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# GREATER MANCHESTER STRATEGIC FOOD REVIEW



**food  
matters**

sustainable, fair food systems

# Greater Manchester Strategic Food Review

April 2019

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# Executive Summary

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## Introduction

The role food plays in our lives as individuals, as communities and more strategically is complex. From how we grow, process, transport, consume and deal with waste food, there are many opportunities to integrate food policy into other strategic priorities and improvement programmes. A whole systems approach provides the opportunity to shift the conversation to consider what a food system that creates sustainable livelihoods and healthy communities might look like.

## Background

There is a long history of cooperatives and cooperative working in Greater Manchester from the Rochdale Pioneers in 1844 to the present-day Co-operative Group, the largest co-operative society in the UK. Cooperation has never been more necessary than now to address some of the persistent inequalities and to help build a sustainable food system that supports good health, a vibrant circular local economy and social equity, and positively contributes to the ambition to be a carbon neutral region by 2038.

## Strategic Food Review

This review explores the potential to drive forward strategic food policy development across Greater Manchester, at locality and community level, to support a food systems approach that enables all residents to access food that is good for communities, good for the economy and protects and enhances the natural environment.

## Key findings

- A sustainable Food Strategy is based on a collaborative, cross-sectoral, partnership approach
  - This approach synchronises with GM direction of flow re: city-region policy, governance and strategy
  - The approach also encourages a broadening and deepening of those Greater Manchester agendas because food cuts across
- A sustainable food strategy is a way to bring all these agendas together.

## Recommendations

- Endorse the Strategic Food Review findings and recommendations
- Organise and facilitate a leadership and governance process.
- Compose briefing demonstrating the new approach to strategic food work in GM
- Dovetail food policy options into major GM strategic plans and documents
- Commit to a GM wide Food Summit
- Make the case for paid staff – a Food Team alongside the governance body / advisory board.
- Commission the development of a long-term food strategy and 5-year action plan.



## Introduction and Context

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The role food plays in our lives as individuals, as communities and more strategically is complex. From how we grow, process, transport, consume and deal with waste food, there are many opportunities to integrate food policy into other strategic priorities and improvement programmes including health and wellbeing, inclusive growth, social inclusion, climate change mitigation, air pollution etc.

Until recently the consequences of a poor diet have in the main been regarded as falling within the domain of the health sector. Given poor health is perhaps the most visible manifestation of a poor diet this is understandable. However, there is incontrovertible evidence that the consequences of a poor diet are far more wide reaching than poor health outcomes and include: children's educational outcomes; environmental degradation; poor productivity and the local economy; and biodiversity etc

There is increasing realisation that although food may be at the heart of many of the pressing problems communities, government and civil society are facing, it is also central to the solution. There are growing movements across the globe from the Milan Urban Food Policy Pact to Incredible Edible and La Via Campesina - that recognise the important and positive role food plays in addressing these most pressing issues.

Taking a whole systems approach provides the opportunity to shift the conversation from how to fix a food-related problem i.e. obesity or climate change, to consider what a food system that creates sustainable livelihoods and healthy communities, a protected environment and dynamic local food economies, looks like.

In the UK the Sustainable Food Cities (SFC) Programme is supporting towns, cities and regions to develop cross sector food partnerships of local public agencies, businesses, academics and NGOs, to engender positive and transformative changes in their food culture and food systems. The SFC has at its heart a whole systems approach to food policy and action utilising collaborative approaches. There are already thriving food partnerships in Oldham, Manchester and Stockport - all members of the SFC Network. All three partnerships acknowledge and welcome the SFC approach to thinking and acting on food and see it as a useful tool to deliver on multiple issues and as a positive vehicle for engagement and positive change.

There is a plethora of good food work happening across Greater Manchester from Food for Life gold standard school meals in Oldham to healthy affordable vegetables from Veg People in Manchester to joined up Sugar Smart working in hospital and healthcare settings in Tameside. But to build upon these pockets of progressive innovative work there needs to be structured strategic support; to be part of a bigger picture where all hospitals are Sugar Smart, all school children have a healthy school meal every day and eating five vegetables a day is the norm. Local areas need support and structure to respond to residents' needs whilst working collaboratively across the 10 localities to effect real, lasting systems change. The Sustainable Food Cities approach offers the flexibility localities need whilst providing the space to create a collective voice for change.

The history of collaboration across the 10 localities that make up the Greater Manchester region, the newly elected mayor, the carbon neutral agenda, and the devolution deals provide opportunities to develop this

kind of cross-sector partnership and viewing it through a food lens. The success of the GM Moving campaign to galvanise local people, civil society and local and regional government to create a sea-change in how people feel and think about physical activity, demonstrates that this is possible and delivers positive outcomes.

However, given the complexity of the food system and the current economic and political turmoil it's not a straightforward or easy task. There has been myriad research reports and strategy documents at both locality level and across Greater Manchester acknowledging the benefits of taking a strategic approach to food policy from multiple agendas including health, environment and carbon reduction. Despite this little has happened to take this agenda forward in a way that takes advantage of strategic opportunities whilst championing and integrating local food activism.

To help understand the barriers and opportunities to achieving a more sustainable food future for Greater Manchester this review explores the potential to deliver leadership to drive forward strategic food policy development across Greater Manchester, at locality and community level, to support a food systems approach that enables all residents to access food that is good for people, the economy and the environment.

## Scope of the Review

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The scope of this Strategic Food Review is to inform the development of an outline blue print for a long-term sustainable food strategy for Greater Manchester that dovetails and enhances existing and forthcoming policies and strategic plans such as the Population Health Plan, Spatial Planning Framework, the 5-year Environment Plan and the Resilience Plan. This includes identifying priority areas to inform the development of a 5-year GM food action plan.

The remit included consideration of the function of the Good Food Greater Manchester Partnership, the strengths and weakness of leadership and governance, and the most effective way to support the strategic development of the Partnership so that it is well positioned for maximum influence and impact. Producing recommendations and actions for the Good Food Greater Manchester Partnership Board and GM stakeholders including options to strengthen governance and impact of Good Food GM.

The review was carried out in the context of work already done and ongoing on sustainable food in Greater Manchester and aims to build on and learn lessons from existing working examples of effective strategic partnerships that are addressing complex issues across Greater Manchester. This review has been undertaken over a short four-month period and it is without doubt that there are people, issues, good practice and projects, and concerns that have been missed. Nonetheless it aims to highlight where connections can be made, leadership galvanised, and strategies built on and gaps closed to start building a food system that supports good food for all in Greater Manchester.

## Methodology

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### Food Matters Approach

Our approach to this review has been underpinned by our core principles of participation and collaboration. We think that local ownership and leadership are key to taking this agenda forward in Greater Manchester. We have therefore used the process of carrying out the review to build stakeholder relationships and capacity across the food system. Our priority has been on face to face interviews and workshops, as well as attending existing events. We have listened to multiple perspectives from different stakeholders in order to get as much local ownership of our suggested priorities. Whilst this report is a useful summary of the process to date, we feel the process itself is of equal value. Our goal has been to use the review to generate momentum and take further steps towards a new dynamic around food in Greater Manchester.

### Sustainable Food Cities Framework

We have used the Sustainable Food Cities framework to structure our review. This framework has been used by approximately 50 local food partnerships across the UK to frame their activity when taking a whole food system approach.

This framework focuses on six key areas of action:

- Promoting health and sustainable food to the public
- Tackling food poverty, diet related ill health and access to healthy food
- Building community food knowledge, skills resources and projects
- Promoting vibrant and diverse sustainable food economy
- Transforming catering and food procurement
- Reducing waste and the ecological footprint of the food system.

Whilst there will always be a greater focus on specific areas of action at any one time, we have consistently found this a useful framework for navigating the complexity of the whole food system approach.

### Review of Existing Policies, Targets and Strategies

A desk review of relevant Greater Manchester strategies and policies was conducted to identify where the sustainable food agenda already featured and where there were gaps. Strategies were analysed with reference to overall vision; lead partner; key themes; targets; food agenda linkages. For a full list of strategies reviewed see Appendix 2. For an overview of strategies, plans and other relevant documents see Appendix 6.

### Review of Governance Models

A desk-based review of available literature on the governance of food systems in comparable cities was carried out. This included academic papers as well as documents produced by the Sustainable Food Cities Network and by food partnerships themselves. For a full list of papers see Appendix 4.

As London was the model that was most likely to offer lessons and a comparable governance framework, interviews were set up with key individuals linked to the London Food Board. These included:

- London Food Policy officers (employed by GLA)
- Academics currently researching London Food Board
- Members of the London Food Board and the Boroughs Group

Questions on governance were also included as part of the interview structure for stakeholders.

## **Food System Stakeholder Analysis**

A list of key stakeholders was collated by the commissioning bodies (GM Health and Social Care Partnership and Good Food Greater Manchester). The 6 key themes of the Sustainable Food Cities framework were used as a way of checking for representation from across the spectrum of sustainable food systems interests.

Details of stakeholders were collated into a Stakeholder Analysis Matrix which was gradually added to throughout the process. Categories of analysis included:

- Roles
- Responsibilities
- Predisposition
- Anticipated involvement
- Motivation / drivers
- Predicted input

## **Stakeholder Interviews**

The bulk of our time was spent interviewing a wide range of stakeholders from across the food system. We conducted 47 interviews, 31 of these were face to face interviews typically lasting 1 hour and 16 were telephone interviews typically lasting between 30 and 45 minutes.

