

Holsworthy
Farming Plymouth
Launceston
Participatory Strategy
Risk Biodiversity
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Well-being Evidence
Engagement Food
Management

Conservation The Tamar Plan

Action Plan: Public Engagement & Local Food

DRAFT

The Tamar Plan

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Tamar Catchment Public Engagement Plan

Scope and overarching approach

The aim of the public engagement plan will be to bring about changes in behaviours within the wider Tamar public, which will in turn, facilitate the improvement of raw water quality within the catchment. Change will rely on appropriate drivers (incentives) being promoted, such as financial gain, pro-environmental social norms¹ or a personal 'feel-good' factor. Addressing barriers to change and encouraging members of the public to take ownership of water quality protection will be at the heart of the plan's objectives.

It is clear from international experience that merely raising awareness of water quality problems will not, by itself, bring about wide spread behavioural change. Many of our behaviours are habitual and carried out sub-consciously and, just because a person is made aware of an issue, it does not necessarily follow that the individual will take an appropriate course of action. In addition, there are also a large number of internal, external and societal factors at play which may prevent a change in behaviour taking place.

What is needed is a public awareness campaign as part of a much broader behaviour change strategy to address these multiple barriers to change. Initially envisaged to run from 2013-2015, the Tamar Catchment Public Engagement Plan will be based on a '4Es' approach that delivers four types of activity across the catchment:

Encouraging: putting measures in place to provide incentives to encourage water protection behaviours.

Enabling: creating appropriate infrastructure, services, guidance, information and support to make it easier for people to adopt water protection behaviours.

Engaging: get people involved with the water management agenda through appropriate partnerships, networks, communication and engagement methods.

Exemplifying: leading by example and promoting an atmosphere of shared responsibility.

Such an approach incorporates many Community Based Social Marketing (CBSM) principles which stress the following:

- Identifying and communicating the benefits of an activity or behaviour
- Identifying and removing barriers to change
- Gaining commitment from stakeholders to take action through devices such as 'pledges' and recognising achievements through awards
- Using established community and business networks to communicate to and motivate residents and workforces
- 'Leading by example' to create new norms (e.g. through pilot programs)
- Using well-targeted communications avoiding a 'fear factor' in campaign messages
- Undertaking market research to understand target audience attitudes and motivations

The aim by the end of the roll-out of the public engagement plan in 2015 will be to demonstrate a measurable increase in the number of people who:

- value their river catchment, the people living on or near it and the recreational, economic and environmental benefits it brings

¹ Social norms can be defined as standards people use to judge the appropriateness of their own actions. Making pro-environmental social norms more visible and common place has been shown to promote sustainable behaviours.

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- support work to make it cleaner (including any investment by the water company and others) – even if that costs local residents more
- support farmers and others who manage the land in a sustainable way that keeps watercourses clean
- undertake personal direct actions to improve water quality in the catchment

Issues to consider

There are sensitivities for entities such as South West Water, the Environment Agency, farmers and other businesses regarding engaging the public on the topic of water quality. South West Water, for example, will not welcome any suggestion that Plymouth's drinking water is anything less than safe, high quality, and secure. The Environment Agency will be unlikely to sign up to campaign messages that undermine public perception of it as an effective regulator. Farmers and the business community will not support a campaign which implicates them as being polluters of the natural environment.

Whilst South West Water will not welcome any suggestion that tap water in the catchment is anything less than high quality (because raw water is comprehensively treated at its water treatment works), the company can and will positively engage with strategies to improve raw water quality and reduce chemical use in treatment processes. Its commitment to the Upstream Thinking project, which aims to improve raw water quality across its region, is testimony to this.

By positioning positive case studies of what is being done, messages will be delivered that river water quality can be improved by whole communities pulling together.

Behaviour-change targets

The following behaviours represent the greatest opportunities for members of the public (assisted by the business sector) to support water quality improvements in the catchment:

- **Reduced water usage:** the Tamar catchment is not a particularly water scarce catchment, compared to many areas of the South East of England. However, drinking water abstractions have the potential to cause ecological stress during extended periods of low rainfall. Anything consumers can do to reduce unnecessary usage of water is therefore to be encouraged
- **Buy local food from accredited providers:** land management can have a significant influence on water quality for the better as well as for the worse. Supporting farmers in the catchment who are actively managing their land for the benefit of the water environment by purchasing their produce will enable these farmers to provide on-going water quality benefits
- **Reduced usage of phosphorus based dishwashing powder:** while a ban on phosphorous usage in dishwasher detergents is being considered by the EU, it is not a foregone conclusion and if it goes ahead, this may not be for several years. Reduced usage by consumers will put less stress on treatment works and lead to less phosphorus entering watercourses. The same is true for personal care products (soaps, shampoos etc.) which are known endocrine disrupters (impact the development, behaviour, fertility, and normal cell metabolism in a variety of aquatic animals). Tourism businesses keen to promote a 'Green Tourism' image will be useful allies to disseminate this message, along with relevant trade associations such as TAVATA (Tamar Valley Tourist Association).
- **Better septic tank management:** regular emptying and management of septic tanks can greatly improve their ability to process household waste without leaking pollutants into surface and ground waters. Preventing certain substances entering septic tanks such as fats, oils and paints can also improve their efficiency and reduce the risk of harmful emissions.
- **Investment in a Tamar-wide carbon offsetting scheme:** a land based carbon offsetting scheme is being considered in the Tamar catchment which would have the potential to sequester carbon from the atmosphere through the establishment of woodlands, wetlands and extensively farmed grassland. This

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land use change would also significantly benefit the water environment. Members of the public keen to offset their own carbon emissions would be able to invest in the scheme, thereby contributing to multiple environmental benefits in the Tamar catchment

- **Reduced disposal of chemicals, oils or paints 'down the drain':** as with septic tanks, reduction of these substances going into the raw water supply will reduce the risk and elevated treatment costs at water treatment works.
- **More recreation in the Tamar catchment:** if Tamar residents can be encouraged to spend recreation time in the catchment, this will help to build an association with the catchment which may help to stimulate or reinforce behaviours which help to protect water quality.

Table 2. Plan for achieving specific behaviour change targets

Reduce water usage

Encourage	Enable	Engage	Exemplify
Provide simple clear messages on cost savings Provide free or subsidised water saving devices	Provide written guidance to householders Provide free guidance visits upon request	Engage public through household improvement retail outlets	Establish demonstration sites

Buy local food from accredited providers *

Encourage	Enable	Engage	Exemplify
Provide competitively priced local food through the development of a short supply chain and cost effective production via a Land Trust (see Food Plan)	Provide easy access to local food through multiple outlets, direct 'box' schemes, pop-up markets and local buying groups (see Food Plan)	Engage public through schools, a Tamar food hub (see Food Plan), pop-up markets and workplace	Establish a working example of a Tamar food supply chain linking a small group of farms in the upper catchment with a group of consumers in Plymouth. A food hub and demonstration farms will provide a physical location where consumers can see producers at work.

* This target is dealt with in detail within the Tamar Catchment Food Plan (see below).

Reduce usage of phosphorus based dishwashing powder

Encourage	Enable	Engage	Exemplify
Provide free trial of non-phosphorous based products	Provide easy access to alternative products through door-to-door campaign	Engage public through schools and workplace	Ask users of phosphorous free products to 'recruit a convert'

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Better septic tank management

Encourage	Enable	Engage	Exemplify
Provide grant assistance for improved septic tank infrastructure on 'first come first served' basis	Provide written guidance to householders Provide free guidance visits upon request	Engage public through household improvement stores and other suitable retail outlets e.g. Mole Valley	Establish demonstration sites

Invest in Tamar catchment carbon offsetting scheme

Encourage	Enable	Engage	Exemplify
Achieve cash subscriptions from 100 key influencers to kick start the scheme	Make payment easy by setting up online transaction facility	Engage public through schools, workplace and organised coach trips to offsetting farms	Use media to promote personal testimonies of visitors to offsetting farms

Reduce disposal of chemicals/oils/paints 'down the drain'

Encourage	Enable	Engage	Exemplify
Provide simple clear messages on treatment costs and how this is passed on to the customer	Provide written guidance to householders Provide free pick up service from the Council	Engage public through household improvement retail outlets Issue fish symbol stickers for consumers to attach to kitchen sinks	Establish demonstration sites

Create more recreational and cultural opportunities in the Tamar catchment

Encourage	Enable	Engage	Exemplify
Provide ticket and travel cost reduction offers for Tamar residents to incentivise visits to the catchment	Work with employers to encourage 'team building' and social events in the catchment	Promote Tamar catchment visits at a community level through appropriate partners	Provide 'Visit your Tamar Valley' car stickers and other display items at visitor locations within the catchment

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Communications Campaign

An on-going feature of the Tamar Public Engagement Plan will be a communications campaign, focussed on conveying the following messages:

1. The water you drink comes from the Tamar catchment
2. We should look after the catchment which supplies the water we rely on
3. We should support the people who look after the catchment and do what we can to help them
4. You live in the catchment and benefit hugely from spending your leisure time in its natural environments

It is envisaged this campaign will serve as a vehicle for raising 'basic awareness' of the importance of the Tamar Catchment to the livelihoods, health and wellbeing of the people who live within it. It will also signpost people to the actions they can take to make a difference in improving it.

The intended audience for the communications campaign is defined as the entire population of the Tamar catchment. This means messages will need to reach the full spectrum of social backgrounds and ages, requiring a wide range of preferred communication channels. A number of communication tools will be adopted to deliver these our key messages (see Table 1).

Table 1. Communications tools to be adopted in the Tamar Public Engagement Plan

Brand	'Love your river' gives a good encompassing strapline to encapsulate the aims of this campaign, and could lend itself to other sub-brands as part of a brand family
Traditional PR	Development of positive case studies, presented to the media an easy-to-use package, will enable the them to highlight an issue while talking to the people who are already taking action to fix the problem
Website	A website should be the place for factfiles, education packs, key messages and toolkits. It will provide an events diary, and interactive tools to learn more about how the catchment works
Radio and Social Media	Both these media channels can prove useful cost-effective communications vehicles to reach a mass audience
Facts and figures	A strong evidence base of facts and figures needs to be at the heart of any communications campaign. Benefits of the river in the form of tourism, recreation, local economy as well as information about water quality should be freely available
Events	A river festival will give access to a good range of ages and social groups combined with a fun way to communicate key messages. Relevant games for children, cuddly mascots, stalls, raft/duck races, local food, angling competitions, water safety, and wildlife identification could form the components of a fun and educational celebration of the river
Face-to-face	Face-to-face communication is generally acknowledged to be the most effective in terms of people absorbing and retaining key messages. It is also the most labour-intensive. However a standardised presentation with key messages can be developed in a way which means any number of partners can deliver it. Talks can be booked via an online form. There is some administration in organising a talks roster but it can be very effective in reaching larger audiences such as schools, WIs, Scout, Guide, sports, recreational and other clubs and groups. A network of credible spokespeople ('Local Tamar Champions') will be recruited to promote key messages at a local community level
Schools pack	Developing an educational resource for schools freely available on the website and supported by talks, demonstrations and field trips by experts is a good way of getting a message across to young people.
Brand collateral	Posters, stickers, leaflets, display boards, website livery, water bottles, all branded with the Love your river strapline will give brand awareness and a way in to different audiences.
Road Signage	Devon and Cornwall County Councils will be approached to explore the potential to erect 'Tamar Catchment Zone' road signs to constantly remind people they live in the Tamar catchment

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The Tamar 'Ecosystem Report Card'

One excellent example of a 'facts and figures' communications tool that will be developed and which could be hugely beneficial in engaging the public, is circulation of a Tamar 'Ecosystem Report Card'. Based on experience gained from water resource planners in Australia (South East Queensland), this approach will involve the dissemination of an annually updated data table and map-based graphic which draws together monitoring data relating to the standard of water quality in the Tamar (see http://www.watervgov.org/documents/RELU_PP7_final.pdf for further details).

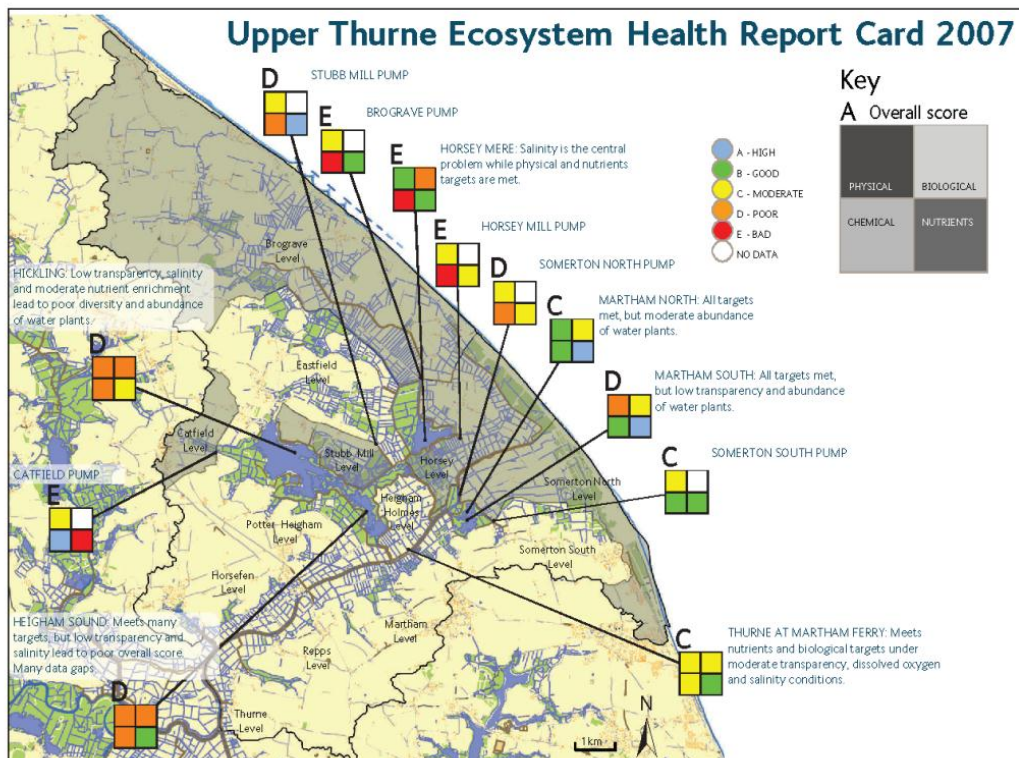
The Report Card, which will be distributed to the public, major stakeholders and local politicians, will be used to:

- Provide an easy to understand snapshot of the health of a catchment's freshwater and estuarine/marine environments in relation to environmental targets and standards
- Raise awareness of change in the condition of waterways over time
- Build understanding of the effectiveness of improvements in land and water management
- Focus management efforts and resource allocation to protect vulnerable areas and environmental values identified by the community
- Demonstrate possible future scenarios

In addition to the dissemination of the Tamar Annual Report Card, a web based real-time monitoring system will be established to provide more regular data feeds to people particular interested in observing how water quality data changes over time. The data for this system will be provided by a 'citizen water quality monitoring network' consisting of volunteers who will be trained in simple, but effective, water chemistry or bio-monitoring techniques.

Policy and Practice Notes
Note No. 7 June 2009

Ecosystem Health Report Card for the River Thurne Catchment, Norfolk. Front page:



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Promoting the amenity and wellbeing value of the Tamar catchment

Engaging the population of the Tamar with amenity and wellbeing (mental and physical) opportunities within the catchment will be a way of creating a 'hook', which may lead to a wider appreciation of other benefits the catchment has to offer (i.e. food, water, biodiversity etc.).

There are a large number of amenity opportunities that already exist within the Tamar catchment and which require promotion to a wider audience. Examples include fishing, water sports, artistic pursuits, bee keeping, walking, and cycling. In addition, the wellbeing benefits associated with visiting the natural environment in the Tamar Catchment (which include two Areas of Outstanding Natural Beauty, a national Park and many other smaller, but no less spectacular spaces) should be communicated more effectively and widely.

The Tamar Public Engagement Plan will put in place a programme of activities that will encourage people to physically visit locations across the wider catchment area. This will be achieved by working with local amenity providers to establish a rolling programme of organised visits. Coach trips from Plymouth to the middle and upper parts of the catchment will be a key feature of this initiative. Plymouth City Council planners will be encouraged to promote Tamar Catchment amenity opportunities within the Plymouth Local Plan.

Marketing of the programme will be undertaken through a variety of channels including schools, health centres, sports shops, Clubs and Associations. TAVATA (Tamar Valley Tourist Association) will also be approached.

Measurement of public engagement success

There will be a need to undertake a statistically robust baseline survey of current behaviours at the start of the engagement process and then repeat this exercise to see whether the engagement activity has been successful. Research will need to be carefully formulated to enable it to be replicated at regular intervals over the period of the plan in order for results to be meaningfully comparable.

A combination of social survey techniques and desk based auditing methods (e.g. working with suppliers of phosphate free dishwashing powder to track sales volumes) will be required. Existing surveys of public awareness (e.g. the 'Plymouth quayside survey' on water quality) will be reviewed to determine whether they can be adapted for use within this process.

Delivery Partners and Resources

During the development of the plan, a number of volunteers have indicated they would contribute time to the initiative on a regular basis; a very welcome and motivated source of labour. However, the scale of the activities envisaged within the plan will necessitate significant human resources and financial input from a range of public, private and third sector organisations operating within the catchment.

It is envisaged the initial six months of 2013 will involve formalising partner contributions, ratifying budgets and securing sources of finance. The tables below outline a task list and an indicative profile of project partners and timeframes for delivery. The list of organisations is very much an initial attempt by the Public Engagement Working Group to identify potential partners and will need to be amended/added to through discussion with all interested and relevant parties.

Table 3 (over the page). Engagement Plan: delivery partners, resources & timeline

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Achieving specific behaviour change targets

Activity	Activity Lead Partners	Timeframe
Actions to encourage reduced water usage		
Design messages on cost savings and water saving devices	South West Water, Westcountry Rivers Trust	2013
Distribute written guidance to householders	South West Water, Local Authorities	2013-2015
Provide free guidance visits	South West Water	2014-2015
Engage public through retail outlets	Devon Wildlife Trust, Cornwall Wildlife Trust, Plymouth University, Angling Clubs	2014-2015
Actions to reduce phosphorus using products		
Arrange and fund free trial of phosphorus free products	West Country Rivers Trust, Green My Business	2013-2015
Distribution of phosphorus free products	Plymouth University, Angling Clubs	2014-2015
Engage public through schools and workplace	Devon Wildlife Trust, Cornwall Wildlife Trust	2013-2015
Actions to encourage better septic tank management		
Provide grant assistance for new improved septic tanks	Defra, South West Water	2014-2015
Distribute written guidance to householders	South West Water, Councils	2013-2015
Provide free guidance visits	South West Water	2014-2015
Engage public through retail outlets	Westcountry Rivers Trust	2013-2015
Establish Demonstration Sites	Environment Agency, Tamar AONB	2014-2015
Actions to promote creation of carbon offsetting scheme		
Achieve initial 100 cash subscriptions	SoilGener8ion, Plymouth Chamber of Commerce	2013-2014
Set up on-line subscription portal	Plymouth University	2013-2014
Engage the public	SoilGener8ion, Westcountry Rivers Trust, Environment Agency, Natural England	20-14-2015
Actions to reduce chemical disposals in domestic dwellings		
Design messages on cost savings	South West Water, Westcountry Rivers Trust	2013
Distribute written guidance to householders	South West Water	2013-2015
Deliver free pick up service	Local Authorities	2014-2015
Engage public through retail outlets	Devon Wildlife Trust, Cornwall Wildlife Trust	2014-2015
Produce and distribute fish symbol stickers	Councils, Angling Clubs	2014-2015
Establish Demonstration site	Environment Agency, Local Authorities, SWW	2014-2015

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Actions to encourage more recreation in the Tamar

Organise and fund ticket/travel cost reductions	Westcountry Rivers Trust, Plymouth Citybus, Devon and Cornwall Rail Partnership	2013
Work with employers on Tamar team building initiative	Westcountry Rivers Trust, Tamar AONB, Tamar Valley Tourism Association	2013-2015
Promote Tamar catchment to public at community level through partners	Westcountry Rivers Trust, Dartmoor National Park	2014-2015
Organise and distribute 'Visit your Tamar valley' stickers	Westcountry Rivers Trust, Tamar AONB, Tamar Valley Tourism Association, South East Cornwall Tourism Association	2013

Supporting activities

Activity	Envisaged Delivery Partners	Timeframe
Design and produce report card (each year for 5 years)	University of East Anglia, University of Plymouth	2013-2015
Develop and manage website for water quality monitoring data	University of Plymouth, Environment Agency, Plymouth Marine Laboratory	2014-2015
Recruit and manage citizen monitoring network	Westcountry Rivers Trust, Environment Agency, Plymouth Marine Laboratory	2014
Recruit and fund professional PR consultancy	Westcountry Rivers Trust	2013
Establish and manage a Tamar Catchment information website	University of Plymouth	2013-2014
Managing Social Media campaign	University of Plymouth	2013-2015
Organise Catchment Festival	Plymouth City Council, Tamar AONB	2014-2015
Recruitment and management of Tamar 'champions'	Westcountry Rivers Trust, Devon Wildlife Trust, Cornwall Wildlife	2013-2014
Development of Schools Pack	Westcountry Rivers Trust, South West Water, Plymouth Marine Aquarium	2013
Tamar Food Brand communications	University of Plymouth, Tamar Grow Local, Farmer representatives, Food Plymouth, Celebrity Chefs (e.g. Gary Rhodes)	2013-2015
Production and distribution of 'love your river' branded items	Tamar AONB	2014-2015
Tamar Catchment Road Signage	Highways Authority	2013-2014
Public awareness and behaviours surveys to monitor progress	Plymouth University	2013-2015

Tamar Food Plan

Background

From the early stages of the Tamar Catchment management planning process, a local initiative, Tamar Grow Local (TGL), has been identified as already working towards developing a Tamar producer-consumer link in the catchment. To avoid duplication of effort, the Tamar Plan will attempt to facilitate and build on many of the inspiring activities already conceived by TGL. Indeed, it is envisaged that TGL will lead the development and on-going management of this, the Tamar Food Brand component of the Tamar Catchment Management Plan, going forward.

Scope and overarching approach

There is a need to create a greater understanding amongst members of the public living in the Tamar of where their water comes from and what they can do to protect this resource. Raising awareness is the focus of the public engagement strategy within the Tamar plan (see Public Engagement Plan).

An 'everyday action' the public can take to protect their water resources is to buy food from producers in the catchment who are farming the land in a manner which protects and enhances water resources and delivers multiple other environmental benefits.

The objective of the food plan is to create a market between consumers and producers who live within the catchment for a wide range of 'Tamar branded' meat, vegetable and fruit product lines grown in the catchment according to a set of clearly defined standards (not necessarily organic – see below).

The central premise of this idea is that by purchasing Tamar branded food grown by Tamar producers, consumers will be directly contributing to the protection of ecosystem services which they personally depend on for their health and fundamental existence. Over time, the purchasing of Tamar branded food will develop and reinforce the personal identification, and dependence, link between consumers and the catchment in which they live.

The focus of this plan is local food derived from the land. However, where possible, locally harvested fish in and around the Tamar estuary will also be promoted to reinforce the wider value local consumers derive from the catchment. Local cookery groups interested in fish and seafood may well offer a useful channel to engage a wider audience with the Tamar Food brand initiative.

To make a Tamar branded food market viable, a number of factors need to be taken into consideration from both a demand and supply perspective:

Demand side considerations

Marketing the products

Creating a line of Tamar branded food items, which consumers buy into, will require a highly targeted and sustained marketing campaign over a number of years necessitating significant financial outlay. There are already a myriad of 'local' and/or 'environmental' food brands competing for consumer attention; with consumers often confused over what they see as 'greenwash'.

It will be necessary to develop a brand which is capable of building trust within the Tamar population. This will not be easy; but TGL has already made headway with the creation of a Tamar branded 'pop up' market stall and a Tamar branded Honey co-operative.

Creating clearly defined brand attributes and selling these to the consumer may be best achieved by working through respected intermediaries at a community level; rather than focussing directly at consumers themselves through a traditional media based communications strategy. Unless 'ownership' of the brand is established through grass roots action, the brand is likely to be viewed as yet another commercially orientated spin.

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The Tamar Food Plan will purposefully endeavour to encourage appropriate 'agricultural tourism' in the catchment as a means of establishing both engagement with, and transparency within, Tamar branded food production. A central tool of the Tamar food brand marketing campaign will be the establishment of regular organised farm visits to Tamar branded food producers. The Open Farm Sunday scheme (see www.farmsunday.org/ofs12b/home.eb) already operates at a national scale and will be adapted for use in the Tamar.

Sail Trade (see <http://sailtrade.org>), which has already successfully shipped food supplies by boat from the Tamar valley to Plymouth consumers (albeit very small amounts so far), will also be developed to publicise the Tamar brand and transport Plymouth consumers to Tamar food producers for visits. The Devon and Cornwall Rail Partnership will be similarly engaged.

In combination, these initiatives will provide multiple opportunities to travel, engage and recreate within the productive landscape of the Tamar catchment alongside more immediate and direct consumption of Tamar branded produce.

Establishment of a clear Tamar brand specific accreditation system

For the brand to deliver genuine water quality improvements and for consumers to establish long term brand loyalty, a well thought out and clearly communicated farm production accreditation scheme will need to be established and enforced.

Rather than base this accreditation system on an organic mark, red tractor or similar existing standard, which many consumers are confused and sceptical about, the Tamar food network accreditation system will be developed through extensive consultation (meetings/workshops) between consumers and producers across the catchment to jointly work up a standard which delivers consumer aspirations and is practical to deliver by producers.

This process will serve, not only to develop a workable accreditation system which has meaning to Tamar residents, but also to publicise the Tamar brand prior to it being launched. In other words, the accreditation development process will itself help to market the brand. It will also engender significant knowledge transfer between producers and consumers within the catchment which will facilitate delivery of the public engagement plan.

Once established, the accreditation system will be enforced through an independent regulator appointed by a panel of consumers and producers and funded by the proceeds of Tamar branded food sales (a ring fenced account will be set up for this purpose to which producers will make a small contribution). Such mechanisms are successfully used in France, for example the CIDREF scheme (<http://www.cidref.fr>).

Route to market

It is estimated that 75% of food purchased in the UK is obtained from the supermarkets and other major food retailers. Consumers shop through these channels primarily for convenience and choice of product range. Selling Tamar branded produce through the major supermarkets/food retailers in the catchment is unlikely to be possible in the short to medium term, if at all, due to their procurement rules and business models which do not lend themselves to supporting such a supply chain. For this reason other routes to market will need to be sought:

- Pubs/Restaurants
- Buying groups (i.e. consumers grouping together to receive regular deliveries of food in their places of work, village or community)
- Decentralised retail outlets (e.g. independent butchers, SPAR and NISA shops, farm shops).
- Corporate consumers - there are already a number of large entities (e.g. Plymouth City Council Schools Division) who have made a pledge to buy local food through The Plymouth Food Charter. These channels

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may represent a large potential market for Tamar branded produce and may act as a springboard to access the wider consumer population.

- Farmers markets.

In all of the above cases, convenience (access/delivery) and security of supply will need to be established to convert consumer interest into active and sustained demand.

Price to the consumer

For Tamar food brand items to sell to more than a niche market, they will need to be priced at parity with 'mainstream' (not premium) product lines. The majority of consumers in the catchment live in Plymouth, which is not generally an affluent area. By selling direct to the customer (or through a very short supply chain) and retaining a high proportion of the retail sale price, Tamar branded food producers should be able to return higher profits than selling into wholesale markets from which they receive a 'farm gate' price for their produce. This margin should make selling affordable products to the end customer achievable.

Supply side considerations

Security of supply

In order to secure on-going demand from (contracts with) customers, there will need to be sufficient producers involved in the scheme to enable security and volume of supply. This will also allow economies of scale to develop relating to production, processing and distribution.

There are already many meat producers in the Tamar catchment, capable of supplying the Tamar population with sufficient volume. What is needed is for these producers to be incentivised to divert some or all of their output from national wholesale markets to a Tamar catchment scale market.

In terms of vegetable production, there are currently not enough producers in the Tamar catchment to meet the requirements of the catchment population. Vegetable production in the Tamar Valley was once prolific. However, market gardeners have grown old and retired and their successors are few given a dominance of cheap vegetable inputs from abroad. To stimulate a resurgence of local vegetable production, a combination of access to land, skills development and marketing resource is needed.

As with vegetable production, fruit production was once widespread in the Tamar catchment but has struggled to compete with cheap imports, especially from countries such as Holland. Due to higher premiums, fruit producers have fared marginally better than vegetable producers (selling through farmers markets, farm shops, specific events, restaurants and road side stalls) but are still hampered by the same barriers to growth.

Sufficient storage, processing and distribution systems will be required to provide the necessary infrastructure to enable security of supply to be achieved for all product types. For meat products, there are already abattoir, storage and distribution units in the Tamar catchment which have considerable capacity but it is likely more will be required across the board to cater for the specific requirements of the Tamar branded food network.

Collaboration within the supply chain

For producers to deliver produce at an appropriate price to the consumer whilst maintaining appropriate margins, growing, processing, distribution and storage within the supply chain will need to be highly efficient and professionally co-ordinated. Economies of scale will need to be achieved through collaboration within the supply chain. Producers, processors and distributors working in isolation will not be able to achieve this.

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Need to incorporate existing brands under Tamar banner

There are already a number of specific local food brands in the Tamar relating to specific products which the Tamar brand would not want to compromise or compete with. Rather a way will need to be found to enable these brands to flourish under the umbrella of the Tamar brand.

Operational Plan

There will be a number of building blocks needed to make the Tamar branded food market a reality.

Step 1 – Secure sufficient market demand

- Extension workers are required to contact potential customers to secure provisional sign up to purchasing Tamar branded food. The Food Plymouth initiative (Food Charter) will be targeted to secure markets within the public sector (e.g. Plymouth Schools, The University of Plymouth, National Health Service, etc.).
- Tamar Grow Local (via the Cordial project) hopes to secure funding to establish 6 buying groups in 2 parishes within the catchment (a budget of £8,000 including infrastructure investment). It is envisaged this initiative could be extended to a much wider promotional effort.

Step 2 - Develop producer network and processing, distribution system

- Secure producer buy-in (widen membership of the Tamar producer co-operative already established by TGL).
- Approach Jaspers abattoir (near Launceston) to secure buy-in for slaughter and distribution of meat.
- To enable fruit and vegetable production to develop, support TGL to develop a Land Bank (Land Trust) which will provide holdings for start-up market gardeners. 35 acres have already been leased for this purpose.
- Support TGL to establish a 'food hub' attached to the Land Bank in the catchment (e.g. situated a St Mellion) to process Class 1 and Class 2 (added value) produce from the Land Bank and external producers. The hub would also serve as a centre for buying groups to pick up produce or have it delivered and would have a farmers market (Budget £7-800,000). It would provide a day out for visitors to see food being produced and processed.
- Develop the skills base within the fruit and vegetable growing sector – build on a sustainable market gardening course at Plymouth and Duchy College.
- Develop refrigeration and transport infrastructure, particularly for fruit and vegetable production.

Step 3 - Develop accreditation system

- Convene approximately 20 meetings across the catchment with consumers and potential Tamar branded food producers to develop the details of an accredited food production system. Subsequently, a Delphi process (a structured communication technique designed to elicit forecasts and theories from a panel of experts) can be used with all those who take part to refine the accreditation standard into a final form.

Step 4 - Develop marketing campaign

- Create a Tamar branded food network marketing campaign and integrate this with the Tamar public engagement plan.

Step 5 - Launch brand

- Launch brand, primarily through community level activity and begin to secure sales.

The Tamar Plan

Delivery Partners and Resources

As with the Public Engagement Plan, the initial six months of 2013 will involve formalising partner contributions, ratifying budgets and securing sources of finance. Given Tamar Grow Local already provides a platform for championing local food in the Tamar Valley, it is envisaged TGL will lead the delivery of the Tamar Food Plan, assisted by other entities where they can add value.

A task list, an indicative profile of project partners and timeframes for delivery are outlined below.

Activity	Activity Lead Partners	Timeframe
Marketing Tamar Food Brand (market testing)	TGL, Food Plymouth	2013-2015
Developing producer supply network and distribution (inc. Land Bank and Food Hub)	TGL	2013-2015
Development of Tamar Food accreditation scheme	TGL	2013-2014
Organise and manage farm visits to Tamar Food branded producers	TGL	2013-2015