



## FEASIBILITY ASSESSMENT FOR A SHARED DISTRIBUTION SCHEME

Access to Markets for Bristol Food  
Producers

### ABSTRACT

Exploring how a shared distribution scheme could help to increase the volume and accessibility of local food in Bristol. Looking at existing systems in Bristol which link producers with consumers and assessing the challenges and opportunities for setting up a new shared delivery logistics scheme.

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## EXECUTIVE SUMMARY

There is a rich resource of local food producers and suppliers located around the Bristol city region, representing a significant strength for local food resilience. However the supermarkets and their supply chains have dismantled many of the traditional routes to market for small scale food producers. As a result many are struggling with delivery logistics and need new routes to market.

This report aims to explore how a 'shared distribution scheme' could help to increase the volume and accessibility of local food in Bristol, to ensure increased access to affordable good food. It looks at the existing systems in Bristol which link producers with consumers and assess' the challenges and opportunities for setting up a new shared delivery logistics scheme.

The Bristol Food Producers project aims to scale up local food production in and around the city (growing, processing and distribution) by connecting-up existing projects to collaborate on overcoming joint obstacles and seizing mutually beneficial opportunities. This will ultimately increase the volume and accessibility of local food in Bristol.

The 'Who Feeds Bristol'<sup>1</sup> research findings suggest that the main barriers to increased direct supply of locally produced food are; practical distribution logistics and consumer support, rather than a lack of supply. In terms of volume, the direct sale of locally produced food currently represents a very small proportion of the total food supply, but there is a wide range of basic staple food types available. Some producers reported additional capacity to supply but a lack of market opportunities. There are some larger scale producers who are looking for more local and direct markets. More support is needed to strengthen and develop market opportunities and build on those that are already a success.

Collaboration certainly appears to be the way forward in order to achieve a resilient local food system, however there isn't one clear solution. There needs to be a strong business case for setting up a new shared 'food hub' - or food storage and distribution centre - which there isn't currently amongst the stakeholders we consulted. However as the relationships and business need develop, there is certainly potential to develop a shared food hub in the future.

The increasing costs of energy combined with new climate and air quality legislation will mean that low carbon distribution will become ever more important. This will require producers to move away from diesel vehicles - perhaps pooling resources to buy electric vehicles - to increase carbon and cost efficiencies in their operations.

However the immediate priority is to keep current discussions moving forward to ensure new opportunities are capitalised on collectively, thus supporting a resilient local food system.

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<sup>1</sup> Who Feeds Bristol Report

[http://www.bristol.gov.uk/sites/default/files/documents/environment/environmental\\_health/Who-feeds-Bristol-report.pdf](http://www.bristol.gov.uk/sites/default/files/documents/environment/environmental_health/Who-feeds-Bristol-report.pdf)

## BACKGROUND CONTEXT

### BRISTOL FOOD PRODUCERS

#### Background

The supermarkets and their supply chain have meant the gradual dismantling of the processing and distribution infrastructure which supply the local food sector. The supermarket chains achieve financial efficiencies through the scale of their operations but this has led to loss of market diversity. As a result distribution and logistics are a key challenge for food producers who want to supply into local markets. To help find solutions Bristol Food Producers are exploring how to increase access to local markets through shared delivery logistics and marketing. This initial feasibility study aims to explore how a 'shared distribution scheme' could help to increase the volume and accessibility of local food in Bristol, to ensure increased access to affordable good food.

#### Objectives

The aim of Bristol Food Producers is to scale up local food production in and around the city (growing, processing and distribution) by connecting-up existing projects to collaborate on overcoming joint obstacles and seizing mutually beneficial opportunities. It will create an innovation and support hub that enables and promotes collaboration, peer support and resource sharing between existing and future urban, peri-urban and rural community-connected food enterprises.

This will ultimately increase the volume and accessibility of local food in Bristol, as well as smoothing the way for future growers to become established on new pieces of land with the skills they need to succeed in growing for their communities. It is likely, to ensure future continuation that a small membership fee will be charged in exchange for member benefits.

#### Four key areas

Four key areas have been identified - through ongoing consultation - to help scale up urban agriculture and to strengthen the resilience and viability of small-scale food producing enterprises. These areas are summed up in the diagram below.



## WHO FEEDS BRISTOL<sup>2</sup>

### Towards a resilient food plan

This report - written in 2011 by Joy Carey on behalf of NHS Bristol, Bristol City Council and Green Capital - provides a comprehensive baseline study of the food system that serves Bristol and Bristol city region, including a useful summary of the current food distribution/ wholesale facilities which serve it:

*“The 2.5 % of the city region’s food businesses that are food distributors, distribution centres, cold stores and wholesalers are a largely unseen aspect of the food supply system, except for the large haulage vehicles and delivery vans that travel up and down the motorways and into our towns and cities. The distributors and wholesalers supply a large network of retailers and caterers. There are a total of 160 distribution/wholesale facilities registered in the city region with 56% of these facilities registered in Bristol and the rest evenly spread across the other three unitary authorities. Bristol’s geographical location and proximity to the M4 and M5 motorways has resulted in Tesco, Sainsbury, Asda, the Co-operative, and Morrison’s supermarkets all locating their South West and Wales distribution centres at Avonmouth, Portbury, Patchway and Cribbs Causeway. Within Bristol, distribution and wholesale facilities are clustered in two main areas: St Philips and Avonmouth/Royal Portbury.”*

**Distribution:** One of the biggest barriers to increasing the supply of locally produced food is the limitations of the current infrastructure for distribution. This factor was frequently mentioned in the ‘Who Feeds Bristol?’ producer survey, with a couple of new options identified:

- **Distribution hub:** Producers identified the need for development of a local food hub for the Bristol area, to coordinate collection from farmers and growers, wholesale orders, and refrigerated transport and distribution services. A local food hub could deliver new opportunities for local producers with higher volumes of sales, wider distribution networks and cheaper delivery costs. A food hub could collaborate with market organisers to deliver advertising and promotional campaigns on the value and benefits of buying local food to new customer groups, with website to offer collective marketing and internet sales. In addition, it could offer access to linked business advice and training for local producers and processors on how to brand and market their products, and on new product and niche market development.
- **St Philips Wholesale Market<sup>3</sup>:** One aspect of a resilient food system is the need for easy access to diverse markets for producers, caterers, retail businesses and the public. Bristol Wholesale Fruit Centre in St Philips was established as a co-operative with a not-for-profit ethos in 1968. The wholesale market enables growers to sell their products flexibly in large volumes on a daily basis and plays a very significant role in supporting the existence of the independent retailers including farm shops across South West England and South Wales. The wholesale market represents a significant business resource for the city and the region.

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<sup>2</sup> Who Feeds Bristol Report

[http://www.bristol.gov.uk/sites/default/files/documents/environment/environmental\\_health/Who-feeds-Bristol-report.pdf](http://www.bristol.gov.uk/sites/default/files/documents/environment/environmental_health/Who-feeds-Bristol-report.pdf)

<sup>3</sup> [http://www.bristol.gov.uk/sites/default/files/documents/environment/environmental\\_health/Who-feeds-Bristol-report.pdf](http://www.bristol.gov.uk/sites/default/files/documents/environment/environmental_health/Who-feeds-Bristol-report.pdf)

However at present it has only a small connection with actually feeding Bristol city except through the small number of greengrocers and through some NHS and school meal catering.

#### BRISTOL'S GOOD FOOD PLAN<sup>4</sup>

Bristol has a 'Good Food Plan' which focuses on eight areas as listed below. Improved distribution and logistics would support the following six objectives; Transform Bristol's food culture; Safeguard diversity of food retail, Increase urban food production and distribution; Protect key infrastructure for local food supply, Increase markets for local food producers and to support community food enterprise models.



<sup>4</sup> Bristol Good Food Plan [http://bristolfoodpolicycouncil.org/wp-content/uploads/2013/03/Bristol-Good-Food-Plan\\_lowres.pdf](http://bristolfoodpolicycouncil.org/wp-content/uploads/2013/03/Bristol-Good-Food-Plan_lowres.pdf)

## COLLABORATION

*“We welcome collaboration with more local food businesses. We believe in cooperation over competition in principle. To compete with mass retail in the consumer channel, there is a critical need to achieve operational scale with logistics and fulfilment. More local food businesses need to find a way to work together.” Rich Osborn, fresh-range*

Fresh-range are a relatively new Bristol food retailer who are already helping to create a new route to market for many producers, whilst also viewing other local food businesses as collaborators rather than competitors. In addition to the dozens of farmers, fishermen, makers and bakers; fresh-range also have formal collaborations in place with other local food businesses like Somerset Local Food Direct, The Severn Project and BigBarn. Such collaboration enables a host of benefits including wider product ranges, economies of scale (such as more efficient distribution) and joint marketing opportunities. We reviewed some other interesting examples in the UK e.g.