Selection of people to interview was informed by the following criteria:

- Ensuring a mix of stakeholders from across the 6 Sustainable Food City themes
- Ensuring a mix of stakeholders from statutory, voluntary, business and community sectors
- Stakeholders recognised for exemplary work
- Senior leaders with a remit allied to Sustainable Food Systems agenda
- Stakeholders with a Greater Manchester wide remit as well as stakeholders with a local focus.
- Existing members of the Good Food Greater Manchester Board

Interview questions focused on stakeholders existing work, their priorities for action, capacity to act, relationships with other stakeholders, opportunities and barriers to success and perspectives on governance. Every stakeholder was also asked:

‘If you had to identify one thing that would really make a difference to taking the sustainable food agenda forward across Greater Manchester ..... what would that be?’

Notes were taken during interviews, but they were not transcribed. Interviewees were told that their views would not be attributed or identifiable and they were encouraged to be as open and honest as possible.



## Stakeholder Workshops

As work progressed, we sought to gain access to existing meetings and forums where stakeholders were already gathering. We welcomed the opportunity to listen in to discussions and sought to identify key themes, opportunities and barriers. We attended:

- GM Heads of Procurement meeting
- GM Obesity Leads meeting
- Food Poverty Action Plan Launch
- The Green Summit – March 2019

We also worked with stakeholders to organise two dedicated workshops in order to gain a more in-depth understanding of their current work on food.

- Oldham Council stakeholder workshop - Oldham Council was chosen, as it was a statutory body that many interviewees had referred to as having good practice around sustainable food systems work.
- GM Housing Providers workshop – This workshop arose as an idea from an initial interview with a housing provider who highlighted the proactive stance being taken by housing providers on a range of food issues.

As well as enabling us to gain a greater understanding of existing activity, the stakeholder workshops were also a way of building and strengthening relationships with those stakeholders that will need to be actively engaged to take forward the 5-year food strategy.

## Limitations

This review was conducted between January and April 2019. The scope of the review is necessarily very wide and although we have sought to cover the breadth of the food systems agenda, we recognise that this is just the beginning. There will be many more stakeholders and perspectives on food in Greater Manchester that still need to be incorporated into both these strategic objectives and the forthcoming 5-year food strategy. Our strategic priority 8 below emphasises the importance of the process going forward with a focus on engaging additional stakeholders and building capacity and ownership throughout. These strategic objectives reflect the conversations that we have had and the information that we have managed to obtain during the four months of this review. As further stakeholders become involved it is likely that the precise focus of these priorities will need to evolve.

## Greater Manchester Current Context

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Although Greater Manchester has a clear identity with numerous devolved powers and strategic responsibilities, it is a region made up of 10 local authorities, from Oldham and Tameside in the east to Bolton and Wigan in the West. All of which are distinct and comprise a huge diversity of communities and cultures, multiple ways of working and approaches, with complex issues and success stories.

After London, Greater Manchester is the most complex urban region in the UK with 2.8 million residents, over 200 languages spoken, famous for its music and football, and hospitality. At the forefront of the

industrial revolution Greater Manchester is now driving the Northern powerhouse agenda, developing skills and expertise in research, manufacturing and advanced engineering, life sciences, energy and environment. With world class research universities, a thriving SME sector and an economy worth £60 billion<sup>1</sup>.

Despite much progress across and between the 10 Greater Manchester local authority areas there continues to be huge disparities in life expectancies, job opportunities, access to good health and housing services, educational attainment, and the opportunity to access nature, fresh air and outdoor spaces.

Some of the key areas where integrating food policy will support the drive to reduce these inequalities, include:

## **Food and Health**

Health has not traditionally addressed issues related to the wider food system but there is growing recognition that the current food system impacts negatively on both individual and population health. Food related ill health has the highest impact on the NHS budget, costing around £6 billion per year, greater than alcohol consumption, smoking and physical inactivity.

Lifestyle factors are major contributors to ill health and the consequent burdens on the state, the economy and communities. Despite overall improvements to population health, health inequalities across GM persist. There are significant health inequalities both in relation to England averages across Greater Manchester, between local authorities and within them.

Life expectancy and levels of healthy life expectancy are below the national average with a life expectancy gap of almost six years between the poorest and most affluent. Levels of obesity are higher than the England average with around two-thirds of adults in Greater Manchester being overweight or obese<sup>2</sup>. REF The proportion varies from 61.5% in Manchester to 69.7% in Rochdale, compared with 64.8% across England<sup>3</sup>. And premature deaths from CHD and some cancers are higher than national averages<sup>4</sup>. REF

Approaching diet related ill health with a focus on the illness such as diabetes, obesity, cancers etc has led to programmes that focus on healthy weight and obesity. This approach creates barriers to participation making it difficult to take an asset-based approach. An alternative approach, one framed around a food system has the potential to deliver on health in all its forms rather than just one condition. It would also enable stakeholders to identify win-win scenarios across sector e.g. carbon reduction / meat consumption, food waste / malnutrition etc

## **Food, Work, and the Economy**

A healthy well-educated and well-fed workforce is crucial to economic growth and the economic well-being of families and individuals, and fundamental to this is good-quality education in childhood. There is a strong correlation between school readiness and deprivation, between deprivation and hunger, and that hunger

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<sup>1</sup> Working towards a Greater Manchester Local Industrial Strategy, October 2018.

<sup>2</sup> Greater Manchester Health and Social Care Partnership (2017) *Population Health Plan 2017-2021*

<sup>3</sup> *ibid.*

<sup>4</sup> *ibid.*

impacts on learning<sup>56</sup>. Equally it is well documented that children growing up in poorer families leave school with substantially lower levels of educational attainment which will affect their earning potential across their life course. Socio-economic disadvantage in education is usually measured by eligibility for Free School Meals (FSM) and it is estimated that over 200,000 children in Greater Manchester<sup>7</sup> experience poverty every year with Greater Manchester seeing a higher proportion of children on FSM than England or the North West. A third of children in Greater Manchester are starting primary education not 'school ready' i.e. not reaching a good level of development at age five years, this is putting children from poorer families at an increased disadvantage from the moment they get to school.

When it comes to the working age population disparities continue with inequalities in economic opportunities particularly in the poorer neighbourhoods in Greater Manchester<sup>8</sup> and despite the lowest level of unemployment in the UK since 1975, rates of employment across GM are lower than national average with 70.5% of the total working age population in employment compared with 74% across England. However, work is no longer a guaranteed way out of poverty, the minimum wage remains too low to reach minimum income standards (MIC)<sup>9</sup>, with the median annual income in 2018 in Greater Manchester standing at £22,565 - £1,733 lower than the England median.

The cost of worklessness and low pay across GM is estimated at over £2 billion a year. In November 2017 the total number of out of work benefit claimants in GM was 198,553. It is unclear what the full economic costs will be following the rollout of Universal Credit as at time of writing roll out is not due for completion across GM until November 2019. However, Trussell Trust data indicates that from 2016/17 to 2017/18 there was a 19% increase in food parcels distributed in GM, compared to a 13% increase across the North West and nationally.

The mayor's manifesto pledge to improving early years, and the more recent commitment to 'no child going hungry in GM' and a holiday hunger programme, are hugely important but equally important is a focus on long-term routes out of poverty including, more good jobs and the living wage, supporting the development of SME and business enterprise, maximising benefit up take such as Healthy Start. A whole systems approach would help integrate interventions such as early years support, healthy start uptake, healthy school meals, with long-term infrastructure programmes to promote education and skills, good jobs and skills, and inclusive economic growth.

## **Food and the Environment**

The current food system – farming practices, processing, transport, consumption patterns and waste - actively contributes to environmental degradation and climate change. Left unchecked this pattern of production and consumption will result in continued land and soil degradation, increasingly polluted rivers and waterways, poorer air quality, the effects of which will be worsening living conditions, poorer health

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<sup>5</sup> <https://borgenproject.org/effects-of-hunger-on-education/>

<sup>6</sup> <https://www.fabresearch.org/viewItem.php>

<sup>7</sup> GM Poverty Alliance Food Poverty Action Plan 2019

<sup>8</sup> 187 neighbourhoods (Lower Layer Super Output Area) in Greater Manchester are within the 5% most deprived LSOAs in England

<sup>9</sup> <https://www.jrf.org.uk/report/minimum-income-standard-uk-2018>

outcomes and limited economic growth. Paradoxically, we know that we are reliant on the health of the environment to produce the food we need to survive.

The detrimental effects of the current food system in Greater Manchester are hard to quantify, however estimates suggest that in terms of carbon emissions food accounts for around 20% of the total carbon footprint but currently food only features in any meaningful way in the carbon agenda in terms of food waste. Reducing carbon emissions is fundamental to the Mayor's manifesto agenda, with a target of Greater Manchester being carbon neutral by 2038.

However, in terms of reducing carbon emissions related to food focussing on waste alone is not enough. Dietary change alongside waste are the two most critical factors to emission mitigation. By Considering issues such as waste and dietary change - with a focus on reductions in meat and dairy consumption - through a systems approach there are potential benefits for both climate change and population health.

Additionally, policies and plans that encourage localising the food economy through increased urban food growing and market gardening – potentially reducing the distance food travels from farm to plate – can result in reductions in transport emissions, encourage increased biodiversity in the urban environment, and foster physical and mental health benefits.

## Emerging opportunities

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Despite these inequalities and limiting factors there are many more areas of common ground that will help develop and build a good food movement through collaborative leadership, integrating strategies, supportive community working and individual action.

