



Business Plan 2016-2019

A Scottish charity limited by guarantee operating in communities across the north of Glasgow.

Charity Number: SC036842

Company Registration Number: SC290958

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Date: 26th February 2016



Our Vision

To contribute to the development of a society, where health, well-being and harmony are supported within active communities.

Strategic Goal

North Glasgow Community Food Initiative's Strategic Goal is to empower individuals and communities to lead practical and sustainable food related projects such as nutritional education, healthy cookery classes, growing food and giving access to affordable fruit and vegetables in the local community, that inspire and improve overall health and well-being, promoting community cohesion, whilst celebrating the diverse nature of the communities in North Glasgow.

Our Values

- Equality:** We will promote creative positive action to improve the position of people within the communities of North Glasgow and surrounding areas who are marginalised and who experience oppression.
- Collaboration:** We believe the voluntary and community sector is strongest when it works together and that our strategic goal will best be delivered through collaborative working.

Passion: We believe voluntary action is built on the passion of individuals and communities to make a positive difference.

Participation: We value and recognise the contribution our volunteers and members make to our service delivery and in influencing the way we do things.

Quality: We are committed to providing high quality services and through listening to service users and stakeholders to make improvements to our services.

Team Working: We are committed to working in a happy and healthy organisation, in which we respect each other, offer feedback and work to improve the experience of our staff and volunteers.

Ethical Business: We will seek to make our charitable work self-sustaining by engaging in social business activities which enhance the social responsibility of local businesses and align to our other values.



Our Social Objectives

- To raise awareness of the role of food in creating and maintaining health and well being
- To promote healthier lifestyles through local food hub activities
- To consult with, listen to and involve local people as a community-led organisation
- To provide social networks, mutual support, and volunteer opportunities that improve community harmony and empower people to become active in their neighbourhood.
- To improve access to low cost fruit and vegetables for local communities and access to fresh food for people who are vulnerable or socially excluded
- To encourage people to grow and eat fresh produce, increasing growing and gardening skills to enable more people to grow their own fruit & vegetables.
- To encourage more people to gain skills to their own fruit and vegetables, consume more and become environmentally aware.
- To enable more people to cook healthily for themselves on a budget.
- To participate in local, regional and national food partnerships and networks



Our History

North Glasgow Community Food Initiative (NGCFI) was first established as a non-profit making organisation in June 2001 by students from Student Action for Refugees (STAR) at Glasgow University, under the name of the North Glasgow Food Co-op to respond to the needs of the then new asylum seeking community.

In the first year the project was run entirely by volunteers and in September 2002 the project received funding to take on staff to support and develop activities. The organisation then changed its name to the 'North Glasgow Community Food Initiative' and broadened its focus to include expanded sales of fruit and vegetable, a delivery service, an allotment project and cookery activities.

In September 2005 NGCFI became a Company Limited by Guarantee with Charitable Status. In 2006, NGCFI won the prestigious Dame Sheila McKechnie Award for Community Food Initiatives, administered by the Food Standards Agency in London. In October 2009, NGCFI merged with the Milton Food Project.

In March 2010 we were awarded a Third Sector Enterprise Fund grant from the Scottish Government.

In 2011 we began ground works at our community garden in Milton, soon winning an award for sustainable working.

In June 2012 we launched our Healthier Eating Royston Experience funded by the Big Lottery Fund.

In 2013 we were successful with our Climate Challenge Fund application, to enhance and develop our work in Milton with our Milton CRUNCH (community-recycling-upcycling-nutritious food- composting-health) project.

In 2013 we adopted our Food Hub model of working with hubs in Royston, Milton and then Springburn.

In 2015 our Memorial Garden in Milton was opened.

Recent awards: + Evening Times - Streets Ahead Awards 2014 and 2015 Best Community Initiative Finalist. + The Herald - Inspiring City Awards 2015 – Environmental Award Finalist. + Glasgow Community Champion Awards 2015 – Team Award North West Finalist for Milton Food Hub.

Our Challenge

The area of North Glasgow within which we work has a population of 100,000.

There are indicators of poverty which rank some of the communities in the North as being amongst the most socially and economically deprived in the UK, if not Western Europe.

Administratively, Glasgow divided into three areas, with NGCFI operating within parts of the North East and North West. In the North West, we work within the Canal and Maryhill/Kelvin Wards with Food Hub activities and garden in Milton, and some other work delivered in Possilpark and Maryhill. Our Royston and Springburn Food Hubs are located in the Springburn Ward of the North East area. Our current funding does not permit us to cover the whole area.

NGCFI is operating in a difficult economic climate, with further austerity measures expected, this is having an impact on the lives of people in the communities where we work.