- **[Tamar Grow Local \(TGL\) CIC](#)**: An umbrella organisation which has established and supported over 20 different local food initiatives in the Tamar Valley in Cornwall and Devon (including Plymouth) to re-invigorate production through community, commercial and educational activities. TGL has approx. 39 active producers selling through their range of collaborative farmers markets and food buying hubs (with online ordering and 8 weekly drop off points).
- **[Growing Communities](#)**: A social enterprise run by local people in Hackney, London. They support local growers and new urban food production through their; community-led box schemes (a model they are replicating in other areas) and farmers market.
- **Vale of Evesham**: Fruit and vegetable producers in the Severn Vale and Vale of Evesham already organize fresh produce auctions three mornings a week between themselves. The auction is run by one person as his business and it enables those businesses that sell direct, for example farm shops and market traders, to buy in other locally grown items from farms known to them and thus extend their range of produce. The auction is aimed at farms within a 50 mile radius. (ref. 'Who Feeds Bristol')



## MARKET RESEARCH

There are many small scale food producers in and around Bristol who need a route into local markets but are struggling with delivery logistics. So this is a study of the existing systems, with a feasibility assessment of a 'neutral shared' delivery logistic scheme, to inform a future bid if necessary.

To understand the key concerns of producers around delivery logistics we held an initial consultation meeting with BFP members on 19<sup>th</sup> January 2015 (**Appendix 1, pp.13**). Here is a summary:

### Questions Addressed

- What are the key concerns producers have trying get their produce to local markets?
- What routes to market are already used by whom?

### General concerns

- Inefficiencies of using own transport to distribute produce, vans often not to full capacity.
- Time restraints of delivering individually, time very limited and need to prioritise growing.
- Example of existing system e.g. Stream Farm delivery system with personal van and driver, wages £70/day plus food costs, need to ensure enough deliveries to be financially viable.

### Initial research required:

- Calculate volume of produce that will be grown in 2015.
- Assess current models in use around Bristol by local food producers.
- Map current working business models already existing within the local area – analyse the potential for co-ordinating current systems.

## DISTRIBUTION AND MARKETING OPPORTUNITIES FOR SMALL SCALE BRISTOL PRODUCERS

We started by assessing distributors of local food, who are already operating within the city, and asked them to provide us with a case study, in order to better understand their businesses. This will also be used as a marketing tool to attract new producers and customers. Here is a summary:

| Organisation               | Producer | Distribution | Marketing |
|----------------------------|----------|--------------|-----------|
| Big Barn                   | x        | x            | √         |
| Community Farm             | √        | √            | √         |
| Food Assembly              | x        | x            | √         |
| fresh-range                | x        | √            | √         |
| M&D Kidner Wholesale       | x        | √            | √         |
| Open Farm Network          | x        | x            | √         |
| Real Economy               | x        | √            | √         |
| Somerset Local Food Direct | x        | √            | √         |

### Online outlets (\* featured in Appendix 4: Case Studies, pp.21)

- **Big Barn:** [www.bigbarn.co.uk](http://www.bigbarn.co.uk) Largest UK online marketplace for local food producers, collaborating with Fresh Range for orders in Bristol area.
- **Farmdrop:** [www.farmdrop.co.uk](http://www.farmdrop.co.uk) Online ordering platform, however this is only currently available for London. Local groups can set up their own farmdrop using this platform.
- **\*Food Assemblies:** <https://thefoodassembly.com/en> Gaining traction UK-wide as a cross between a Farmers Market & CSA/BuyingGroup pick-up; Bristol Easton launch in October.
- **Food Routes:** <http://foodroutes.org> Use Neighbourly platform to distribute surplus food for free. Fareshare and Incredible Edible Bristol involved, but it's not really for selling produce.
- **\*fresh-range:** [www.fresh-range.com](http://www.fresh-range.com) Online retailer of fresh local foods delivered to homes and workplaces within Bristol and the surrounding area. With more than 1,000 products sourced from over 100 producers in Somerset and Gloucestershire.
- **\*Open Farm Network:** [www.openfoodnetwork.org](http://www.openfoodnetwork.org) The Open Food Network is a web platform designed to make it easier for producers and consumers to buy, sell, pack and distribute local food.
- **\*Real Economy Cooperative** [www.realeconomy.co.uk](http://www.realeconomy.co.uk) Network of Bristol buying groups sourcing food from local producers through their web-tool. Orders are delivered to a group's chosen drop-off point, where members meet, helping reinvigorate their community.
- **Somerset Local Food Direct:** [www.localfooddirect.co.uk](http://www.localfooddirect.co.uk) Long standing regional online delivery direct to customers across Somerset; collaborating with Real Economy.

### Organic Veg Boxes – Home delivery

- **\*Community Farm:** [www.thecommunityfarm.co.uk](http://www.thecommunityfarm.co.uk) Community-owned social enterprise, growing and selling organic food across Bristol through a box delivery service.

- **Leigh Court:** [www.leighcourtfarm.org.uk](http://www.leighcourtfarm.org.uk) Bristol's nearest and longest-running organic-grower box scheme, farming almost 30 acres of high-yielding certified organic land on the outskirts of the city. Produce is mainly sold through our [Vegetable Box Scheme](#). Boxes are delivered to our city-wide [collection points](#) or can be ordered for home delivery (BS1-BS8).

### Markets

- There are a range of regular weekly and monthly food markets which provide opportunities for local producers to sell direct: [www.bristolfoodnetwork.org/regular-local-markets](http://www.bristolfoodnetwork.org/regular-local-markets)

### Other

- **\*FoodTures, The Matthew Tree Project (TMTP):** <http://www.the-matthew-tree-project.org/foodtures.html> TMTP deliver its services through a network of Food Plus Centres located in the most deprived wards of the city of Bristol. FoodTures is a new project which will host a Food Distribution Hub to serve the needs of the Food Plus Centres. They want to collaborate with other producers to share use of the hub and their delivery vehicles.

## EXPLORING CHALLENGES AND SOLUTIONS

We then carried out market research through a questionnaire and facilitated meetings with key stakeholders. An online questionnaire (**Appendix 2, pp.15**) was sent to all producers and suppliers, through the Bristol Food Producers network, to help us understand the current situation regarding their distribution and marketing needs. This was followed up by two facilitated meetings with a group of those who are actively involved in food distribution within the city. Here is a summary of the key findings and progress made:

**Producer Survey:** We received twelve completed responses - out of a possible 23 producers on the Bristol Food Producer (BFP) network mailing list - see **Appendix 3, pp.17** for a compilation of all responses. Some really useful feedback was provided, yet due to the range of size and type of businesses, it is hard to assess the real situation in terms of local food production volumes. However it is useful to highlight the current key challenges and opportunities:

- **Business Type:** Within the BFP network there is real diversity in the type and size of food businesses supplying local markets, from community gardens to national wholesalers.
- **Volume:** We cannot make an accurate assessment of volume from the information provided, quantities vary from 60 tonnes or £5K p/week, to 'variable' and 'no idea!'
- **Customers:** They are based across the Bristol area, but some have customers across the south-west and south of England, varying across; direct sales, retail outlets, markets and restaurants. This range does make it more challenging to share delivery and logistics.
- **Delivery:** Everyone appears to be doing their own deliveries - using own vehicles - which indicates opportunities for collaboration.
- **Challenges:** Production and marketing are the common themes, either through trying to keep up with demand, or through trying to find new customers. Time and money are cited as blocks to marketing and dealing with customers, indicating scope for more collaborative marketing to be developed.
- **Cooperation:** This is certainly a popular idea and there is evidence of many informal arrangements already taking place. However it is not straightforward as people are often too busy to set it up and also importantly do want to maintain their own 'direct' customer relationships, as these are seen to be key to their business success.
- **Marketing:** This is a mix of the usual social media, online and face-to-face methods. Word of mouth appears to be the most effective and importantly is free, as no-one has any significant marketing budget!
- **Other Suggestions:** In order to improve distribution and logistics there is certainly a need for more cooperation and collaborative working, with a central distribution hub cited as a solution a number of times. This is a subject we subsequently explored through two facilitated stakeholder meetings (*detailed below*).

## DEVELOPING COLLABORATIVE DISTRIBUTION

### Stakeholder Meetings

We held two meetings with a selected group of stakeholders who are actively involved in distribution and marketing of local food in Bristol. At the first meeting we explored the different 'needs and wants' of stakeholders involved, to see where opportunities for collaboration exist.

| Who  | Distribution   | Markets   |
|--|--|---|
| <b>Community Farm</b><br><a href="http://www.thecommunityfarm.co.uk">www.thecommunityfarm.co.uk</a> A community-owned social enterprise, growing & selling organic food through a box delivery.                    | Access to a lot of local growers<br>Open to more partnerships – possibly for Bulk purchasing from wholesalers<br>Storage: have 2 walk in fridges<br>Delivery: 2 transit vans.  | Have an established customer base for their 400+ weekly organic veg boxes. They also do some wholesale. They are always looking for new local organic growers to join their network.  |
| <b>Fresh Range</b><br><a href="http://www.fresh-range.com">www.fresh-range.com</a><br>Online retailers of fresh local foods delivered to homes and workplaces within Bristol and the surrounding area.             | With more than 1,000 products sourced from over 100 producers in Somerset and Gloucestershire.<br>Delivery vans - currently only partially loaded, spare capacity possible, but would involve strict criteria. Have a high spec IT system for online food ordering.  | Online ordering and weekly home delivery service to around 1000 customers.<br>They deal with a full range of small scale producers and are actively looking to meet ones to join their service as they grow.  |
| <b>Real Economy</b><br><a href="https://realeconomy.co.uk/">https://realeconomy.co.uk/</a><br>Coop joining food buying groups across the city (linked to Bristol Pound). Partners with Somerset Local Food Direct. | They run a Food Hub in the Corn Exchange which sells dried and kitchen goods to Real Economy buying groups. Prices are below recommended retail price, meaning that buying group members can benefit from the citywide network's collective purchasing power. They add a small margin on top of the wholesale price in order to cover costs of collection, sorting and some delivery. Deliver on Thursday afternoons and need to receive orders by 9pm Monday. | Actively encouraging new enterprises to form, in areas of Bristol that do not have many shops or access to fresh food. Linking up buying groups with a huge range of producers from a 50-mile radius of Bristol: fruit and veg growers, dairies, butchers, bakers, breweries, jam-makers. So are actively looking for new producers, instructions for joining them are online at <a href="#">Real Economy for Producers</a> |
| <b>Matthew Tree Project</b><br><a href="http://www.the-matthew-tree-project.org/">http://www.the-matthew-tree-project.org/</a>   | Are setting up a Distribution Hub with storage room and walk-in fridge<br>Staff: 2 delivery vans; 1 FT driver; 1 Logistics manager<br><i>NB However please note there are currently delays with this work as the initial hub premises has since fallen through.</i>  | Food is donated and have more than they can currently handle, so currently need partner projects to work with.  |