There is a long history of cooperative working in Greater Manchester starting with the Rochdale Pioneers in 1844. This cooperation has never been more necessary than now to address some of the persistent inequalities and to help build a sustainable food system that supports good health, a vibrant circular local economy and social equity, and positively contributes to the ambition to be a carbon neutral region by 2038. Alongside cooperative working and collaborative leadership there are other agendas including devolution and public service reform that offer opportunities.

### Devolution

The 2017 newly introduced mayoral system has facilitated major transfers of powers, budgets and responsibilities from National Government to the directly elected mayor and the Greater Manchester Combined Authority through 6 devolution deals between 2014 and 2017. The areas where sustainable good food policy could be promoted or could influence include, spatial planning, health and social care, transport, business support, housing investment and social housing, children's Services, business rate retention and economic development.

Pooling resources across the 10 local authorities and health organisations offers opportunities to develop collaborative ways of working and deliver on the efficiency saving agenda. However even those areas of collective working across the 10 localities that bring benefits to the wider GM community have to do so without compromising the most deprived communities in local areas.

The GMCA has formal powers and responsibilities, and through the devolution deals has more local control over issues that affect people's lives. This enables the region to speak collectively making a stronger case for resources and investment. There is also the capacity to develop and test pilot projects and new systems to address pressing issues more strategically whilst also responding to local need. Examples include the walking and cycling infrastructure project - Bee Network and GM Strategy for physical activity - GM Moving. Being part of the growing movement of food partnerships and the Sustainable Food Cities network will enhance that capacity to influence national policies that effect communities across Greater Manchester.

## **Public Service Reform**

Public service reform is about fundamentally changing the way that services are received by residents in GM. At the heart of the reform agenda is a new relationship between public services, citizens, communities and businesses that enables shared decision making, genuine co-production and joint delivery of services. Do with, not to. This asset based, place-based approach fits well with the participatory ethos embodied by many food partnerships and will be necessary to successfully co-develop a GM Food Strategy.

The GM Health and Social Care Partnership (HSCP) is organising to place public health at the very heart of public service reform and economic growth in GM. Public health system reform involves a re-orientation towards prevention with a focus on population health and wellbeing. This shift from 'public health' to 'population health' emphasises the shared responsibility by everyone for health and the need for collaboration across a range of sectors and partnerships. System reform: creating a unified population health system forms a key work programme within the Population Health Plan. The vision is for a whole system approach with GM and localities working as a single system.

Key components of the population health reform agenda include developing a set of common outcomes, standards and core strategies across GM localities. This is being complemented by the Excellence in GM Sector Led Improvement Programme which is evidence based and co-designed with localities. There are currently many opportunities within this evolving picture to define what success would look like in terms of a healthy sustainable food system. Indeed, an early focus of the Sector Led Improvement programme is proposed to be on healthy weight in children.

## **Community and Voluntary Sector**

The community and voluntary sector (third sector) in Greater Manchester has a long history of working to support and protect the most vulnerable and marginalised communities. Multiple rounds of national government spending cuts, continuing austerity and devolution have affected all organisations operating within the Greater Manchester region. However, those CVS organisations that have been able to adapt to the changing working and funding landscape - one that sees the relationship with public sector agencies as a more equal partnership - have been able to build stronger alliances<sup>10</sup>. In addition, by necessity (vast reductions in statutory sector funding) many more links are being made between VCSE and private sector organisations (especially SMEs, but also with larger ethical businesses) universities and housing organisations. These new partnerships offer more opportunities for positive multi-sectoral collaborative

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<sup>10</sup> <https://www.gmcvo.org.uk/rethinking-state-civil-society-relationships-new-vcse-sector-accord-game-changer-greater-manchester>



working on areas including; inclusive economic growth, health and social care, and the social enterprise and volunteering agendas.

Given the array and wealth of community and citizen led food activities, projects and actions happening across GM and the contributions they make to social inclusion, local food economies and health and wellbeing to and by communities, the fact that this work has largely been supported by the voluntary and community sector in GM, highlights why the VCSE sector is crucial to delivering joined up work on food system planning in Greater Manchester.

## **Commercial sector**

Greater Manchester spends more in public services (£22 million) than it generates in tax revenue £17.8 billion<sup>11</sup> and given its commitment to leading the Northern Powerhouse agenda and delivering inclusive economic growth, the vibrancy and viability of the commercial sector in GM is immensely important. In 2009 The Manchester Independent Economic Review (MIER) identified key strategic issues that would need to be addressed for sustainable inclusive economic growth to be an achievable goal, including better transport links, improved education in early years, addressing worklessness, upskilling and training. The Greater Manchester Business Growth was set up to support the business sector and in the last two years 3,200 new jobs have been created adding £130m into to the economy.

The commercial sector and food businesses have a crucial role to play to ensure the success of a sustainable food strategy in Greater Manchester. By bringing in private investment the commercial sector supports the inclusive economic growth and reform agenda, adding value and perhaps more importantly supporting innovative ideas, pilot projects and research where the statutory sector tend to take a more cautious and increasingly risk adverse approach to projects where there is untenable financial risk for the public purse.

Commercial drivers have seen new national partnerships develop between commercial companies and statutory agencies, and NGOs. FareShare and Asda working collaboratively on surplus food, WWF working with Tesco to explore how the Tesco food offer can support shoppers to reduce the impact their food purchases have on the planet. These partnerships bring together multiple agendas towards common goals. And there are opportunities across Greater Manchester, a vibrant commercial sector can support health and economic wellbeing, social mobility, growth and local prosperity. An overarching regional food sector would help provide clarity about the role and skills the commercial sector can bring to developing a sustainable food strategy.

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<sup>11</sup> Greater Manchester Growth and Reform Plan (2014)

## How food sits within current and emerging GM Strategies<sup>12</sup>

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### **Greater Manchester Strategy: Our People Our Place -**

The Greater Manchester Strategy was launched in 2017 with a 2-year implementation plan agreed in 2018. The strategy outlines ten priorities 'to make Greater Manchester one of the best places in the world to grow up, get on and grow old'. There is a focus on collaboration between the public, private and voluntary, community and social enterprise (VCSE) sectors to deliver place-based growth which benefits local people and aims to build on previous strategies including 'Stronger Together' through the reform agenda and equality of economic prosperity.

Through the 10 priorities the strategy aims to address disparities in education and skills, inequalities in health and wellbeing, environment and carbon emissions, work and economic growth. This is the overarching strategy for the city region under which all other strategies, policies and plans sit. It is unfortunate therefore that there is only one direct reference to food. In priority 7 – 'A Green City region and a high-quality culture and leisure offer for all' food is mentioned in reference to food waste. This review would encourage the integration of strategic food policy objectives that underpin health, economic growth and social justice in future refreshes of the 'Our People Our Place' implementation plan.

### **Population health plan -**

Through the devolution deal on health and social care the Greater Manchester Health and Social Care Partnership directs a £6 million budget to deliver on the population health agenda. This work is guided by a strategic four-year population health plan 2017-2021 to drive improved health taking a life-stage approach. The plan is aligned with the broader approach to reform across Greater Manchester including building better relationships between public services and people, place-based integration of services and person-centred prevention.

Given the growing evidence and data concerning the costs and dire consequences of a poor diet on physical and mental health and the claim that this plan presents an opportunity to think differently about how to address the root contributors to obesity as being food and physical activity, the lack of interventions related to food and diet is a huge missed opportunity. Currently food is referenced regarding one of the three 'Ageing well' targets - Nutrition and Hydration, alongside Housing, and Falls. And as one of five objectives to tackle the main lifestyle risk factors through developing a comprehensive plan for better nutrition and healthy weight that is fully aligned to the Population Health Plan priority themes and wider reform agenda.

### **The Spatial Plan –**

Is the overarching strategic plan co-ordinating urban planning, regional planning, environmental planning, and landscape planning to foster the development of good jobs, better homes and to protect the environment across Greater Manchester. The draft Spatial Framework is currently out to public consultation. Within the current draft of the Spatial Plan there are limited references to food or how

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<sup>12</sup> For an overview table of strategies, plans and other relevant documents reviewed for this report see Appendix 6.

planning can play a central role in designing a framework for a better food environment in Greater Manchester. However, during this strategic food review, it was clear that there was keenness to find opportunities to bring food policy into the spatial plan including through the green infrastructure network, greening new developments, utilising urban green spaces for growing, enhancing the natural environment, and sustainable places and health.

### **5-year Environment Plan -**

The development of a 5-Year Environment Plan was one of the agreed outcomes from the 2018 Green Summit, published within the 'Springboard to a Green City Region' report in July 2018. Subsequent work on carbon targets, carbon metrics and strategic actions to deliver these has been undertaken in partnership with a range of 'topic specific' expert working groups. The draft 5-Year Environment Plan was launched at the Green Summit on 25<sup>th</sup> March 2019. The Plan sets out ambitious goals covering six core themes, food is a feature of the 'Production and Consumption' theme and the key priority within that is focussed on food waste. Considering alongside food waste, food consumption patterns - high in meat and dairy – are the biggest contributors to carbon emissions, it would have been opportune to use the environment plan to identify dietary behaviour change targets and interventions to contribute to the carbon neutral agenda and the population health plan targets. The development of a food strategy is identified as a future action which would set out a pathway and priorities for the food system.