The following statistics highlight that there has never been a greater need for our activities:-

- North Glasgow male life expectancy is 68.2 years, more than five years lower than the Scottish average. Female life expectancy is 75.4 years which is nearly four years below the Scottish average.
- Mortality rates from cancer, coronary heart disease and cerebrovascular disease are all above the Scottish average.
- 43% of children in NE Glasgow are living in poverty. In the Springburn Ward it is 51%.
- Many families are facing food poverty with parents cutting back on food or missing meals and having to use food banks.
- Glasgow has the highest population share of ethnic minority population in Scotland at 11.6% - Royston is 33% and Springburn is 26%.

In the areas we work we are aware both statistically and through observation and listening to service users that there is above average levels of suicide, particularly amongst men. We are aware that there is a correlation between income deprived households and higher incidences of isolation and loneliness, resulting in more mental health issues. Health Inequalities are increasing not decreasing.

Milton and Scottish Index of Multiple Deprivation (SIMD) 2012

Milton has 12 Data Zones. The table below shows the number of data zones by themed category and rank. Each data zone has an average of approximately 350 households and 800 residents.

Data Zones	Overall	Employment	Income	Health	Housing	Educ; Skills Training
Worst 5%	6	6	4	8	8	5
6-10%	4	4	5	2	3	4
11-15%	2	1	1	2	1	2
16-20%	0	0	2	0	0	0
21% +	0	1	0	0	0	1

8 of the 12 Milton data zone areas are in the worst 5% of Scottish Data Zones for Health and Housing. Overall half or 6 of the data zones are in the worst 5%. 4 data zones are actually in the worst 1% in Scotland.

Source: <http://ukdataexplorer.com/simd/>

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Within the **Springburn** Ward we focus on areas to the north of Springburn Railway Station and West of Springburn Park, including Cowlairs and Balgrayhill. There are 7 datazones, of which 6 are in the worst 5% in Scotland, the other in the top 20%.

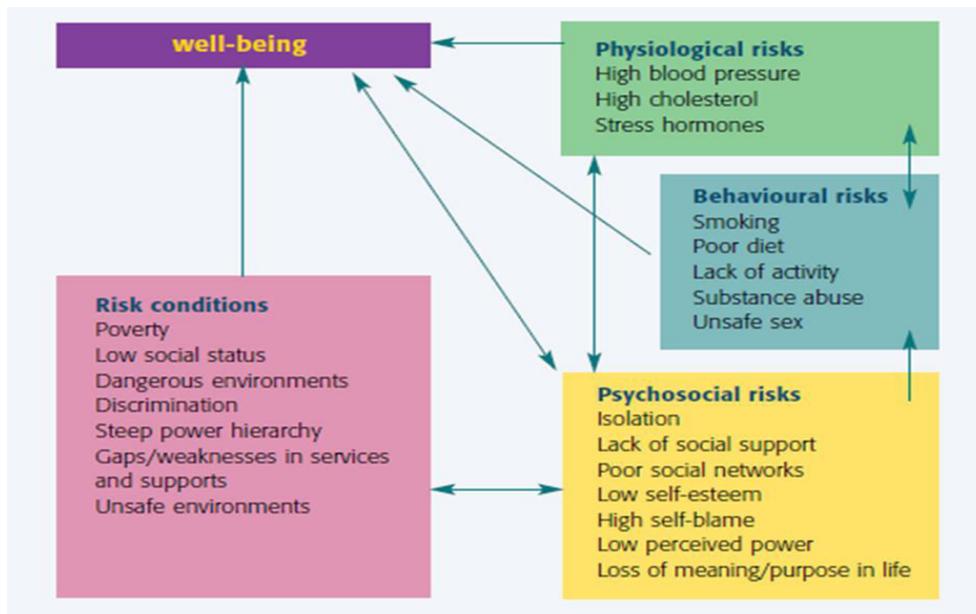
Within **Royston**, 3 of the 6 data zones are in the top 10% (2 are at 6%), the other 3 are in the top 20%.



Our Social Impact: Improving Health and Well Being

NGCFI works within the context of increasing health inequalities, obesity and food poverty.

The diagram below, from the Scottish Community Development Centre's Local Evaluation and Planning shows various risk factors which can have a detrimental effect on wellbeing.



Our sources of external evaluation show that we are supporting people to improve their health and well being.

Customer surveys found 73% of people sourcing fruit and vegetable from our barras eat more fruit and vegetables overall because of the access they get through the barras.

Of those customers surveyed a clear majority would like to access our other services.

Feedback from cookery courses show that people feel the skills they have learned will improve their health.

Our large scale survey in Royston indicated that:

18% of people eat 5 portions of fruit and vegetables per day

30% felt that they found it hard to afford fruit and vegetables

44% want healthy eating support Also

54% said they would like to learn to cook on a budget

67% want to learn to cook basic meals.

