

# Local Food Links Ltd

Food Initiatives for the Senior Community

## Project Plan

# September 2009

### Local Food Links Limited

Bridport Centre for Local Food

Unit 17, St.Michael's Trading Estate, Bridport, Dorset, DT6 3RR (01308) 428920

Local Food Links Limited is an Industrial and Provident Society registered under the Financial Services Authority number 30173R.



# 1 Introduction

Local Food Links Ltd is a community based organisation with charitable objectives. Its mission is “Creating affordable, user-led food services which support health & well-being, stronger communities and a better environment”. Specific aims are:

- To support health and well-being, through the provision of healthy food.
- To work with partners, especially our users, to ensure that food helps to build community.
- To produce food in a way that creates economic benefit locally, through the creation of jobs and training opportunities, and through support for ethical suppliers.
- To ensure that Local Food Links has a positive effect on the environment, through energy efficiency and waste minimisation.

Local Food Links achieves these aims by developing food and catering initiatives with the local community. Local Food Links has developed a successful school meals service for primary schools, which has gone from working with 1 school to 22 schools in just 3 years. This has created a new market for Dorset food producers, and also created new employment opportunities in catering. Without this initiative, all the meals would be produced in a factory in Nottingham.

Local Food Links is now working with older people’s organisations to develop a series of initiatives which will make good food more affordable and more accessible. A Joint Working Group has been established by Local Food Links, Bridport Area Older People’s Forum and Dorset Partnership for Older People’s Project. The Food Initiatives for the Senior Community (FISC) group aims to explore and develop a range of practical projects which would increase older people’s access to healthy and affordable food. The agreed tasks are:

- To develop a working partnership between a range of organisations representing and working with older people.
- To consult with older people and with organisations run by or for older people, to assess needs and identify potential activities.
- To support Local Food Links in developing new catering services operating from the hub kitchen at the Centre for Local Food, and piloting a range of initiatives, including:
  - Provision of catering for lunch clubs in community settings
  - Lunch clubs at schools, with interaction between pupils & older people
  - Local Food Clubs (food co-ops) providing access to affordable food
  - Supply of prepared fruit & vegetables into Food Clubs
  - Cookery workshops, e.g. older people sharing skills with younger people, lessons for single men, etc
  - Community kitchen sessions, allowing participants to “batch cook” a number of meals with a group of other people
  - Support for catering services in day centres and care homes
  - Production of meals & soups to be cooked in older people’s homes

## 2 Local Food Links – the Organisation

Local Food Links Ltd is a social enterprise based at the Centre for Local Food in Bridport. It is recognised nationally for its innovative work in the local food sector – for example it was a finalist in the 2008 GO Awards for Excellence in Public Procurement, sponsored by the Cabinet Office. It was also the first organisation to receive the Food for Life Gold Catering Mark.

The organisation was established in 1999 by West Dorset Food and Land Trust (a registered charity and local community organisation) as a trading subsidiary to run Farmers' Markets, operate a café and manage book sales. The two organisations have developed a range of innovative and practical initiatives over the last 10 years:

- Dorset's first **Farmers' Markets** in Bridport and Poundbury, Dorchester - within two years, 70 different producers had attended.
- The first **Dorset Local Food Directory** and the first **Dorset Food Week**.
- A Local Food Links **Producer Network**, offering training and business support to 65 producers, in conjunction with Kingston Maurward College.
- A county-wide organisation – **Dorset Food Links** – to provide strategic co-ordination for the sector and jointly manage 12 Farmers' Markets across Dorset. The Trust has also helped set up the **South West Local Food Partnership** and the national body, Food Links UK.
- **The Grow it, Cook it, Eat it programme**, established with HealthWorks, Dorset's health promotion agency, and subsequently a new organisation, **Dorset Food and Health Trust**.
- **Wessex Reinvestment Trust**, a Community Development Finance Initiative (CDFI), which will provide finance to small and micro-enterprises. One of the key sectors highlighted for support is local food and sustainable agriculture.
- The **Centre for Local Food**, which provides managed workspace and support for a cluster of local food businesses, social enterprises and community food initiatives.

<b>West Dorset Food &amp; Land Trust</b>	<b>Local Food Links Ltd</b>
<ul style="list-style-type: none"><li>• West Dorset Food Links Project</li><li>• Grow It, Cook It, Eat It Project</li><li>• Bridport Food Heritage Project</li><li>• Bridport Food Festival</li><li>• Development of Centre For Local Food</li><li>• Volunteer Training Programme</li><li>• Cookery Workshops</li><li>• NVQ Training In Catering</li><li>• Food Safety Training</li></ul>	<ul style="list-style-type: none"><li>• Farmers Markets</li><li>• Farmers Market Café &amp; Book Stall</li><li>• Fruit Scheme</li><li>• Fruit &amp; Veg Stall At Schools</li><li>• Bridport Food Club</li><li>• Hot School Meals Service - Bridport</li><li>• Sales At Centre For Local Food</li><li>• Sales To Other Outlets</li><li>• Centre For Local Food - New Kitchen &amp; Depot</li></ul>

See appendix 1 for further information.

### 3 Needs addressed by the project

#### 3.1 Summary of key issues:

The Food Initiatives for the Senior Community Project submitted to Chalk and Cheese aims to make good food affordable and accessible to older people. Local Food Links has worked with older people to identify a set of needs, which are sub-divided into 4 categories:

	Need/baseline
<b>Health &amp; well-being</b>	<ul style="list-style-type: none"> <li>- High incidence of malnutrition in older people</li> <li>- High incidence of diet-related ill-health, e.g. cancer &amp; heart disease</li> <li>- Mobility restrictions, e.g. getting to shops</li> <li>- Disability restrictions, e.g. difficulties preparing food</li> </ul>
<b>Community development</b>	<ul style="list-style-type: none"> <li>- Increasing isolation for many older people</li> <li>- Increasing sense of dependency for many</li> <li>- Limited opportunities to get involved and contribute</li> <li>- Pressure on existing carers</li> <li>- Reduced links between the generations</li> </ul>
<b>Economic development</b>	<ul style="list-style-type: none"> <li>- Affordability is a major concern for older people on low incomes</li> <li>- Limited capacity to produce meals for older people in Dorset</li> <li>- Lost opportunities to create local jobs or provide a market for local producers</li> </ul>
<b>Environmental sustainability</b>	<ul style="list-style-type: none"> <li>- Environmental impact of food transportation</li> <li>- Limited sourcing from sustainable food producers which support local landscape character directly or indirectly</li> <li>- Consequent pollution</li> </ul>

#### 3.2 Dorset Strategic Partnership – Priority Outcomes for Older People

Local Food Links has liaised closely with the Dorset Partnership of Older People’s Project over the last 3 months, with Help the Aged and Age Concern, and with members of the Bridport Older People’s Forum. A joint working group has been established to provide guidance for the developing project (see below).

Older people working with Dorset POPP, and the Dorset Age Partnership (a theme group of the Dorset Strategic Partnership), have agreed 8 priority outcomes – older people in Dorset should:

- Have housing suitable for individual needs.
- Feel socially integrated and not isolated.
- Be making a positive contribution and experiencing fulfilment as a result.
- Feel secure and safe.
- Feel free from discrimination.

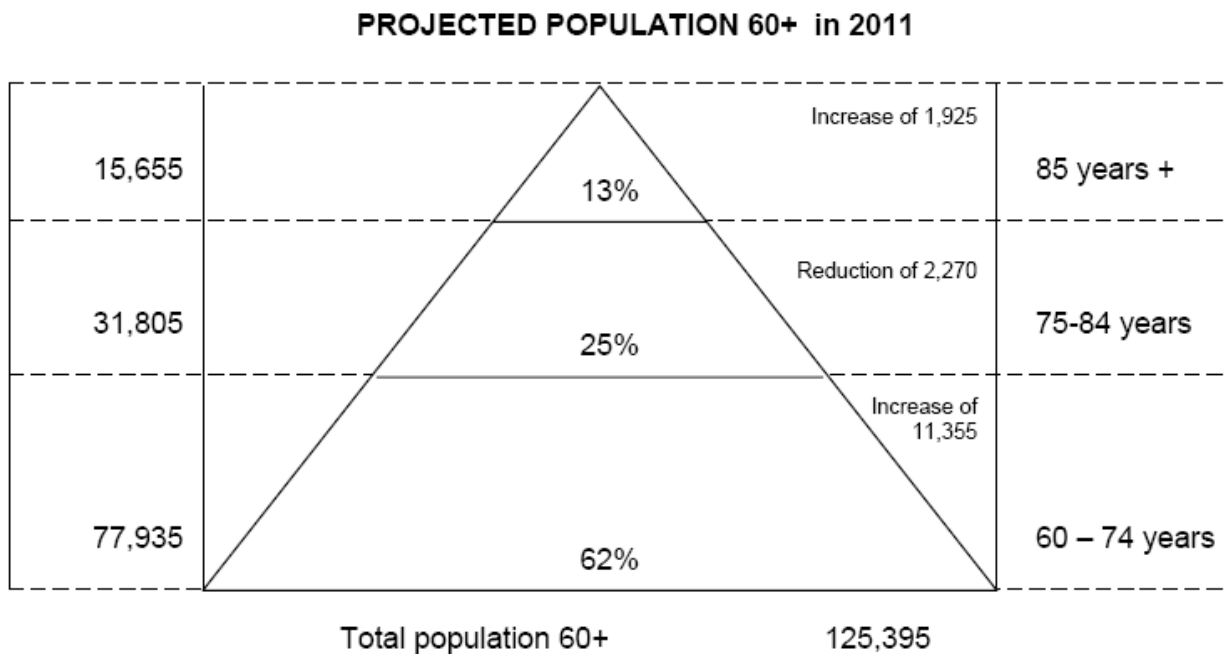
- Feel financially secure.
- Be in good health in mind and body.
- Have dignity, choice and control.

These 8 outcomes provide guidance for the proposed development of new strand of Local Food Links' work, focused on working with older people.

### 3.3 Demographic information

According to the government's national strategy on ageing<sup>1</sup>, people are living longer while families are having fewer children. As a result, the numbers of older people are rising, and the proportion of older people in the population is also rising. In the past this would have been seen as a looming crisis of dependency, but older people themselves now challenge that conception. Older people are the main providers of care to other older people, and in many instances they are the corner stone of voluntary sector and social enterprise initiatives.

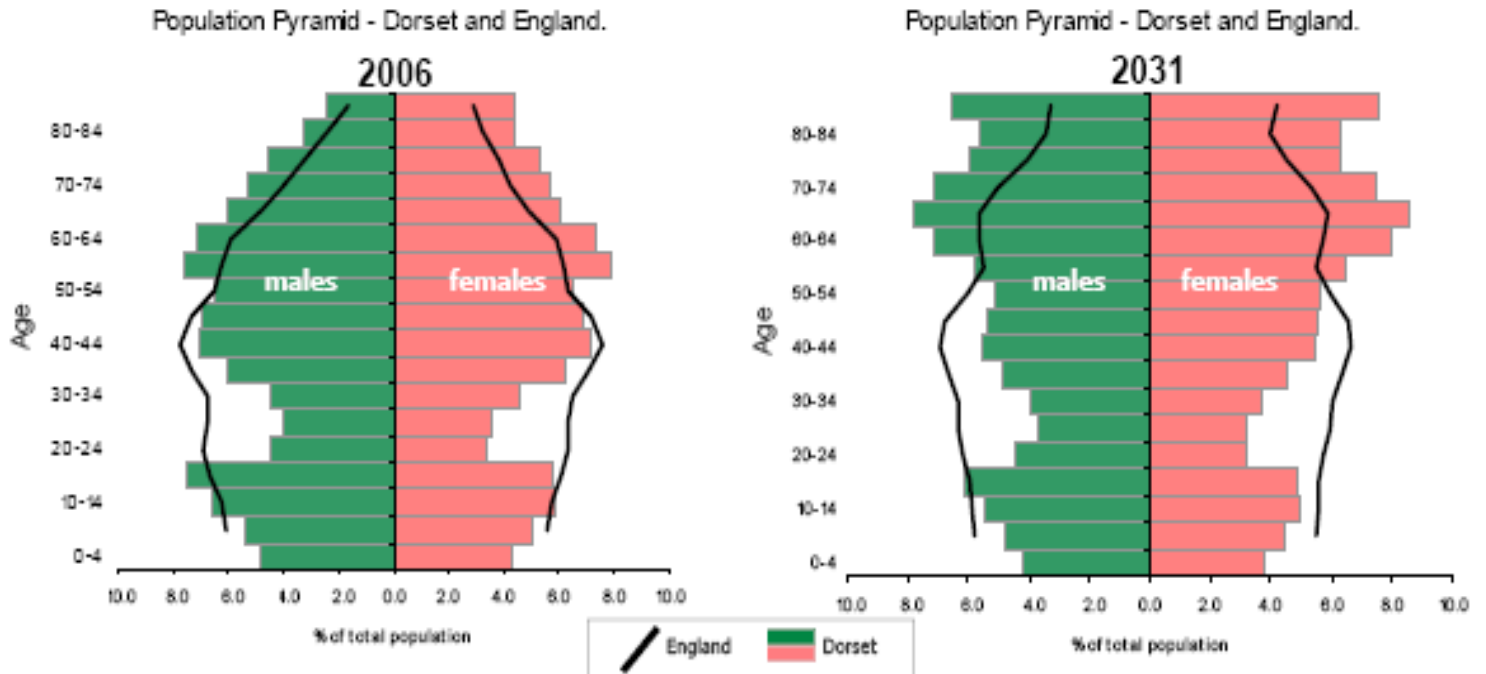
In Dorset, the population of retired people is the highest in the country, i.e. 26.8% compared with 18.5% for England and Wales. Out of a population of 403,000, 170,000 are over 50. The diagram below shows the projected growth in the 60+ population in Dorset by 2011:



Demographic projections for Dorset show a significant aging over the next 25 years. The number of people aged under 65 years is projected to increase by less than 1% over the next 25 years. However the number aged 65 and over is projected to increase by almost 72%. In 2006 the number aged 65+ was just slightly higher than those aged 0-19 years, with around 90,000 in each age group. By 2031 there will still be around 90,000 people aged 0-19 years but the number aged 65+ years is projected to increase to 165,000. The

<sup>1</sup> *Opportunity Age – Meeting the challenges of Ageing in the 21<sup>st</sup> Century*, 2005, DWP

65+ age group will make up almost 35% of the total population. In Christchurch, East Dorset and West Dorset the 65+ age group will make up 38% of the total population by 2031. In these three districts the projections show that the number aged 20-64 (the majority of the workforce) will only account for around 43% of the total population. The following population pyramids for 2006 and 2031 highlight these changes and the difference between Dorset and the England average.



The charts clearly show the significant increase in the proportion of older people by 2031. The number aged 85+ years is projected to more than double between 2006 and 2031 from 14,000 to 34,000. Dorset will be below average for the proportion of people aged 55 and under and above average for all those aged 55 and above. This will have significant implications for service delivery to older people.

### 3.4 Older people and food: a summary of the key issues

More than 10% of people aged over 65 are malnourished.

- The economic burden of malnutrition in the UK is estimated at £7.3 billion.
- Over half these costs relate to people over the age of 65.
- More than 70% of malnutrition goes un-recognised.

A whole range of factors can prevent some older people from being able to access a healthy diet:

- Living on a low income.
- A lack of local shops selling healthy food.
- A lack of local transport.
- Difficulties carrying home heavy shopping.

In addition, many older people mention:

- Physical problems that made it difficult for them to prepare, cook and sometimes eat meals.
- A lack of motivation to cook, particularly amongst those living alone.

- Depression and general forgetfulness.

Eating habits of older people: research shows that the majority of older people have “traditional” British tastes in food:

- meat and vegetables e.g. roast dinners
- salad;
- fish (tinned and fresh);
- homemade soups.

Ready meals and convenience foods are much less popular – they are generally viewed as too expensive and not so healthy.

Older people tend to have distinct shopping patterns: they usually shop little and often, because of the physical problems of buying in bulk, including carrying, storage and keeping perishable items.

The number of male pensioners living on their own has soared to more than one million, with close to half of them saying they feel lonely and trapped in their own home. A narrowing in the life expectancy gap between genders, combined with a rising divorce rate, means the number of older men living alone has risen by 21 per cent in just two years - compared with a 1 per cent increase among women of the same age, according to charity Help the Aged.

As people become older, the majority will increasingly need the help of others to undertake tasks such as shopping and preparing meals:

*“Our ability to live independently decreases with age when increased mobility problems, impairment and ill health can make it difficult to undertake everyday tasks, including shopping for food, and preparing, cooking, and eating meals.”<sup>2</sup>*

### **3.5 The effect of disability on healthy eating**

Mobility problems are particularly significant for older people – difficulties carrying heavy shopping from the shop to the home and difficulties preparing and cooking meals in the home.

