole, occasionally resorting to majority voting if necessary. The Management Committee meet quarterly and there are monthly team meetings for staff.

The Director reports to the Management Committee and the Project Co-ordinators report to the Director. At the time of writing the MLFW case study there were 17 part-time staff, who had line-management decision making duties. It is a multi-stakeholder co-operative, since categories of membership include box scheme members, community members, honorary members and staff members.

4.2 Growing Power (Milwaukee, USA)

<http://www.growingpower.org/index.htm>

(Sources: Website above)

Profile - Growing Power is a national, non profit organisation and land trust supporting people from diverse backgrounds, and the environments in which they live, by helping provide access to health, high quality, safe and affordable food for people in all communities. Growing Power implements this mission by providing hands-on training, on-the-ground demonstration, outreach and technical assistance through the development of Community Food Systems that help people grow, process, market and distribute food in a sustainable manner.

History – In 1993, a partnership between farmer Will Allen and the youth project Growing Power resulted in some teenagers in Milwaukee being offered the opportunity to renovate some greenhouses to grow food for their community. The success of that initial community project has resulted in a national programme to enable young and old people from diverse races to work with together with farmers in their local communities to produce and distribute food.

Activities – Growing power provides hands on training, demonstration sites, outreach and technical assistance at its own farms in Wisconsin and Illinois, as well as assisting other projects in Milwaukee and Chicago. Since 1999, their head quarters have been the Community Food Centre and Urban Farm in Milwaukee, where herbs and salad vegetables, fish, poultry, goats, rabbits and bees are raised on a two acre site. The site contains six traditional greenhouses, nine horticultural polytunnels, three poultry tunnels,

demonstrations of rain water catchment and aquaponics (producing the fish Tilapia and Perch) in some of the polytunnels and greenhouses, an apiary of 14 beehives, an anaerobic digester, on-site composting facilities and a retail store to sell their produce to the community. The centre hosts groups from the local community, schools, universities, government agencies, farmers and activists who are interested in developing community food systems. In 2002 the Chicago Projects Office opened and since then five urban farms have emerged around the city, providing both gardening opportunities and locally produced, sustainable food, which is sold at five farmers markets, a variety of restaurants and grocery stores and via 14 box schemes. The market basket scheme offers a variety of produce (fruit and veg, grass-fed meat and honey) from Growing Power's sites, other local farmers and small scale wholesalers to enable a "one stop" produce pick-up. To expand its vision further, Growing Power is establishing a network of Regional Outreach Training Centres (ROTCs) to provide workshops and education for the local community, create green jobs, and develop aquaponics and large scale composting systems. Organisations applying to become ROTCs must be able to pay Growing Power's fee of \$15,000 per year minimum (which pays for training and polytunnel construction). Thirteen organisations around the US have signed up so far, ranging from Brooklyn, NY to Denver, Colorado.

Technical – Ten million tonnes of compost and vermi compost are made each year, as a basis for the growing activities. Herbs and salad leaves are grown in pots on aquaponically fed growing beds, where water is wicked up to the pots using coir (coconut fibre). Unlike traditional hydroponics systems, which do not use soil, the combination of compost and nitrate rich water, enables crops with higher nutritional needs, such as tomatoes to be grown. Water from tanks where Yellow Perch and Tilapia are raised (sell well in ethnic restaurants) is gravity fed to gravel beds where bacteria break down ammonia in the fish waste to nitrate. Filtered water is then pumped to the growing beds. Also keep 250 chickens in a chicken tractor, 50 Muscovy ducks, 20 Alpine and Saanen goats and six turkeys on urban farm in Milwaukee.

Products – Groceries, greens, compost and planting supplies, decorative and bedding plants, pasture raised meats, worms, Growing Power merchandise (t-shirts etc) technical support and workshops. In addition to income from products, Growing Power also receives funding in the form of grants and donations from a range of government Depts., businesses, trusts and individuals. Some of these look like fairly major donors.

Legal Structure – Growing Power is an Incorporated, non-profit company. It has a Board of Directors of 14, and an additional 8 members on the Chicago Advisory Board. Employs about 45 staff in three cities in US.

Conclusion – Growing Power shows what can be achieved when a small project, driven by a charismatic character, captures the imagination of first one community and then many, as well as meeting the multiple aims of funders. It combines successful private enterprise with community development work and technological innovation. It has, however, taken 18 years and significant funding for Growing Power to reach this point.

4.3 Norwich FarmShare

<http://norwichcommunityag.blogspot.com/>

Profile – Norwich FarmShare is a newly established CSA, incorporating two growing sites and a flour mill.

Activities – Norwich FarmShare arose out of the Food Group of Transition Norwich, in October 2008, and is being managed by a partnership between Transition Norwich and East Anglia Food Link. The initiative has

two sites, a two acre market garden on a school playing field in Norwich and a five acre plot on a farm at Postlip. Both sites feed into a common commercial venture, but the school garden will also supply the school caterers and provide curriculum linked learning opportunities for staff and pupils. Norwich FarmShare also includes a grain milling project, to enhance capacity for local arable farmers to meet Norwich's demand for wheat, barley, oats and beans. Start up costs are being supported by a grant from the Big Lottery Fund's Local Food Fund

History – In January 2009, Kirsty Glendinning from the Soil Association addressed a group of people from TN who were interested in setting up a CSA. At the same time, East Anglia Food Link were working with TN to develop a food plan for Norwich, and this work supported the case for a CSA. A preliminary bid to the Local Food Fund was submitted in February 2009, followed by a full bid in July 2009.

East Anglia Food Link were key in putting this bid together, and drawing together support from a Hewett School, two local wholefood companies and a baker, who were to work in partnership with the scheme. Approval for the funding was granted in December 2009, but this was conditional various details, such as capital costs for equipment and gaining planning permission for polytunnels at the two market gardening sites. Satisfying these requirements proved to be difficult and time-consuming, as planning permission for the school polytunnel was refused and one of the wholefood companies went out of business, so various details had to be changed with the funders. EAFL also ran out of funding, so much of the work in meeting the conditions had to be done by a volunteer living on the dole. However, in July 2010 the full application was finally approved.

Two people, Tully (legal focus) and William (technical focus), at EAFL were key in gaining the funding and getting the CSA's started, but state that a priority is to broaden out involvement so that the project is community owned. A meeting in September 2010 brought together a large group from the community, most of whom were keen to be involved in the growing and land management side of the project. Sub-groups were established to focus on the growing, marketing, legal structure and social aspects of the CSA, while Tully and William continued to work towards the technical aspects of establishing the CSA (obtaining machinery, liaising with the farmer over water supply and the school over where the market garden would be, and with the catering manager at the school over what to grow).

A blog from November 2010 makes it clear that some confusion arose over ownership of Norwich FarmShare, due to EAFL's role in gaining the lottery funding and taking legal responsibility for delivery of the project. This gave people the impression that EAFL was "in charge", whereas EAFL were keen to make it clear that from thereon in, their role was as consultants and advisers, and that the project would only succeed if members of Norwich FarmShare took on full ownership of the project.

A farm manager was appointed in January 2011, to manage both the Hewetts and the Postlip sites. A support worker was being advertised for in April (to work 3-4 days/wk in Summer and 1-2 days per week in winter)

Products – Vegetables, fruit, flour, oats, barley and beans

Legal Structure – Norwich FarmShare is an Industrial and Provident Society, an a Co-operative

There are three categories of membership:

- **Co-op members** - those who own a minimum £1 share in the co-op: these are legally the 'owners' of the co-op. This class of membership is about the democratic life of the co-op
- **Social members** - these are people who have made a commitment (£2 per month) to FarmShare and want to engage in activities on and associated with the farm. This class of membership is primarily about the social life of the co-op.
- **Subscriber members** - those who want to buy produce from FarmShare, subscribers have to be social members and can buy shares in three sizes, half, standard and large (prices on the website). This class of membership is primarily about the commercial life of the farm. Subscribers are expected to make a small time commitment to the CSA - three 3 hours shifts per year - this might be spent on the land, but could just as easily be spent marketing the project, helping at the share days..

Some of those involved with FarmShare are members of all three categories, most are both social and subscribers members.

Conclusion – This project is in its very early stages, and has yet to complete its first growing season. It is ambitious, in that it combines two market gardens and a project to establish a mill in Norwich, yet the community group are relatively newly established and a solid bedrock of trust and strong working relationships is still being forged.

PART 3: Conclusions and Recommendations

Brighton and Hove is a vibrant and dynamic city with an obvious core of residents committed to green issues and in particular to creating a sustainable food system across the City. The presence of strategic food organisations (Food Matters, the Food Partnership) has made food and food issues visible in the city, probably more so than any other UK city. These organisations, along with a range of other partners in the statutory and voluntary sector, have developed and supported a wide range of projects, lobbied and campaigned for politicians and decision makers to acknowledge the importance of sustainable food and to include food related targets in strategies and policy.

There is clearly a lot of grassroots community food work taking place, with a multitude of diverse projects across the City – although many of these are more about the social outcomes than actually producing large quantities of food. The majority of projects have had the benefit of a range of funding opportunities to support them and so are not necessarily financially sustainable in the long term. Many of the community food growing projects recognize the need to diversify their income streams and consequently some are working to develop social enterprise streams such as selling produce at local markets, selling expertise and advice, selling services to local authorities and third sector organisations. However, this drive for income generation is affecting small scale local horticulture producers such as commercial vegetable box schemes as community food projects effectively subsidise the cost of produce through the funding they receive. This consequently puts pressure on the small scale commercial enterprises by making their produce more expensive.

1 The local food sector

Between the small-scale community growing projects within the City and the farms on the urban fringe, the traditional middle layer of smallholdings, market gardens and horticulture holdings have almost completely disappeared from the local food system within Brighton and Hove. Traditionally these would have been the means by which local produce reached local consumers through markets and small local shops. The local food sector is relatively small within the City, particularly in comparison to other areas of the country.

There are several reasons for this:

- Pressure on land use:
 - Recreational needs of an urban population often conflict with other needs - Golf courses and horse livery take a significant amount of potentially fertile growing land without producing any output.
 - Housing stock –government targets mean the City Council has to make land available to build new housing
 - The newly formed National Park places greater restrictions on land use
- Value and availability of land – there is limited land available for growing due to pressures listed above, added to which the high value of land in the south east makes it unaffordable for small scale farms

- Cost of accommodation – similarly high rental/housing costs makes it difficult for producers/growers salaries to afford accommodation in the south east
- The infrastructure supporting the local food supply chain in the south east is not as advanced as in some regions where work has been undertaken to develop local distribution centres, establish co-operative wholesalers etc
- Transport - currently distribution is largely undertaken by producers themselves, it is unlikely to be the most efficient or sustainable way to distribute local produce in the long term as fuel costs increase.
- Market Share – there is pressure on small scale commercial growers to make their businesses economically viable and there is a danger that the increase in lottery funded growing projects will take market share rather than increase market share.
- Soil viability – the South Downs soil is chalky and only suitable for certain crops, in addition there is little viable organic land available due to the cost for small scale growers to maintain organic certification because of the soil quality.
- Proximity to the London market – a lot of Sussex and Kent produce goes to wholesale markets in London
- Competition from supermarkets and national delivery schemes
- Affordability – for individual consumers and also the catering sector
- Economy – the current economic situation and rising costs is putting pressure on a sector whose margins are already tight
- Historically the City Council have not seen the local food sector as a major contributor to the local economy therefore have not incentivised or supported the sector. This is in contrast to rural authorities which see the sector as a driver for rural regeneration.
- Where there has been support for local food in the past it has been as a tourist attraction ie ‘The Sussex Breakfast’ which provides limited opportunities for local growers/producers and is not sustainable in the long term

2. Opportunities

Despite this there are clearly opportunities:

- **Political will:**
 - The newly elected Green administration has a commitment to sustainable food production and is considering taking the management of the City farms back in-house. This would have potential on many levels and would undoubtedly include encouraging tenant farmers on those

City owned farms where possible to supply the local market, and explore the potential of traditional growing sites such as Stanmer Organics to produce more local fresh produce. This could include getting more meat reared on city land into the city through a variety of mechanisms including the existing sheep grazing in the city programme and reconnect people to the food they eat.

- The city council is looking to make savings – this is an opportunity to develop innovative cost effective work / projects that deliver on local and national government targets around development, waste reduction, carbon emissions etc e.g. Magpie's i-worm compost project.
- Public Health now sits within the Local Authority. This is an opportunity to develop more integrated food projects addressing health and wellbeing in the wider context whilst also addressing sustainability issues.

- **Pioneering culture:**

- The city is heralded as a leader in progressing sustainable food systems and urban agriculture. We have the opportunity to build on the interest in urban food growing through the Harvest project which is funded to support, train and encourage food growing and consumption. There is a real opportunity for existing and future projects to harness this support and expertise to build more complex food system activities and links between commercial, small scale growers and communities that want to access local produce and feel more connected to the land.
- Brighton and Hove was the first city in the country to have an integrated whole systems food strategy. Spade to Spoon is currently being reviewed and updated and there are opportunities to influence how food work develops across the city.
- Radical action - the city has a flow of young enthusiastic students and other committed residents keen to get involved in community activities, to push the boundaries and experiment. There are numerous examples of projects, campaigns and activities that have grown from a frustration with the status quo that have now developed into mainstream community based projects and local businesses. This tradition continues and there is potential to harness that enthusiasm and optimism to develop and grow a range of innovative food activities.
- Most of the small-scale growers in the area around the city have chosen to grow because they believe in reconnecting people to the food they eat – it's hard work, it's badly paid but they are committed to local food and Brighton and Hove presents an ideal market for locally produced food. There are opportunities to develop better relationships with these growers to get more local food into the city, getting more people eating affordable local food, and providing a greater sense of control over our food supplies.
- Co-operation – the financial constraints faced by many small growers, community food projects, communities may fosters new working partnerships between urban food growing projects, small scale commercial growers and interested community groups.

- **The economic situation:**
 - Despite flagging this as a barrier, it can also be turned to an advantage. Although there is a perception that local food is more expensive than supermarkets this is not necessarily the case, in fact it can often be more affordable. People are more interested in getting involved in projects i.e. volunteering if they can access more affordable or even free produce.
 - As the inevitable rising cost of oil makes the cost of inputs and transport increasingly expensive for the global food system, local food systems will become more affordable.

3. Learning from the Case Studies

There are some clear lessons emerging from looking at a range of projects around the country:

- Firstly, there are many new and emerging projects, CSAs and other community initiatives, which have benefitted from Local Food funding to start up. Many are potentially interesting case studies but it is too early in their development to assess their whether they are destined to succeed or fail.
- It is worth noting that the most successful projects, such as Stroud CSA or Growing Power, have been in existence for many years, and what you see now is not what they were when they started. Going back to how they started will show that these successful projects often started with a small and achievable idea that they just got on with, at times when funding wasn't available and initiatives had to think from the start about how to be financially sustainable in the long term.
- The 'organically grown' CSAs seem to have a longer track record than those with a 'grand plan', however most of the latter are still in the early stages of development. The funding opportunity presented by Local Food has meant that projects have a tendency to think 'big', receive the money to get going, but have underestimated the need to take time to develop strong foundations. Starting small with achievable goals and a realistic understanding of circumstances is a more likely route to success.
- The most successful projects are often driven by a committed individual or small core group of individuals prepared to invest time (and sometimes their own money) to get a project going.

4. What needs to be supported?

There are obvious gaps in the local food system where new initiatives and projects can make a real difference:

- small scale community projects need to be supported to scale up and become financially sustainable and more productive, although not at the expense of existing commercial businesses
- we know there is a market for local food in B & H – this needs to be expanded and developed
- local growers and producers need to be supported to connect more with the local market – many of them have the capacity to produce more but need to have the security of new markets
- the infrastructure, as in distribution systems, hubs etc for the local food sector also needs to be supported to in turn support local growers
- more food needs to be grown in as close a proximity to the market as possible – again, not to take the market away from existing producers but to support a new and growing market

5. Options for project development

Based on conclusions from the preceding research / findings, together with an understanding of the group's aims and motivations, we have identified the following menu of ideas for the group to consider. We have also selected these options according to what we feel is achievable for the group, and therefore there are several options which include partnering with other developing or existing projects. This also supports the need identified above to support existing projects or businesses to become more sustainable rather than compete with them.

Option 1: Conventional growing CSA

The group originally came together to start a conventional CSA growing project, an option still on the table. Progressing with this could be done in several ways – pursuing the original idea to use the land already offered by the Council, linking with an existing growing project or looking for new land. There is the possibility of approaching the council with a proposal to use some of the land and redundant buildings at Stanmer Home farm in Stanmer Park.

However, we feel that the best route to start with would be to explore linking with Nourish Community Farm at Stanmer, given that they have an operating garden with potential to expand and they are open to exploring new ideas to ensure their financial sustainability. This could be done in several ways, but the most obvious at the outset would be to establish a CSA group to buy the gardens produce. There could then subsequently be the option to expand the growing area and develop incrementally as well as linking with other growers in the area, e.g. Fork and Dig It.

Pros	Cons
Was original reason group came together and there are members of group who want to grow and have skills	Might take away market share from existing producers rather than create new market
Responds to need for more locally produced food	Starting from scratch would require large investment of money and time
Connects 'members' directly to food production	Difficulty in finding suitable fertile land
Linking with Nourish would build on an existing project which can be expanded and developed organically	Group hasn't progressed this idea so far despite offer of land
Benefit from an existing operation, wouldn't need to start from scratch, less money required	Would need to merge with the interests and drivers of another already established group

Option 2: Sheep sharing – meat production and distribution

Brighton and Hove City Council working with one of the tenant farmers graze sheep on areas of countryside within the city to conserve and maintain the chalk downland. As we have seen, currently the meat from the sheep is not marketed in the city, but goes into the conventional food chain. There is an opportunity for the CSA group to develop a community supported project that connects residents and / or local restaurants in the City to the flock through buying 'sheep shares' and receiving meat in return. This could be done either in partnership with a BHCC tenant farmer who manages the flock, or could be managed solely by the group. There is scope to organically grow such a project over time and link in with other meat producers / suppliers i.e. Tablehurst Farm, Sussex Way Meat to extend the offer of meat to members.

Pros	Cons
Would not require massive investment	Meat production not necessarily most sustainable option
Would be relatively easy to get members	Requires expertise in livestock production and marketing and management issues
Partnership project with farmer and City Council	Would require a paid staff member to be successful
High profile	Working with livestock presents particular problems, including legislative bureaucracy etc.
Would get support from City Council	The produce resulting would not necessarily be 'cheap' i.e. affordable
Could be done relatively quickly	Requires upfront cash from members
Could be developed into something more over time	High risk for the members
Fills a gap	

Option 3: Link with BHATS group

The B & H Alternative to Supermarkets group is at a very similar stage to the CSA group, has the same aims (to provide affordable and sustainable food to local people) and is exploring the option of a distribution /retail outlet. Working together with this group would increase the opportunity to achieve a successful outcome, pool resources / person power and avoid duplication.

Pros	Cons
Will be looking to same market for members/customers	Merging two groups with currently separate identities
Sharing of resources	Project will require investment/funding
Members of this group are the potential members of any CSA project	Not a CSA, although community ownership models can be explored
More likely that both groups will succeed in aims if working together	

Option 4: Community Orchard

Brighton and Hove doesn't have a community orchard – the Permaculture Trust manage two community orchards in Stanmer Park but they are not run on a CSA basis. Community Orchards can offer an attractive way to engage community members as people respond romantically to the notion. An orchard could also include soft fruit growing.

The Permaculture Trust have been approached by a London based company who want to carbon offset by planting a community orchard. However, when exploring the option there was no obvious community group around who could take up this option. There is potential for this group to fill this gap.

Pros	Cons
Doesn't necessarily require large piece of land	Requires specialist knowledge and management
Would get support from both council and community members	Takes a few years to reap any benefit for members
Could benefit from above project for start up costs	Requires money up front
Essential part of the local food chain currently missing	
Good way to engage community members	

APPENDIX 1: GROWING PROJECTS IN BRIGHTON AND HOVE (from Harvest Brighton and Hove):

Town centre:

Brighthelm community garden, Queens Road, Brighton A group has come together to explore forming a community garden in the gardens around the Brighthelm Centre. They are holding weekly clean-up days whilst working with the local community to make plans for the garden.

The Mound, Community garden formerly in a site in the North Laine. The group is looking for a new site but in the meantime have created mobile veg gardens in shopping trolleys!

RISE allotment, A vegetable garden for women and children at the RISE women's refuge.

St Nicholas Green Spaces Association (SNGSA), Dyke Road, Brighton

This group manages the green spaces around St Nicholas Church (play area, garden of rest and churchyard). They've started a small veg area behind the play area and have planted wildflowers in the rest garden. Future developments include planting climbing edibles (grapes, kiwis, etc) on fences and buying tools for children.

Preston Park:

London Road station gardens, Ditchling Rise, Brighton

A new gardening project started in April/May 2011 by a group of local residents. They have cleared out two beds off Shaftesbury Place on the Ditchling Rise side of London Road Station for growing fruit and veg.

Preston Park demonstration garden, Preston Park, Brighton

A garden run by the Harvest project and volunteers to show what can be grown in a small space using a variety of methods. The garden is located behind the Rotunda Cafe and is open for anyone to go and have a look at what's growing.

Wellend Villas Growers, Preston Road, Brighton

Wellend Villas Growers is a gardening group growing fruit and veg in communal areas in a housing association development of 124 flats.

Moulsecoomb and Bevendean:

Bevendean Community Garden

New community garden for local residents in Bevendean. They aim to educate about food growing, whilst improving social cohesion in the local area. Volunteers are very welcome to come help out and get involved at their workdays on Thursday mornings and Sunday afternoons.

Moulsecoomb Children's Centre, Moulsecoomb, Brighton 2 A small veg garden at the Children's Centre.

Moulsecoomb Forest Garden and Wildlife Project, Moulsecoomb Place allotments, Brighton

Community growing project working with local schools, excluded pupils and a range of other people. All welcome to come help out at their twice-weekly work days.

www.seedybusiness.org

New Roots, Moulsecoomb Estate allotment site, Brighton

This friendly co-operative group has 15 working organic vegetable and herb beds, two ponds, a tumbledown greenhouse and a kiwi fruit tree. There is also an orchard next door to the plots and a communal shed with wood burner. New Roots aims to attract people from the Moulsecoomb

community as well as the wider Brighton area. Their workdays are Thursdays and Sundays 2pm till dusk.

Radio Reverb allotment, Moulsecoomb Estate allotments, Brighton

A communal plot for the station's volunteers.

Saunders Park, Lewes Road, Brighton

Local residents and the park ranger have planted a small orchard at the park as well as a veg plot and wildlife area.

Sussex Beacon garden, Bevendean, Brighton

A garden on the grounds of Sussex Beacon, a clinical care centre for people living with HIV and AIDS. The garden is regularly attended by about 20 people and much of the produce goes into their kitchens to cook meals for service users.

Hollingdean and Stanmer:

Brighton Permaculture Trust, Stanmer Organics An organisation that manages the two orchards at Stanmer, which produce a few tons of apples each year. They also have a plot at Stanmer Organics where they propagate and grow native species of apples, pears, plums and gages, as well as other fruit & veg from a Permaculture perspective. They run lots of training courses and lead the Harvest Scrumping Project. www.brightonpermaculture.org.uk.

Coldean Community Allotment Group, Coldean, Brighton

A community allotment run in conjunction with New Larchwood Community cafe. Some produce is being sold at the new Larchwood community cafe and used in affordable supper club at the new Larchwood centre.

Clearview Community Allotment, Hollingdean, Brighton

A community allotment project at Roedale Valley for anyone who wants to get involved.

Coachwerks Community Allotment, Roedale Valley allotment site, Brighton

A community allotment open to people involved with Coachwerks, a community venue and studio space in Hollingdean, welcomes anyone who wants to get involved.

Cowley Club allotment, Roedale Valley, Brighton

Allotment at Roedale Valley where food is grown for the Cowley Club. This is also linked to their project working with asylum seekers.

D&D Herbs, Stanmer Organics, Brighton Social Enterprise growing culinary herbs and flowers in Stanmer Organics. Produce is sold to local restaurants, and educational visits to the plot can be arranged.

Fork & Dig It, Stanmer Organics, Brighton

An organic community gardening group based opposite the Earthship in Stanmer Park. The group is trialling a small-scale community supported agriculture project and run regular volunteer days where people can learn about organic food growing.

<http://www.forkanddigit.co.uk>

Magic Garden, Lower Roedale allotment site, Brighton

A community allotment started by a group of parents with children with special needs.

Nourish Community Farm, Stanmer Park, Brighton

The Community Farm grows a variety of fruit, vegetables and plants to sell locally and look after various wildlife habitats. There are a number of volunteering opportunities for individuals and

groups to become involved with the project. The Community Farm is part of Nourish CIC which also runs the 2020 Cafe at the Easte Brighton Community Mental Health Centre and a range of training courses.

www.nourishcic.co.uk

Nurture Through Nature, Stanmer Organics, Brighton Therapeutic horticulture project working with groups including homeless, adults with learning difficulties or mental health, etc, on food growing. <http://www.nurturethroughnature.org/>

Plant Plot, Stanmer Organics, Brighton

A growing project at Stanmer Organics that sells some of their produce to local pubs, shops, and restaurants as well as delivering a range of educational activities.

Sussex Roots, University of Sussex, Brighton

A student-run growing project at the University campus in Falmer. They aim to engage and educate students, staff, and members of the wider community about food growing. All are welcome at their work days which run twice a week.

Stanmer Organics, Stanmer Park, Brighton

Co-op of 15 different groups working on food growing, environmental education and conservation. It is also home to the Earth Ship, a low-carbon building made from recycled materials.

<http://www.lowcarbon.co.uk/earthship-brighton/stanmer-organics>

Queen's Park & Craven Vale:

Queens Park Vegetable Education Group (VEG), Queens Park, Brighton

A group of people from Hanover Action for Sustainable Living working to help maintain the herb garden at Queens Park. All are welcome to join them during their weekly work day.

<http://hasl.weebly.com/veg.html>

Craven Vale community orchard, Craven Vale estate, Brighton

A small orchard planted on the Craven Vale Estate with support of the Local Fruit Futures project. The fruit trees are maintained by local residents.

Whitehawk area:

Brighton Homeless allotment, Whitehawk Hill allotments, Brighton

A growing project shared between 3 homeless hostels.

<http://hostelallotment.blogspot.com> (The Allotment Under the Mast)

Brothers in arms, Whitehawk Hill allotments, Brighton

A growing project run by young adults.

Brighton Unemployed Centre Allotment, Walpole Road allotments, Brighton

A community allotment run by the Food Project at the Brighton Unemployed Families Centre.

Volunteers are welcome to attend their weekly workdays, and to enjoy some of the produce in the vegan lunches prepared in the Centre's cafe.

Bristol Estate Allotment, Whitehawk Hill allotments, Brighton

Community allotment project on Whitehawk Hill for local residents.

Carers centre Allotment Project, Whitehawk Hill allotments, Brighton

Allotment for carers which provide them the opportunity of having a break from their work, or a place to seek solace after bereavement.

Craven Vale Children's allotment, Whitehawk Hill allotments, Brighton

A growing project aimed at children in the Whitehawk and Bristol Estate area.

Green Centre garden, Whitehawk, Brighton

The Green Centre is a community centre in Whitehawk encouraging local residents to reuse, reduce and recycle. The centre has a garden with veg patches maintained by volunteers.

<http://www.thegreencentre.co.uk/>

Pebbles, Whitehawk Hill allotments, Brighton

A gardening project formed by a group of parents with children with special needs.

Whitehawk Community Food Project, Whitehawk Hill allotments, Brighton

A community project now in its 10th year, which aims to teach local people about organic gardening. They work with volunteers, schools and run training courses on growing and preserving. All are welcome at their workdays twice a week. <http://www.thefoodproject.org.uk>

Whitehawk Way garden, Whitehawk, Brighton A supported housing unit for adults with severe learning disabilities run by the Southdown Housing Association. Support workers have started a vegetable garden to grow as much food as possible for their residents and hope to pave the way for other housing units to do the same.

Hanover and Elm Grove:

Hanover Urban Salad

Started in June 2011, this project grows salad to sell to local residents at Muesli Mountain Market.

<http://www.facebook.com/pages/Hanover-Urban-Salad/106715492750310>

Patch Orchard, William Clark Park, Brighton

A small community orchard planted and maintained by the Friends of William Clark Park, aka the Patch. <http://www.williamclarkepark.org/>

Phoenix Community Centre, Old Stein, Brighton

Local residents and centre users have turned a disused patio into a garden area with raised beds growing fruit and vegetables.

Stopover Supported Housing Project, Brighton

Stopover is a supported housing unit for vulnerably housed or homeless women. They have started a garden for residents where they can relax, socialise and learn about gardening.

Hove:

Allen Centre Veg Plot, Sackville Gardens, Hove

Small veg plot at the Allen Centre, a day centre for adults with mental health difficulties. The garden is managed by one of the centre's members of staff.

Avondale plot, Weald allotments, Hove

An allotment for Grace Eyre service users, adults with learning difficulties. They plot is worked on 3 days a week.

Bhogg Allotment, Weald allotments, Hove

A community allotment for Brighton & Hove Organic Gardening Group (Bhogg) members and volunteers to learn more about organic gardening.

Conway Court community garden, Sackville Road, Hove

Groups who use Conway Court and the Honeycroft Centre are working to develop a community garden on their grounds. This project is currently in development.

Independent Organic Allotment, North Nevill allotments, Hove

This is an allotment project for adults with mental health issues led by the Sussex Partnership. They run weekly sessions with gardening advice and social support but participants are also encouraged to go up to the allotment in their spare time.

Mind Out allotment, Hove

An gardening project for LGBT young people with mental health difficulties. Participants can help work on the plot, or simply come up and enjoy the peaceful surroundings. The project is led by a volunteer, and some of the produce grown in used in cookery activities.

Plot 22, Weald allotments, Hove

An allotment, meeting place and vibrant oasis - this plot aims to be a place where we can reconnect with our natural capacity for relaxation and creativity and tune in to the cycles of the year. All are welcome to participate in their weekly workday. www.plot22.org

The Martlets Allotment, Weald allotments, Hove

This plot is run by a volunteer who donates all the produce to the Martlets hospice. More volunteers are welcome to get involved.

Wish Park Community Garden, Saxon Road, Hove

This is a community garden in Wish Park / Aldrington Recreation ground. The garden is maintained by the Wish Park Residents Association with support from the park's gardener. Local residents welcome to come down and help out during their workdays. Stop by the garden for more info.

Portslade:

Belgrave Day Centre allotment, Foredown allotments

Allotment at Fordown that welcomes day centre users with learning disabilities from around Brighton & Hove.

Brighton YMCA community allotment,

Three year project for YMCA service users to learn about growing fruit & vegetables as a part of their 'pathway towards independence'.

Foredown Tower community allotment, Foredown allotments

New community plot at organic allotments. Portslade resident are very welcome to get involved in the management of the project.

North Portslade Community Allotment Group, Mile Oak allotments

Community allotment at Mile Oak Allotments, between Overdown Rise & Gorse Close. A space for members of the group to socialise and learn more about food growing. Family friendly

Portslade Youth Forum Allotment, Windlesham allotments

Half an allotment plot run by the Portslade Youth Forum.

Y-Dig It Allotments Project, Eastbrook allotments A community gardening project for vulnerably housed people run by the YMCA.

Saddlescombe:

Grow, Mind in Brighton & Hove

New project run by Mind at Saddlescomb Farm. There will be two sessions a month to bring adults with mental health difficulties up to the farm for a variety of eco-related activities such as conservation/nature walks/environmental art.