Our Approach: The Food Hub Model

Community Empowerment

NGCFI has adopted a community engagement model as our response to the reality that all the top down efforts to "change people's behaviour" around healthy food have failed to deliver. We see our role as putting our resources at the disposal of people in communities supporting them to take a lead in improving diet, health and well-being for themselves, their families, their community.

We support people in mainly low income communities. We actively engage them in healthy cookery classes, growing food and we also offer access to affordable fruit and vegetables at our community sales points. We recruit, train and support volunteers from a wide variety of backgrounds and none of our activities would be possible without them.

Our Food Hub Model is a joined up approach in a specific local community.

The model covers all aspects of healthy food, growing, purchasing fruit and vegetables, cooking skills, enjoying and choosing a healthy diet.

It is focused on community empowerment and social campaigning across all aspects of food poverty and health inequalities using partners wherever possible.

It supports the Community in becoming involved in choosing, planning and running activities underpinned by volunteers and supported by a Food Hub Activator.



Essential Food Hub Components

- **Nutrition**
 - A training programme to provide REHIS qualifications
 - Providing nutrition awareness and education to schools
 - Drop in nutrition advice and education service

- Weight loss and weight control advice service
- Cookery workshops promoting healthy eating and cooking
- Leaflets and education materials for community nutrition education
- Nutrition advice available at sales points
- Facility to encourage and support volunteering and work placements
- Education on special dietary requirements
- **Cooking**
 - Advice and education on budget conscious healthy cooking
 - Demo and taster sessions promoting healthy eating and cooking
 - Promotion of the use of fresh produce
 - Local community cookery courses to children and families
 - Cookery and food education in schools and nurseries
 - Pop up cafes promoting healthy cooking eating through demos and tasting
- **Growing**
 - Facility to grow fresh produce
 - Market research supported growing for sales of produce to local community
 - Sales of seeds to promote growing and for income
 - Educational growing to widen range of produce familiar to local community
 - Growing by volunteers for volunteers as a benefit for volunteers
 - Therapeutic gardening service for local community
 - Promotion of exercise in outdoor environment and health benefits
 - Promotion of recycling and composting
 - Community involvement in growing for families
 - Promoting superfoods
- **Local access to fresh produce**
 - Low cost sales of fruit and vegetables to local community via Barras
 - Regular renewal of Barra stock to ensure freshness and quality
 - Facility to sell produce from growing programme
 - Education and key messaging available at sales points
 - Link to cooking via recipe provision at sales points
 - Extended product range on Barra
- **Fun Food**
 - The promotion of healthy eating through and at community events
 - Ice breaking and door opening via tasters and demos in community
- **Generations**
 - Using healthy eating and cooking as a method of crossing generations
 - Family and community events to enhance cohesion and counter exclusion
- **Partnership**
 - In community links to and collaboration with:
 - Meal makers
 - Lunch clubs

- Community centres
 - Single parent groups
 - Vulnerable children and adult groups
 - Asylum seekers
 - Antenatal groups
 - Other charities and groups
 - Housing groups
- Signposting to other health related services and organisations
 - Alcohol addiction
 - Drug addiction
 - Mental health groups
 - Local support groups
- **Knowledge Sharing**
 - Collaboration with other community agents on:
 - Social capital
 - Cultural and ethnic Integration
 - Environmental and climate issues
 - Food poverty actions
- **Community**
 - Providing a focus for community events
 - Supporting and promoting community integration and cohesion
 - Linking community organisations
 - Developing pride in local community
 - Providing an outlet for community joint working

NGCFI has established Food Hubs as a way of integrating our core activities into a single offer based in a community. By connecting gardening, home growing, accessing and learning to cook fresh food, our fruit and vegetable barras, nutrition and weight management classes, we can make a greater and more sustainable impact in the areas where we work.