In the UK, 45% of men and 42% of women between the ages of 65 and 74 are disabled.

For the over 75's this rises to 62% of men and 64% of women.

In terms of preparing and cooking meals, restricted movement due to arthritic or other conditions can not only make tasks more physically difficult they can also affect confidence.

Specific issues include:

- moving round the kitchen easily;
- difficulties opening cans or jars;
- peeling vegetables;
- lifting pots and pans on and off the hob;
- reaching down to the oven or up to cupboards;

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<sup>2</sup> *Food poverty and older people*, Welsh Consumer Council, 2006

- turning the gas on/off;
- hearing water boiling;
- fear of dropping things;
- fear of burning self on hot ovens.

In addition to physical problems, a lack of motivation/energy to prepare/cook meals and the boredom of eating the same food night after night is common for old people, especially for people living on their own.

However, although independent living may become increasingly difficult over time, older people still want to retain control over their lives.

According to the Commission for Social Care Inspection, older people support the new agenda of personalisation, choice and control: *“You spend your whole life making decisions about things - your work, your relationships, your children – you don’t want to suddenly give up that responsibility because you’re older.”*

There is an increasing emphasis on service users being consulted about the nature of services provided for them. However, Local Food Links wishes to develop a model of catering for older people which goes beyond consultation and puts older people at the heart of a new social enterprise model for food initiatives.

### 3.6 Community development issues

One of the key issues is the need to address increasing isolation faced by many older people. Research shows that there is a great deal of loneliness amongst older people. Loneliness has been defined as “an individual’s evaluation of their overall level of social interaction and describes a deficit between the actual and desired quality and quantity of social engagement.”<sup>3</sup> “According to Forbes<sup>4</sup>, approximately 20% of older people admit to being lonely sometimes, while further evidence suggests that many older people are reluctant to admit to being lonely when they are; and often compare themselves with others who are worse off than themselves in order to cope with the loneliness.”<sup>5</sup>

Social contact with others has been shown to help older people remain independent, reduce depression, lead satisfying and fulfilling lives and so improve the quality of life.<sup>6</sup> Local Food Links is working with older people and their representative forums to develop a set of initiatives which can address loneliness and social isolation. It is recognised from the outset that successful initiatives must enable older people to participate in the planning of group activities.<sup>7</sup>

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<sup>3</sup> Victor et al, *Has loneliness amongst older people increased?* 2005. Ageing and Society 25, 357-375

<sup>4</sup> Forbes, A., *Caring for Older People. Loneliness.* 1996. British Medical Journal 313 (7053): 352-4

<sup>5</sup> Cattam, M., *Supporting older people to overcome social isolation and loneliness.* 2001. Help the Aged. Leeds Metropolitan University

<sup>6</sup> Ekwall et al, *Loneliness as a predictor of quality of life among older caregivers.* 2005 Journal Advanced Nursing; 49 (1) 23-32

<sup>7</sup> Catten, M., et al, *Preventing social isolation and loneliness among older people: a systematic review of health promotion interventions.* 2005. Ageing and Society 25 (1): 41-67



### 3.7 Older People, Low Incomes and the Effect of Rising Prices for Food and Fuel

With respect to living on a low income, inadequate access – both physical and economic – to the foods that make up a healthy diet, can lead to “food poverty”. According to SUSTAIN, the three main characteristics of food poverty are:

Affordability:

- low/limited incomes may restrict an older person’s ability to afford healthy food.

Accessibility:

- the proximity, and ease of travelling to, supermarkets and smaller, independent retailers that offer a range of healthy foods, may influence older people’s ability to eat healthily.

Ability to cook:

- some older people, particularly older men, may lack the skills and/or equipment to prepare healthy meals.

Official statistics from the Department for Work and Pensions show that 200,000 more elderly people were classed as poor in 2006-7 than the previous year, leaving almost one in three in poverty – a total of 2.5 million. National Statistics show that **Pension Credit Claimants by Ward** for the over 80s claiming credit in Bridport North show the trend is increasing by greater than the District, Regional and national Averages. There was a 10% increase for claimants for this category in Bridport North between 2004 and 2007 whilst the District rise was 8.5%, the South West regional rise was 5.6% and the National rise was 6.1%

This rise in pensioners in poverty coincides with record food, fuel and council bills, which are rising at a faster rate than pensions and leaving increasing numbers struggling to cope. According to Independent Age: “The news is currently dominated by widespread public concern about the impact of the credit crunch, the rising cost of living, the price of food and petrol. As these statistics show, many older people are already facing financial worries so the impact of the economic climate could be disproportionately felt by them. Older people are already experiencing their food and fuel bills rising at a faster rate than their pensions.”

Older people face annual inflation rates around ten times higher than the rest of the population, according to a recent report by the Institute for Fiscal Studies. The rising cost of food and fuel, combined with record lows in savings returns and underperforming pensions, mean that people aged 70 and over will suffer a disproportionate increase in the cost of living. The figures from the Institute of Fiscal Studies (see below) show that even the five per cent up-rating for the basic public sector pension in April 2009 will not be enough to ease the pressure on older people. Two and a half million people over 65 currently live in poverty.

**Table 1. Average annual inflation rate for different household groups, January 2009, annual averages for 2007 and 2008, and longer-term averages**

Group	January 2009	2008 average	2007 average	Average 1977-2008	Average 1991-2008
All households	2.1%	5.0%	4.5%	5.9%	3.2%
Age 18-29	0.9%	4.2%	4.6%	5.9%	3.0%
Age 30-39	-0.9%	4.3%	5.4%	6.0%	3.1%
Age 40-49	0.0%	4.4%	5.1%	5.9%	3.2%
Age 50-59	1.7%	4.8%	4.3%	5.8%	3.2%
Age 60-69	3.9%	5.4%	3.8%	5.7%	3.2%
Age 70-79	5.6%	6.0%	3.8%	5.8%	3.3%
Age 80+	7.1%	6.7%	4.2%	6.0%	3.4%

## 4 Market Research

### 4.1 Partnership development: a user-led approach

Having developed a user-led, social enterprise model of catering suitable for children at schools and their families, discussions with local people and officers from local authorities made clear that there is an opportunity to extend the model to working with older people. For example, Dorset County Council are currently reviewing their catering provision for older people, including Meals on Wheels, day centres, care homes and lunch clubs.

As a result of these discussions, Local Food Links has developed a relationship with the Dorset Partnership for Older People Project (POPP), which is an innovative, user led initiative with a national reputation for good practice. POPP has 33 “leaders” and 66 “wayfinders”, all of whom are older people who work part-time to support activity on the ground and signpost older people towards appropriate support or self-help groups. A recent evaluation showed that over 23,000 older people had received signposting or direct support through POPPs during the last 12 months.

POPP is working with Dorset County Council to find ways to involve users in the design of services and specifications for commissioning, including catering. However, the Older People’s Forums and other user led groups across the county have also been involved directly in the development of initiatives such as lunch clubs.

As a result of this shared interest in food for older people, Local Food Links and Dorset POPP have set up a joint working group (Food Initiatives for the Senior Community) with the Bridport Area Older People’s Forum, to ensure that older people are at the heart of any new services which might be developed in partnership with Local Food Links.

- **Food Initiatives for the Senior Community**

In mid-2008, Local Food Links convened the Food Initiatives for the Senior Community (FISC) working group, which comprises three core partners – Local Food Links, Bridport Area Older People’s Forum (which has a membership of over 200) and Dorset Partnership for Older People’s Project (POPPs). POPPs is hosted by Dorset County Council, employs 66 wayfinders and 33 community leaders who are all older people, and also employs a number of full-time community development workers. POPPs has a fund which provides grants to older people’s initiatives, such as lunch clubs.

Additional members of the FISC working group include Dorset County Council (catering services), Help the Aged, Age Concern, WRVS and Magna Housing Association. See appendix 2 for membership form and terms of reference.

The FISC working group has carried out extensive consultation with individuals and organisations, and as a result has developed proposals for a set of initiatives which will meet the needs of older people while at the same time creating a significant new market for local producers. Key partners will include a local care home and a day centre in Bridport, which will support pilot initiatives during the first year of the project.

- **Dorset Health and Wellbeing Partnership**

Local Food Links, on behalf of the FISC group, submitted a funding application to the Dorset Health and Wellbeing Partnership (the health theme group of the Dorset Strategic

Partnership). This application was endorsed by the Bridport Area Health Forum and the Bridport Local Area Partnership. £6000 has been received for 2009 to support pilot initiatives including cookery workshops linked to lunch clubs at the Centre for Local Food.

- **Age Concern Dorchester**

Age Concern Dorchester runs a health and well-being programme called Fit as a Fiddle, and has asked to co-sponsor a series of pilot workshops in the Spring and early Summer of 2009. A small sum has also been allocated to support Local Food Link's involvement in a health promotion day for older people in Bridport in the autumn.

- **Help the Aged**

Local Food Links, on behalf of the FISC group, submitted a funding application to Help the Aged to support the development of pilot initiatives. £19,956 has been awarded, which will fund the recruitment of a catering officer to develop the pilots. A proportion of this grant will be used as match funding for the Local Food grant which has been applied for.

- **Dorset County Council**

Local Food Links works closely with Dorset County Council, both on the development of school meals services and on the proposed development of initiatives with older people. Local Food Links has been invited to participate in discussions regarding the future of Meals on Wheels, and also is being consulted about proposals to establish a new corporate Catering Services Team that would have responsibility for determining future strategy for 'cradle to grave' food services in Dorset communities. The new unit would bring together the services currently placed in Dorset Procurement, Adult & Community Services and Children's Services and would be involved in the procurement of any contractual requirements.

- **WRVS**

Local Food Links is developing with WRVS proposals for a pilot scheme which would be a potential successor to Meals on Wheels (see section 6 for further details). Currently WRVS delivers "meals on wheels" to households in the Bridport area, but this contract will cease in March 2011. WRVS would like to work with Local Food Links to pilot a new scheme, where volunteers are trained to take meals freshly prepared by Local Food Links to an elderly person's home, cook the meal and provide care and assistance during their visit. This would contrast with the current arrangement where frozen ready meals are dropped off to be re-heated in a micro-wave. WRVS has also requested that Local Food Links provide soups, prepared meals and cakes for sale to older people attending the WRVS-run lunch club at the United Church in Bridport on a Thursday.

- **Age Concern Bridport**

Age Concern Bridport runs a local day centre, Chancery House, and would like to work with Local Food Links in two ways: to support the catering operations (20 – 30 people a day have lunch at the centre) in becoming more viable and sustainable; and to pilot a new café which would be marketed at "younger" older people.

- **Harbour House, Bridport**

Harbour House is a 33 bed care home, structured as a charitable Industrial and Provident Society. Local Food Links will work with the home in two stages: first to implement the Direct from Dorset and Food for Life standards (see below) and support new purchasing procedures, and second to become a pilot "satellite" kitchen supported by the central kitchen at the Centre for Local Food.

- **Direct from Dorset**

Local Food Links is an Associate Member of Direct from Dorset, an accreditation scheme monitored by Trading Standards Dorset. To become an Associate, Local Food Links was required to demonstrate that it used ingredients from at least three full producer members of Direct from Dorset for its school meals programme. Local Food Links would apply the Direct from Dorset standard to its work with lunch clubs and prepared meals, and would also seek to introduce the standard to care homes and day centres with which it will work.

- **Food for Life Programme**

In addition, Local Food Links is working closely with the Food for Life Partnership, which will give support on the implementation of the Food for Life Catering Mark criteria to care home and day care settings. The Food for Life Catering Mark at Gold level (which Local Food Links already hold for its school meals menus) requires the use of at least 50% local ingredients and 30% organic or MSC certified produce.

## **4.2 Surveys of older people**

Working with FISC partners, Local Food Links has carried out a number of surveys of older people.

### **4.2.1 Survey Of The Bridport Area Older People's Forum, October 2008**

On Friday, 17 October, 2008, representatives of the FISC Working Group conducted a survey of attendees at the Bridport Area Older People's Forum meeting. There were 75 people present at the meeting, and in total 58 people who responded to the questionnaire (see appendix 3 for questionnaire).

The questionnaire was divided into 5 sections, and the results are presented below:

#### **1. About yourself**

The majority - 74% - were aged between 70 and 90.

14% were aged 50-70.

9% were aged 90+.

58% are living alone.

#### **2. Food at home**

91% have a hot meal every day.

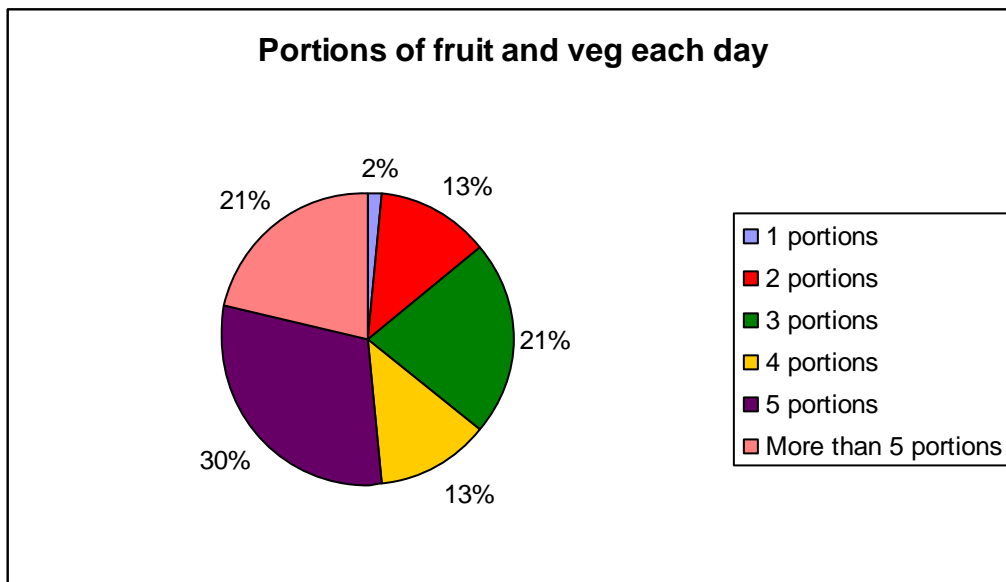
90% are cooking for themselves.

30% eat 5 portions of fruit and vegetables each day.

Only 2% eat only one portion of fruit and veg every day.

21% eat more than 5 portions a day.

21% eat 3 portions.



54% of respondents eat ready meals:

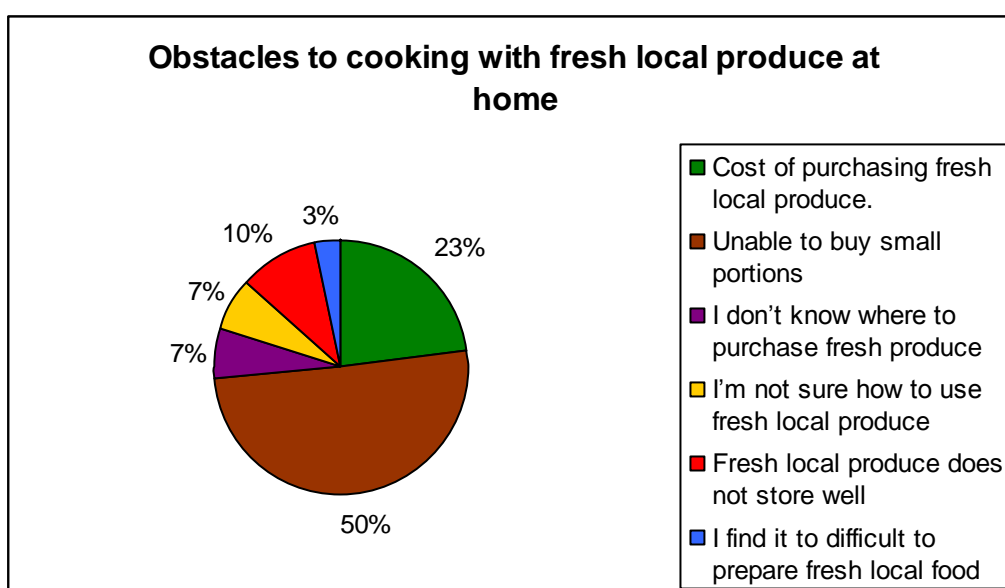
- 40% eat ready meals once a week;
- 12% eat ready meals 2-7 times a week.

- 49% of respondents indicated that they have no obstacles to cooking with fresh local produce.

- 26% of people indicated that the biggest obstacle is being unable to buy small portions.

- 12% replied that fresh local produce is expensive.

- Only two persons did not know where to buy fresh and local produce and another two did not know how to use it. Only one finds it difficult to prepare fresh local food. Three stated that fresh local produce does not store well.



### 3. Local Food Club

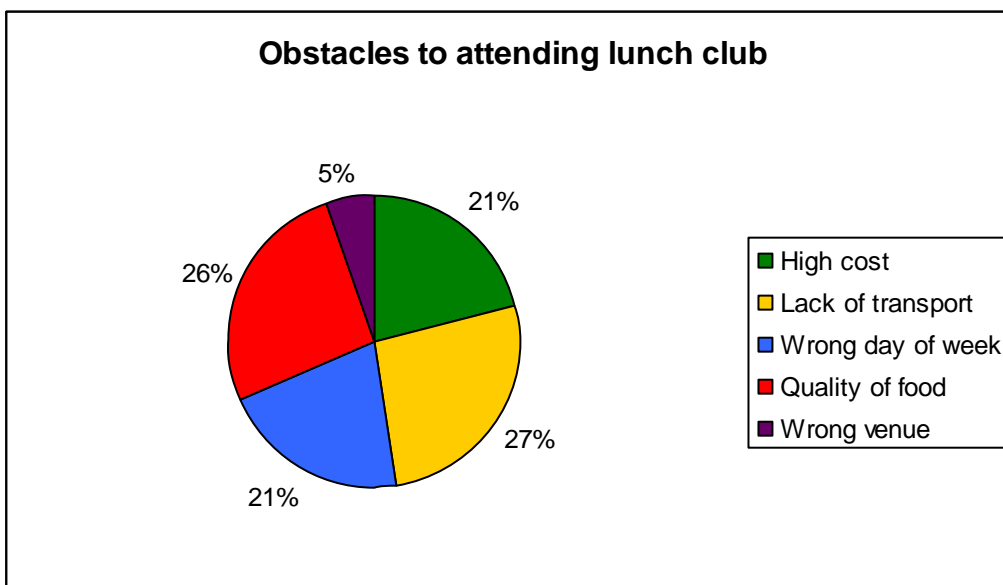
45% of respondents from the Older People's Forum would be interested in purchasing discounted ingredients, from local, organic and fair trade suppliers, through a Local Food Club.

- 17% of these would be interested in pre-prepared vegetables.
- None of the respondents indicated that they would use internet ordering options.

### 4. Lunch Clubs

26% of respondents attend a lunch club on a regular basis. However, 69% do not attend a lunch club regularly. 17% would attend a lunch club more regularly if they could.

9% of respondents are not content with the quality of food and another 9% stated that they are not able to attend because of a lack of transport. 7% do not attend a lunch club because they are held on the wrong day of the week. 8% indicated that they do not attend because of the high cost.



Respondents were asked whether they would be interested in attending a lunch club at a local school:

- 21% would be interested in this.
- 19% would be interested to talk with the children.
- 19% would be interested to eat with the children.

40% of respondents would be interested in attending a lunch club at the Bridport centre for Local Foodlinked to a cookery workshop.

21% would be interested attending a lunch club linked to a computer/internet workshop.

### 5. A community-based meals delivery service

32 people indicated their favourite meal. The most popular among these is roast beef, chicken, steak and kidney pie. The favourite vegetable was sprouts.

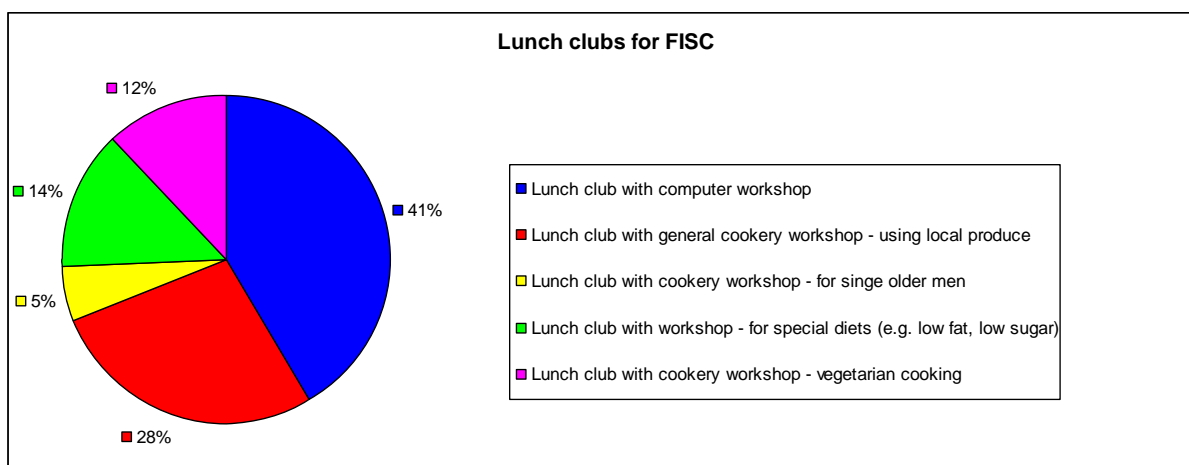
- 26% would like to explore a community-based meals delivery service for older people.
- 29% of these respondents would be interested in single portion meals.

#### 4.2.2 Survey of the Bridport Area Older People’s Forum, January 2009: Lunch Clubs linked to Workshops

On Friday 23th January 2009 representatives of the FISC Working Group conducted a second survey of attendees at the Bridport Area Older People’s Forum meeting. It took place after a successful hot lunch prepared by Local Food Links. There were about 70 people enjoying the lunch and in total 35 people responded to the questionnaire.

Respondents were asked to indicate whether they would be interested to attend one or more of the suggested lunch clubs/workshops. The results are presented below:

- Lunch club with computer workshop - **24 people** would attend.
  - Lunch club with general cookery workshop - using local produce - **16 people would like to try.**
  - Lunch club with cookery workshop - for single older men - **3 people would attend.**
  - Lunch club with workshop - for special diets (e.g. low fat, low sugar) - **8 people would attend.**
  - Lunch club with cookery workshop - vegetarian cooking **7 people would attend.**
- At the end respondents were asked whether they have a suggestion for a cookery workshop. There were suggestions for workshops about:
    - Salad combinations - making dressing,
    - One pot cookery and
    - Meals in a microwave.





## 5 Proposed Services

Following research and consultation with older people, Local Food Links has worked with the Food Initiatives for the Senior Community group to identify a series of proposed new services operating from the hub kitchen at the Centre for Local Food:

- Provision of catering for lunch clubs in community settings
- Lunch clubs at schools, with interaction between pupils & older people
- Local Food Clubs (food co-ops) providing access to affordable food
- Supply of prepared fruit & vegetables into Food Clubs
- Cookery workshops, e.g. older people sharing skills with younger people, lessons for single men, etc
- Community kitchen sessions, allowing participants to “batch cook” a number of meals with a group of other people
- Support for catering services in day centres and care homes
- Production of meals & soups to be cooked in older people’s homes

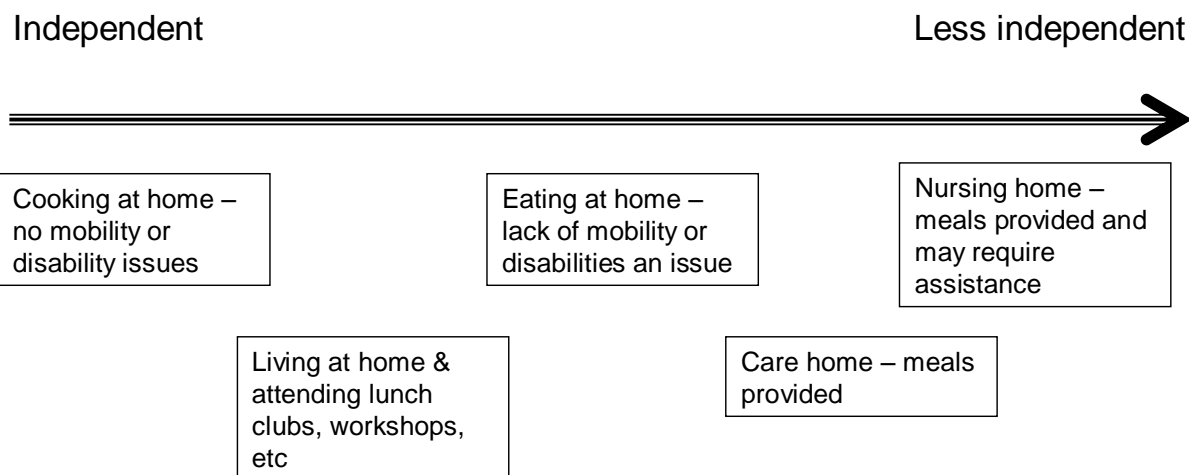
The set of initiatives outlined above has been designed to support older people at all stages of their lives. The government defines older people as those between 50 and 100. This is a very wide range:

### Older People – The Age Range



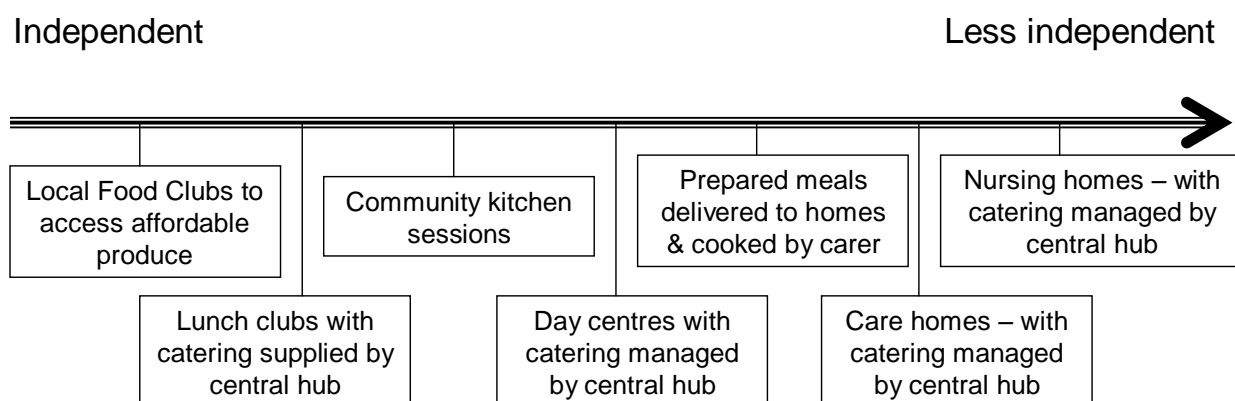
Although in broad terms there is a correlation between increasing age and decreasing independence, such a correlation is not fixed and therefore it is best to think in terms of a spectrum of independence rather than an age spectrum:

## Older People and Food – From Independence to Care



This understanding of the varying needs of older people then leads on to a spectrum of food initiatives which can be developed. The following diagram illustrates the range of initiatives which Local Food Links intends to develop in partnership with the Food Initiatives for the Senior Community working group:

## Older People and Food – A spectrum of food initiatives



## 5.1 Details of services

Following the research and consultation summarised above, Local Food Links now proposes to develop a range of food initiatives with the senior community:

1. Supporting Lunch Clubs for older people through a central Food Centre:
  - regular Lunch Clubs will be held at the Centre for Local Food, linked to cookery workshops in the Centre's purpose-built training kitchen;
  - new Lunch Clubs in villages where Local Food Links provides hot meals for primary schools;
  - existing Lunch Clubs will be supported through the provision of meals made at the Centre.
2. Community Kitchen sessions, where groups of older people batch cook meals for eating later.
3. Launch of a food co-operative, the Local Food Club, which will be promoted to older people.
4. Development of a new service for kitchens in care homes and day centres, which would be run as satellites from the Centre in order to improve efficiencies and provide cost savings.
5. Development of a new range of meals using local and organic ingredients. These would be sold to residents in sheltered housing, through lunch clubs and day centres and other channels. In addition, Local Food Links is working with the WRVS to develop a pilot scheme which would provide an alternative scheme to Meals on Wheels (see below).

The key outcome will be a new model of user-led catering run for and by older people themselves. The project will explore new ways for older people to work together and with local third sector organisations to access improved food and catering provision. In relation to health, anticipated outcomes for older people include a reduction in malnutrition, improved sense of well-being, reductions in diet-related ill-health and support for independent living. On the social side, outcomes will include reduced isolation through greater opportunities for socialising over food, inter-generational links created through work with schools, and volunteering opportunities. On the economic side, outcomes will include greater affordability and accessibility of quality food, and a consequent reduction in "food poverty". In addition, Local Food Links anticipates creating training and employment opportunities for older people in the 50 - 70 age range. On the environmental side, the work will support a reduction in food miles and support for sustainable food systems, which will in turn reduce pollution and climate change and support local landscape enhancement.

The Chalk and Cheese funded project would support in particular the catering-focused projects outlined above – i.e. support for lunch clubs, day centres and care/nursing homes. However, the food clubs and cookery/community kitchen sessions will also support the aims of the Chalk and Cheese project (but are funded separately, e.g. through the West Dorset Partnership's Communities for Health fund).

## 5.2 Lunch Clubs

Lunch Clubs have been defined, by the World Health Organisation, as:  
*Provision of a meal, usually on one to five days a week, to members of a seniors' centre, at a nominal fee. The lunch club may offer other activities for members.*

Recent research by the Welsh Assembly<sup>8</sup> states that “lunch clubs had made positive contributions to the lives of older people, where loneliness and isolation were found to be very widespread. Unlike day centres, they were normally close to people’s homes, cost relatively little to run, and seemed to have the capacity to help those who attended retain more control over their own lives.”

One of the key reasons, then, for the demand for Lunch Clubs is the need to address increasing isolation faced by many older people. Research shows that there is a great deal of loneliness amongst older people. Loneliness has been defined as “an individual’s evaluation of their overall level of social interaction and describes a deficit between the actual and desired quality and quantity of social engagement.”<sup>9</sup> “According to Forbes<sup>10</sup>, approximately 20% of older people admit to being lonely sometimes, while further evidence suggests that many older people are reluctant to admit to being lonely when they are; and often compare themselves with others who are worse off than themselves in order to cope with the loneliness.”<sup>11</sup>

Social contact with others has been shown to help older people remain independent, reduce depression, lead satisfying and fulfilling lives and so improve the quality of life.<sup>12</sup> Local Food Links is working with older people and their representative forums to develop a set of initiatives which can address loneliness and social isolation. It is recognised from the outset that successful initiatives must enable older people to participate in the planning of group activities.<sup>13</sup>

Local Food Links would support new or existing Lunch Clubs in a number of ways:

- The Bridport Centre for Local Food could be used as a venue for new Lunch Clubs, and these could be linked in with additional activities including cookery workshops (in the training kitchen) or computer classes (in the LearnWest ICT suite).
- Local Food Links could work with schools and community based organisations to organise lunch clubs at schools, with interaction between pupils & older people. Local Food Links already delivers hot meals to 8 schools and meals to a further 4 schools which are cooked on site. It would be very straightforward to accommodate a further 20 – 30 meals for a lunch club.
- Local Food Links could offer a purchasing service for Lunch Clubs, using its knowledge of local suppliers. Lunch Clubs could benefit from bulk purchase discounts, as well as the time savings involved in using Local Food Links purchasing systems.

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<sup>8</sup> Wallace, C. and Wiggin, P. *The Role and Function of Lunch Clubs for Older People* 2007 Welsh Assembly

<sup>9</sup> Victor et al, *Has loneliness amongst older people increased?* 2005. Ageing and Society 25, 357-375

<sup>10</sup> Forbes, A., *Caring for Older People. Loneliness.* 1996. British Medical Journal 313 (7053): 352-4

<sup>11</sup> Cattan, M., *Supporting older people to overcome social isolation and loneliness.* 2001. Help the Aged. Leeds Metropolitan University

<sup>12</sup> Ekwall et al, *Loneliness as a predictor of quality of life among older caregivers.* 2005 Journal Advanced Nursing; 49 (1) 23-32

<sup>13</sup> Cattan, M., et al, *Preventing social isolation and loneliness among older people: a systematic review of health promotion interventions.* 2005. Ageing and Society 25 (1): 41-67

- Local Food Links could provide hot transported meals for Lunch Clubs. These would be prepared from fresh ingredients, local and organic wherever possible, in the hub kitchen at the Centre for Local Food. Menus would be designed by the older people themselves, with the assistance of experts at Local Food Links.
- Local Food Links could provide food for cooking on-site – for example, joints could be prepared for roasting or a lasagne put together, vegetables could be peeled and chopped, and starches (e.g. potatoes, rice or pasta) prepared and weighed out.