### **Resilience Plan –**

The 10 Greater Manchester localities determined the need for an overarching resilience plan alongside the 10 local authority resilience hubs, forums and plans. To help drive this work forward Greater Manchester became a partner in the 100 Resilient Cities (100RC) programme in 2016. Funded by the Rockefeller Foundation the 100RC programme supports cities to become more resilient to the social, economic, and physical challenges they face. The programme brings resources to Greater Manchester to support the development of a Resilience Plan which is due to be launched in the early part of 2019. The process started with a rapid assessment of resilience in GM and during this stage malnutrition was identified as an underexplored area which needed further work alongside the broader food agenda including hunger and food deserts. This work would expect to dovetail with the recently launched Greater Manchester Food Poverty Action Plan. In addition, there is the opportunity to engage internationally with other 100RC cities and the Milan Urban Food Policy Pact to work on food resilience and food systems planning.

### **Good Employer Charter -**

Acknowledging the vital and fundamental contribution good, well paid jobs make in reducing social, economic and health inequalities the Greater Manchester Good Employer Charter is being developed in partnership by Greater Manchester leaders, the GM Local Enterprise Partnership and backed by the Mayor with the aim of helping employers reach best practice employment standards and protect their most vulnerable employees. The Charter will require employers to demonstrate good practice across six areas including the real Living Wage and flexible working. Given Small to Medium Enterprises SME are more likely to pay low wages, that 90% of food businesses are SMEs and there are over 100,000 micro and small

businesses in Greater Manchester<sup>13</sup> there is a pressing necessity to ensure SMEs can and do sign up to this Charter. Particularly important because the food and hospitality sector has high levels of part-time, zero hour working jobs. In addition, recent evidence<sup>14</sup> suggests that work, particularly low paid unskilled work, is no longer necessarily a route out of poverty with growing numbers of working families finding it harder to earn enough money to pay for food, clothing and accommodation<sup>15</sup>.

### **Food Strategy -**

At the Green Summit 2018 the Mayor demonstrated his commitment to working towards a more sustainable food system for Greater Manchester by announcing there would be a Good Food Greater Manchester Board to facilitate the development of a food strategy for Greater Manchester. As a result of that commitment the Greater Manchester Health and Social Care Partnership (GMHSCP) together with the Good Food Greater Manchester Partnership commissioned a detailed strategic review of the food landscape in Greater Manchester which included an outline blue print for a sustainable food strategy for Greater Manchester and identifying priority areas to inform the development of a 5-year GM food action plan. It is expected a food strategy to be developed in 2019 /20.

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<sup>13</sup> Low pay in Greater Manchester: A report for the Greater Manchester Independent Prosperity Review (2019)

<sup>14</sup> <https://www.jrf.org.uk/income-benefits/pay>

<sup>15</sup> <https://www.theguardian.com/business/2018/dec/04/four-million-british-workers-live-in-poverty-charity-says>

## Snapshot of Manchester Food<sup>16</sup>

Greater Manchester has over **130 food banks**.<sup>1</sup>

In Oldham, **16,500 Food for Life Gold standard school meals** are served every week.<sup>8</sup>

Up take of Healthy Start is **lower** in GM than any other city region in the UK with approximately **£3.6 million** in unclaimed vouchers.<sup>2</sup>

**22% of pupils** in Greater Manchester are starting school in Reception with **excess weight**, which increases to over 35% when leaving primary school.<sup>9</sup>

**200 organisations** and businesses in GM are accredited as **Living Wage employers**.<sup>3</sup>

There are over **11,500 allotment plots** and **500 community gardens** across Greater Manchester.<sup>10</sup>

Small to Medium Enterprises (SME) are **more likely to pay low wages** and 90% of food businesses are SMEs.<sup>4</sup>

Around **two-thirds of adults** in Greater Manchester are **overweight or obese**.<sup>11</sup>

Currently **25% food** purchased at household level is being **thrown away**.<sup>5</sup>

Over **100 people and organisations** contributed to the development of the 2019 **Food Poverty Action Plan** for Greater Manchester.

It is estimated that food accounts for **20%+ carbon emissions** in Greater Manchester.<sup>6</sup>

**Food and drink** are **growing sectors** in Greater Manchester.<sup>7</sup>

In Greater Manchester, the number of **takeaway restaurants** increased by **72%** between 2010-2018.<sup>12</sup>

<sup>16</sup> See Appendix 4: Greater Manchester Facts References, page 32.



## Key Findings and Analysis

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### Overview

Establishing a sustainable food system for a region as big as Greater Manchester is a daunting task not only because of the complexities and range of needs across the 10 local areas in Greater Manchester but the sheer enormity of the global economy. Huge changes are needed both globally and locally to support sustainable food systems. But there are strategies and actions that can be implemented in Greater Manchester and at local authority level that will help facilitate positive change in the health and wellbeing of communities, that encourages a circular economy, protects the natural environment and promotes natural capital.

### Blueprint

In this context the blueprint is a template or framework within which the food strategy can be developed. It is not meant as a ridged or prescribed model more a set of principles to underpin the development work. The blueprint to take this work forward is based on the Sustainable Food Cities framework which focuses on six key areas of action:

- promoting health and sustainable food to the public;
- tackling food poverty, diet related ill health and access to healthy food;
- building community food knowledge, skills resources and projects;
- promoting a vibrant and diverse sustainable food economy;
- transforming catering and food procurement;
- reducing waste and the ecological footprint of the food system

Using these six areas as a starting point we have established eight strategic objectives to help frame the conversation to bring stakeholders together to focus on a common purpose and seek to build cooperation for the process to co-design a comprehensive food strategy and action plan. This blueprint also includes identifying possible governance and leadership models that would most effectively mobilise action at both strategic and community levels. The governance work is detailed in a separate report **Good Food Greater Manchester: A Governance Discussion Paper**.

### How we have set out our findings

Under each of the eight strategic objectives we have provided the rationale for the objective followed by a series of supporting actions that will help deliver the change needed. These actions have been broken down as follows:

What the Mayor can do	These actions focus on the leadership role that the Mayor can play in endorsing, enabling and acting as a figure head for food in Greater Manchester.
What Greater Manchester Agencies can do	Actions that can be delivered by Greater Manchester Combined Authority, GM Health and Social Care Partnership and other statutory and non-statutory GM agencies (e.g. regional VCSE sector organisations, GM Chamber of Commerce, unions, retailers etc.)

What local areas can do	Actions that can be delivered by the 10 local authorities together with other statutory and non-statutory local organisations including VCSE sector, faith communities, local businesses, community groups etc.
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We suggest that the 5-year action plan itself should also have a further category:

- What residents can do

## **Eight Strategic Objectives – moving towards a whole systems approach**

Our strategic objectives represent areas where we feel there is potential for action in the short term. They do not cover the whole food system agenda and need to be further consulted on as part of an ongoing process of food strategy development. It is likely that some of these strategic objectives will ultimately sit within wider objectives and that additional strategic objectives will be needed to cover areas currently missing e.g. local food production / urban agriculture.

- 1: To establish and support **senior leadership** on food in Greater Manchester
- 2: To establish and enforce **minimum good food standards** across GM public sector procurement
- 3: To **shift the public health conversation** from healthy weight and obesity towards food
- 4: To support **whole population dietary change** towards a more sustainable and healthy diet
- 5: To **reduce levels of both long-term food poverty** (household food insecurity) and of crisis or 'emergency' food poverty
- 6: To **reduce food waste** with a focus on households and SME's
- 7: To recognise and **support the connectivity and growth of the SME Food and Drink Sector** across Greater Manchester
- 8: Undertake a **collaborative, participatory and transparent process** to co-create the 5-Year GM Food Strategy

<b>Strategic Objective 1: To establish and support senior leadership on food in Greater Manchester</b>	
Rationale	<ul style="list-style-type: none"> <li>• Until recently the consequences of a poor diet have been regarded as falling within the domain of the health sector.</li> <li>• There is growing evidence that the consequences of our diet are far more wide reaching than poor health outcomes and the costs of inaction are cross-cutting and far-reaching - from increasing mortality rates, increasingly less productive workforce, to climate change.</li> <li>• Lack of leadership was identified repeatedly throughout our interviews. Although it was also noted that there has been a long history of collaborative working across GM.</li> <li>• This lack of leadership on food across Greater Manchester and the localities means opportunities to tackle key pressing local, national and global issues, including food related ill-health, food poverty, waste and carbon emissions are being missed.</li> <li>• The complexity of the food system means it's too easily considered to be someone else's responsibility or remit.</li> <li>• The Greater Manchester mayoral system is relatively new and presents exciting opportunities for strategically significant action on food that can showcase Greater Manchester as leading the way on building a whole systems approach to food policy addressing multiple agendas.</li> </ul>
What the Mayor can do to endorse / support change	<ul style="list-style-type: none"> <li>• Sign up to the <a href="#">Milan Urban Food Policy Pact</a></li> <li>• Require the appointment of a senior leader in GM with responsibility for strategic food policy work</li> <li>• Endorse a generous leadership<sup>17</sup> model to deliver a food system in Greater Manchester that supports improvements in individual and population health, social and economic equity and prosperity, and environmental benefits including climate change mitigation.</li> <li>• Support the reform of the Good Food Greater Manchester Board</li> <li>• Endorse the commissioning of the development of a long-term food strategy and 5-year action plan within an 18-month timeframe.</li> <li>• Commit resources to oversee these interventions.</li> <li>• Endorse and support a GM food summit.</li> </ul>
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>• Develop GM wide standards and provide financial support and incentives to localities to foster integrated strategic food work at locality level</li> <li>• Develop baseline data as a marker against which to measure progress on strategic objectives / priorities</li> </ul>
What Local Areas	<ul style="list-style-type: none"> <li>• With support from GM wide agencies (GMCA, GMHSCP, GFGM, NVCO) develop strategic food action priorities appropriate to locality need.</li> <li>• Develop food systems working group with wide representation</li> </ul>

<sup>17</sup> Generous Leadership is defined by the National Lottery Community Fund as: 'A concern with the development and success of the 'ecosystem' rather than purely the 'organisation'; A willingness to share responsibility and power to achieve the common good; Openness with which we share experience, knowledge and skills; The drive to build alliances with individuals, groups and communities to achieve shared goals.

