



## Explanation

Sustainable Food Place partnerships are constantly in flux as participating individuals come and go and roles and responsibilities change over time. In the same way the food strategies that the partnerships aim to deliver are neither carved in stone nor existing within a constant, never changing context. Whilst the overarching vision can, and usually does, stay the same, the strategy and action plan developed to fulfil the vision must change. Objectives will be met so new objectives need to be determined. Activities may no longer be necessary or may become ineffective so new activities will need to be implemented. The local cultural and political environment will also change over time and the food strategy needs to respond to this and keep up with changing agendas and priorities.

The Brighton and Hove Food Partnership Food Strategy and Action Plan, 'Spade to Spoon', was launched in 2006. The strategy and action plan were reviewed and refreshed and 'Spade to Spoon – Digging deeper' was published in 2012, including a 20-year long-term vision. The Partnership is now delivering the third version of the strategy and action plan for the period 2018 to 2023, based on a whole year of consultation and fact-finding across the city. As the introduction states:

*Although the food strategy's 20-year vision remains the same, its all-important action plan has reached its 'use by' date.*

Not all SFP partnerships have been running as long as Brighton and Hove Food Partnership, however, the need to stay relevant and up to date, responding to the changing local and national context, is extremely important. The review and refresh process is also an extremely important component of efforts to achieve SFP awards and the review and refresh is often timed to coincide with award applications.

## Introduction

This guide will explore the approaches and tools (including surveys, mapping, and participatory consultation) used by SFP member partnerships to review and refresh their strategies and action plans and make suggestions of how to plan and organise the process.

## Themed Action Plan Refresh

One way of structuring the refresh is to take each theme or working group e.g. food poverty, food economy or food and climate and bring together the relevant stakeholders to review progress that has been made since the previous action plan. It is likely that many factors will have shifted since the original actions were discussed so framing it in the current context is important. Depending on the detail in your action plan, this participatory workshop might take approx. 2.5 hours.

# Action Plan Refresh Workshop

## What to do:

- Invite all relevant stakeholders to attend the workshop.
- Welcome and introductions should include- why we are here / what we hope to achieve / timing / current context / emphasis on what we have learnt and how to build on this.

## Step 1: Spectrum Exercise

- A good starting point is to use the Spectrum exercise to evaluate effectiveness (see [Food Focus Group Facilitation Guide](#) for detailed explanation).  
For example, your statement might be 'Action on Food Poverty in this city – how effective do YOU feel this is?' At one end of the imaginary line is 'Very Effective' and at the other is 'Not at all Effective'. Ask participants to position themselves along the line to indicate their response. Discuss, share and document different perspectives on the question and responses

## Step 2: WORKS WELL / DOES NOT WORK WELL

- Participants can then discuss in pairs and as a whole group about what actions and approaches work well and why / what doesn't work well / why.
- Participants are then invited to write their comments on individual post it notes and add them to the relevant chart 'WORKS WELL', 'DOES NOT WORK WELL'.
- If there are clear topic areas within the theme being tackled by the workshop, you can arrange the room into workstations with clear headings.  
For example, when focusing on the theme of food poverty you might have workstations on Emergency Food Provision, Tackling Underlying Causes or Working with Children. You can then position a 'WORKS WELL', 'DOES NOT WORK WELL' chart at each workstation.

## Step 3: Workstations CONTINUE AND STRENGTHEN

- Ask participants to move to the workstation they are most interested in
- Now look for clusters of comments on each of the workstation charts.
- Start by looking at the WHAT WORKS WELL chart. For each cluster of post-its discuss and document responses (on the chart) to the following questions:
  - What needs to happen to **continue** this action or approach?
  - How can it be **strengthened** and be more effective at addressing food poverty?

## Step 4: Workstations DO BETTER OR DROP

- Now ask participants to consider the WHAT DOESN'T WORK WELL chart. For each cluster discuss and document responses to the following questions:
  - What needs to happen to for this to **work better** and be more effective at addressing food poverty?
  - If it can't be adapted to work better should it be **dropped** as an action or approach?

## Step 5: SUGGESTIONS

- Set up a new chart – NEW SUGGESTIONS where you can record what other actions or approaches should be adopted. Think about what this would involve, how it would be implanted and who should be involved.  
**Conclude the workshop** by summarising key headlines and outlining next steps about who needs to do what to make this happen.

## Reviewing Progress

If you are part-way through the implementation of your 5-year strategy / action plan you may wish to check in on how things are progressing. Are you on track to achieve your outcomes? Are some projects not really delivering or making little progress? Are you exceeding in other areas?

Conducting a participatory workshop with key stakeholders is one way of doing this.

### What to do:

- Start by considering what the key outcomes are and the projects that relate to that outcome. Place these on a flip-chart for all to see.
- For each project / outcome consider progress so far and rate:
  - Great: - finished or real progress made towards delivering the outcomes
  - OK – some progress but still lots to do towards delivering the outcome
  - RUBBISH – little of no progress towards delivering the outcome.
- Focus on the OK or RUBBISH ones – discuss and annotate the chart with comments. Ask yourselves:
  - Why has progress been slow or non-existent?
  - What are the factors that are affecting this?
  - Are the factors beyond your control?
  - What needs to happen to address these factors?
  - Are these OUTCOMES and PROJECTS still relevant?
  - Should we still be trying to deliver these OUTCOMES and PROJECTS?
- Consider and discuss the future – Look ahead.
  - Current outcomes / projects reflect the thinking when the strategy was written - what has changed since?
  - Do we need to re-prioritise?
  - What are the key themes / agendas that we need to be considering now?
  - What should our future strategic focus be?

## Public Consultation / Survey

In addition to workshops with food groups and working groups some food partnerships may wish to conduct a more formal public consultation when undergoing a strategy refresh. This is more likely to be the case when a food strategy is to become formally adopted by a local authority. These are likely to take the form of online questionnaires or surveys. Have a look at the [Food Survey Guide](#) for examples of questionnaires that have been conducted by SFP members.

## Community Mapping

A strategy refresh may also include participatory appraisal or community mapping whereby views and priorities of individuals in the community are gathered. For information on how to take this forward see our guide on [Community Food Mapping](#).