### **5.3 Community Kitchens**

Community Kitchen sessions are proposed in the training kitchen at the Bridport Centre for Local Food. At these sessions, older people would be given support to batch cook meals for eating later. Participants would enjoy cost savings, as ingredients would be ordered in advance by Local Food Links at wholesale prices. Local Food Links has a set of high quality suppliers, from whom it has been able to secure very favourable terms due to the volumes of ingredients already purchased for school meals.

In addition, participants would enjoy cooking food with other people, in a very time efficient manner. The Centre for Local Food has the most modern food preparation equipment, which allows ingredients to be prepared, cooked and chilled in a comparatively short period of time. Participants at a Community Kitchen session would be expected to take home 3 - 5 different dishes, which could be refrigerated or frozen for eating later. Community Kitchen sessions could also be linked to a shared community lunch, while participants wait for dishes to be chilled.

Additional benefits would include encouragement of healthy food choices, the building of skills, knowledge and confidence, and the building of social cohesion and community capacity.

### **5.4 Local Food Clubs**

Local Food Links is developing a Local Food Club, which is an on-line food co-operative. Local Food Links purchases a wide variety of foods from a set of producers and wholesalers which meet strict ethical standards – these suppliers include local, organic and fair trade businesses. The aim of the Food Club is to collate orders from the kitchen at the Centre for Local Food with orders from individual members of the community. This would offer the potential for significant costs savings, thus making high quality food more affordable and accessible.

In order to reduce administration costs, the aim is for the Local Food Club to offer foods in bulk quantities wherever possible. In addition, members input all orders themselves on-line, and are encouraged to pay through PayPal rather than by cheque.

Research by the Food Initiatives for the Senior Community project shows that there is significant interest amongst the older community in a Local Food Club. However, there are two significant issues which would need to be addressed:

- Firstly, older people tend to purchase smaller quantities of foodstuffs, so would not be interested in purchasing in bulk.
- Secondly, older people are often not confident about ordering and paying on-line.

Therefore the Food Club would need to be adapted to meet the needs of older people. Smaller quantities would have to be offered, but more importantly older people would need to be able to access the Food Club even if they were not happy to use a computer. It is proposed therefore to trial a number of alternative ways of engaging with older people:

- to link the Food Club to sessions at the computer learning centre at the Bridport Centre for Local Food;
- to link the Food Club to lunch clubs at the Centre for Local Food;
- to take a lap top to venues where older people live or meet, such as sheltered housing, day centres, lunch clubs, etc.

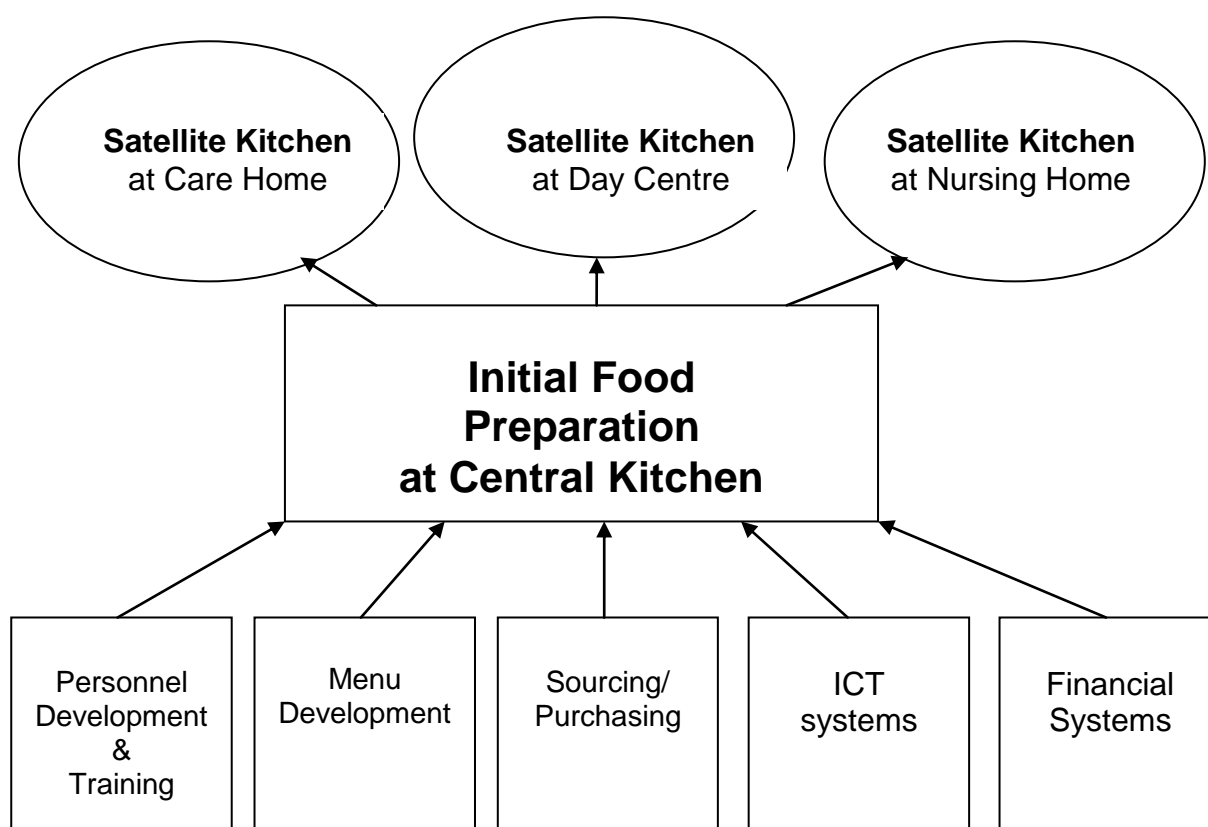
It is also proposed that the Food Club would offer prepared fruit & vegetables to members who find peeling and chopping difficult (due for example to arthritis). The equipment in the hub kitchen at the Centre for Local Food would be used to prepare foods and then these would be offered in appropriate portion sizes to support older people who wish to continue cooking at home.

## **5.5 Hub Kitchen for day centres and care homes**

Care homes and day centres tend to be small, and it can be very difficult to run a viable kitchen. Local Food Links has begun discussions with a local care home to discuss the feasibility of running their kitchen as a satellite. In addition, discussions have begun with the local Age Concern Day Centre about the potential to support their catering operations, beginning with a new café.

Food for day centres and care homes would be prepared the day before, but chilled instead of cooked (e.g. the meat and cheese sauces for a lasagne would be combined with the pasta in a gastro-norm cooking tray, but chilled instead of being cooked immediately). The chilled food would then be delivered to the day centres and care homes the day before, and cooked in ovens on site the next day. Vegetables would be peeled and chopped in the central kitchen, but would be steamed as needed at the satellite kitchen in the care home or day centre. The ingredients for desserts such as puddings, cakes and biscuits would be weighed and collated at the hub kitchen, but again would be prepared and cooked on site to ensure freshness and the optimum deployment of staff at the satellite kitchen.

Savings would also be achieved by centralising menu design, purchasing, HR and finance, and this will lead to significant reductions in overheads at care homes and day centres (see diagram below).



## 5.6 Prepared meals for older people

The central kitchen at the Bridport Centre for Local Food has a set of state of the art equipment, and a highly skilled and experienced catering team. In addition, Local Food Links has developed an expertise in designing high quality menus and sourcing local/regional ingredients. The organisation is therefore well-placed to prepare meals for older people, which they would cook at home.

The aim is to pilot the sale of prepared meals, by producing additional portions of meals being produced for schools, lunch clubs or care homes/day centres. These would then be marketed to participants at lunch clubs and attendees at day centres. In addition, Local Food Links is discussing with Magna Housing Association the possibility of offering prepared meals to residents of their sheltered housing units. The WRVS organise a lunch club at the Methodist Church in Bridport on a Thursday, and have requested Local Food Links to provide cakes, soups and ready meals for sale to participants. A small-scale trial will begin in June 2009.

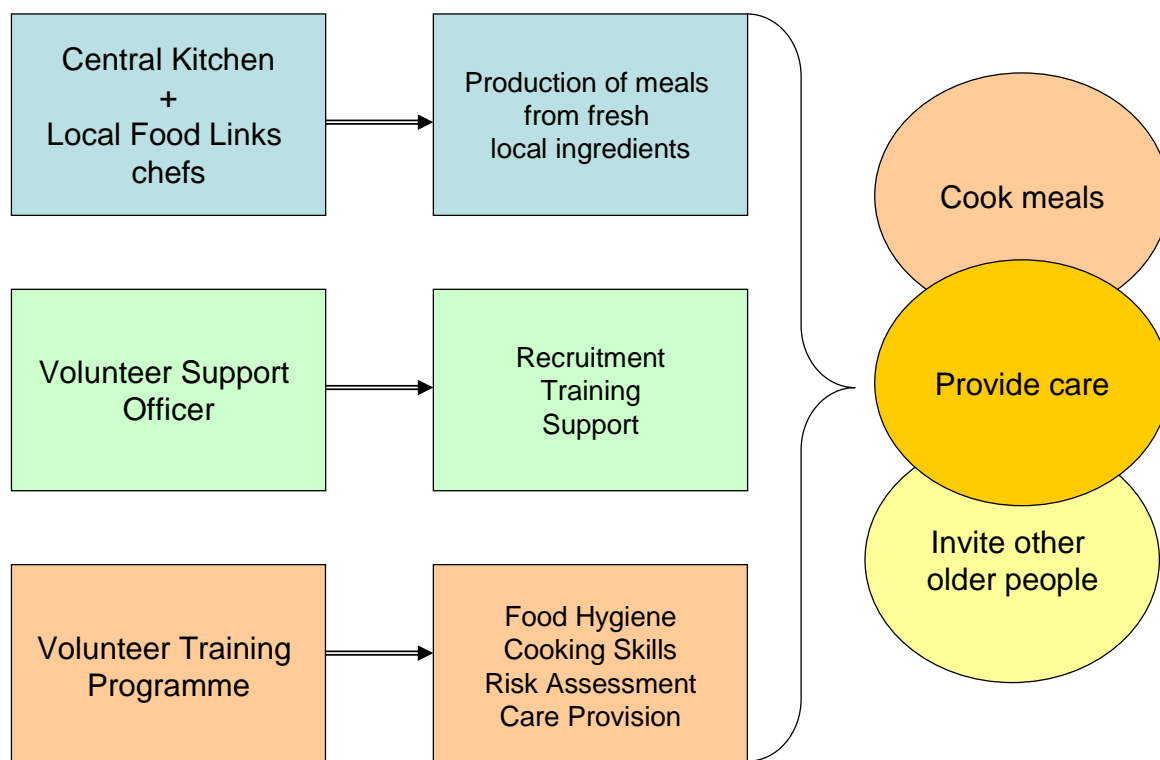
Local Food Links has also developed with WRVS proposals to pilot a new model of “meals on wheels”. Currently Dorset County Council contracts with WRVS to deliver 300 meals per day across the whole of Dorset. WRVS trains volunteers to deliver the meals, which are produced by the private sector company Apetito in a factory in Wiltshire. Although the meals are nutritionally balanced, they are not freshly prepared and the provenance of ingredients is very unclear.

Dorset County Council has decided to discontinue the present meals on wheels arrangements from 1 April, 2009. Budgets will be passed directly to older people in need,

or to their carers, and individual decisions will be made. The WRVS in Bridport have a high number of volunteers, and take-up in the area is relatively high. The WRVS therefore wishes to develop a pilot scheme in Bridport and the surrounding area, in partnership with Local Food Links and the Food Initiatives for the Senior Community working group.

The proposal is to develop a “good neighbour” scheme integrating good food with care and assistance. Local Food Links would prepare meals from fresh, ethically sourced ingredients at its central kitchen. These would be cooked at the homes of older people requiring the service, by volunteers who would be trained and co-ordinated by WRVS. Visits would last one hour, with volunteers placing the main meal in the oven, boiling the starch (e.g. potatoes or rice) and steaming vegetables. While the food is cooking, volunteers would provide care and assistance, and then sit down to eat with the older person. If appropriate, other older people could be invited to share the meal.

The diagram below summarises the proposed scheme:



**The table below gives further information about the initiatives described above:**



<b>Initiative</b>	<b>Existing situation</b>	<b>Description of proposed initiative</b>	<b>No. of beneficiaries</b>	<b>Frequency</b>	<b>Impacts</b>
<b>Local Food Clubs</b>	Good food is expensive, and older people are usually unable to benefit from the cost savings applying to larger volumes.	The Bridport Local Food Club is an on-line food co-operative which allows participants to purchase food at wholesale prices from ethical suppliers (local, organic and fair trade). The Food Clubs will be linked to computer workshops, providing access to those without a computer, and the opportunity to learn new web-related skills.	3 clubs  100 members in total	Weekly	More people able to afford ethically sourced, healthy food.
<b>Lunch clubs – in community settings</b>	There are a number of lunch clubs in West Dorset. However, they are run by volunteers and kitchen facilities are usually limited, so there is a limit on the numbers who can attend and the frequency of sessions.	Local Food Links will produce meals in the central kitchen at the Centre for Local Food. These can be delivered in hot, or can be cooked on site if there is an adequate kitchen. Menus would be developed with lunch club volunteers.	Average of 15 older people per lunch club: Yr 1: 600 Yr 2: 1200 Yr 3: 1800	1 club per week in year 1 rising to 3 clubs per week by year 3. 40 weeks per year.	Lunch clubs able to run more frequently/and or offer meals to more people. Meals use ethically sourced ingredients and improve in quality leading to health benefits. Community development benefits from attendance at lunch clubs.
<b>Lunch clubs – linked to cookery workshops</b>	Older people do not always have the skills to prepare ethically sourced (e.g. local and seasonal) and healthy (e.g. low fat, low sugar) food. They may also be placed in an unfamiliar role (e.g. a husband who becomes a carer or widower).	A range of cookery workshops will be held in the training kitchen at the Centre for Local Food, with participants able to eat together at the end of the session.	8 people per session: 240 per annum	Weekly 30 weeks per year	Skills development. Understanding of healthy eating. Reduction in isolation and increase in community cohesion.
<b>Community Kitchen sessions</b>	Older people are often tempted to buy ready meals from supermarkets, but they are generally high in salt, and often sugar and fat as	At a Community Kitchen session, participants will work together to “batch cook” a number of different dishes. These can then be eaten within 3 days or frozen for later. The	8 people per session: 240 per annum	Weekly 30 weeks per year	Cost savings. Skills development. Understanding of healthy eating. Reduction in isolation and

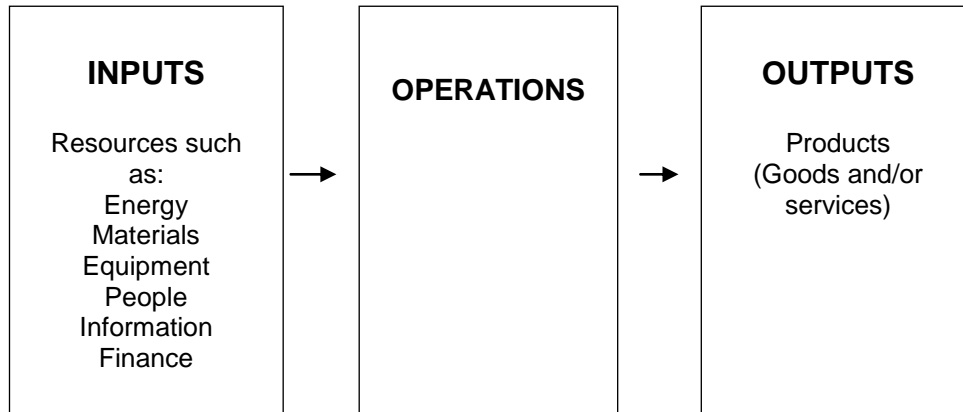
	well. Traceability of meat, vegetable and other ingredients is low.	sessions will utilise the professional equipment at the Centre for Local Food, and all ingredients will be ethically sourced.			increase in community cohesion.
<b>Meals at day centres</b>	The numbers attending day centres are relatively low, and therefore kitchens can struggle with viability.	Local Food Links could run kitchens in day centres as satellite kitchens, thus reducing costs of menu development, procurement and kitchen management. There is also the potential to develop cafes which would appeal to a “younger” clientele.	Yr 1: pilot Yr 2: 1 centre, 20 beneficiaries per day	Week-days	Increased viability of day centre. Improvements in health for attendees as meal quality increases (Food for Life Gold Mark menus would be introduced).
<b>Prepared meals eaten at home</b>	The Meals on Wheels programme is no longer viable – numbers have reduced, and the cost of meals has risen (in Dorset they are made in a factory in Wiltshire).	Local Food Links would produce meals, which would be prepared and served by carers trained by WRVS. Food for Life Gold Mark menus would be introduced.	Yr 1: test marketing pilot Yr 2: 50 meals per week Yr 3: 100 meals per week	Daily	Improvements in health for recipients as meal quality increases. Reduction in isolation and increase in community cohesion.
<b>Meals at care homes</b>	Care homes operate at different scales, but the average size is around 30. At this size it is difficult to achieve economies of scale, and as with day centres kitchens struggle with viability.	Local Food Links could run kitchens in care homes as satellite kitchens, thus reducing costs of menu development, procurement and kitchen management. Food for Life Gold Mark menus would be introduced.	Yr 1: 1 care home, 30 residents Yr 2: 1 home Yr 3: 1 home	Daily	Increased viability of day centre. Improvements in health for attendees as meal quality increases.
<b>Meals at nursing homes</b>	Nursing homes are also small, and as with care homes kitchens struggle with viability.	Local Food Links could run kitchens in nursing homes as satellite kitchens, thus reducing costs of menu development, procurement and kitchen management. Food for Life Gold Mark menus introduced.	Yr 1: 0 Yr 2: 0 Yr 3: 1 home - 20 residents	Daily	Increased viability of day centre. Improvements in health for attendees as meal quality increases.

## Local Food Links: Impact Map for work with older people on food initiatives

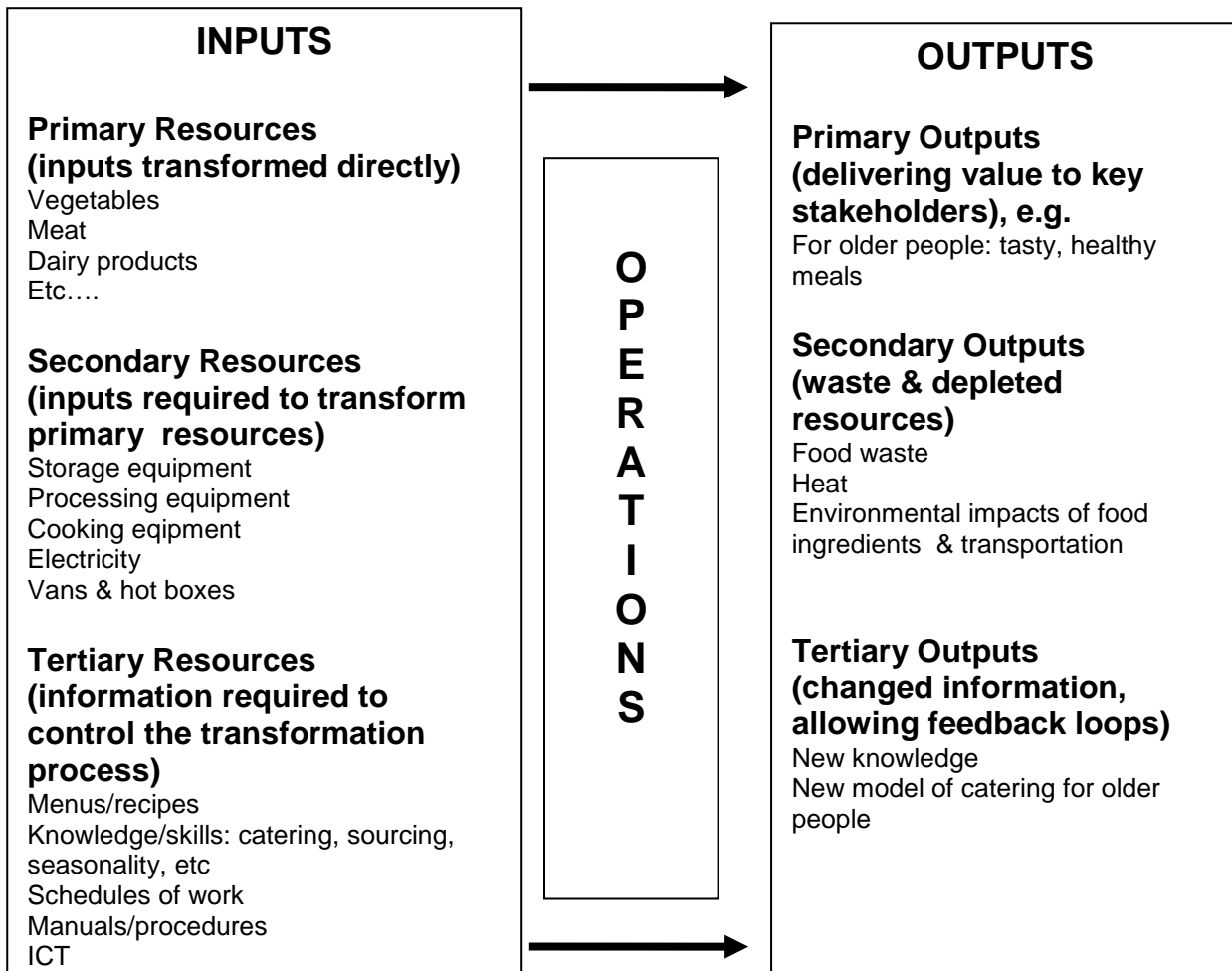
Framework \ Outcomes	Need/baseline	Activities	Outcomes for older people	Impacts for the community
<b>Health &amp; well-being</b>	<ul style="list-style-type: none"> <li>- High incidence of malnutrition in older people</li> <li>- High incidence of diet-related ill-health, e.g. cancer &amp; heart disease</li> <li>- Mobility restrictions, e.g. getting to shops</li> <li>- Disability restrictions, e.g. difficulties preparing food</li> </ul>	<ul style="list-style-type: none"> <li>- Local Food Clubs (food co-operatives) established</li> <li>- Supply of prepared fruit &amp; vegetables into Food Clubs</li> <li>- Provision of catering for lunch clubs in community settings</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction in malnutrition</li> <li>- Improved health</li> <li>- Improved sense of well-being</li> <li>- More older people feeling they are making a positive contribution</li> <li>- Reduced sense of dependency</li> </ul>	<ul style="list-style-type: none"> <li>- Improvements in health reflected in reduction in costs of malnutrition &amp; diet related ill-health</li> <li>- Older people able to stay at home longer</li> </ul>
<b>Community development</b>	<ul style="list-style-type: none"> <li>- Increasing isolation felt by some older people</li> <li>- Sense of dependency felt by some older people</li> <li>- Limited opportunities to get involved and contribute</li> <li>- Pressure on existing carers</li> <li>- Reduced links between the generations</li> </ul>	<ul style="list-style-type: none"> <li>- Lunch clubs linked to Cookery workshops, e.g. older people sharing skills with younger people, lessons for single men, etc</li> <li>- Community Kitchen sessions at Centre for Local Food</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced isolation through greater opportunities for socialising over food</li> <li>- Inter-generational links created through work with schools</li> <li>- Increase in the number of carers drawn from older people</li> <li>- Volunteering opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- More people volunteering and caring for others</li> <li>- Improved community cohesion</li> <li>- Greater cross-generational links</li> <li>- A more positive food culture, with more people eating together</li> </ul>
<b>Economic development</b>	<ul style="list-style-type: none"> <li>- Affordability is a major concern for older people on low incomes</li> <li>- Limited capacity to produce meals for older people in Dorset</li> <li>- Lost opportunities to create local jobs or provide a market for local producers</li> </ul>	<ul style="list-style-type: none"> <li>- Produce meals &amp; soups to be cooked in older people's homes</li> <li>- Creation of catering services operating from hub kitchens &amp; satellites - support catering services in day centres and care homes/nursing homes</li> </ul>	<ul style="list-style-type: none"> <li>- Improved affordability of quality food</li> <li>- Improved accessibility through range of initiatives</li> <li>- Employment opportunities</li> <li>- Training opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction in "food poverty"</li> <li>- Jobs &amp; training opportunities created</li> <li>- Opportunities for local suppliers</li> <li>- Import substitution: local economic activity created</li> <li>- Local multiplier improved</li> <li>- Increase in value added locally (GVA)</li> </ul>
<b>Environmental sustainability</b>	<ul style="list-style-type: none"> <li>- Environmental impact of food transportation</li> <li>- Limited sourcing from sustainable food producers</li> <li>- Consequent pollution</li> </ul>		<ul style="list-style-type: none"> <li>- Enhanced understanding of food provenance &amp; the sustainability implications of food choices</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in sustainable food production &amp; support for local landscapes</li> <li>- Reduction in carbon output has positive impact on climate change</li> </ul>

## 6 Catering Operations

Catering operations are central to the work of Local Food Link's – they are the set of processes responsible for producing the organisation's intended outputs from an appropriate range of resource inputs. In other words, operations are a group of activities which create value by turning inputs into outputs.



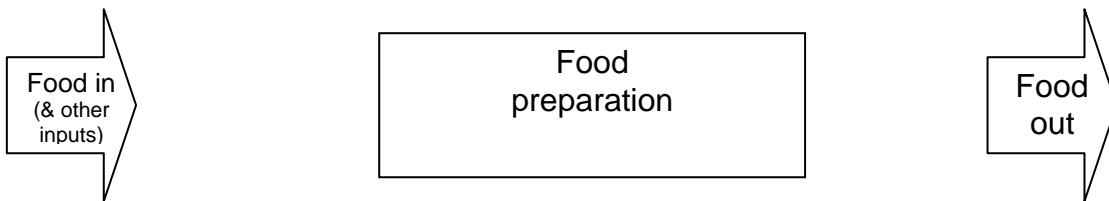
The inputs and outputs can be further broken down into “primary”, “secondary” and “tertiary” levels – the diagram below applies such an analysis to Local Food Links:



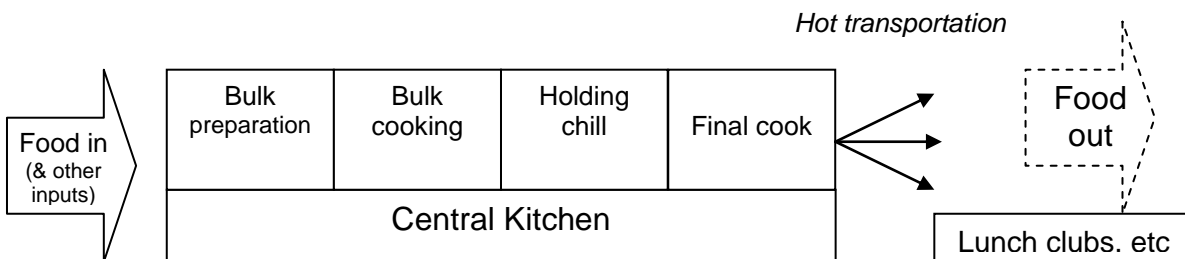
## 6.1 Local Food Links: core operations

Local Food Links has created a central kitchen which allows for the efficient preparation of high quality ingredients into freshly made, nutritious food. The diagram below describes Local Food Links' core operations process of producing hot meals at a central kitchen and transporting them hot to lunch clubs, etc. The basic transformation process is that food comes in, it is transformed with the aid of secondary and tertiary inputs (as described above) at the central kitchen, and then hot food is served at the schools (these are the key "output").

Basic food production system:

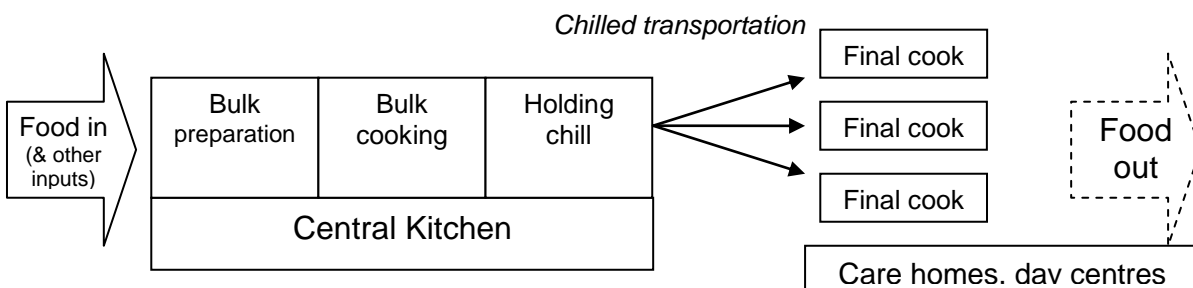


Local Food Links: Hot transported system



In addition to the hot transported system, Local Food Links also provides meals for cooking on site. The model developed with local schools could be adapted very well to care homes or day centres which would act as satellite kitchens.

Local Food Links: Hub Kitchen supporting Satellite Kitchens



## 6.2 Suppliers

Local Food Links has been awarded the Food for Life Programme's Gold Catering Mark, in recognition of the quality of the ingredients used in school meals produced by the organisation. Local Food Links intends to develop new menus in consultation with older people which are compliant with these standards. Food for Life menu criteria include:

### Bronze

- Meals contain no undesirable food additives or hydrogenated fats
- 75% of dishes are freshly prepared
- Meat meets UK welfare standards and eggs are from cage free hens
- Menus are seasonal
- Well trained catering staff
- No GM ingredients

### Silver (in addition to Bronze criteria)

- A range of local, organic and fair trade food is served
- High welfare chicken, eggs and pork products are served (at least Freedom Food or free range - equalling the baseline commitment made by leading supermarkets)
- No fish is served from the Marine Conservation Society 'fish to avoid' list
- Information is on display about where the food has come from

### Gold (in addition to Bronze and Silver criteria)

- At least 30% of ingredients are organic or Marine Stewardship Council certified
- At least 50% of ingredients are locally sourced
- Organic meat, dairy products or eggs are served as a welfare gold standard
- Non-meat dishes are being promoted as part of a balanced, climate-friendly diet

## Local Food Links: ethical sourcing

- **Meat** – Genesis Farmers
- **Milk** – Coombe Farm
- **Yogurt** – Yeo Valley
- **Butter** – Denhay Farms & Coombe Farm
- **Cheese** – Denhay & Coombe Farm
- **Flour** – Edward Gallia, Cerne Abbas
- **Eggs** – Vurlands Farm
- **Vegetables in season** – Bothen Hill Organic, Washingpool Farm, Somerset Organic Link
- **Fruit in season** – Elwell Farm
- **Bread** – Leakers, Punch & Judy Bakery
- **Food service** – Essential Trading



## 6.3 Premises

Local Food Links operates in West Dorset from the Bridport Centre for Local Food. The Centre was established to support the shift to a more sustainable food and farming system. Such a system includes local, organic and fair trade food, which should be affordable to all sections of the community. The Centre was the UK's first local food centre, and is based in a 4000 square foot building leased on a town centre industrial estate.

The Centre provides managed workspace for a range of community groups, social enterprises and food businesses, and acts as a focus for business training and community development.

The Centre has a number of different elements:

- a training kitchen, providing NVQ training in catering for students from 3 local secondary schools, and also a range of cookery workshops for the community;
- a small café, run by catering students for work experience;
- the training kitchen has also been rented out to private catering companies and been used by a number of start-up food and drink businesses;
- a new central hub kitchen, serving 12 local primary schools, which makes "delivered in hot" meals and also prepared meals which are cooked on site at 4 of the schools;
- a distribution depot, used by the school meals service and also for the proposed new food co-operative, the Bridport Local Food Club;
- managed office space, with a range of third sector and private sector tenants;
- a UK-Online ICT centre, run by social enterprise West Training;
- a training room, used for the delivery of e.g. food safety courses and business planning courses.

The proposed new services for older people will operate from the Centre for Local Food. As explained above, the Centre has two kitchens and an additional food preparation area, and will be able to accommodate an expansion of production over the next three years. Production for older people will be 52 weeks of the year (as opposed to 39 weeks for schools).

## 6.4 Equipment & Transport

The diagram below illustrates the different equipment used during the catering operations:

**Food in**



**Initial storage**



- 1 x Cold room
- 2 x Refrigerator

**Initial preparation**



- Potato rumbler
- Veg prep machine
- Food mixer

**Cooking**



- Steam kettle
- 2 x Brat pan
- 6 x Combi oven

**Cleaning**



- Pass through dishwasher

**Final storage**



- 3 x Blast chiller
- 1 x Cold room

**Distribution**



- Refrigerated van



Local Food Links has used trading income, and also received grant funding from a range of sources, to purchase the equipment outlined above:

- Chalk and Cheese (LEADER+)
- Dorset County Council
- The Lottery

In addition, a loan from Wessex Reinvestment Trust was used to purchase a van – this loan is now fully repaid.