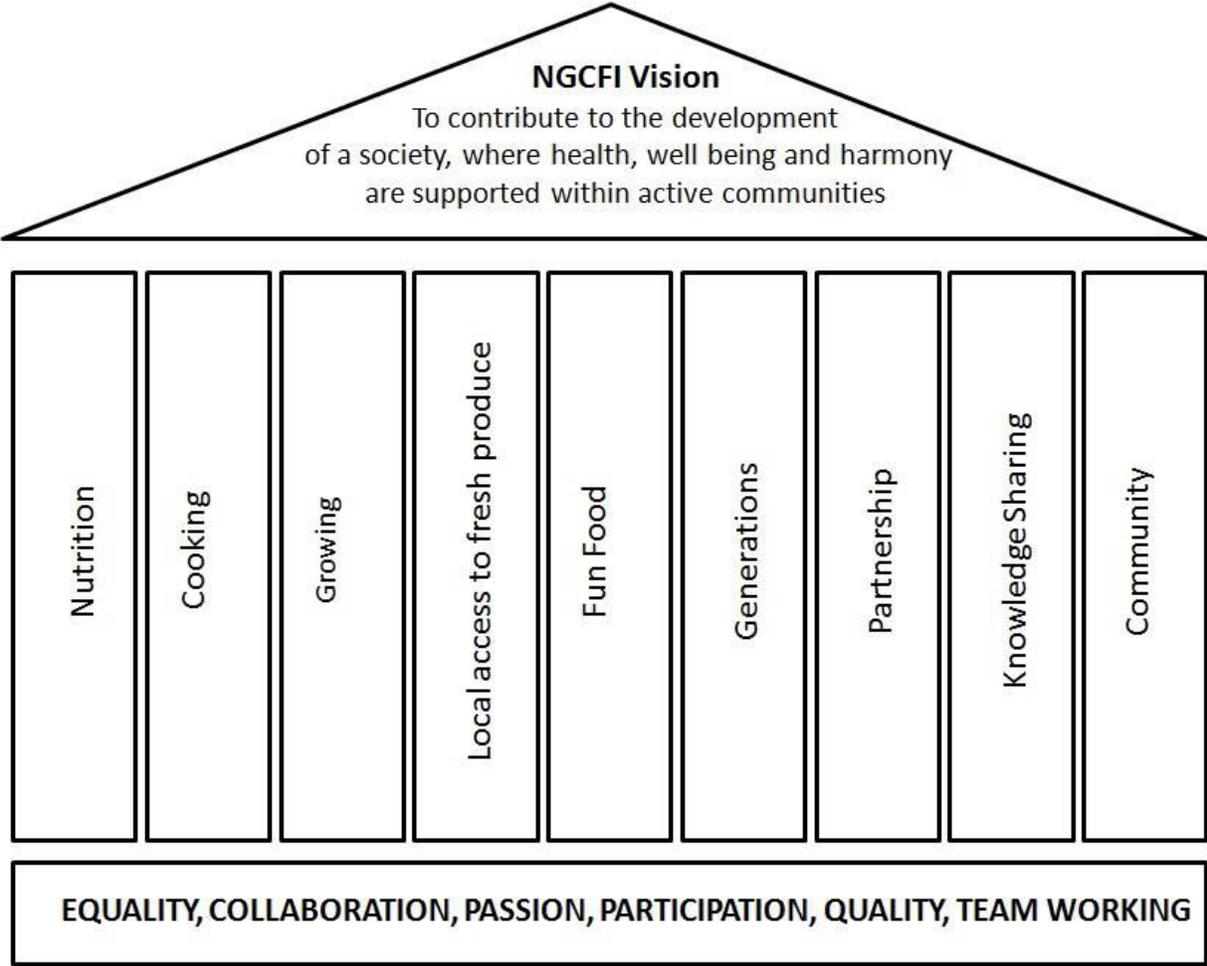
NGCFI continues to enjoy support from the Glasgow City Council's Integrated Grants Fund for the provision of key services. The Food Hub model has also proved attractive to a wider range of charitable funders, because we have been able to show how what we do makes a difference in deprived communities.

We want to promote and support the food based activities of partner organisations so that people have information about everything that is on offer in their community to support them to enjoy a healthier diet and lifestyle. We seek to work with partners to maximise the impact of all food related activity for the betterment of the community.

We engage a group of volunteers in each food hub area and support them to have a leading role in planning and delivering the project. Leading members of each food hub also sit as Board Members, ensuring people from communities where we work have a major role in directing the organisation. We have successfully recruited leading volunteers from the food hub areas on to the Board where they are making a huge contribution.

In light of the increasing proportion of people in employment, albeit many in fragile, part time or zero hours contracts, it is becoming more difficult to recruit volunteers to take part in day time activities. Some of our volunteers have greater support needs. This challenges us to engage with the agenda around training for work, to engage with Job Centres and to consider the possibility for accreditation. This is also going to challenge us to deliver more outside of working hours and at weekends.

The diagram below summarises how we use the food hub model approach to support our move toward our vision, underpinned by our values.



Our Organisation: The Board, Staff and Volunteers

NGCFI has an active Board with overall responsibility for strategic direction.

Our aim is to have a Board made up of a mix of people representing communities where we work, and others with specific skills to offer. We are fortunate in that a number of board members meet both criteria.

We employ fourteen members of staff and enjoy the contribution of around 40 volunteers.

Four of our staff are full time.

We have developed a network structure to bring together our management and delivery mechanisms. This network is summarised in the diagram below:

