



Improving Scotland's
food and drink businesses
through collaboration

SCOTLAND
OF FOOD & DRINK

CULTIVATING COLLABORATION QUARTERLY REPORT

September 2011 – November 2011

Part One: Highlights of Project from October 2008 to November 2011

Part Two: Quarterly Update – September 2011 to November 2011

SAOS 


The Scottish
Government

PART ONE: OVERALL PROJECT UPDATE	Highlights of Project October 2008 to November 2011
Overview	<ul style="list-style-type: none"> • The C2 project aims to encourage and support more collaboration and collaborative ventures in Scottish food and drink supply chains for their commercial gain. It seeks to deliver hands-on help to businesses to address new opportunities and overcome barriers, and in the process build trust and long-term supply chain partnerships. This will help improve: <ul style="list-style-type: none"> ○ Profitability ○ Market Responsiveness ○ Efficiency ○ Value Add ○ Sustainability • 293 companies have engaged with the project, some participating in several of the project activity strands, from advice to detailed joint venture supply chain arrangements • 86 organisations/councils/academic institutes have been involved • 888 people have participated in events, many of them farmers • C2 is delivered as a strategic activity of Scotland Food & Drink
Case Studies	<ul style="list-style-type: none"> • Worked with 72 companies and organisations to produce 32 case studies (as printed leaflets, PDF files on website and five as video clips). 13 themed versions also completed and now available as leaflets and PDFs on the C2 website. 45 completed in total.
Understanding Your Supply Chain	<ul style="list-style-type: none"> • 18 supply chain events have been held to date, involving a total of 790 participants. • Four lamb supply chain events have been held with QMS, NFUS and Argyll & Bute Agricultural Forum <ul style="list-style-type: none"> -Pilot in Grantown in Spey - 14 participants; -Event on Mull, - 70 participants; -Event in Argyll - 44 participants -Event on Islay – 12 participants

	<ul style="list-style-type: none"> • Event with SRPBA - 38 participants • Event with SRPBA in March 2010 – 34 Attendees • Luing Cattle Society at Yetholm, Kelso – 250 • Far North Beef Event, Sutherland – 80 • Lewis Lamb Grading, Stornoway – 22 • Cereal workshop with HGCA, Aberdeen Grain and Openfield – 8 participants • Collaboration in the Malting Barley Supply Chain with HGCA, Bairds Malt, Scotgrain and Openfield – 16 participants • Potato Supply Chain Workshop in partnership with the Potato Council and Branstons – 15 participants • Birnam Local Food Supply Chain Strategy Workshop with 12 participants • Understanding the beef supply chain held at Dunbia, Elgin – 40 participants • Chefs’ Scotch Lamb Workshop, Edinburgh, with QMS – 14 participants • Public Procurement Workshop, co-sponsored with Aberdeenshire Council, attended by 20 delegates • Public Procurement workshop. Event held jointly with SF&D in Perth attended by 45 delegates • Pilot workshop on sustainability with Marks and Spencer held with 25 companies & 56 delegates.
<p>Introduction to Managing Your Supply Chain and Improving Your Supply Chain</p>	<ul style="list-style-type: none"> • One development pilot event organised and delivered • Pilot Supply Chain Innovation project launched and completed with four companies taking part in the project. Three new products and one new process developed as a result. Pilot completed, with evaluation. Second phase featuring five companies – Macsween, Mackie’s, Mackie’s at Taypack, Natural Fruit & Beverage Company, Scotherbs. One-to-one development work now underway. • Worked with 31 supply chains, ranging from micro-scale SMEs, to large sophisticated businesses. Some examples: <ul style="list-style-type: none"> • Food Processor and Potato Packer - development of joint venture agreement for crisp manufacture • Meat Processor and Livestock Co-op – developing efficient supply chain electronic information flows • Malting Barley supply chain – examination of improved risk management and development of risk management tool • Beetroot Grower – facilitation of introductions to extend product into juice market • Bee/Honey supply chain – assistance in looking at collaborative models to implement industry bee health scheme. Group now formed co-operative. Assistance to two potential local food distribution groups in the Borders and East Lothian on costs and logistics. This has led to the development of a testing template to allow local food producers to evaluate the risks/benefits associated with distribution models. This has been highlighted on the C2 website • Exploration of potential collaboration between local Borders producers, the local authority and the local health board.