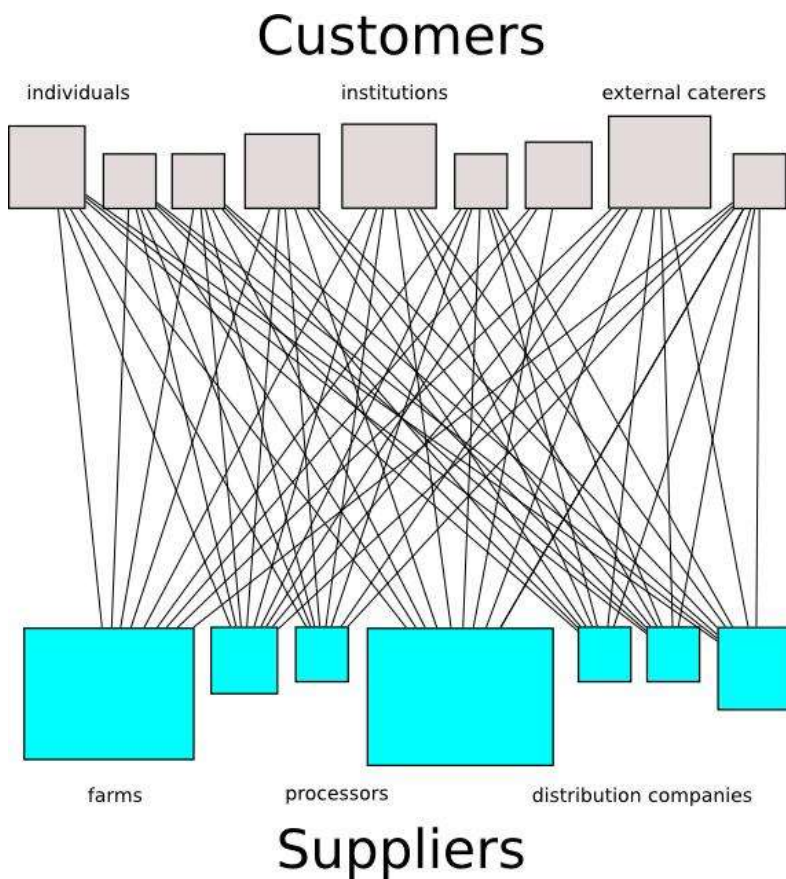
The use of equipment for the new food initiatives for older people will be scheduled to complement use of equipment for school meals. In some cases, additional meals can be produced at the same time – for example if a lunch club is to be developed in partnership with a village school. In other cases, where separate production is required this will occur in the smaller training kitchen, or take place in the afternoon when less production for schools occurs. However, a further van will be required to support the work with older people.

## 7 ICT Development through Knowledge Transfer Partnership with Bournemouth University

### 7.1 Introduction

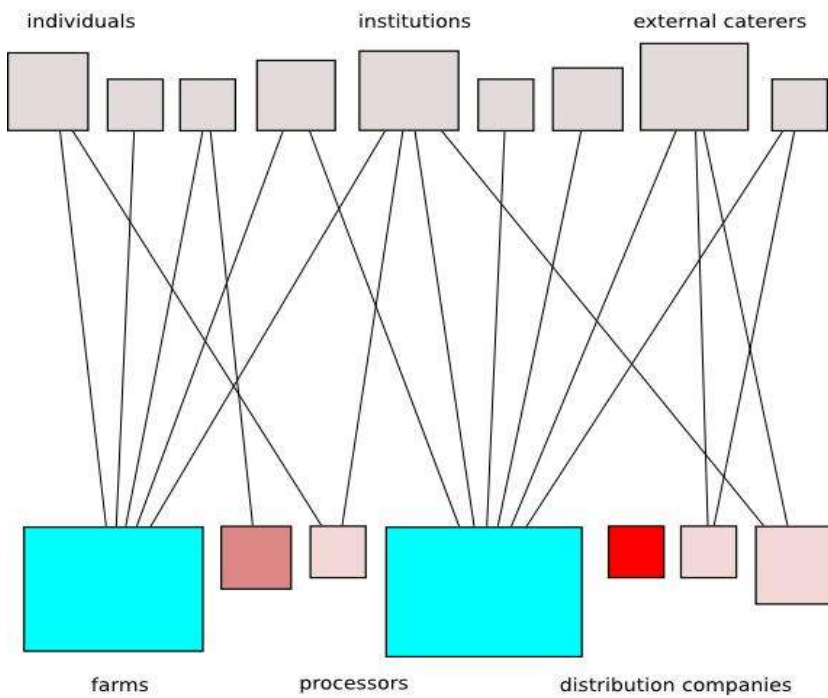
A key element of Local Food Links operations is the ICT system which has been developed. A key aim of developing this pilot ICT system was to create an efficient mechanism for procuring ingredients from a wide range of local suppliers, on behalf of a consortium of institutions serving food (originally, local primary schools).

The diagram below illustrates the complexity and duplication of having multiple customers and institutions all attempting to manage relationships with multiple local suppliers:



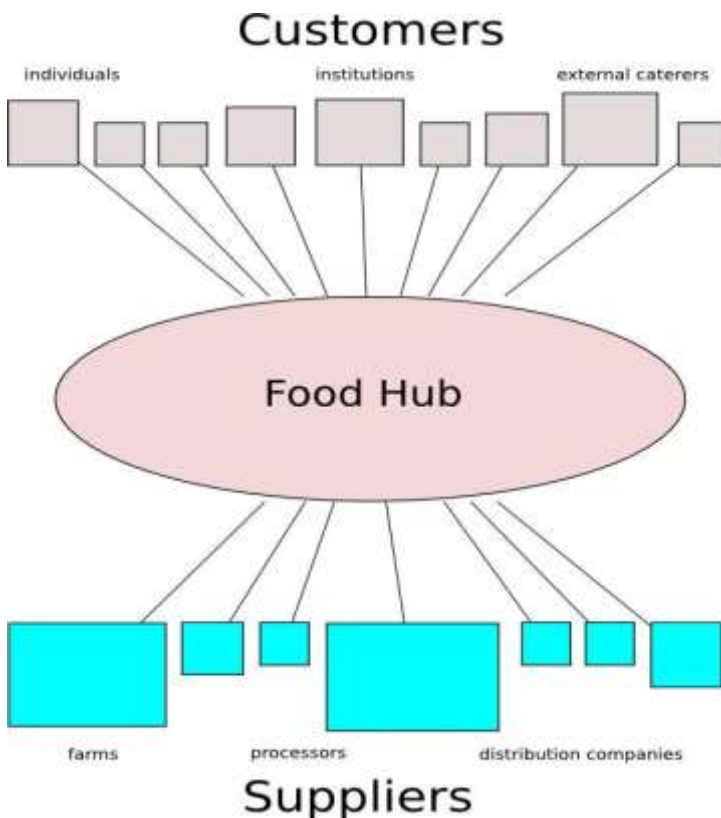
The diagram overleaf illustrates the current situation, in which suppliers look to a reduced number of larger distribution companies, and local suppliers can be left with no access to the market:

# Customers



# Suppliers

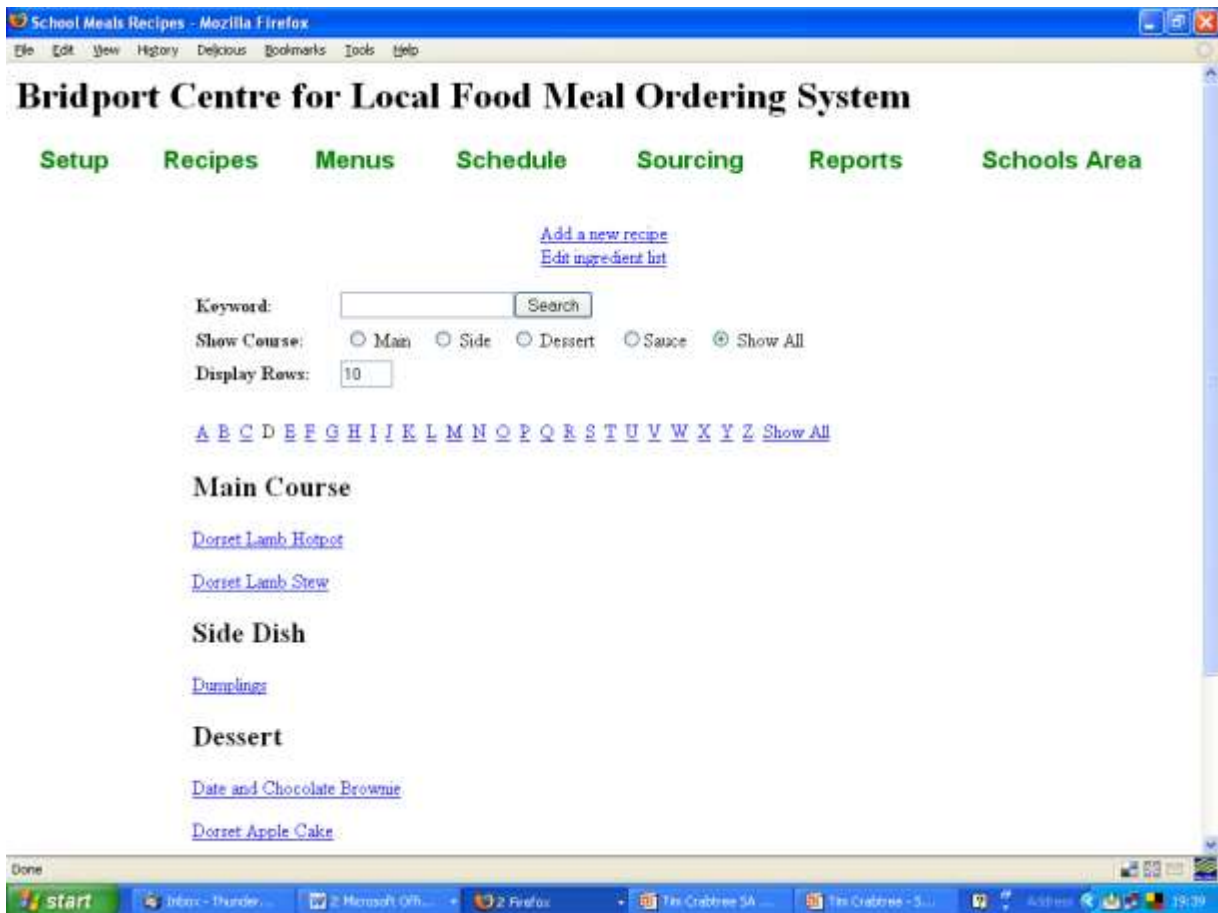
The diagram below illustrates the benefits of creating a “hub” comprising both an efficient ICT system and a physical “central” production and distribution facility:



Over the last two years, Local Food Links has developed an ICT system, which allows the organisation to manage the information requirements of sales, production and purchasing.

The core of the system is an on-line data-base (written in PHP-mysql) which contains all of Local Food Links recipes.

The screen shot below illustrates the current database of recipes:



Each recipe on the database is inputted at a base level of 6 – 10 portions, as illustrated below, and the ingredient requirements can then be scaled up as orders are received:



Once scaled up, say for 500 portions, the system can then calculate ingredient requirements for 1 day, 1 week or 1 month:



The system will then produce a production schedule for the kitchen, and give numbers of meals to be dispatched to end users in the community. Lunch clubs, care homes or day centres can be added to the system, allowing for the efficient development of a new area of catering for Local Food Links:

Wed, 19 Nov						
School	Hot R	Hot V	Sides	Pudding	Packed R	Packed V
0404 Creative						
Broadwindsor						
Charmouth						
Salwayash						
St Micheal's Lyme Regis						
St. Catherine's Catholic School	47	3	50	48		
Symondsbury CE Primary School	38	2	40	38		
Loders C of E Primary School	33	7	40	38		
Powerstock School	26		26	25		
Thomers School	48	7	55	53		
Burton Bradstock School	49	3	52	50		
St. Mary's C of E School	69	8	77	75		
Bridport Primary School	111	9	120	117		
Centre for Local Food		12	12	12		
Bridport Community Playgroup						
<b>TOTAL</b>	<b>421</b>	<b>51</b>	<b>472</b>	<b>456</b>		

Thu, 20 Nov						

Since achieving the Food for Life Gold Catering Mark, Local Food Links has developed an additional element to its ICT system, which supports the identification of suitable suppliers given a set of key target ratios which need to be achieved:

- Ingredient cost per meal
- Percentage of local ingredients (by cost)
- Percentage of organic and MSC (marine stewardship council) ingredients (by cost)
- Absolute number of fair trade ingredients used

For each ingredient, a list of possible suppliers is identified (e.g. organic, free range, local, non-local). For every recipe to be produced, the system then allows managers to select an appropriate range of suppliers which will meet the target ratios.

The screenshot below shows this element of the system:

# Bridport Centre for Local Food Meal Ordering System

[Setup](#)
[Recipes](#)
[Menus](#)
[Schedule](#)
[Sourcing](#)
[Reports](#)
[Schools Area](#)

## Daily Sourcing for 6 May, 2009

[Previous](#)
[Next](#)

### BCLF cook on site

Bouillion	195 ml	Essential Trading Co-operative: Veg Bouillon Org
Breadcrumbs	1050 g	Punch and Judy Bakery Ltd: Breadcrumbs
Carrots	15880 g	Bothen Hill Produce: Carrots
Celery	1300 g	<i>No supply found!</i>
Cheese grated	600 g	Denhay Farms: Grated Cheddar Cheese
Chipolata Sausages	260 unit	Genesis: Pork Chipolatas
Chives chopped	100 g	<i>No supply found!</i>
Cornflour	650 g	Roberts Foodservice: Cornflour
Egg	79.5 unit	Somerset Organic Link: Egg Freerange Organ
Flour Self Raising	2250 g	Roberts Foodservice: S.R.Flour
Flour Plain	2250 g	Essential Trading Co-operative: Plain Flour Org
Leeks	1700 g	Bothen Hill Produce: Leeks
Margarine Marvello	3937.5 g	Bako Western: Marvello Clean Label
Mashed Potato	14850 g	<i>No supply found!</i>
Milk	360 ml	Coombe Farm: Semi Skimmed Milk
Mixed herbs dried	32.5 ml	Essential Trading Co-operative: Mixed Herbs
Mustard Powder	10 ml	<i>No supply found!</i>


<b>BCLF cook on site</b>	48.7% organic	84.6% local	0 fairtrade	44.1 p/serving
<b>Blandford ABW Children's Centre</b>	48.7% organic	83.5% local	0 fairtrade	39.6 p/serving
<b>Bridport Centre for Local Food</b>	38.5% organic	81.5% local	0 fairtrade	35.6 p/serving
<b>Total:</b>	44.8% organic	83% local	0 fairtrade	39 p/serving

A further recent development of the ICT systems has been an on-line ordering system for children and parents. This system was developed externally in a framework called Ruby on Rails. The ordering system has to integrate with the existing database system (written in PHP-mysql).

The 2 screenshots overleaf illustrate the system:

Order School Meals | Local Food Links - Mozilla Firefox


File Edit View History Desktop Bookmarks Tools Help



Manage your child's school meals online

Welcome back Tim

[View account details](#)  
[Edit your details](#)  
[View accounts \(Add New Child\)](#)  
[Payment History \(Make a Payment\)](#)



What's on the menu today?

**Main**

Autumn Casserole with Local Beef  
 Autumn Casserole with local vegetables

**Side**

Boiled Potatoes  
 Dessert

You are logged in.

**Wells and welcome to its School Meals online ordering system.**

If you are a new user, you need to link your children to your account. To do this you will need to obtain a secure and unique code from your children's school secretary and, with this code to hand, follow the step above to [Add New Child](#).

Once your children have been added, they will be listed at the bottom of this page. Click on the name of each child to order meals. **Orders are not complete until full payment has been received**, so once you have made your meal selection, don't forget to [Make a Payment](#).

**Your Children**

Name	School	Class	Payments
THOMAS CRABTREE	Bridport Primary School	JA	<a href="#">£ 0.00 Due</a>
WENDY CRABTREE	Bridport Primary School	JA	<a href="#">£ 0.00 Due</a>
WILLIAM CRABTREE	Bridport Primary School	JA	<a href="#">£ 0.00 Due</a>

Order School Meals | Local Food Links - Mozilla Firefox

File Edit View History Desktop Bookmarks Tools Help

School Meal Ordering for Thomas CRABTREE

**Bridport Primary School Menu**

Monday	Tuesday	Wednesday	Thursday	Friday
<p><b>Monday 22nd</b></p> <p>Local Potatoes</p> <p>Autumn Casserole with Local Beef</p> <p>Boiled Potatoes</p> <p>Local Sauces</p> <p><a href="#">Add</a> - £0.00 Order</p>	<p><b>Tuesday 23rd</b></p> <p>Autumn Casserole with Local Beef</p> <p>Autumn Casserole with local vegetables</p> <p>Boiled Potatoes</p> <p>Local Sauces</p> <p><a href="#">Add</a> - £0.00 Order</p>	<p><b>Today</b></p> <p>Autumn Casserole with Local Beef</p> <p>Autumn Casserole with local vegetables</p> <p>Boiled Potatoes</p> <p>Local Sauces</p> <p><a href="#">Add</a> - £0.00 Order</p>	<p><b>Thursday 24th</b></p> <p>Green Baked Flat with a Cheese Crust Topping</p> <p>Green Baked Flat with a Cheese Crust Topping</p> <p>Boiled Potatoes</p> <p>Local Sauces</p> <p><a href="#">Add</a> - £0.00 Order</p>	<p><b>Friday 25th</b></p> <p>Roast and Boar Chicken</p> <p>Roast and Boar Chicken</p> <p>Boiled Potatoes</p> <p>Local Sauces</p> <p><a href="#">Add</a> - £0.00 Order</p>

Place an Order for December 20, 2008

Please select a meal type from the options below and press Save when complete.

Bean and Lentil Loaf

Roast Turkey

These meals are served with:

Roast Potatoes  
 Vegetables  
 Jod Yule cake

[Save Order](#)

CLOSE X



## 7.2 Development of new ICT system

Although the system that Local Food Links has developed is robust for the production of school meals, its complexity and design make it inflexible and difficult to adapt for different production requirements – for example 7 day per week service, more than one meal a day or production of meals for sale to individuals.

Chalk and Cheese funding is therefore sought to work with Bournemouth University to develop appropriate ICT systems to support efficient procurement and production for care homes, day centres and lunch clubs.

The new system would be modelled on and incorporate the functionality of Local Food Link's bespoke school meals system. However it would be a completely new system, written in a consistent "rapid application development" framework such as Ruby on Rails or Symfony. This would allow greater flexibility for future development and change.

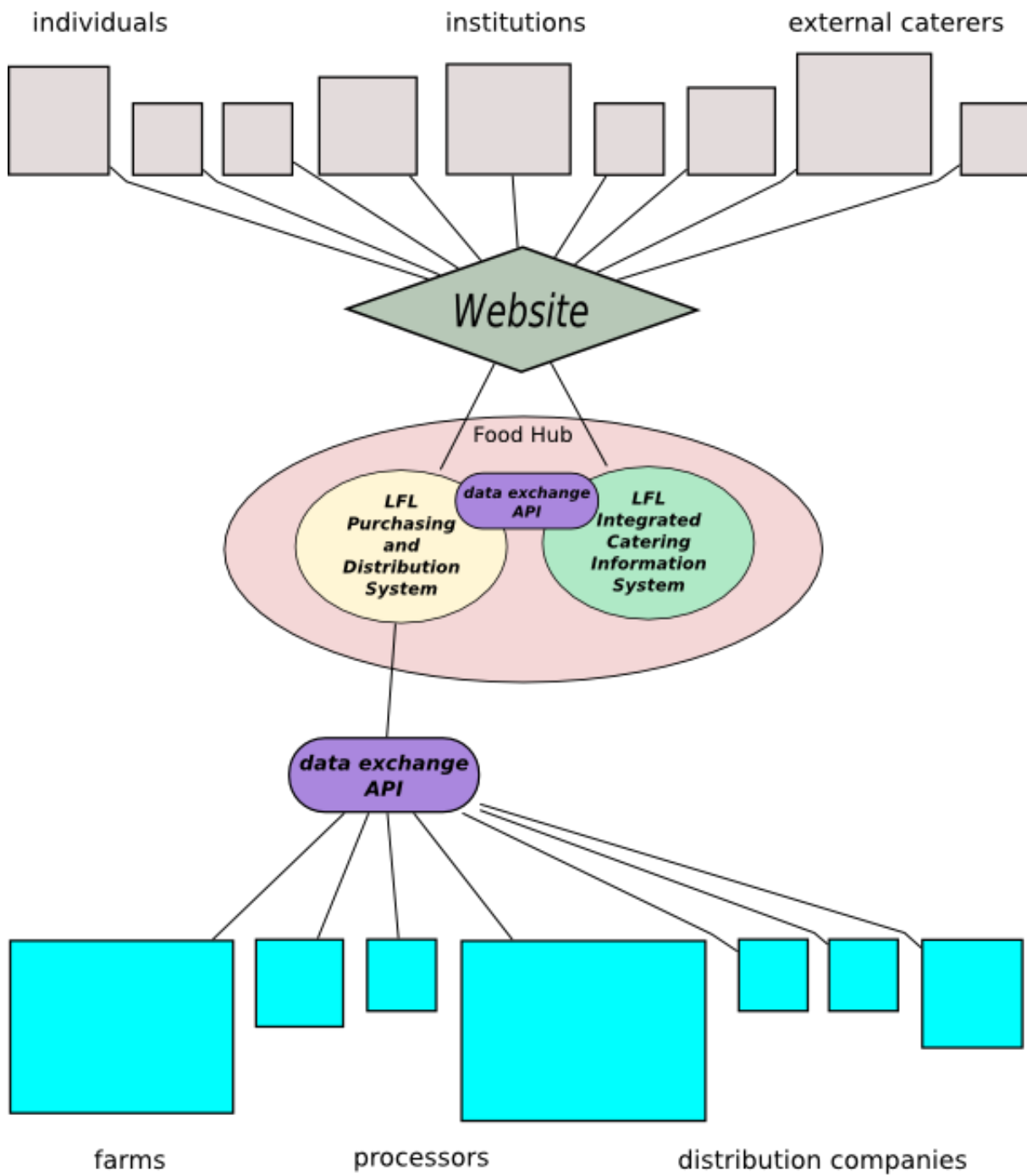
Bournemouth University would work with Local Food Links through a Knowledge Transfer Partnership. The University would:

- secure additional match funding to support a two-year KTP programme;
- employ a graduate who would be based at Local Food Links;
- provide academic support with both the ICT and business process elements of the KTP programme.

The Chalk and Cheese funding sought by Local Food Links would offset the costs of the graduate. The cost to Local Food Links is £41,808. The University will draw down additional funding of £84,882, which will support the costs of the university over the two years.

The diagram overleaf summarises the key elements of the new system which Local Food Links seeks to develop. The new system would incorporate methods for both customers and suppliers to interact with the database directly, i.e. for inputting orders, updating price lists, etc.

# Customers



# Suppliers

### **7.3 Making the ICT system available to other partners in Dorset**

The aim of developing the system is to support catering operations which use as much local produce as possible. There is therefore a great opportunity to make the ICT system more widely available, to organisations wishing to increase the procurement of local and sustainable foods without greatly increasing their administrative overheads.

In order to achieve this goal, Local Food Links proposes to:

- Firstly, work with partner organisations in the Bridport area to ensure that the system meets their requirements. Such organisations would include lunch clubs, day centres and care homes.
- Secondly, work with Weymouth College to both develop the ICT system, and then test the system within the catering operations at the College. Weymouth College would work with Local Food Links and the KTP graduate to
- Thirdly, make the system available under licence to other organisations in Bournemouth, Dorset and Poole. This would have the benefit of making the sourcing of foods from the Chalk and Cheese area easier and more cost effective.
- Finally, to make the software available on licence to partners in the lottery-funded Making Local Food Work project. This has a “Distribution and Supply” strand that is promoting the use of ICT systems alongside physical food hubs, and interest has already been expressed in the proposed new system.

## 8 Risk assessment

Staff and Board members of Local Food Links have carried out a risk assessment process, in order to identify potential risks, assess their potential likelihood and impact, and analyse how these risks would be dealt with. The risk assessment looks first at factors which are internal to the organisation:

- Governance and management
- Operational risk
- Financial risk

The risk assessment then looks at external factors, using a “PEST” framework:

- Political / Legal
- Economic / Environmental
- Social
- Technological

Risk Factor	Likelihood of risk	Impact	How these risks would be dealt with
<b>Governance &amp; management</b>			
The organisation lacks direction, strategy and forward planning	M	H	<ul style="list-style-type: none"> <li>• Regular up-dating of strategic plan</li> <li>• Regular up-dating of financial plans and budgets</li> <li>• Monitoring of financial and operational performance</li> <li>• Monitoring of feed-back from beneficiaries (older people &amp; their organisations)</li> </ul>
Board lacks relevant skills	M	H	<ul style="list-style-type: none"> <li>• Ensure representation by older people</li> <li>• Job descriptions</li> <li>• Training</li> </ul>
Conflicts of interest	M	H	<ul style="list-style-type: none"> <li>• Ensure older people on the board do not dominate decision making</li> <li>• Procedures for disclosure of potential conflicts of interest</li> </ul>
Loss of senior staff	M	M	<ul style="list-style-type: none"> <li>• Succession planning</li> <li>• Notice periods and handovers</li> <li>• Documentation of systems, plans and projects</li> </ul>
Reporting to trustees	M	H	<ul style="list-style-type: none"> <li>• Timely and accurate project reporting, including financial reporting</li> <li>• Project assessment &amp; authorisation procedures</li> <li>• Regular contact between board and project managers</li> </ul>
<b>Operational risk</b>			
Contract risk	M	H	<ul style="list-style-type: none"> <li>• Project appraisal procedures</li> <li>• Professional advice on terms &amp; conditions, e.g. between LFL &amp; care home</li> <li>• Performance monitoring arrangements</li> </ul>
Service provision – Customer satisfaction	M	H	<ul style="list-style-type: none"> <li>• Quality control procedures</li> <li>• Complaints procedures</li> </ul>
Competition	L	H	<ul style="list-style-type: none"> <li>• Monitoring performance and quality of service.</li> <li>• Public awareness and profile.</li> </ul>
Suppliers	M	M	<ul style="list-style-type: none"> <li>• Procedures for obtaining quotations.</li> </ul>

			<ul style="list-style-type: none"> <li>• Authorised suppliers listing.</li> <li>• Monitoring of quality/timeliness of provision.</li> <li>• Use of service level agreements.</li> </ul>
Equipment and facilities	M	H	<ul style="list-style-type: none"> <li>• Building and plant inspection programme.</li> <li>• Repair and maintenance programme.</li> <li>• Capital expenditure budgets.</li> </ul>
Failure to recruit skilled & experienced Catering Manager	M	M	<ul style="list-style-type: none"> <li>• Advertise widely &amp; follow rigorous selection process</li> </ul>
Withdrawal of older people's organisations from project	L	H	<ul style="list-style-type: none"> <li>• Work closely with organisations, following community development approaches, and ensure engagement of older people</li> </ul>
Failure to meet uptake targets for meals	M	M	<ul style="list-style-type: none"> <li>• Communication &amp; Marketing strategy implemented</li> </ul>
Food hygiene problems occur	M	H	<ul style="list-style-type: none"> <li>• Implement food hygiene and HACCP plans</li> </ul>
Security of assets	M	H	<ul style="list-style-type: none"> <li>• Review of security.</li> <li>• Asset register and inspection programme.</li> <li>• Management of patent and intellectual property.</li> <li>• Insurance reviews.</li> </ul>
Legal and admin problems	L	M	<ul style="list-style-type: none"> <li>• Robust management &amp; administration systems in place</li> </ul>
Employment issues	M	M	<ul style="list-style-type: none"> <li>• Recruitment processes.</li> <li>• Job training and development.</li> <li>• Health and safety training and monitoring.</li> <li>• Staff vetting and legal requirement checks.</li> </ul>
Volunteers	L	M	<ul style="list-style-type: none"> <li>• Vetting procedures:</li> <li>• Training and supervision procedures.</li> </ul>
Health, safety and environment	M	H	<ul style="list-style-type: none"> <li>• Compliance with law and regulation.</li> <li>• Monitoring and reporting procedures.</li> <li>• Implement Health &amp; Safety policies &amp; procedures</li> </ul>
Disaster recovery and planning	L	H	<ul style="list-style-type: none"> <li>• Data back up procedures</li> <li>• Insurance cover.</li> <li>• Disaster recovery plan for alternative accommodation.</li> </ul>
Information Technology	M	H	<ul style="list-style-type: none"> <li>• Security and authorisation procedures.</li> <li>• Disaster recovery procedures.</li> <li>• Outsourcing.</li> </ul>
<b>Financial risks</b>			
Budgetary control and financial reporting	M	H	<ul style="list-style-type: none"> <li>• Budgets linked to business planning and objectives.</li> <li>• Timely and accurate monitoring and reporting.</li> <li>• Proper costing procedures for product or service delivery.</li> <li>• Procedures to review and action budget/cash flow variances.</li> </ul>
Cashflow problems	M	H	<ul style="list-style-type: none"> <li>• Adequate cash flow projections</li> <li>• Monitoring arrangements and reporting.</li> </ul>
Pricing policy	M	M	<ul style="list-style-type: none"> <li>• Costing of services and contract.</li> <li>• Comparison with other service providers.</li> </ul>
			<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Political/Legal</b>			
Holding the FISC partnership together	L	H	<ul style="list-style-type: none"> <li>• Regular meetings, with minutes and agreed actions</li> <li>• Ensure needs of all parties are addressed</li> </ul>

Change of government – local or national	M	L	<ul style="list-style-type: none"> <li>• Ensure all-party support for project, e.g. by inviting councillors and MPs from all parties</li> </ul>
Changes in legislation	M	M	<ul style="list-style-type: none"> <li>• Monitor proposed legislative changes and develop action plans</li> </ul>
<b><i>Economic/Environmental</i></b>			
Long term recession	M	M	<ul style="list-style-type: none"> <li>• Develop range of initiatives which are not all dependent on discretionary spending</li> </ul>
Competition	H	M	<ul style="list-style-type: none"> <li>• Stress the unique selling point (USP) of food linked to the project – local, traceable, sustainable, affordable, non-profit</li> </ul>
Failure of key suppliers	M	M	<ul style="list-style-type: none"> <li>• Have more than one supplier for each of the main categories, e.g. meat, dairy, etc</li> </ul>
<b><i>Social</i></b>			
Health problems in older people, e.g. flu epidemic	M	M	<ul style="list-style-type: none"> <li>• Develop range of initiatives in many locations</li> </ul>
Closure of major facility, e.g. day centre	L	M	<ul style="list-style-type: none"> <li>• Ensure that the project is not reliant on small number of larger partner organisations</li> </ul>
<b><i>Technological</i></b>			
Gas, electricity or water supply failure	L	H	<ul style="list-style-type: none"> <li>• Identify suppliers of generators and water containers for hire</li> </ul>
Inadequacy of machinery	L	M	<ul style="list-style-type: none"> <li>• Monitor usage and budget for additional equipment</li> </ul>

## 9 Monitoring, Evaluation & Dissemination

Monitoring and evaluation of the work funded by Local Food would relate directly to the proposed outcomes and impacts identified above. Suitable indicators will be required and these will be refined in partnership with key stakeholders. A graduate student intern from Brno University in the Czech Republic will be hosted by Local Food Links from late September 2009, and one of the key roles of the intern will be to implement a revised monitoring and evaluation framework. This will include an LM3 analysis, to understand the impact on the local economy of spend on local ingredients and staff wages, through the “local multiplier process.

This development of the Local Food Links monitoring and evaluation framework builds on in-house work as well as the partnership with the Making Local Food Work programme, which has appointed the new economics foundation to support the creation of a monitoring and evaluation process for all partners. This has focused on the refining of an “impact map” and the choice of appropriate indicators.

In addition to the work with nef on the development of an “impact map” for Local Food Links, the organisation has also worked with the Food for Life Programme to develop appropriate indicators. Local Food Links has become the first gold level Food for Life Catering Mark holder, and this entails rigorous evaluation by the Soil Association certification department.

When monitoring and evaluating the proposed work with older people, Local Food Links will also liaise closely with the Dorset Partnership of Older People’s Project. The project has a team of older people who are employed as Evaluators, and they also have independent support from a research organisation called Older Peoples Partnership. Local Food Links will work with these organisations to develop an appropriate monitoring and evaluation framework, building on the existing impact mapping work.

Local Food Links will achieve dissemination of the project’s transferable elements through a range of methods, including:

- Regional seminars
- Talks and workshops
- Newsletter
- Web-site

Local Food Links is a member of Food Links UK, which is now run by SUSTAIN and funded by Esmee Fairbairn Foundation. Local Food Links will work closely with SUSTAIN to influence policy, particularly around public sector catering, school meals and catering for the elderly.

SUSTAIN is a partner with the Plunkett Foundation in the Making Local Food Work programme, from which Local Food Links is receiving funding under the “supply and distribution” strand. There is therefore the opportunity to work with the consortium of organisations involved in the programme to influence policy through associated conferences and workshops. The Plunkett Foundation also organises the National Rural Social Enterprise Conference, and having spoken in 2006, Local Food Links would offer to speak again in 2009 or 2010.

Local Food Links will seek to work closely with South West Food and Drink, the strategic body for food sector development. SW Food & Drink is funded by SWERDA and DEFRA to co-ordinate activity around the Public Sector Food Procurement Initiative (PSFPI). Local Food Links has given talks at two recent workshops organised by SW Food & Drink, and at a recent regional conference on Sustainable Food Procurement.

Local Food Links will promote the social enterprise model for community-led food initiatives with the Office of the Third Sector and the Social Enterprise Coalition. Local Food Links also has strong links with the regional social enterprise body, RISE SW, and will continue to promote the social enterprise model through this channel.

Finally, Local Food Links will seek to influence the local MPs – Oliver Letwin and Jim Knight – through invitations to visit the Centre for Local Food and speak at Local Food Links events.



## 10 Legal issues

Local Food Links was originally registered as the trading subsidiary of West Dorset Food and Land Trust in 1999. However, this structure did not allow membership by users of the organisation, so it was decided that a new structure was required.

Local Food Links is now registered as an Industrial and Provident Society (IPS). An IPS is an organisation conducting an industry, business or trade, either as a co-operative or for the benefit of the community, and is registered under the Industrial and Provident Societies Act 1965 (I&P Act 1965). The Financial Services Authority (FSA) is the registering authority.

There are broadly two types of Industrial & Provident Society rules:

- those for projects aimed at benefiting the members of a co-operative;
- those for projects aimed at benefiting the wider community.

Co-operative societies are run for the mutual benefit of their members, with any surplus usually being ploughed back into the organisation to provide better services and facilities. Societies run for the benefit of the community provide services for people other than their members.

Local Food Links was registered as an IPS for Community Benefit, and this took place on 23 January, 2007. The following objects were agreed:

*The society aims to:*

- *Maintain or improve the physical, social and economic infrastructure within the South West of England;*
- *Advance education (particularly concerning asset based community development and enterprises with a community or environmental focus); and*
- *Provide an opportunity for public-spirited people and organisations to contribute financially to the community, with the expectation of a social dividend, rather than personal financial reward.*

*Examples of the ways in which the society may carry out its objects may include:*

- *Providing housing for those in need and help to improve housing standards;*
- *Creating training and employment opportunities by the provision of workspace, buildings or land;*
- *Developing new or existing services to the local community that contribute to the local economy.*

*Those objects are carried on for the benefit of the community.*

As an Industrial and Provident Society, Local Food Links seeks to involve users in the governance of the organisation, through membership and places on the Board. In addition, Local Food Links has sought to put in place a range of mechanisms by which users and members can influence not just the long term strategy but also the day to day operations of the organisation. For work with older people, the main mechanism is the Food Initiatives for the Senior Community working group.

Membership of an Industrial and Provident Society requires the purchase of shares in the organisation. These are ordinary shares with a nominal value of one pound. The minimum shareholding in Local Food Links Ltd is one pound, and the maximum (set by law) is £20,000. Local Food Links set the membership at £1 to encourage as many people to join as possible.

Local Food Links must have a minimum of 2 directors. Directors are elected at each AGM. Currently the Board of Local Food Links includes staff (the Executive Director), users (representatives of older people, schools and parents) and representatives of the wider community.

The board of any organisation, including Local Food Links, assume a set of liabilities.

These fall under two main headings:

- **Governance liabilities**, which arise from the nature of the director's role. Examples include:
  - Ensuring resources are applied solely in pursuit of the organisation's objects.
  - Managing conflict of interests.
  - Acting prudently (i.e. ensuring the organisation remains solvent and assets and funds are used wisely).
  - Meeting obligations for the delivery of accounts and annual returns.
  
- **Operational liabilities**, which arise from the activities of the organisation. Examples include:
  - Ensuring that health and safety guidelines are followed.
  - Meeting equal opportunities obligations.
  - Following proper procedures for recruiting staff.
  - Meeting its obligations to staff

The Board of Local Food Links has put in place a set of policies and procedures in order to manage the risk associated with these liabilities. As an organisation serving food to young children and older people, the health and safety risks are particularly significant and so a comprehensive Food Safety Management System is in place based on the HACCP approach (Hazard Analysis of Critical Control Points).

In addition, as an organisation employing 22 staff, a comprehensive set of human resources policies and procedures are also in place.

## Appendices

### 10.1 Appendix 1: Background information on Local Food Links

In 2003, Local Food Links worked with local primary schools to establish a fruit scheme, with local apples, pears and other fruit chopped up by volunteers and eaten by children at break-time.



In 2005, Local Food Links worked with Bridport Primary School to establish a pilot hot lunch scheme, serving soup, a roll and a home-made dessert to children, staff and parents. Kitchens were removed from Dorset's primaries in 1981, and all children eat packed lunches. One of the reasons for setting up the scheme was to explore an alternative to the free packed lunches, which were made in London and trucked down overnight. Take-up was very low, and governors wanted to see an alternative.

The pilot soup scheme was very successful, and was rolled out to Bridport St. Mary's.



Then the government announced, in late 2005, that all schools must put plans in place to provide hot meals. Local Food Links met with the heads of all 8 schools in the Bridport pyramid, and it was agreed that funds would be sought to develop a central kitchen and a hot transported meals service for all schools.

The fund-raising was successful, and a central kitchen was built within the Bridport Centre for Local Food, (which is a 4000 square foot industrial unit leased on a town centre trading estate). The Centre already has a training kitchen, out of which the pilot scheme operated during the first 18 months.



By this stage, Local Food Links Ltd was becoming a larger organisation than the Food and Land Trust. In addition, if the school meals service was to become “user led”, then membership by schools and parents was required. So in January 2007, Local Food Links was restructured as an independent organisation in 2007, and registered as an Industrial and Provident Society. Later that year it also took on the running of the Centre for Local Food from the Food & Land Trust.

Local Food Links Ltd is now supplying 700 meals per day to 12 schools from the central kitchen, and a further 400 meals per day to 7 North Dorset schools from a kitchen in Blandford.



Local Food Links has been awarded the Food for Life Gold Catering Mark, in recognition of the quality of its food, and is the only organisation in the country to have received this award.



## 10.2 Appendix 2: Local Food Links' Food Policy

### **Taste:**

- The food which Local Food Links provides should above all taste good to the people eating it.
- Our members and “customers” will help to define the food and design the menus we provide.
- We will work with schools to run cookery workshops and tasting sessions, to help broaden people’s food horizons.

### **Health:**

- The food which Local Food Links provides should have a positive impact on our customers’ health and well-being.
- Local Food Links aims to provide food that is as fresh, unprocessed and nutritious as possible.

### **Environment:**

- Local Food Links will seek to minimise its environmental impact – in the sourcing and storage of ingredients, in the production of meals and in the distribution and serving of food.

### **Sourcing of ingredients:**

- Local Food Links will prioritise locally produced food (within a 40 mile radius), sustainably produced food (including organic) and fair trade food.
- Local Food Links will source foods from further afield in the UK or overseas, but will always seek to minimise food miles, and wherever possible will seek appropriate substitutes produced nearer to West Dorset.
- The aim is to develop a sustainable local food system in West Dorset – one which is good for the environment and supports the local economy.

### **Provenance and traceability:**

- Local Food Links will seek to ensure that all foods/ingredients have clear “provenance”, and will seek at every opportunity to tell the “story” of the foods which it provides.
- Local Food Links will seek to support producers whose products have a positive impact on local landscapes such as grasslands.
- Local Food Links will work with Direct from Dorset and other accreditation bodies to ensure that claims made for provenance and traceability can be substantiated.

## 10.3 Appendix 3 - Food Initiatives for the Senior Community: Membership form and terms of reference

### FOOD INITIATIVES FOR THE SENIOR COMMUNITY (FISC)

A Joint Working Group established by Bridport Area Older People's Forum, Dorset  
Partnership for Older People's Project & Local Food Links

Are you interested in joining a working group, which will work with POPP, the Bridport Area Older People's Forum and Local Food Links to explore a range of practical projects which would increase older people's access to healthy and affordable food?

Local Food Links runs a Centre for Local Food which has a range of facilities and other assets, including:

- a training kitchen, for cookery workshops;
- a commercial kitchen producing school meals for 12 local primaries;
- one ambient and one refrigerated vehicle;
- a computer training room;
- a meeting room.

Potential projects include:

- producing meals and soups to be cooked in people's homes;
- preparing food for delivery as "meals on wheels";
- food co-operatives, for the purchase of good quality food at lower prices, linked to home delivery or delivery to other settings such as day centres;
- linking pre-prepared vegetables and fruit to the food clubs, to address issues faced by some older people around use of kitchen equipment such as peelers, can openers, etc;
- support for lunch clubs, with the "prep" being done at the central kitchen;
- support for small kitchens at day centres and care homes, through use of the central kitchen for procurement, stock holding and initial preparation of meals.

Local Food Links is a not for profit, community based organisation, with community benefit objectives. It has developed a model of user-led food provision, with schools and parents eligible for membership. This model has the potential to be extended to other groups in the community, including older people, so that there is greater control over the food produced for these groups.

If you would like to get involved in a working group, please fill in the details below and return to the Centre for Local Food, Unit 17, St. Michael's Trading Estate, Bridport, DT6 3RR, or send an e-mail to: [tim.crabtree@localfoodlinks.org.uk](mailto:tim.crabtree@localfoodlinks.org.uk)

Name: \_\_\_\_\_

Contact telephone: \_\_\_\_\_

E-mail (if you have one) \_\_\_\_\_



# **FOOD INITIATIVES FOR THE SENIOR COMMUNITY (FISC)**

**A Joint Working Group established by Bridport Area Older People's Forum, Dorset  
Partnership for Older People's Project & Local Food Links**

## **TERMS OF REFERENCE**

### **Aims of group**

To explore and develop a range of practical projects which would increase older people's access to healthy and affordable food.

### **Tasks**

- To develop a working partnership between a range of organisations representing and working with older people.
- To consult with older people and with organisations run by or for older people, to assess needs and identify potential activities.
- To support Local Food Links in piloting a range of initiatives, including:
  - Creation of catering services operating from the hub kitchen at the Centre for Local Food
  - Provision of catering for lunch clubs in community settings
  - Lunch clubs at schools, with interaction between pupils & older people
  - Local Food Clubs (food co-ops) providing access to affordable food
  - Supply of prepared fruit & vegetables into Food Clubs
  - Cookery workshops, e.g. older people sharing skills with younger people, lessons for single men, etc
  - Support for catering services in day centres and care homes
  - Production of meals & soups to be cooked in older people's homes

### **Frequency of meetings**

- Initially every month, but moving to every two months over time.

### **Background**

Local Food Links is a community based organisation with charitable objectives, which runs the Bridport Centre for Local Food.

Local Food Links has developed a partnership with 12 local schools to produce school meals. This partnership has a number of features:

- The service aims to be user-led, with children, parents and staff involved in design of menus and providing feed-back.
- The schools benefit from the cost savings entailed in having a central hub kitchen and a single purchasing mechanism.

There is now the potential for the Centre for Local Food to provide food and catering services developed with older people.

## 10.4 Appendix 4 Care Homes & Nursing Homes near to Bridport

Institution Name	Type	Number of residents	Chain?	Area	Size Band	Average Size
Grassington House	Care	11		W Dorset	11-20	16
Clarondene Residential Care Home	Care	12		W Dorset	11-20	16
Lytchetts	Care	12		W Dorset	11-20	16
The Homestead	Care	13		W Dorset	11-20	16
Park House	Care	14		W Dorset	11-20	16
Garden House	Care	15		W Dorset	11-20	16
Thistlegate House	Care	18		W Dorset	11-20	16
Tree Tops Residential Care Home	Care	18		W Dorset	11-20	16
Drayton House	Care	19		W Dorset	11-20	16
Eastbury House	Care	19		W Dorset	11-20	16
Glencairn	Care	19		W Dorset	11-20	16
Ludbourne Hall	Care	19		W Dorset		16
Broadwindsor House	Care	21		W Dorset	21-35	28
Coneygar Lodge Ltd	Care	22		W Dorset	21-35	28
Montrose	Care	22		W Dorset	21-35	28
Shire House	Care	22		W Dorset	21-35	28
Culliford House	Care	25		W Dorset	21-35	28
The Hyde	Care	28	BUPA	W Dorset	Group	28
Steepleton Manor	Care	30		W Dorset	21-35	28
Wolfeton Manor	Care	31		W Dorset	21-35	28
Avenue House	Care	33		W Dorset	21-35	28
Harbour House	Care	33		W Dorset	21-35	28
Fairfield House	Care	34		W Dorset	21-35	28
The Old Vicarage	Care	35		W Dorset	21-35	28
Sidney Gale House	Care	44	Council	W Dorset	Group	44
The Hayes	Care	50		W Dorset	36+	50
Maiden Castle House	Care	66	Care South	W Dorset	Group	66
Belle Rose	Nursing	12		W Dorset	11-20	16
Cheverels Care Home	Nursing	19		W Dorset	11-20	16
Hyde Crook House	Nursing	22		W Dorset	21-35	26
Marley House	Nursing	26		W Dorset	21-35	26
Lyme Regis Nursing Home	Nursing	27	Stepping Stone Group	W Dorset	Group	27
Bymead House	Nursing	30		W Dorset	21-35	26
Riverside	Nursing	39		W Dorset	36+	41
Somerleigh Court	Nursing	40	Bentley Care	W Dorset	Group	40
Greenbushes Nursing Home	Nursing	42		W Dorset	36+	41
St James Park Nursing Home	Nursing	46	BUPA	W Dorset	Group	46
Castle View	Nursing	57	Colton Care	W Dorset	Group	57
Cerne Abbas Care Home	Nursing	66	Southern Cross	W Dorset	Group	66

**Total 1111**

Care Home Segments	Avg #staff taking meals	Avg # residents	# of institutions
Small	6	16	12
Medium	10	28	12
Large	20	50	1
Chains		46	3

Nursing Home Segments	Avg #staff taking meals	Avg # residents	# of institutions
Small	6	16	2
Medium	10	26	3
Large	20	41	2
Chains		47.2	5



## Appendix 5: Contribution to local, regional, national strategies

### Dorset Strategic Partnership – The Community Strategy for Dorset 2007-2016

Main issues of The Community Strategy (in support of the project):

- **Increasing generational imbalance and sparsely distributed population** as key challenges in access to opportunities and services.
- **Access to services for older residents** (need for development of delivery points within the community, support of locally available learning opportunities that meet the health and well-being needs of older people)
- **E-ageing** (support of confidence and skills to access both learning and other opportunities online)
- The strategic priority is to **develop approaches which support people's independence.**
- **Need for greater integration of partnership working across** older people's partnerships, health, social care, local councils, voluntary organizations and wider partners.
- **An increase in the number of third sector organisations delivering public services** is needed (development of community facilities, such as village and church halls, community centers and extended schools, as connected community hubs with potential for shared service delivery).
- Partnership working to provide **better opportunities for healthy food.**
- **An increasing need to build inter-generational awareness within Dorset to work on community cohesion** (Young people engaged in community issues, importance of cross-generational links. Especially in the community with prevalent majority of older people it is important to get young people involved and to link them with the older ones to overcome the intergenerational gap.)

### Dorset Strategic Partnership - Local Area Agreement II: 2008-11

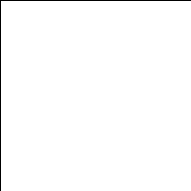
Priorities (in support of the project):

- **ageing** – Support people to live independently through social services.
- **children and young people** – Emphasis on young people's participation in positive activities
- **strong and inclusive** community - Support of participation in regular volunteering

### West Dorset Partnership – Community Plan 2006-2010

Key aims (in support of the project)

- **accessibility** - reduce need to travel by ensuring services are available close to homes
- **environment** - promote and encourage more environmentally sustainable lifestyle choices – e. g. buying local produce
- **local prosperity** - support agriculture, local businesses and the development of local products, support new and existing local businesses including social enterprises
- **equality and diversity** - organize events that bring the whole community together – e. g. old and young
- Specific issues - health and well-being
- access to public services in rural areas
- rural deprivation
- the need to promote healthy lifestyle choices
- aging population - more services for older people
- Key aims – health and well-being

- 
- develop new ways of supporting people living in rural settings who find it difficult to access services

**West Dorset Partnership - Community Plan - Action Plan 2008-2009**

- **general community plan aims** (in support of the project) - support agriculture, local business and the development of local produce
- **health and well being specific actions** - support for local initiatives which encourage the provision, preparation and eating of healthy food options in local community
- **one of the targets** - increase number of community healthy eating initiatives

**Bridport Area Action Plan for 2008**

- one of the major cross-cutting BLAP themes - support local food initiatives

**The Bridport and West Bay Town Plan by Bridport Town Council**

- objectives (in support of the project) - support local food production and distribution