### Central Food Hub Specification (See Appendix 5, pp.36)

The second meeting focussed on developing a specification for a shared central city food hub, to tease out what it might look like, and what sort of space and resources would be required. It was decided that the space at this stage should be a minimum of 5,000 - 10,000 sq/ft. Other desirable features would include; walk-in chiller, good road access, secure van parking and office space.

To try and find a suitable space the group wrote a joint letter to Mayor George Ferguson and Bristol City Council (**Appendix 6, pp.38**). Following on from this some potential vacant city centre sites were identified and explored via; Bristol City Council, a private letting agent and Bristol Fruit Market. However none were able to meet the key requirements of the group.

### Outcomes

After the second meeting it became clear that *fresh-range* were the only food business – involved in these discussions - with the current commercial need and resources to secure premises at this stage. The Community Farm, Matthew Tree Project and Real Economy all still support the venture in principle but don't have the current commercial need to lease new space; even though they do see the benefits of a shared central space in order to increase local food supply and demand within the city. However at the time of writing this report *fresh-range* still haven't been able to secure a suitable central Bristol site for their operations.

### Bristol Fruit Market

In many ways Bristol Fruit Market is an ideal site due to; its established reputation, producer network and central location, but it does have drawbacks for new businesses wanting to establish there e.g. proximity to Council recycling centre creates vermin issues and the co-operative Board structure is an obstacle to swift decision-making. In addition many of the businesses based there are facing an extremely competitive market - from both the supermarkets and national wholesalers - so they are currently focussed on immediate survival rather than long-term solutions. So currently it is hard for new and different types of food businesses to locate there, although due to its advantages it should not be ruled out as a potential site for a new shared food hub.

## CONCLUSION

Collaboration is an essential requirement for a resilient local food system, however there isn't just one clear solution for achieving this. In order to set up a new shared 'food hub' – or physical food storage and distribution centre - there needs to be a strong business case, which there currently isn't amongst the stakeholders involved. However as the trust and business case develops there is still an opportunity to build on these initial discussions, in order to set up a shared food hub in Bristol.

The increasing costs of energy combined with new climate and air quality legislation will mean that low carbon distribution (**Appendix 7, pp.39**) will become ever more important. This will require producers to move away from diesel vehicles - perhaps pooling resources to buy electric vehicles - to increase carbon and cost efficiencies in their operations.

So a key recommendation from this report is that facilitated discussions between key stakeholders should continue, in order to explore and develop opportunities for collaborative distribution and logistics, which can support the development and resilience of Bristol's local food system.

## APPENDIX 1: INITIAL CONSULTATION

### Access to Markets, Ordering & Delivery Logistics: World Café 19<sup>th</sup> January 2015:

#### Key questions:

1. What are the key concerns producers have when looking at ways to get their produce to local markets?
2. What routes to market are already used by whom?

#### General concerns

- Inefficiencies of using own transport to distribute produce – vans often not used to full capacity.
- Time restraints of delivering individually – time very limited and needed to prioritise growing.
- Half-full vans – very inefficient in terms of energy consumption.
- Example of existing system - Stream Farm delivery system – personal van and driver – wages £70/day plus food costs – need to ensure enough deliveries to ensure that it is financially viable.

#### Co-operative shared chilled Van considerations:

- Who pays for initial purchase—shared ownership?
- Who drives?
- How to co-ordinate pick up – how feasible is it co-ordinating harvest days?
- Where to deliver – attaining new markets for produce important
- Does it need to be chilled?
- Who pays for maintenance?
- Membership options – spread costs between producers
- Who pays? Costs added onto prices for suppliers – by weight of produce or

#### Man/woman with Van option:

- Driver takes control of co-ordinating picking up produce – system required to inform driver of produce currently available – shared online resource?
- Driver generates and maintains his own customers.
- Producers sell to driver who then adds margin and sells to consumers.
- Driver full responsibility of van and associated costs.

#### Volumes of Produce:

Is a shared delivery system needed? (Joy Carey) – Definite need to assess the volumes of produce grown around Bristol **before** contemplating setting up shared delivery system.- ring around or emails required to ascertain the amounts of produce to be grown in 2015



### **Open Food Network -**

- Transparent to both producers and customers.
- Central packing hub.
- Currently grassroots level – packers often pick up produce themselves from producers.
- Home delivery and pick up points both options.
- Currently working in Forest of Dean – how feasible to upscale to Bristol?

### **Real Economy (part of Bristol Pound)- keen to work with developing delivery systems for small producers in Bristol.**

- Setting up food buying groups, especially focussing upon poorer demographics within Bristol.
- 2 years grant to increase volume

### **What online platforms already exist?**

- Online food hubs
- Farmers markets
- Veg box delivery
- Distributors/wholesalers
- Direct sales to retail outlets or restaurants
- Direct to consumers- consumer buying groups

### **How can these be used by producers?**

### **Are they being used to their full potential?**

### **What are the current barriers for entry for small producers for using each system?**

### **Initial research required:**

- Calculate volume of produce that will be grown 2015.
- Assess current models in use around Bristol by local food producers.
- Map current working business models already existing within the local area– analyse the potential for co-ordinating current systems.

## APPENDIX 2: PRODUCER QUESTIONNAIRE

### From Bristol Urban Food Producers Network (BFPN)

Dear Producer,

We are carrying out a study into existing food distribution systems in and around Bristol, which will inform case studies for promotion and awareness raising, as well as informing a feasibility assessment of a neutral shared delivery logistic scheme.

Bristol Food Producers, currently managed by Beacon Farms and funded through Bristol Green Capital, aims to scale up local food production in and around the city (growing, processing and distribution) by connecting-up existing projects to collaborate on overcoming joint obstacles and seizing mutually beneficial opportunities. Together producers will work together and share resources to help themselves and future urban, peri-urban and rural community-connected food enterprises.

We appreciate your support providing this information. Any questions about it please contact me, as I am carrying out this work on behalf of BFPN. M 07870 268 654 [traci@sustainlive.org](mailto:traci@sustainlive.org)

Sustain-Live are running a workshop for producers on Low Carbon Distribution and Logistics (over 2 days on 16<sup>th</sup>/20<sup>th</sup> April) on behalf of UWE INET, which will explore both challenges and solutions for your business, we would be very pleased to have you along, [book here now](#) to reserve your free place.

In addition the Matthew Tree Project are running a meeting to explore:  
Early Stage Development of a Local Food Distribution Hub, Wednesday 22 April 4.30-6.30pm, in Bristol, to book [lisa.gilbert@the-matthew-tree-project.org](mailto:lisa.gilbert@the-matthew-tree-project.org)

Many thanks for your help

With best wishes

Traci Lewis, **Sustain-Live Consulting** [www.sustainlive.org](http://www.sustainlive.org)

## Questions

1. Contact Details *Inc. Address, phone, email, website*
2. What is the nature & type of your business? *Inc. producer/wholesaler; product; Legal structure e.g. Sole trader, Ltd, CIC, Coop*
3. Who are your main customers and where are they located?
4. What is the volume of food you currently produce weekly/annually?
5. Are you only involved in food growing or food processing or both?
6. How do you presently get your produce to your customers? What are their expectations and are these changing?
7. What are the main challenges your business faces (particularly in regards to reaching markets, customer relationships, delivery and logistics)?
8. Do you currently cooperate with other local businesses? If yes please give details, with specific ref to logistics & distribution
9. What are the main ways you market and deliver your produce at present?
10. Do you have other suggestions or comments around logistics and distribution, which you would help your business? (Please give examples of any set-ups you have used or heard of that they think might be useful).

*Please email your responses to Traci Lewis [traci@sustainlive.org](mailto:traci@sustainlive.org) M 07870 268 654*

*Thank you for your help.*



## APPENDIX 3: PRODUCER QUESTIONNAIRE RESULTS

### Bristol Food Producer Survey Results (May – August 2015)

|  |  |
|--|--|
| <p><b>1. What is the nature of your business? (inc. producer/ wholesaler; product; Legal structure e.g. Sole trader, Ltd, CIC, Coop)</b></p> | <p>Wholesaler<br/>         Producer / Processor; Share farming (sole trader)<br/>         We are a community organisation that works with communities to set up and support growing projects across the city. We also have schools programme open to every school in the city. We work with businesses to put food gardens into their premises. Incredible Edible Bristol is an incorporated group. The work we do with businesses is run by Edible Bristol CIC with all profits going back into our community work.<br/>         Organic Vegetable Box Scheme and Producer Grower<br/>         We are part of a charitable trust working with adults with learning difficulties. We provide training in market gardening and produce fruit, veg, eggs and plants<br/>         Charity<br/>         Retailer - Ltd company 8386776<br/>         Local food distribution workers co-op<br/>         Producer; jams and preserves; sole trader<br/>         Organic vegetable box scheme and producer<br/>         Retailer (small amount of wholesale).</p> |
| <p><b>2. Where are your main customers and where are they located?</b></p>   | <p>South, South West, London all the way up to Sheffield and some other wholesalers in Scotland as well as international customers.<br/>         Bristol retail restaurants; also Taunton and near farm; London butcher; retail market in London<br/>         All across the city<br/>         BANES, SOMERSET and BRISTOL....Everyone!<br/>         Bath and Bristol<br/>         We sell our produce at the weekly farmers market in Corn St. We also have other occasional markets and a few shops that provide other outlets. Our customers also come from the local area to buy produce direct from the farm<br/>         Our main customers are our clients (7865 in 2014) and they are situated throughout Bristol and South Glos<br/>         Consumers located in BS postcodes and BA1, 2 &amp; 3.<br/>         30-60year old women in the Forest of Dean<br/>         local fair and market customers; Bristol area<br/>         BS1-BS8<br/>         Whole of Somerset (7 different routes in total)</p>  |
| <p><b>3. What is the volume of food you currently produce weekly/annually?</b></p>   | <p>We hold 1.6mil stock and turn over in 45 days.<br/>         40-50 chickens p/week (Bristol) 50-60 chickens; trout (Bristol), Beef &amp; lamb (restaurants / fairs)<br/>         No idea!<br/>         Weekly Turnover circa £12000-£15000<br/>         N/A<br/>         60 tonnes annually</p>  |

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|  | <p>We promote, retail, fulfil, consolidate and deliver food to over 1000 registered customers.<br/> £30,000 /year distributed<br/> Variable. small scale producer<br/> £140, 000 annually (own produce)<br/> £5K p/week.</p>  |
| <p><b>4. Are you only involved in food growing or food processing or both?</b></p>   | <p>Processing, we also work closely with co-op producers such as La Terra.<br/> in growing, some of processing (local butcher too)<br/> Food growing as well as teaching people how to process what they grow in their own homes.<br/> Growing and Distribution<br/> Growing,<br/> So far we have just been growing food, but we are developing a kitchen on site so we can begin to process food.<br/> Both<br/> See above.<br/> DFFH is just a distributor.<br/> Processing.<br/> Producer / veg box packer<br/> Retailer only of produce from across Somerset (fish from Brixham).</p>   |
| <p><b>5. How do you presently get your produce to your customers? What are their expectations and are these changing?</b></p>                                    | <p>Delivery to trade customers on our vehicles and haulage companies farther afield.<br/> Delivery van; Customers need specific time deliveries (evening to retail &amp; restaurants in morning<br/> We deliver direct, and direct sales at markets<br/> Farm Markets, Online<br/> The weekly market is our main outlet. We would like to develop a shop on the site as local people have indicated that they would actively support a farm shop.<br/> Through our distribution logistics centre and our own vans<br/> Refrigerated Mercedes Benz Sprinter vans. Our customers expect fresher foods at lower prices conveniently delivered.<br/> Home delivery and pick-up points. Flexibility is an expectation, home delivery is desired local fairs and markets. trying to expand in to shops, cafes and hotels<br/> Collection points and home delivery – more and more customers are now expecting home delivery<br/> Home Delivery - not everyone can fit with the timetable eg. Tuesday online order for delivery on Thursday or Friday. People don't plan shopping anymore and shop all over the place, changing shopping habits.</p> |
| <p><b>6. What are the main challenges your business faces (particularly in regards to reaching markets, customer relationships, delivery and logistics)?</b></p> | <p>Keeping up with the demand<br/> Reaching more new customers within Bristol &amp; Bath and consistently meeting or exceeding their expectations with fresher foods at lower prices.<br/> Efficiency<br/> Regularity of orders<br/> Marketing on limited resources, farming on limited resources!<br/> Customer expectation - Supermarket vs local farm and price demands</p>  |

|  |   |
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|  | <p>Distribution</p> <p>Doing markets takes up a significant amount of time, and if we can encourage people to come here to the farm to buy their produce, this would leave us more time to dedicate to growing.</p> <p>Keeping up with the demand</p> <p>Reaching more new customers within Bristol &amp; Bath and consistently meeting or exceeding their expectations with fresher foods at lower prices.</p> <p>Balancing convenience for customers and our own time.</p> <p>Getting in to farmers market</p> <p>How to satisfy the home delivery, everyone starting to want this and likely to in future. Biggest challenges are: land tenure security, access to new land</p> <p>Practical restrictions dealing with lots small/medium producers.</p> <p>Competition - only 2 supermarkets were doing home delivery 15 years ago, now everyone does. Recession caused price pressures.</p>   |
| <p><b>7. Do you currently cooperate with other local businesses? If yes please give details, with specific ref to logistics &amp; distribution</b></p> | <p>Share farming arrangement on farm, not more widely</p> <p>We deeply believe in collaboration and are open to collaborating with all producers and food businesses in any way we can.</p> <p>We work with local farmers via a sustainable business relationship (fair price for good produce). We distribute meat boxes for the story group. Keen to work with more local producers.</p> <p>Have had offers</p> <p>We have links with Sims Hill CSA - we exchange our surplus occasionally. This is very convenient as they are less than a mile away. We sell occasionally through local shops – Sonnis in St Werburghs and Sourced in Corn Street. We also have connections with Fareshare – we take out of date produce for our animals</p> <p>Yes. In many ways.</p> <p>Yes, we cooperate with a range of local businesses including BigBarn, Somerset Direct and The Severn Project.</p> <p>We are a food hub working with around 25 producers in the Forest. Our delivery network involves a lot of collaboration.</p> <p>Not yet, hoping to</p> <p>No</p> <p>Some producers share deliveries. share depot space with Fresh-Range. Direct link to Real Economy buying groups through their website.</p> |
| <p><b>8. What are the main ways you market and deliver your produce at present?</b></p>  | <p>On our own vehicles and via p.list and ads</p> <p>Word of mouth, door to door, online</p> <p>The food we produce is there for everyone to take when it is ready for harvest.</p> <p>Through social media, at events and markets and through word of mouth.</p> <p>Farm markets Direct Selling</p> <p>By referral</p> <p>We market via our beautiful online store of local producers, via social media and PR.</p> <p>Online marketing, fliers, events.</p> <p>Personally. Market on website and facebook</p> <p>Word of mouth, BS1 - BS8 (approx. 450 customers)</p>   |

|  |   |
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|  | <p>Word of mouth, backed up by some Google searches and social media. Never had a marketing budget as not enough profit.</p>  |
| <p><b>9. Do you have other suggestions or comments around logistics and distribution, which you would help your business? (Please give examples of any set-ups you have used or heard of that they think might be useful).</b></p> | <p>I would like to see increased use of delivery via bi-cycle and more environmentally friendly vehicles</p> <p>Food hub idea for drop off point, but only some customers will collect, so needs to have delivery attached. But they want to have direct relationship with customers so wouldn't want others to deliver for them. They could do drop off for other producers eg. Humphrey's salads.</p> <p>I think it's vital that all the producers work together as this is an ongoing issue that raises its head over and over. I have no actual suggestions other than the importance of collaboration to solve this issue.</p> <p>I think we could possibly help others, interested in discussing business collaborations.</p> <p>Having Central Hub set up.</p> <p>We welcome collaboration with more local food businesses. We believe in cooperation over competition in principle. To compete with mass retail in the consumer channel, there is a critical need to achieve operational scale with logistics and fulfilment. More local food businesses need to find a way to work together.</p> <p>Open Food Network for logistics. Shared market opportunities</p> <p>No - not sure how that would work, we are the guarantor of our service / product and wouldn't want to give that up. Re branding: the real issues holding back new local food production are the financial difficulties and long working hours (60/75 p/week in summer) in order to make organic veg. production pay</p> <p>A distribution/storage hub in Bristol would be useful to share with others selling into Bristol. With a hub we could expand our Bristol business.</p> |

Traci Lewis, September 2015 [traci@sustainlive.org](mailto:traci@sustainlive.org)

## APPENDIX 4: DISTRIBUTION CASE STUDIES

|                                |           |
|--------------------------------|-----------|
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| <b>F. REAL ECONOMY</b>         | <b>34</b> |



## Case Study A: Community Farm

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**Website: [www.thecommunityfarm.co.uk](http://www.thecommunityfarm.co.uk)**

### What is it?

The Community Farm is a community-owned social enterprise, growing and selling organic food through a box delivery service. More than 500 local people share ownership of The Farm and have a say in how it is run. We lease land near Chew Magna in Somerset, UK, where we grow vegetables and fruit organically.

### Our Story

The land used by the Community Farm is owned by local farmer, Luke Hasell, who has been farming organically since he took over in 2004. Luke established The Story Group with Jim Twine when they both inherited neighbouring family farms. The farms cover an area of 550 acres around the Chew Valley and they breed north and south Devon suckler herds. The aim was to provide great tasting, fresh organic produce direct to customers. In 2010 poultry experts Bill and Emma Yeats of Lowerstock Farm joined The Story Group. They have developed their own breed of chicken called the Bishops Vale which is sold exclusively through The Story Group.

### Community Owned

In 2008, Luke and Jim, along with Phil Houghton of the Better Food Company, established organic growing and the concept of The Community Farm on 22 acres of prime agricultural growing land. In November 2010, the Community Farm launched their community share offer inviting members of the public to invest in the farm. By the end of March 2011, 409 people had invested an incredible £126,000 in the farm, helping make the Community Farm a reality. This investment has enabled The Farm to take over the established veg box scheme, organic growing and wholesale business of the Better Food Company.

### Vision

Our aim is to help people develop a better understanding of where their food comes from, reconnect with the land on which their food is grown, and learn more about sustainable farming.

### Products & Services

Local and organic food delivered direct to your door. We deliver to homes and business in and around Bath, Bristol, the Chew Valley and Frome; with boxes to suit a variety of tastes, budgets and households. Customers can also add extra vegetables, fruit, eggs, milk and groceries to box orders. As the seasons change, so do the box contents. This means we can make the most of locally grown produce and thereby reduce food-miles. Eating seasonally also means that customers receive the freshest possible produce packed with the nutrients needed at each time of year.

## Sustainability

We consider the environment and sustainability in all that we do. We grow food organically, reduce food-miles, trade ethically, cut down on the use of fossil-fuels and do everything we can to avoid waste.

- **Growing organically:** All the products we sell are organic, certified by the Soil Association (or equivalent). We (and the farms that supply us) grow food in a way that supports nature; providing natural habitats and food sources for wildlife to help increase biodiversity. So while you're eating well, so are the birds and animals around you.
- **Ethical trading:** We make decisions about the products we sell based on where and how they are produced and what is in season. This means that we don't automatically buy the cheapest, choosing instead to use suppliers that share our vision and aims. Working with a network of organic farmers and food suppliers who share our ethics, we are able to provide a good range of organic products for our customers, from Somerset salad to Fair Trade flapjacks.
- **Fewer food miles:** We source products from as close to home as possible. Our boxes include the vegetables we grow at The Farm – you can't get much more local than that! We also work with as many suppliers as possible from local farms and neighbouring counties. To provide fruit and vegetables all year round, we cannot avoid importing some of our produce. However we never sell products imported by airfreight.
- **Less fuel:** We carry out many of our deliveries, particularly in Bristol, in the early hours of the morning. By avoiding the traffic we keep fuel use to a minimum. Most of our products are sourced from the UK, many from the local area and neighbouring counties. None of our products from overseas are airfreighted.
- **Waste not:** We take pride in the fact that some of our vegetables are wonky. We still sell them, as they are perfectly tasty! Delivering food in the way we do means we keep waste to a minimum. The food requires very little (if any) packaging and the delivery boxes can be returned, reused many times and eventually recycled. We manage our stock carefully to avoid waste as much as possible. On the few occasions where we have do have surplus we call on food projects or food banks to help us find the produce a new home. We even have business customers who make soup, jam or preserves from surplus or damaged fruit and vegetables.

## Next Steps & Get in Touch!

We'd love to hear from you. We have volunteering and other educational events and activities on the farm. Or try one of our boxes delivered to your door. We are also always looking for new local organic food producers to supply our boxes.

Tel: **01275 295 029**

General enquiries: **[farming@thecommunityfarm.co.uk](mailto:farming@thecommunityfarm.co.uk)**

Box enquiries: **[box@thecommunityfarm.co.uk](mailto:box@thecommunityfarm.co.uk)**

[Click here](#) for wholesale enquiries

September 2015

## Case Study B: East Bristol Food assembly

**Contact details:** Freya Meredith [merefreya@gmail.com](mailto:merefreya@gmail.com)

**Website:** [www.foodassembly.co.uk](http://www.foodassembly.co.uk)

### Our Story

The Food assembly was started in France and is now a movement across Europe, connecting consumers and local producers. East Bristol Food Assembly will be one of 22 in the UK bringing local, sustainable and ethical produce to the community.

### Vision

The Food Assembly's vision is to create a better way to eat, where everyone has access to the pleasure of local food. Bringing power back to producers and consumers, our vision is a world with shorter supply chains where people connect to their food in a better way.

By creating a weekly meeting between local farmers, growers, makers and the community, we hope that the East Bristol Food Assembly will not only bring people the best local produce but will offer a platform for dialogue between the producers and consumers that may spark a change in the way we view food and how we shop.

### Community

Community is at the heart of The Food Assembly, we connect neighbours to farmers, neighbours to each other, and everyone to their food.

The Food Assembly format incorporates a weekly two hour market, where members collect their pre-ordered shopping from the producers, which offers an opportunity for social community engagement. East Bristol Food Assembly will strive to nurture this by creating opportunities to share meals, listen to music and talks and engage in discussions.

### What is it?

The Food Assembly connects you directly to local food producers through a fair and transparent retail model. Along with The Food Assembly, two kinds of people make an Assembly happen: Hosts and Producers. The Producers sell directly to you through The Food Assembly online market. Hosts organise the weekly online shop and the local pick-up market in your area.

Thus, there is no middleman: Members pay the food Producer directly, allowing them to earn over 80% for their hard work (in comparison to 15-25% through supermarkets).

Food Assembly Producers also know how much to harvest each week for orders, which means there's no food waste. The Food Assembly offers a fair and transparent way of buying food: our Producers set their own price, and the service fees are fixed and well-balanced for the Host and The Food Assembly.

## **Products & Services**

East Bristol Food Assembly will primarily supply local fresh food and drink: Meat, fish, cow and goat raw and pasteurised dairy, fruit and vegetables, bread, eggs, honey, juices and more.... Once we are established we hope to bring in locally made cleaning products and body products.

### **Sustainability**

All of our fresh food will come from within a 50 mile radius and - although it may not be certified organic - will be grown using organic methods. All processed food will be made within a 50 mile radius and with organically grown ingredients. East Bristol Food Assembly will strive to use small scale producers whose methods comply with the guidelines of The Wholesome Food Association.

### **Next Steps & Get in Touch!**

The East Bristol Food Assembly is currently searching for a venue in Easton and producers who meet our criteria within Bristol and the surrounding local area.

[merrefreya@gmail.com](mailto:merrefreya@gmail.com) [www.foodassembly.co.uk](http://www.foodassembly.co.uk)

September 2015

## Case Study C: fresh-range

**Contact:** Rich Osborn [hello@fresh-range.com](mailto:hello@fresh-range.com)

**Website:** [www.fresh-range.com](http://www.fresh-range.com)

### Background

With food security (or the lack of it) looming large as an issue and increasing discontent with mass retailers, there is clearly a need for a fresh approach to food shopping.

Bristol is leading the way with several thriving high streets of local food shops and a growing number of local food and drink producers.

Yet there is a serious and stark inequality across districts within the city. Thousands of Bristolians live in food deserts that lack convenient access to fresh, local, seasonal produce. This is thought to contribute to a significantly reduced average life expectancy in such areas. What's more, for many small, local food producers the route to a profitable consumer market within the city is yet to be established.

### Summary

Fresh-range advocate taking a fresh approach to food shopping; online retailers of fresher local foods delivered to homes and workplaces within Bristol and the surrounding area.

### Products & Services

Food is sourced directly from award-winning producers in Somerset and Gloucestershire. With more than 1,000 products sourced from over 100 producers, there is plenty to choose from. Foods with the fresh-range stamp are baked, caught, cooked, cut, laid, picked or produced just before being delivered:

- Fruit, vegetables, dairy and high welfare meat and eggs come direct from award-winning local farms.
- Fish and seafood is sourced from day-boat fishermen according to customer orders just 24 hours prior to delivery.
- Local craft bakeries produce hand-baked breads on the morning of delivery.
- A wide range of local, ethical and/or organic store cupboard foods.
- Off Licence of West Country breweries and cider makers, vineyards and spirits producers.
- fresh-range includes Soil Association certified organic food and drinks.

### Benefits to:

- **Producers:** We make it easier for producers to supply food whether they are big or small. For each category of food, we pay a fixed, fully transparent and fair price, meaning producers earn the majority of the retail price. We provide a dedicated team of commercial support managers to build and maintain their online store.
- **Consumers:** By sourcing foods directly from local producers and suppliers then delivering straight away, our customers enjoy **fresher foods at lower prices**. This means better tasting food and richer nutritional value. We perform weekly price spot checks on over 300 essential foods to make it easy for our customers to save money before they even set foot in their supermarket. Our online store highlights local foods in our customers' favourite categories

that cost less than their usual supermarket equivalents (Asda, Sainsbury's, Tesco or Waitrose).

## Our Purpose

Happy customers, producers, partners and employees. Exceptional shopping experiences with local, fresh, seasonal food. Food security for generations to come.

## Our Values

- **Commitment** to serve all customers: We believe seasonal, fresh food should be available at an accessible price to all, regardless of social demographic or geographic differences. Our mission is to serve more customers with high quality, healthy food at fair prices for both customers and producers. We work to serve customers with their food shopping throughout our target areas.
- **Innovation** - reinventing food shopping: We believe producing and consuming good, fresh food is important. We believe in continuously improving the food shopping experience for customers and producers. We work to sustainably eliminate food waste, reduce carbon emissions, supply higher welfare meat and responsibly-sourced fish plus support efforts to increase biodiversity on agricultural land within and around our urban areas.
- **Honesty** - transparency and trust: We believe that communicating information openly and transparently creates an environment of trust. A flow of open information helps to achieve an equilibrium point in demand and supply where both producers and customers enjoy a fair price. We believe in connecting people with their food, enabling customers to select locally-produced food with social and economic benefits. We work to provide helpful information that serves producers and customers.
- **Cooperation** - doing the right thing: We believe in doing the right thing - always. We believe that food producers deserve to earn the majority of the retail price of food. We believe that increasing the supply of local food will provide food security at a price point that is affordable to more customers. We believe in financial fair play. We believe in cooperation over competition in principle. We aim to increase the production of local food by working with existing independent food businesses whenever possible.

## A Fresh Approach

- **Packaging** - We use sustainable outer packaging and insist on reusing it up to six times, before recycling it. This is one of the ways we keep our delivery prices and carbon footprint so low. By leaving them out on the next delivery, our delivery driver takes them away for cleaning, reuse and recycling.
- **Animal Welfare** - Something we take very seriously. Our online store includes producers with the highest animal welfare standards including Soil Association organic producers and RSPCA Freedom Foods accredited producers. On our online store, you can read details of where every piece of meat, egg or dairy product comes from and discover more about the practices of the farm.

- **Delivery** - fresh-range work closely with local food producers and suppliers to enable the freshest possible food is delivered to all areas of Bristol and Bath (in fact customers in all BS postcodes and BA1, 2 & 3 are within the delivery zone). We offer low price anytime deliveries that are both financially and environmentally more attractive; most of our customers are out when we deliver. 1 hour delivery slots are available if there's no safe place to leave your shopping.
- **Collaboration** – In addition to the dozens of farmers, fishermen, makers and bakers, fresh-range have formal collaborations in place with other local food businesses like Somerset Direct, The Severn Project and BigBarn. Such collaboration enables a host of benefits including wider product ranges, economies of scale (such as more efficient distribution) and joint marketing opportunities.

### Get in touch

We are here to help. We love talk to our customers about our products and service. We also welcome contact from local food producers who would like to work with us.

Browse: [www.fresh-range.com](http://www.fresh-range.com)

Email: [hello@fresh-range.com](mailto:hello@fresh-range.com)

Phone: [0117 332 2813](tel:01173322813)

Twitter: [@freshrange](https://twitter.com/freshrange)

Facebook : [freshrangeUK](https://www.facebook.com/freshrangeUK)

September 2015

## Case Study D: Matthew Tree Project

**Contact details:** Mark Goodway [info@the-matthew-tree-project.org](mailto:info@the-matthew-tree-project.org)

**Website:** [www.the-matthew-tree-project.org](http://www.the-matthew-tree-project.org)

### Background

The Matthew Tree Project (TMTP) is a charity which delivers its services through a network of Food Plus Centres located in the most deprived wards of the city of Bristol and support over 2,000 of the most disadvantaged people and families annually. In addition to the work in Bristol the Matthew Tree Project helped a newly established project in London adopt the Food Plus model and are currently working with other groups from South Gloucestershire, Somerset and Devon to do the same.

### Our Vision

An innovative and pioneering strategic city-wide vertically integrated local food plan designed to address wealth and health inequality through a sustainable socially responsible model of providing tasty, nutritious, healthy food in an affordable way to all the citizens of the city including, most importantly, to the poorest living in the most deprived communities.

This is the aims and objectives of The Matthew Tree Project and is what 'Ending of Food Poverty in the UK' is focused on. We believe we are creating a 'blue-print' that can be replicated in urban environments across the UK and Europe thus addressing poverty, at its root, on a significant scale.

### Community

Throughout 2014 The Matthew Tree Project (TMTP) supported over 2,000 of the most disadvantaged and vulnerable members of society, 42% of which were children, distributing over 60 tonnes of food aid (equivalent to circa. 200,000 meals) and providing many other essential services to help the regaining of food independence whilst addressing the underlying causes of the problems.

### Who are they?

There are 69,500 people at risk of food poverty in Bristol alone and currently 24.1% of Filwood's residents claim out-of-work benefits with many of those claimants living in and around Inns Court where the highest level of multiple deprivation exists in the ward, deprivation in the sense of being amongst the most 10% deprived households in England. A significant number of residents here have low incomes, few employment opportunities and experience poor health and disabilities. Education, skill levels and training opportunities are also lowest in the ward. There is therefore good reason to provide both skills training for people in this area and to help educate people how not to waste food and turn it into tomorrow's food.

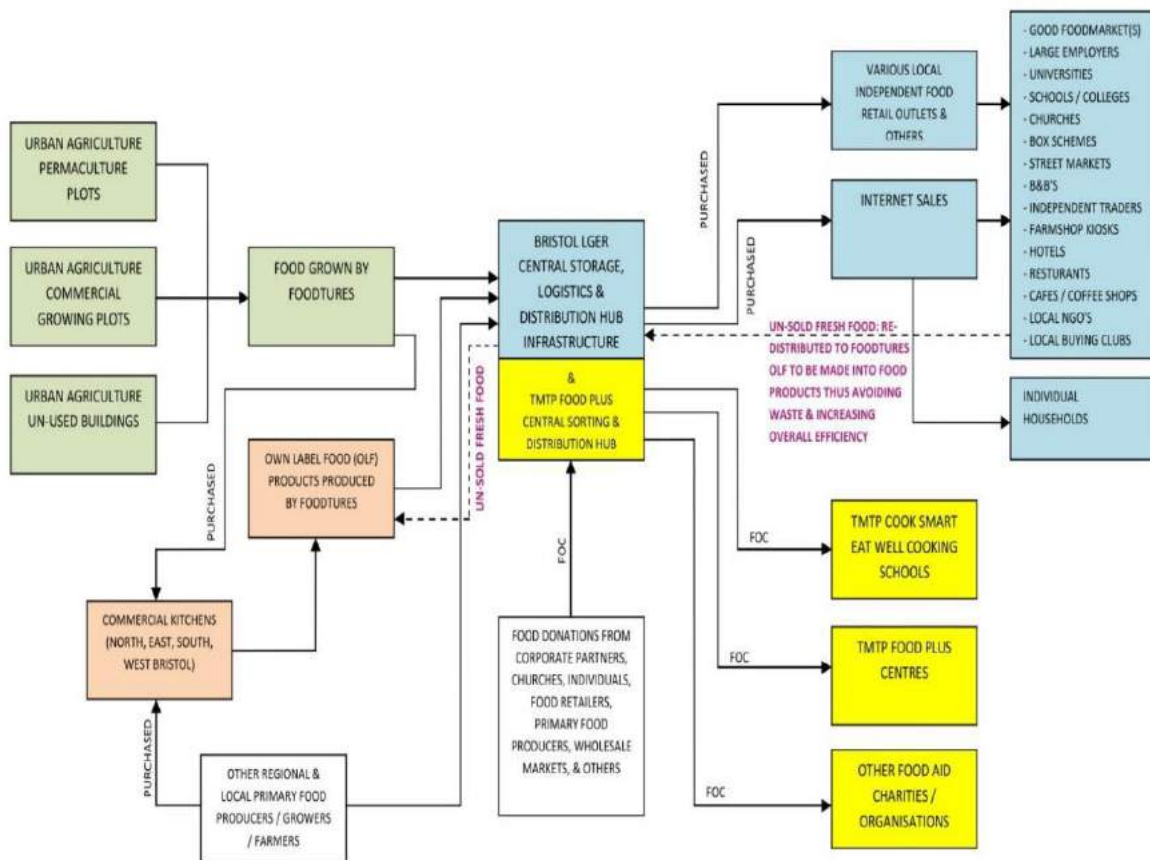
### Products & Services: Proposal for a Vertically Integrated Local Food Sector

- Vertical integration of the local food sector offer numerous benefits. It cuts out the middle man and the multiple 'mark-ups' that occur at each step of the food chain. It allows a more equitable spread of the return for the work and skill required to produce and deliver food to the consumer which is currently heavily weighted towards the retailer at the expense mainly of the primary producer, i.e. grower or farmer.



- It also reduces ‘fuel-miles’ that food has to travel to get to the consumer thereby reducing carbon emissions, engenders better soil management and encourages a healthier diet by focusing on organically grown and produced food products.
- Below is a diagram of the proposed vertical integrated local food sector model which prioritises local food; recognises the role of the production of food products as well as food growing; addresses food waste through a reduction at source; and includes the need to develop new and more expansive routes to market for local food.

### What does it look like?



### Distribution & Marketing

TMTF Food Distribution Hub is being designed to serve the needs of the Food Plus Centres with donated food and also the needs of the local food producers to get produce to market. The new, larger Matthew Tree Project Food Hub is being equipped with walk-in fridge and freezer to ensure the distribution hub meets the widest possible needs for the local food sector and other food aid organisations.

## Reduction of Food Waste at Source

FOODTURES food processing is an excellent way to reduce the volume of rejected fresh produce discarded in Bristol each year. By transforming today's surplus food into tomorrow's jams, sauces, cordials and relishes the produce will have a much longer shelf life than, for example, processed foods such as ready meals and take-a-ways. In the UK around 40% of food is wasted either before or after sale and Defra estimates that we throw away 7.2 million tonnes of edible food and drink each year. Locally as the report "Who Feeds Bristol" points out, St Philips Wholesale Market sends significant quantities of fit-to-eat fruit and vegetables to landfill, partly due to Defra's own standards relating to the size, shape and appearance of fruits and vegetables fit for sale.

## Other Benefits & Features

To launch our food processing operation we plan to transform the former café kitchen in the lobby at the Inns Court Centre (ICC) in Knowle West into our first FOODTURES Processing Kitchen. This is where we will process fresh fruits, vegetables, nuts and herbs into tasty, savoury or sweet preserves, chutneys, sauces, relishes, juices and cordials. The ingredients will in the main be sourced locally from allotment or co-operative growers, wholesalers and food stores discarding misshapen and end of shelf-life stocks, and in time FOODTURES Market Gardens. Our aim is to develop a 'cottage industry' in Knowle West where the surplus food of today is transformed into store-cupboard basics for the Bristol market to be sold under TMTP own brand label.

## Other Developments

- Weekly 'Inns Court Food Market' due to be launched in the Spring 2016
- FOODTURES Education Centre & Skills Training Studio
- Enterprise Support Hub
- Skills, Training & Current Market Audit
- FOODTURES Accredited 3-year Local Food Sector Qualification

## Get in Touch!

### **The Matthew Tree Project**

**Inns Court Centre**

**1 Marshall Walk**

**Inns Court**

**Bristol BS4 1TR**

[www.the-matthew-tree-project.org](http://www.the-matthew-tree-project.org)

September 2015

## Case Study E: Open Food Network UK

**Contact details:** Lynne Davis [lynne@openfoodnetwork.org.uk](mailto:lynne@openfoodnetwork.org.uk)

**Website:** [www.openfoodnetwork.org.uk](http://www.openfoodnetwork.org.uk)

### What is it?

The Open Food Network (OFN) is a web platform designed to make it easier for producers and consumers to buy, sell, pack and distribute local food.

- Would you like to start selling produce directly to market?
- Do you grow or distribute food and would like to team up with other producers and distributors to create a better service collectively?
- Do you have a community that wants to organise to have better access to local food?
- Do you run a farmers market and would like customers to be able to pre-order from stall holders?
- Do you run a box scheme that your customers have asked for more flexibility without creating more complex logistics?

The Open Food Network has been developed to create simple and flexible ways to meet these challenges.

### Vision and Values

The project is a collaboration between food distributors and producers across the UK working for Food Sovereignty. Our vision is for good, healthy food to be accessible to everyone, for producers to be able to make a good living and for a food system that regenerates the natural systems on which it depends. Our mission is to support alternatives to corporate controlled supply chains – markets that are easy and affordable for customers while also providing good livelihoods for the people who grow, make and sell great quality food.

### Benefits for

- **Producers** - OFN has been built specifically to support food producers to reach their market. The platform is ultimately flexible allowing you to run your food project in the way you want. Producers can create their own online shop with regular order cycles. Then team up with other producers to sell collectively. Manage your customers, stock, orders, distribution, packing lists, invoices and automatic order confirmation emails.
- **Customers** - Fully traceable, see exactly where your food comes from. Fully transparent, see the exact cost break down. See producer and distributor descriptions so you can see the values and practices behind your food. Easy to use, easy to pay, easy to understand.
- **Distributors** - There are so many ways to distribute food: box schemes, farmers markets, pick up points, delivery, veg vans, cycle transport. There are so many ways to organise: co-ops, CSAs, producer networks, consumer groups and through existing community structures. The Open Food Network has been developed collaboratively to support the wide range of possible food distribution models that can possibly exist.

## Products & Services

### *An Online Shop for your enterprise:*

Anyone can start an online shop/food hub/buying group. The shop can then easily link with other producers allowing you to utilise each other's distribution networks and improve your range collectively.

### *Support and Facilitation:*

Experienced facilitators can work with your group to help you figure out the best model for your project and help you get started.

### *Bespoke Functionality for your needs:*

New functionality can be developed for your needs. Don't pay for new software to be written from scratch. Join the community and reap the benefits of a global team contributing to the commons.

## Distribution

The Open Food Network supports producers and communities to distribute food in the ways they know best. It supports producers and groups to collaborate in their distribution easily and efficiently.

Innovative distribution models using OFN include: farmers markets with pre-ordering, multiple producers sharing pick-up points, local food hubs with pick-up and delivery, local food delivery vans picking up and dropping off at multiple points across a region, food co-ops sourcing from multiple producers.

The network facilitates collaborations in food distribution, while the software provides packing sheets, delivery reports, and payment reports.

## Other Features

OFN UK is a not-for-profit social enterprise, co-operatively run in which all users can be members and have a voice. Open source and collaboratively developed. Members guide the direction of the project locally, nationally and internationally.

## Pricing

Our pricing model is collaboratively developed by the producers and distributors that use us. It is determined by turnover and free for micro enterprises. This works out as no more than 2% of turnover for not-for-profits and social enterprises. Accessibility and affordability are fundamental to the project.

## Next Steps

The Open Food Network UK launched in July 2015 with 3 hubs and over 200 producers. While we establish we are offering free support to hubs and enterprises with limited funding.

To find out more, or try it out for free, contact: [hello@openfoodnetwork.org.uk](mailto:hello@openfoodnetwork.org.uk)

September 2015

## Case Study F: Real Economy Co-operative Ltd

Contact details [info@realeconomy.co.uk](mailto:info@realeconomy.co.uk)

Website <https://realeconomy.co.uk/buying-groups>

### What is it?

A community of people in and around Bristol, who are working together to establish a new type of food network. We are a not-for-profit, cooperative, joining buying groups across the city and encouraging new enterprises to form, where people grow, make and do things for each other. The way we work is to establish neighbourhood buying groups with a local organiser, giving access to local producers using our unique, user friendly website.

### Vision and Values

- Sourcing healthy food from local producers
- Making sure the food is as affordable as possible
- Treating everyone in the food chain with respect
- Local people, Local food, Local enterprise
- Growing the capacity of the local food system
- Giving access to fresh healthy local food
- Developing community life
- Encouraging new enterprise.

### Products & Services

A web tool offering a range of foods from local producers; delivery of those foods to the group; membership of a citywide network of groups; possibility to order food without using a computer.

### Distribution & Marketing

Groups are formed either by community organisations (centres, cafes, agencies) or by an individual who approaches us. Any individual is free to set up a buying group anywhere in the BS postcode area - they just need 5 members to create a group.

### Buying Groups

We introduce self-selected groups to local producers, from whom they can order their food. Groups agree a delivery time with producers and come together to collect their food. A convenient and sociable way to buy food, that ensures ease of access for all and good financial control.

### New Enterprises

We source support for new food-based businesses to help with legal, health and safety, design and business modelling. Enterprises are offered access to markets associated with Real Economy and can apply for micro-finance.

## Pop-up Markets

We support people who are interested in establishing a market to: negotiate the space needed; find local producers and makers; negotiate fees adequate to cover costs; work with the Bristol Pound; and include fun aspects such as cooking demos, tasting and music.

## Producers

Our buying groups are always on the look-out for local suppliers, and we can make it easy for you and your business to get started. The Real Economy team are on hand to help you get your profile up and running. For more details visit <https://www.realeconomy.co.uk/grow/>

## Customers

The Real Economy Cooperative is an alternative to supermarkets. We encourage people to form buying groups to source food from local producers through our web-tool. Orders are delivered to a group's chosen drop-off point, where members meet to form, strengthen and reinvigorate their community.

Our web-tool allows you to buy food from local producers, delivered to your buying group's pick up point – but it's more than another click and collect. We're a not-for-profit cooperative, so we take as little money as possible from producers to keep food prices fair for all.

When we say a fair food system for all, we mean it. But this requires everyone in that system to work together. That's why those who can are able to add a small amount of money to their order, which we then use to help those in challenging circumstances who want to be included in the Real Economy.

## Next Steps & Get in Touch!

Visit [www.realeconomy.co.uk/buying-groups](http://www.realeconomy.co.uk/buying-groups) to find your local group or call 0117 929 8642.

September 2015

## APPENDIX 5: FOOD HUB SITE SPECS

| Objective            | Requirements  | Actions / Timeline  | Who                     |
|----------------------|---|---|-------------------------|
| <b>Site Location</b> | Central Bristol - if possible<br>Other outer locations considered if good access and right site spec  | Detailed site spec asap   | Traci / All             |
| <b>Size</b>          | Min.5,000 sq/ft max.10,000 sq/ft<br>eg.<br>Ambient depot space – storage (inc packaging) 6,000 sq ft<br>Chilled 2,000 sq ft<br>Office space 2,000sq ft<br>Walk in freezer 500 sq ft<br>Secure Vehicle compound<br>Loading van bay for trucks and forklifts  | Scope out available sites with:<br>Mayors Office;<br>Bristol City Council officers;<br>Bristol Fruit Market | Rich Chris<br><br>Traci |
| <b>Hub Staffing</b>  | Cleaner (or contracted)   |   |                         |
| <b>Office</b>        | Fresh Range team - 10 people (some PT) – Daily use<br>Real Economy team (with Bristol Pound now) - 4 people – 2/3 days p/week<br>Hot desks – shared office space for other organisations ( <i>Bristol Food Producers?</i> ), with other expertise? (book keeping, IT) ? (eg Happy City model)<br>Volunteers (Real Economy)<br>Interns (Fresh Range)   |   |                         |
| <b>Requirements</b>  | Constant access to site for partners and all food producers / suppliers<br>Including secure space for small scale producers to drop fresh stock 24 hours a day without staffing required<br>Ambient stock (store cupboard items) can also be stored by small producers in advance of product purchased.<br>Based on balanced needs for all stakeholders eg. producers, suppliers, customers<br>Governing structure which enables easy decision making | MOU   | ALL                     |
| <b>Financial</b>     | % contribution by partners based on % usage and turnover/volumes<br>Additional % turnover by Bristol Food Producer members ?<br>Maintenance /service fee – add cost onto rent<br>Cleaning Contractors<br>Capital investment to set up site re equipment, security? <i>We are scoping ideal needs here – will depend on what’s on site found</i>   |   |                         |

|                                     |   |     |  |
|-------------------------------------|---|-----|--|
|                                     | NB (need to ensure no charitable donations used for 'private benefit' but ok if used for % use of Real Economy)   |     |  |
| <b>Culture</b>                      | Good business ethic<br>Collaborative<br>Treating every member of the food chain equally   | MOU | ALL  |
| <b>Potential Partners</b>           | Fresh Range<br>Real Economy<br><i>Bristol Food Producers</i><br><i>Matthew Tree Project</i><br><i>Phil Haughton</i>   |     | TL check -<br>BH<br>Chris to<br>Mark G<br>Ped to<br>Phil |
| <b>Stakeholder / customer</b>       | Community Farm  |     |  |
| <b>Small scale producers</b>        | Key advantage for small producers – one drop off to range of retailers<br>Hub could facilitate new retail markets around the city<br>Could hold stock for smaller producers which isn't actually owned by distributors  |     |  |
| <b>Process &amp; Infrastructure</b> | Customer order<br>Order to producers / suppliers<br>Producer drop off product<br>Secure parking, unloading bay,<br>Secure entry into depot after hours<br>CCTV around premises<br>Trolleys available within the pound for producer drop off<br>Security: Door autolock<br>Goods moved to picking position, put in system, communicated to producer once goods accepted<br>Own staff check in and quality control goods; pick and pack each order, some despatched, others stay in chilled area,<br>Vans come back with produce which has been picked up<br>Shelving for storage and chilled areas |     |  |
| <b>Legal / Governance</b>           | Formal Partnership MOU  |     | ALL  |

*Chris Sunderland (Real Economy), Traci Lewis (on behalf of Bristol Food Producers) Ped Asgarian (Community Farm), Rich Osborn (fresh-range) - 23 June 2015*



## APPENDIX 6: LETTER TO MAYOR GEORGE FERGUSON



Chris Sunderland  
Bristol Pound  
Room 103, The Corn Exchange,  
Corn Street  
Bristol BS1 1JQ

24<sup>th</sup> June 2015

Dear George

This letter is to request your direct assistance to enable us to contribute to a more sustainable local food infrastructure for all Bristol residents regardless of location or socio-demographic group.

We - *The Real Economy, Fresh-Range, The Community Farm* and the newly formed *Bristol Food Producers* group - have come together to scope the specific requirements for a shared local food distribution hub for Bristol. The identified requirements are intended to make it convenient for producers (from micro to large scale) to supply their products and effective for each of the *fresh-range* and *real economy* individual operations to store, pick, pack and dispatch deliveries to Bristol and/or regional customers in both ambient and chilled environments. We are start-up operations with a clear purpose to deliver on the Bristol Food Policy objectives. We believe this initiative could form a substantial legacy to the Green Capital 2015 process.

We seek council support to work with us to identify a suitable site where the attached requirements can be met at lowest possible cost in the early years - ideally with operations starting in September 2015.

When could we meet together to discuss the support available to achieve this aim?

Yours sincerely,

Chris Sunderland  
Real Economy

Rich Osborn  
fresh-range

Ped Asgarian  
The Community Farm

Traci Lewis  
Bristol Food Producers

P.S. For reference, the following links provide information on the aims of each organisation:

<https://realeconomy.co.uk/>

<https://www.fresh-range.com/About/Why>

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

<http://www.bristolfoodnetwork.org/bristol-food-producers/>

## APPENDIX 7: LOW CARBON DISTRIBUTION

### Consolidated Freight Distribution Centre:

**Bristol & Bath Freight Consolidation Centre**<sup>5</sup> DHL has extended its urban consolidation centre in the South West of England to bring together the supply chains of more than 100 businesses in the city centres of Bristol and Bath. The company said its new initiative provides a central hub for retail deliveries in Avonmouth, located close to the M5 and M4 motorways. The first of its kind in the UK, the facility means more efficiency in delivering stock into shops in the High Streets of nearby Bristol and Bath. DHL claims the supply chain rethink has cut the number of deliveries into crowded urban streets by 80%. Use of two electric trucks to make deliveries into the retail outlets has also meant emissions being cut by 130 tonnes, the company said.

The month of June 2013 saw 97 trucks carrying deliveries for participating retailers to the consolidation centre, but only 20 vehicles required to travel into the city centre to make final deliveries. Bristol City Council had launched the consolidation centre project back in 2004, with the aim of cutting pollution and congestion in England's sixth largest city. Extending the facility to cover Bath has fit with the efforts of Bath and North East Somerset council to reduce the volume of traffic in the World Heritage site.<sup>6</sup>

### Electric Vehicles <sup>7</sup>

Electric or plug-in vehicles come in all shapes and sizes with a wide array of technologies making up this sector. To find out more read our [Best practice guide on plug-in vehicles](#) or watch our [Electric car guide video](#) that explain the different types of electric vehicles and helps you understand how the different fuel technologies can work for you.

### Air Pollution<sup>8</sup>

The bulk of our evidence focussed on pollution from road transport, which is the main cause of pollution in 92% of Air Quality Management Areas. It is "recognised as the biggest single contributor to two of the most harmful and widespread sources of air pollution—nitrogen oxides (NOx) and particulate matter (PM). Road transport is responsible for 42% of carbon monoxide, 46% of nitrogen oxides and 26% particulate matter in England. Our report accordingly focuses on road traffic, including the transport and development planning policies that impinge on it, although we acknowledge there are other policy areas that also warrant further examination.

### Low Emission Zones (LEZ)<sup>9</sup>

Low Emission Zones (LEZs) are areas or roads where the most polluting vehicles have their use of the roads regulated. This means that vehicles are banned, or in some cases charged, if they enter the

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<sup>5</sup> Analysis of Impacts <http://www.slideshare.net/robinlovelace1985/pdf-dpaddeu-mricci-gfancello-pfadda-gparkhurst-the-bristol-and-bath-freight-consolidation-centre>

<sup>6</sup> DHL Boosts Delivery efficiency <http://postandparcel.info/58122/news/innovation/dhl-boosts-retail-delivery-efficiency-in-bristol-and-bath/>

<sup>7</sup> Electric Cars <http://www.energysavingtrust.org.uk/domestic/content/electric-vehicles>

<sup>8</sup> Air Pollution <http://www.parliament.uk/report-air-quality>  
<http://www.publications.parliament.uk/pa/cm201415/cmselect/cmenvaud/212/212.pdf>

<sup>9</sup> Low Emission Zones <http://urbanaccessregulations.eu/urban-access-regulation-low-emission-zone-background/low-emission-zones-main>

low emission zone when their emissions are over a set level. Low Emission Zones are often the most effective measure that cities can take to reduce air pollution problems in their area. Low emission zones work to reduce emissions of fine particles, nitrogen dioxide and indirectly ozone, the three pollutants of particular concern in Europe.

### Diesel

Diesel vehicles produce more air pollutants. Transport for London noted that diesel vehicles produce 22 times as much particulate matter and four times as much NOx as petrol vehicles.<sup>47</sup> Alan Andrews of Client Earth told us that “the NO2 compliance problem we have ... is overwhelmingly a diesel transport problem”, which should be tackled through low-emission zones and “stopping the growth in new diesel vehicles”.

### Biogas Distribution

In addition there is the opportunity to address carbon emissions within the food transport system, for example through the use of biogas made from landfilled waste to run distribution vehicles, as piloted by Sainsbury’s ‘Running on Rubbish’ initiative. The company has converted a number of heavy goods vehicles to use a combination of diesel and bio-methane, thus reducing CO2 emissions (*Who Feeds Bristol*).

### Future?

Over the next decade, average emissions of new cars are set to fall by around a third, primarily through more efficient combustion engines. Sustainable biofuels will also deliver substantial emissions reductions. As deeper cuts are required, vehicles will run on ultra-low emission technologies such as electric batteries, hydrogen fuel cells and plug-in hybrid technology. These vehicles could also help to deliver wider environmental benefits, including improved local air quality and reduced traffic noise. To ensure that these emissions savings are delivered, the Government will continue to work at European Union (EU) level to press for strong EU vehicle emissions standards for 2020 and beyond in order to deliver improvements in conventional vehicle efficiency and give certainty about future markets for ultra-low emission vehicles.