<b>Strategic Objective 2: To establish and enforce minimum good food standards across GM public sector procurement</b>	
Rationale	<ul style="list-style-type: none"> <li>• The 10 councils that make up Greater Manchester spend millions on catering each year. Making changes to the food they serve could bring benefits to people's health, the environment (carbon emissions reduction) and the local economy.</li> <li>• Public sector procurement often provides food and meals to communities that are potentially at higher risk of experiencing poor food access and malnutrition.</li> <li>• Examples of good food standards in GM and elsewhere in the UK demonstrate high food standards don't have to mean increased costs e.g. for the last 5 years Oldham Council have been delivering Food for Life (FFL) Gold school meals at no additional cost. They are the only local authority in the North West that holds the FFL gold award.</li> <li>• Good food standards can contribute positive outcomes for older people both in hospital and in care homes.</li> <li>• Tameside and Glossop Integrated Care NHS Foundation Trust leading on collaborative working with the local authority to deliver on food procurement and catering for improved health outcomes and carbon mitigation.</li> </ul>
What the Mayor can do to endorse / support change	<ul style="list-style-type: none"> <li>• Champion the creation of the GM Good Food Standard.</li> <li>• Link this to public procurement so that GMCA and LAs and statutory agencies only commission from employers signed up to the Employment Charter.</li> </ul>
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>• Senior Leaders to require procurement and catering managers across GM to work together to establish a baseline GM Good Food Standard that can be applied to all food procured by the public sector. This might include for example standards relating to environmental sustainability, health, ethics, animal welfare and championing local producers. This could include: <ul style="list-style-type: none"> <li>○ All fish to be certified by Marine Stewardship Council</li> <li>○ 2 meat free days per week</li> <li>○ Minimum 2 portions of vegetables in every meal e.g. hospitals and schools</li> </ul> </li> </ul>
What local areas can do	<ul style="list-style-type: none"> <li>• Procurement leads and catering managers across the 10 local authorities to work collectively to agree a simple set of minimum good food standards that can be applied across GM procurement.</li> </ul>

<b>Strategic Objective 3: To shift the public health conversation from healthy weight and obesity towards food.</b>	
Rationale	<ul style="list-style-type: none"> <li>• Need for positive framing around a food system that delivers on health in all its forms rather than just one condition.</li> <li>• Focusing on the whole food system enables stakeholders to identify win-win scenarios across sectors e.g. food waste / malnutrition; e.g. carbon reduction / meat consumption</li> <li>• Food forms an inextricable link between human health and environmental sustainability.</li> <li>• Dietary Risk Factors account for almost 20% deaths (Global Burden of Disease 2013) including from CHD, Stroke, Colorectal Cancers.</li> <li>• Taking a systems leadership approach; Obesity Alliances and Food Partnerships are talking to many of the same stakeholders.</li> <li>• Focusing on healthy weight and obesity creates barriers to participation making it difficult to take an asset-based approach.</li> <li>• Obesity Leads and Directors of Public Health across GM are already reframing their work to focus on the wider food system.</li> <li>• A narrow focus on obesity indicators could mean that we lose sight of the bigger picture.</li> </ul>
What the Mayor can do to endorse / support change	<ul style="list-style-type: none"> <li>• Endorse the convening of a GM Food Summit – to establish a vision for a GM food system that delivers health in its broadest sense.</li> <li>• Advocate for a whole systems approach to food across GM</li> </ul>
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>• Change the scope of the Sector Led Improvement focus on healthy weight in children to a focus on a whole food system approach.</li> <li>• Create a set of standards and principles that reflect this broader scope including a standard requiring there to be strategic integrated work on food across the local authority. To be part of quarterly assurance meetings.</li> <li>• Work in conjunction with Good Food Greater Manchester Partnership, the LGA and Sustainable Food Cities to ensure existing public health staff and other officers are well supported to take on board this wider agenda.</li> <li>• Explore options for establishing a GM Food programme along similar lines to GM Moving with collaborative leadership at its core.</li> <li>• Recognise and support multi-agency local food partnerships where they already exist (e.g. Oldham, Tameside, Manchester) and encourage others to set them up.</li> <li>• Appoint a GM Director of Public Health lead for food (not obesity).</li> <li>• Support public health engagement with system wide initiatives e.g. Minimum Good Food Standards in Procurement.</li> </ul>
What local areas can do	<ul style="list-style-type: none"> <li>• Convene stakeholders with a focus on the whole food system and ensure a focus on the links between health, environment and economy.</li> </ul>



<b>Strategic Objective 4: To support whole population dietary change towards a more sustainable and healthy diet.</b>	
Rationale	<ul style="list-style-type: none"> <li>EAT Lancet Commission (2018) has identified clear guidelines on what constitutes a healthy diet from a sustainable food systems perspective. This includes eating less meat and dairy.</li> <li>Approximately 20% of carbon emissions in Greater Manchester are from food (Small World Consulting). Whilst these are not currently part of the 2038 carbon reduction target, there is acknowledgement that in the future we will need to move towards consumption-based carbon targets (Scope 3).</li> <li>Carbon neutrality doesn't cover everything. If GM is serious about being the 'green city' it wants to be then it needs to start looking at the impact of consumption including food.</li> <li>GM public sector institutions are already reducing meat in their menus e.g. Tameside and Glossop Hospital, Manchester City Council (Manchester Fayre), <a href="#">University of Manchester</a> (Sustainable Consumption Institute), Oldham School Meals.</li> <li>Switching to plant-based proteins could save money.</li> <li>Public attitudes towards vegetarian and vegan diets are shifting. 33.5% of the population are now cutting down on or not eating meat<sup>18</sup>.</li> <li>Commercial retailers are adopting meat reduction agenda e.g. Veggie Pret<sup>19</sup>; Tesco reformulation of products.</li> <li>Opportunity for GM to be ahead of others nationally.</li> </ul>
What the Mayor can do to endorse / support change	<ul style="list-style-type: none"> <li>Champion by doing e.g. commit to meat-free Monday</li> <li>Be the figurehead by endorsing and encouraging challenges to:</li> <li>Planners and retailers to work collaboratively to provide access to food shopping data to help meet carbon reduction targets</li> <li>The public – 'Eat everything you buy'</li> <li>LAs, businesses, caterers, retailers etc to sign up to the Peas Please campaign.</li> </ul>
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>Explore options for reducing meat and dairy consumption via procurement especially in hospitals and schools.</li> <li>Explore opportunity for a GM wide Good Food Catering Award Scheme which includes a focus on making non-meat options more appealing.</li> </ul>
What local Areas can do	<ul style="list-style-type: none"> <li>Explore options for reducing meat and dairy consumption via procurement especially in hospitals and schools.</li> </ul>

<sup>18</sup> Waitrose and partners, Food and Drink Report (2018) (33% reducing meat).

<sup>19</sup> <https://www.meatfreemondays.com/manchester-gets-first-veggie-pret/>. Accessed on 3.04.19.

<b>Strategic Objective 5: Reduce levels of both long-term food poverty (household food insecurity) and of crisis or ‘emergency’ food poverty.</b>	
Rational	<ul style="list-style-type: none"> <li>• There is a tendency to focus on emergency food provision. Addressing the needs of the acutely hungry and vulnerable is time consuming and resource intense. However, the majority of people and families experiencing food insecurity are not visiting emergency food provision services. They are those that are choosing between heating their homes or putting food on the table, the JAMs (who are just about managing).</li> <li>• Interventions that focus on picking up the pieces must not be at the expense of a focus on tackling the underlying causes of food poverty.</li> <li>• For most people, the main cause of food poverty is low income in relation to their household costs– not inability to manage money or food.</li> <li>• Food poverty is not just about hunger – it is about difficult choices and long-term unhealthier food choices.</li> <li>• The NHS spends £29bn spent on poverty-related health conditions, with poor diet contributing to diabetes, cancer, cardiovascular disease, and obesity as well as malnutrition.</li> <li>• There are increasing numbers of families experiencing in-work poverty.</li> <li>• Over 200,000 children experience poverty in Greater Manchester, and food bank use is higher than in most other areas. There are over 130 food banks in Greater Manchester.</li> <li>• Children going to school hungry are not learning to their full capacity this can negatively impact on their educational attainment and potentially affect their employment prospects through their lifetime.</li> </ul>
What the Mayor can do to endorse / support change	<ul style="list-style-type: none"> <li>• Endorse and support the work of the GM Food Poverty Alliance</li> <li>• Present the GM Food Poverty Plan to the Reform Board for endorsement with the aim of persuading locality leaders to encourage statutory bodies to commit to working together to implement the plan<sup>20</sup>.</li> <li>• Commit to implementing the (forthcoming) Good Employment Charter and Good Landlord Charter across GMCA, 10 LAs, anchor institutions and housing providers.</li> <li>• Appoint a senior leader in GM with responsibility for strategic poverty policy work to work alongside the strategic lead for food to ensure underlying causes of food poverty are tackled.</li> <li>• Champion the ‘no child goes hungry here’ campaign</li> <li>• Champion the Living Wage campaign across GM business sector</li> </ul>
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>• Engage with and support the work of the GM Food Poverty Alliance</li> <li>• Ensure all policies and strategies are food poverty proofed to ensure the poorest are no worse off by any policy implementation.</li> </ul>

<sup>20</sup> As pledged by Andy Burnham at the launch of Food Poverty Action Plan for Greater Manchester on 4<sup>th</sup> March 2019 at the Methodist Central Hall, Manchester.

	<ul style="list-style-type: none"> <li>Commit to measuring and monitoring, so it is clear if food poverty is increasing and why.</li> </ul>
What local areas can do	<ul style="list-style-type: none"> <li>Work with the GM Food Poverty Alliance to: <ul style="list-style-type: none"> <li>Take a preventative approach and address the underlying causes of food poverty, this means thinking beyond food e.g. employment, benefits, and housing and fuel costs.</li> <li>Implement the GM Food Poverty Plan actions at local level</li> </ul> </li> <li>Remaining 9 LAs sign up to become accredited Living Wage employers and promote Living Wage across the locality.</li> </ul>

<b>Strategic Objective 6: To reduce Food Waste with a focus on households and SMEs.</b>	
Rationale	<ul style="list-style-type: none"> <li>Reducing unnecessary food waste is a priority within the GM Environment Plan (2019 – 2024) and is a necessary step to get to carbon neutral GM by 2038.</li> <li>Food waste is currently the largest potentially recyclable element of the waste stream that remains within the residual bin (GM WDA 2012?)</li> <li>GMWDA targets include reducing household residual waste to 400kg per household per year by 2025). Interviewees told us this won't be met.</li> <li>By weight, household food waste makes up around 70% (69%) of the UK post-farm-gate total, manufacturing 18%, hospitality and food service 10% and retail 2%. (<a href="http://www.wrap.co.uk/food-drink">www.wrap.co.uk/food-drink</a>)</li> <li>Reducing food waste also supports food poverty outcomes.</li> <li>GM residents waste significant amounts of food. Across the UK this amounts to approximately £700 per household per year (WRAP).</li> <li>Whilst large scale food businesses are convening to tackle food waste, there is currently limited support or focus on the SME sector.</li> </ul>
What the Mayor can do to endorse/ support change	(Further consultation is required to ascertain the key actions for the Mayor).
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>Convene a working group to identify, develop and roll out pilot initiatives targeting both residents and SME's with the aim of reducing food going into residual waste stream.</li> <li>Explore options for GMCA to be linked into and add value to existing work being conducted by WRAP /IGD on commercial waste.</li> </ul>
What local areas can do	<ul style="list-style-type: none"> <li>Develop and support local policies and contracts that aim to reduce wasted food within public sector food provision and wider large-scale catering and food businesses.</li> </ul>

<b>Strategic Objective 7: To recognise and support the connectivity and growth of the SME Food and Drink Sector across Greater Manchester</b>	
Rationale	<ul style="list-style-type: none"> <li>• Food and drink sector businesses are going through rapid acceleration in recent years, but this story is not being recognised or captured across GM.</li> <li>• There has been a historic disconnect between the food and drink SME sector and the rural hinterland. Connecting this up could lead to significant local supply opportunities.</li> <li>• There has never been a Greater Manchester food group for Food and Drink businesses.</li> <li>• Greater Manchester lags behind when it comes to infrastructure support for the food and drink sector.</li> <li>• Manchester's food and drink scene reported to be the fastest growing in the country (Manchester Evening News, March 2019)<sup>21</sup></li> <li>• Support for scaling up small food businesses within GM will help retain jobs and finance rather than these being lost to other regions.</li> </ul>
What the Mayor can do to endorse / support change	<ul style="list-style-type: none"> <li>• Require reporting of food and drink sector progress to GM LEP.</li> <li>• Tell the story of the success of the food and drink sector</li> </ul>
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>• Support networking of GM Food and Drink Businesses through: <ul style="list-style-type: none"> <li>○ Greater Manchester Food Group</li> <li>○ GM version of the Great British Food Programme Directory - including promoting connections with the rural hinterland to maximise opportunities for local food supply into GM.</li> </ul> </li> <li>• Conduct a feasibility study for food and drink grade incubator units / food park and a wraparound support service for start-ups / early stage production.</li> <li>• Take a collaborative multi-stakeholder approach to food enterprise development to maximise outcomes for health, local employment, skills, social inclusion etc.</li> </ul>
What local areas can do	<ul style="list-style-type: none"> <li>• Take a collaborative multi-stakeholder approach to food enterprise development to maximise outcomes for health, local employment, skills, social inclusion etc.</li> <li>• Explore opportunities within planning and licensing to support start-up food businesses and food enterprise development.</li> </ul>

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<sup>21</sup> <https://www.manchestereveningnews.co.uk/whats-on/food-drink-news/manchesters-food-drink-scene-fastest-15978347> Accessed 4 04 19.

<b>Strategic Objective 8: Undertake a collaborative, participatory and transparent process to co-create the 5-Year GM Food Strategy.</b>	
Rationale	<ul style="list-style-type: none"> <li>Transforming GM food system and food culture will require a joined up strategic approach and committed long term collaboration between a wide range of stakeholders from public, private and VCSE.</li> <li>Participation of community and grassroots organisations will be as equally important as council leaders.</li> <li>Food system change is a process that will require new ways of working with collaboration at the core rather than competition.</li> <li>Valuing the time, energy and expertise of all actors in the system will bring about the most sustainable system change.</li> <li>Need to value the process of bringing people together to build relationships and create a new dynamic around food.</li> <li>The process of writing the strategy is a valuable tool for galvanising stakeholders. Giving them an equal voice is critical to long term success.</li> </ul>
What the Mayor can do to endorse / support change	<ul style="list-style-type: none"> <li>Champion and engage with the process of building the 5 Year food strategy.</li> <li>Tell the story</li> </ul>
What GM agencies can do to deliver / support change	<ul style="list-style-type: none"> <li>Ensure Good Food Greater Manchester is founded on democratic principles and operates in an open and transparent way with clear terms of reference.</li> <li>Must focus on a shared vision, principles outcomes, shared ambition.</li> <li>Ensure the process for developing the food strategy involves broad consultation with stakeholders from across the VCSE, statutory and private sectors from the very beginning.</li> <li>Give equal weight to all stakeholders including representatives from community grassroots as well as public and private sector organisations and institutions</li> <li>Establish a robust evaluation to measure and monitor progress</li> <li>Evaluate the process as an important outcome e.g. see <a href="#">GM Moving Learning Journey</a></li> <li>Distribute and embed leadership across the system.... distributed leadership... everyone's a leader.</li> </ul>
What local areas can do	<ul style="list-style-type: none"> <li>Provide expertise and experience on good practice and innovative work on food taking place at locality level.</li> <li>Contribute specialist practitioners to the process.</li> <li>Work with the voluntary and third sector to include the voices of those with lived experience.</li> </ul>



## Making it Happen: Milestones for Action

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- A successful sustainable long-term food strategy is one that is based on taking a collaborative, cross-sectoral, partnership approach
- This approach synchronises with GM direction of flow re: city-region policy, governance and strategy
- This approach also encourages a broadening and deepening of those Greater Manchester agendas because food cuts across them:
  - health agenda is not just about obesity but about population health and wellbeing
  - food poverty is not just about meeting immediate needs but looking at systemic change to address poverty and inequalities
  - environment is not just about carbon impact and food waste but also diet and food production
- Food, and a sustainable food strategy is a way to bring these agendas together

### First Steps (1- 3 months)

- Endorse the Strategic Food Review findings and suggested next steps.
- Allocate resources and recruit capacity to enable work to proceed on a paid basis, this might be a seconded placement in the first instance.
- Organise and facilitate a meeting with the 'Food Leadership Team' to consider the varying leadership and governance models. See **Good Food Greater Manchester: A Governance Discussion Paper**.
- Compose briefing demonstrating the new approach to strategic food work in GM. That can be used by 'Food Leadership Team' and others to sell the idea across GMCA and to LA leaders and other strategic agency leads including Business Growth Hub, Greater Manchester Community and Voluntary Organisation (GMCVO) and the commercial sector including food retailers (Coop).
- Organise and facilitate a workshop in partnership with Anne Morgan, Strategic Planning Lead for GM to explore potential for how food can feature in the spatial plan.
- Organise and facilitate leadership and governance process.
- Set a date for a GM wide Food Summit.

### Next Steps (3-12 months)

- Develop paper outlining the case for employing staff within the GMCA – a 'Food Team' alongside the governance body / advisory board. Rationalising budgets, where the team should be housed, roles and responsibilities, accountability and seniority.
- Commission the development of a long-term food strategy and 5-year action plan.
- Organise and run a GM wide Food Summit.
- Develop a 2-year work plan to deliver a food strategy that dovetails with the major strategic plans, including, the Greater Manchester Strategy; GM Resilience Strategy; GM Health and Social Care Plan; Sustainable Urban Development Strategy; GM Population Health Plan; Diabetes Strategy; Cancer Plan; Children and Young People Health and Wellbeing Framework, 5-year Environment Plan; the Greater Manchester Spatial Framework etc
- The plan should include a comprehensive consultation and evaluation process.
- Make the case to support the development of sustainable food systems plans at locality level. Working with existing sustainable food practitioners, local statutory and voluntary sector organisations, civil society and the social enterprise and commercial sectors.

## Appendix 1: List of Stakeholders consulted

Stakeholder	Job Title	Organisation
Mark Ainsbury	Principal Food Policy Officer	Greater London Authority
Tom Andrews	Programme Manager	Soil Association
Martin Ashton	Head of Public Health Operations	NHS England
Karl Astbury	Senior Policy Advisor	Greater Manchester Combined Authority
Mark Atherton	Assistant Director, Environment	GMCA
Leon Ballin	Sustainable Food Cities Network Manager	Soil Association
Anne Burns	Principal Education Catering Manager	Oldham Metropolitan Borough Council
Hilary Centeleghe	Senior Growth Manager	Business Growth Hub
Dom Coleman	Principal Policy Officer	Oldham Metropolitan Borough Council
Helen Crawley	Borough's group chair	London Food Board
Kath Dalmeny	CEO	Sustain
Lucy Danger	Director	Emerge
Amanda Donnelly	Head of Impact	Food for Life, Soil Association
Dr Debbie Ellen	Freelance Researcher	Freelance
Mick Hadfield	Business Advisor	GM Business Growth Hub
Liz Harris	Programme Manager Public Health	Tameside Metropolitan Borough Council
Todd Holden	Director of Low Carbon	GMCA Business Growth Hub
Julie Holt	Public Health	Oldham Metropolitan Borough Council
Claire Hoolohan	Research fellow	Manchester University
Andy Hunt	Strategy, Partnerships & Policy Manager (Environment)	Oldham Metropolitan Borough Council
Jemma Hynes	CEO and Technical Director	Food Sync
Lesley Jones	Director of Public Health	Bury Metropolitan Borough Council
Hayley Lever	Strategic Manager	GM Moving
Anne Morgan	Head of Planning Strategy	GMCA
Sarah Mellor	Head of Sustainable Consumption and Production	GMCA
Sarah Newsam	Public Health Consultant	GMHSCP and Strategy for Change
Andrew Noone	Associate Director	Anthesis
Dr Kathy Oldham	Chief Resilience Officer	GMCA

Steven Pleasant	Chief Executive	Tameside Metropolitan Borough Council
Sarah Price	Executive Lead Population Health and Commissioning	GM Health and Social Care Partnership
Darryl Quantz	Consultant in Public Health	GMHSCP
Julie Ralph	Policy Analyst	Bolton at Home
Jon Ross	Director	Sow the City
Donna Sager	Director of Public Health	Stockport Metropolitan Borough Council
Peter Schofield	AGMA Procurement Hub Programme Manager	Association of Greater Manchester Authorities (Ethical Procurement Subgroup)
Anne Selby	Chief Executive	Wildlife Trust for Lancashire, Manchester and Merseyside
Tom Skinner	Executive Director	Greater Manchester Poverty Action
Charlie (Charlotte) Spring	Research Associate	Sheffield University / SAFE
Mark Stein	Secretary	Good Food Greater Manchester
Cllr Angeliki Stogia	Councillor	Manchester City Council Markets Dept.
Peter Walpole	Category Manager, Star Procurement	Trafford Council
Chris Walsh	Co-founder & Co-ordinator	Kindling Trust / Feeding Manchester
Alex Whinnon	Chief Executive	Greater Manchester Centre for Voluntary Organisation
Talie Williams	Project Manager	GM Health and Social Care Partnership
Carolyn Wilkins	Chief Executive	Oldham Metropolitan Borough Council

## Appendix 2: List of Strategic Reports

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Greater Manchester's Cycling and Walking Commissioner (2017) *Made to Move*.

## Appendix 3: Previous Food Related Commissioned Work

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### Greater Manchester

2005 - Developing Local Suppliers Networks for Greater Manchester

2012 – Mapping Food Poverty and Food Deserts in Greater Manchester – updated from 2011

2013 – GM Footprint Review – Small World Consulting

2014 – ESTA Carbon Footprint – Growth Hub etc

2017 – Kindling Trust Food Strategy – food vision

2018 – Food Chains 4EU

2019 – Food Poverty Action Plan – GM Poverty Alliance

### Locality Level

2007 - Food Futures, the Food Futures Manchester Strategy

2010 – Scoping the baseline of sustainable food consumption and production – Food Futures and MCC

2013 – Sustainable Food in Manchester - Small World Consulting

## Appendix 4: Greater Manchester Facts References

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5. *Food Surplus and Waste in the UK – Key Facts*, WRAP (2018)
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## Appendix 5: References

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## Appendix 6: Policy Context – An overview of Greater Manchester Strategic Documents and Plans reviewed for this report

Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
<a href="#">The Greater Manchester Strategy</a> - 'Our People Our Place'	Greater Manchester Combined Authority (GMCA)	To make Greater Manchester one of the best places in the world to grow up, get on and grow old.	There is a focus on collaboration between the public, private and voluntary, community and social enterprise (VCSE) sectors to deliver place-based growth which benefits local people. The strategy has 10 priorities and 5 underlying principles: <ul style="list-style-type: none"> <li>• Communities in control</li> <li>• People at the heart of everything</li> <li>• An integrated approach to place-shaping</li> <li>• Leadership and accountability</li> <li>• Taking control of our future</li> </ul>	<ul style="list-style-type: none"> <li>• Priority 1 – children starting school ready to learn</li> <li>• Priority 7 – A greener city region and a high-quality culture and leisure offer for all. Under 'more sustainable consumption and production'</li> <li>• Priority 9 – Healthy Lives</li> </ul>	<ul style="list-style-type: none"> <li>• To co-ordinate a wide range of actions via Good Food GM – a strategic food board for GM</li> </ul>	✓
<a href="#">Greater Manchester Spatial Framework</a>	GMCA GM Mayor	GM plan for jobs, homes and the environment. To meet Local Housing Need, to promote a new approach to town centres, support wider strategies around clean air, walking and cycling and underpins GMs ambition to be a carbon neutral city-region by 2038.	Sets out the strategic planning policy framework <ul style="list-style-type: none"> <li>• More efficient use of land</li> <li>• Building at higher densities</li> <li>• Preference to use brownfield</li> <li>• Reduce net loss of Green Belt</li> <li>• Strong protection for important Green Infrastructure</li> <li>• Delivering a mix of housing</li> <li>• Supporting good jobs</li> <li>• Reducing impact of new development on Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Objective 7 - Ensure that Greater Manchester is a more resilient and carbon neutral city-region</li> <li>• Objective 8 - Improve the quality of our natural environment and access to green spaces</li> <li>• Objective 9 - Ensure access to physical and social infrastructure</li> </ul>	Has been redrafted to reduce amount of greenspace used. 'brownfield preference approach' Place led rather than developer led. 60% of all green space in GM will have enhanced protection. Envisaging a new future for GM Met towns as residential areas rather than retail centres, good living centres, flexible workspaces, cycleways, transport. Consulting on creation of 'Mayoral Development Corporation'. Beginning in Stockport and rolled out if successful. Town Centre Challenge to be launched.	✓ Yes, currently being consulted on

Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
GM New Housing Vision	GMCA	The Greater Manchester vision for housing strategy identifies safe, decent and affordable housing as the priority – homes to fit the needs and aspirations of current and future citizens.			This vision will feed into the development of the Greater Manchester Housing Strategy	to be launched imminently
<a href="#">Growth and Reform Plan 2014</a>	The Growth Company overseen by Greater Manchester Local Economic Partnership (GMLEP) and GMCA	That Greater Manchester becomes a net contributor to the UK economy by 2020	This Plan seeks to create the platform for fiscal self-reliance by <ul style="list-style-type: none"> <li>seeking access to available resources from the Local Growth Fund</li> <li>developing a new "place based" partnership with Government to drive public sector reform and further align local and central growth programmes</li> </ul>	No direct links with Food although apprenticeships and business support could be aligned. <ul style="list-style-type: none"> <li>However approach to public services reform –focus is on Troubled families – whole family-based approach</li> <li>Tackling complex dependencies; troubled families; working with offenders, specifically women</li> </ul>	Reactive spend in 2013 was £22 billion most going on benefits and health and social care. Plan focus is to reform public services and deliver within budgets.	New draft being consulted on
Devolution Agreements	GMCA	Six deals since 2014 between National Government and GMCA and 10 metropolitan authorities	Devolution deals cover: <ul style="list-style-type: none"> <li>Health and social care</li> <li>Transport</li> <li>Employment and adult education</li> <li>Spatial planning</li> <li>Crime and policing</li> <li>Fire and rescue</li> <li>Housing</li> <li>Criminal justice</li> <li>Business rates</li> </ul>	Health and social care – key themes <ol style="list-style-type: none"> <li>1.population wellbeing and health promotion</li> <li>2.improved community-based care and support</li> </ol>		✓
Greater Manchester Resilience Strategy	GMCA - Head of the Civil Contingencies and Resilience Unit				The Resilience Strategy is currently being developed following a Greater Manchester Agenda-setting workshop, a review and resilience mapping exercise	Workshop summary report available

Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
<a href="#">Taking Charge – Health and Social Care Strategic Plan Until 2021</a>	Greater Manchester Health and Social Care Partnership (GMHSCP)	Sets out goals for growth and reform of public services	To create a new health and care system through brokering a new relationship with the people of Greater Manchester	Opportunities in the ‘Transforming population health’ theme but currently no specific mention of diet related actions	Mental health and cancer care are key cross cutting themes.	Unknown
<a href="#">Sustainable Urban Development Strategy (2014 – 2020)</a>	GMLEP and GMCA	To develop a systemic approach to the low carbon issues Greater Manchester faces through a £21 million EU fund.	<ul style="list-style-type: none"> <li>• Drive a Low Carbon Economy</li> <li>• Develop low carbon infrastructure</li> <li>• Develop whole building energy efficiency/low carbon energy generation</li> <li>• Grow SMEs in the low carbon/environment sector</li> <li>• Support all SMEs to increase the energy/resource efficiency of their business products/services</li> <li>• Build capacity of low carbon skills in order to transition to a low carbon economy and to deliver Green Deal (via ESF)</li> </ul>		Under 1 of 2 strategic activity priorities food related activities could be central: Develop GM’s whole place low carbon infrastructure	✓
Climate Change and Low Emission Implementation Plan (2016 - 2020)	Greater Manchester Low Carbon Hub	To prepare the city region to adapt to unavoidable climate change, promoting carbon literacy and transitioning Greater Manchester (GM) into a low carbon and low emissions economy with clean air and sustainable lifestyles.	<ul style="list-style-type: none"> <li>• Cutting carbon emissions by 48% by 2020</li> <li>• Growing a low carbon economy</li> <li>• Adapting to climate change</li> <li>• Embedding low carbon behaviours</li> <li>• Achieving air quality thresholds</li> </ul>			✓
<a href="#">Natural Capital Investment Plan (2019 – 2024)</a>	GMCA and partners	A Greater Manchester where investments in natural capital enhance the long-term social, environmental, and economic health and wellbeing of its people and businesses.	<ol style="list-style-type: none"> <li>1: Making best use of existing data</li> <li>2: Involving key stakeholders throughout</li> <li>3: Focusing on priority natural capital assets and services</li> </ol>		Potential outputs linked to: <ul style="list-style-type: none"> <li>• GM strategy</li> <li>• National Government 25 Year Plan to Improve the Environment (2018)</li> <li>• Sustainable Development Goals</li> </ul>	✓

Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
		The plan has three key components: 1. A pipeline of potential project types which need investment; 2. Finance models to facilitate private sector investment and the role of public sector, and 3. Recommendations to put the plan into practice over the next 5 years.	4: Enhancing the protection, quality, and quantity of natural capital 5: Working with a view of long-term social, environmental, economic benefits and impacts 6: Producing a plan that works for Greater Manchester			
<a href="#">GM Population Health Plan</a> 2017 – 2021	GMHSCP	To achieve the greatest and fastest improvement to the health, wealth and wellbeing of the 2.8 million people who live in Greater Manchester	Person and community centred approaches: <ul style="list-style-type: none"> <li>Start Well</li> <li>Live Well</li> <li>Age Well</li> <li>System Reform</li> </ul>	<ul style="list-style-type: none"> <li>To implement interventions at scale across Greater Manchester to improve children's oral health</li> <li>To develop a whole systems approach to lifestyle and wellness services, including incentivising and supporting lifestyle behaviour change.</li> <li>To deliver the cancer prevention workstream of the national cancer vanguard</li> <li>To facilitate the roll-out, testing and evaluation of an approach to tackle dehydration and malnutrition based on the nationally recognised work in Salford (Age Well)</li> <li>Live Well - Objective 4: To develop a</li> </ul>	<ul style="list-style-type: none"> <li>Ageing population</li> <li>Inequalities compared to England and within GM.</li> <li>Lower employment rates compared to England av.</li> <li>Higher incidence of lifestyle risk factors.</li> <li>Lower life expectancy than in other part of England</li> <li>Eating healthier was identified amongst respondents to Taking Charge Together consultation as area people wanted to address.</li> <li>35.5% of Greater Manchester children have dental decay, with an average of 1.41 filled, decayed or missing baby teeth in children. (Oldham, Salford, Rochdale, Bolton priority areas)</li> <li>Around two-thirds of adults in Greater Manchester are overweight or obese. The proportion varies from 61.5% in Manchester to 69.7% in Rochdale, compared with 64.8% across England.</li> </ul>	✓



Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
				comprehensive plan for better nutrition and healthy weight that is aligned to the Population Health Plan priority themes and wider reform agenda.		
<a href="#">Tackling Diabetes Together</a>  Diabetes Clinical Best Practice Strategy 2018 -2023	GMHSCP  (GM and Eastern Cheshire Strategic Clinical Network)	<ul style="list-style-type: none"> <li>To improve the lives of all people across Greater Manchester affected by diabetes or at risk of developing diabetes.</li> <li>To improve both the quality and consistency of services across GM in line with local and national standards and SCN diabetes programme</li> <li>To present a picture of what an excellent service would look like by 2023</li> </ul>	Underpinned by principle of person- centred care.  Links to Population Health Plan.	<ul style="list-style-type: none"> <li>Supports need for implementation of plan for better nutrition and healthy weight (as outlined in Pop health Plan).</li> <li>Includes focus on environment, work in schools,</li> <li>References work in Oldham to give business rate relief to takeaways offering healthy options.</li> <li>Seek ways to incentivise healthy behaviours espoused in the GM population Health Plan such as exercise and weight loss.</li> </ul>		✓
<a href="#">Achieving World Class Cancer outcomes - Cancer Plan</a>  2017 - 2023	GMHSCP	GM cancer services to give people the best chance of avoiding or surviving cancer.	Aligned to the Population health plan themes: Start Well, Live Well, Age Well. Key focus areas include: <ul style="list-style-type: none"> <li>Reducing the risk</li> </ul>		Little on prevention except for cancer champions – who have a role to educate and encourage early diagnosis.  Main focus is on reducing smoking.	✓
<a href="#">GM Mental Health Strategy</a> (2014 – 2018)		Improving child and adult mental health, narrowing their gap in life expectancy, and ensuring parity of esteem	4 pillars: Prevention Access Integration	Under the prevention pillar – Strategic Initiatives include	There are opportunities to integrate food related actions across all 4 pillars.	unknown

Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
		with physical health across GM communities.	Sustainability	<ul style="list-style-type: none"> <li>• Improve Mental Wellbeing by: utilising the principles of the 'Five ways to wellbeing' framework - Connect; Be Active, Take Notice, Give, Keep Learning (New Economics Foundation).</li> <li>• Building Capacity for Self-Care by: building an individual's capacity to better manage their own care and increase their resilience through providing self-management resources, creating on-line communities and peer support.</li> </ul>		
<a href="#">Children and young People Health and Wellbeing Framework</a>  2018 - 2022	Children's Health and Wellbeing Board	To make Greater Manchester (GM) one of the best places in the world to grow up, get on and grow old. This means a place where all children are given the best start in life and young people grow up inspired to exceed expectations.	10 high level objectives including: <ul style="list-style-type: none"> <li>• Support early life course</li> <li>• Working with schools</li> <li>• To ensure that disadvantaged children are supported to become healthy adults.</li> </ul>		Children proofing every plan.	✓
GM Early Years programme	GMHSCP	Every child in GM to grow up in a nurturing environment, with access to public service support helping them to fulfil their potential as they move into primary and secondary education.	The framework based around: <ul style="list-style-type: none"> <li>• Using the strength of universal and targeted services to deliver prevention and early intervention</li> <li>• Co-production of a 'place-based' and integrated approach to commissioning and service delivery</li> <li>• Helping children, families and communities to secure outcomes themselves</li> </ul>	To address childhood obesity by establishing good dietary and nutritional patterns through parenting and early years settings.		unknown

Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
			<ul style="list-style-type: none"> <li>• Breaking cycles of poverty, inequality and poor outcomes in the early years</li> <li>• Improve the quality of and access to early education</li> </ul>			
<a href="#">GM Springboard for a Green City Region Report</a>	GMCA	To deliver a Green City Region as detailed in the GM Strategy 'Stronger Together' priority 7.	Six themed working groups reporting to GMCA <ol style="list-style-type: none"> <li>1. Natural Environment</li> <li>2. Buildings</li> <li>3. Energy</li> <li>4. Sustainable Consumption and production</li> <li>5. Transport</li> <li>6. Engagement, education and skills</li> </ol>	A carbon Neutral, climate resilient city-region with a thriving natural environment and circular, zero-waste economy – themes 1, 4, 6		✓
<a href="#">Social Value Policy (2014)</a>	GMCA	Sets out how social value will be delivered through commissioning and procurement activities and to set the Authority's priorities in relation to social value	<ul style="list-style-type: none"> <li>• Set out a definition of Social Value for Greater Manchester</li> <li>• Set out the policy context for Social Value in Greater Manchester</li> <li>• Set out the priority policy objectives</li> <li>• Set out a Greater Manchester Social Value Framework</li> </ul>	To promote environmental sustainability		
<a href="#">GM Moving</a>	Greater Manchester Early Intervention and Prevention Board and driven by the Greater Manchester Physical Activity and Sport Leadership Group	A more active and healthy population of Greater Manchester	Framework sets out 10 key pledges to get GM Moving more <ol style="list-style-type: none"> <li>1. Increase the number of people walking and running</li> <li>2. Increase the number of people cycling</li> <li>3. Create more active and sustainable environments and communities through the Greater Manchester Spatial Plan</li> <li>4. Create a transport system that promotes an active life</li> <li>5. Reduce social isolation and social and economic inactivity through physical activity and sport</li> <li>6. Deliver a vibrant and growing physical activity and sports</li> </ol>	Possibility in Pledge 3. <ul style="list-style-type: none"> <li>• Create more active and sustainable environments and communities through the Greater Manchester Spatial Plan (see the GM spatial Plan)</li> </ul>		✓

Strategy	Lead Body	Overall Purpose / Vision	Framework	Top Tier Aims (linked or potentially linked to food)	Key issues / themes	Still current
			sector and contribute to economic growth 7. Develop an informed and skilled paid and volunteer workforce 8. Coordinate and deliver a clear social marketing and communications plan to support Greater Manchester Moving 9. Promote physical literacy in the early years, at school and at home 10. Maximise the NHS contribution to develop a more active Greater Manchester			