	<ul style="list-style-type: none"> • Risk Management assessment tool published on website • Development of collaboration diagnostic tool complete and piloted with Scotchip– this will be used to assess the supply chain health of companies both before and after intervention
<p>Facilitating Collaboration</p>	<ul style="list-style-type: none"> • Supply Chain cost-benefits analysis of lamb into schools, with Argyll Hill Farmers, Forteiths and Argyll & Bute Council completed. Commercial collaborative venture now underway with 1000 lambs. • Public Sector Supply Guide launched in April 2010 by Cabinet Secretary for Rural Affairs and the Environment. Research completed on Public Procurement barriers to supply issues. • Presentation on Public Procurement (and C2) given to SF&D Food Forum West • Presentation on C2 project and collaboration opportunities given to Grampian Food Forum • Presentation on C2 project given to Tayside Food Forum • Collaborative opportunities investigated and/or underway with 47 groups, including: • Scottish Producers Direct (now Wholesome Whole Foods Scotland) , Caledonian Organics, Food Heritage, Taste of Arran, Borders Food Group, Perthshire Farmers Gate, Atholl Glens, Country Markets, South Lanarkshire Council, Argyll and Bute Council, Tayside Council, Perth and Kinross Council, Taylors Regional Foods, Stornoway Black Pudding Producers, Orkney barley & bakery supply chains, Orkney Heritage & Supply Chain partners, Grampian Oats, stakeholders in the Outer Hebrides, East Sutherland Producers, a micro-brewing supply chain, Lochaber Larder, Lorn Producers, Shetland Producers, producers in Lanarkshire and in Banffshire, Strathmore Foods, Ayrshire Food Forum, Outer Hebrides producers, Organic Meat producers, the Oat Group, the Scottish Venison Partnership, Scottish Shortbread producers, Highland Fine Cheeses, North Highland Products, Dumfries and Galloway Local Food Initiative, Community Retail Network, Soil Association, Event Scotland and First Milk. • Support provided for Homecoming and Scottish Food Fortnight and participated in Forward Scotland Local Food collaborative network formation event at Scottish Parliament • Sponsored the Highland & Islands Food and Drink Awards ‘Partnership for Success Award’ in 2009 and 2010. • Research and support to help a number of SMEs establish a distribution and marketing group to help overcome supply chain issues. A Marketing Analysis tool for use with other groups has been developed from this project, and details published on the C2 website. • Meeting with three multiple retailers re supply chain development opportunities • Initial work supported to look at collaborative solution for Stornoway Black Pudding Producers to facilitate application process for PGI status.

- Support participants in Orkney Barley Project trialling of hardier varieties of malting barley for enhanced provenance for whisky supply chain. Project now completed.
- Meet the Supply Chain Event with Taylors Regional Foods for Borders and Dumfries and Galloway held in March with 14 companies participating. 8 now being followed up as potential suppliers
- Contributed to QMS Marketing Conference Workshop and Fresh Produce Journal Event in Perth as speakers with presentations made to around 140 delegates
- Presented C2 sponsored award for third year – Success Through Working in Partnership - at SF&D Awards to the Old Course Hotel, Golf Resort and Spa.
- Followed up with companies after the 2010 Profiting Through Partnership event – Forteith Foodservice has taken on 8 suppliers as a result of contacts made during the event.
- Following the 2011 Profiting Through Partnership event, now dealing with 8 companies seeking advice on collaboration projects
- Potential dairy sector added-value whey processing project under discussion
- Proposal produced and support delivered for joint pilot collaborative and sustainable supply chain activities with Marks & Spencer with meat, vegetable, fish and raspberry sectors. Project launched at 2011 Royal Highland Show. Consortium of expert delivery organisations formed successfully under SF&D banner & specialist appointed to co-ordinate and provide support.
- Examined funding options for joint animal health scheme for beef with Waitrose/QMS/C2
- Facilitation and research into collaboration potential amongst Scottish micro-brewers underway. Survey now underway with members to establish collaborative cost saving and development opportunities.
- Investigations underway re potential Highlands & Islands distribution hub. Meeting now held with HIE and Highlands & islands Council but solution is a long-term process.
- Facilitated introductions to potential supply chain partners for two companies – Acquamara and Great Glen Game – following meetings at SF&D Annual General Meeting
- Assisting Banffshire Local Food initiative to improve supply chain collaboration to reach foodservice outlets
- Meetings held with ready meals producer re potential supply chain development
- Meeting held with the Oat Group to explore collaboration across a number of development opportunities
- Meeting held with North Highlands Products to explore improvements in supply chain between farmers and processor
- Meeting held with the Scottish Venison Partnership re improvements to the supply chain for both farmed and wild venison
- Initial discussions held to explore benefits to specialist food marketing groups such as Taste of Arran and Mey Selections working together where appropriate. Meeting organised with Taste of Arran.
- Advice provided to Ayrshire Food Forum re development. Now referred to SAOS for assistance in setting up

	<p>as a co-operative venture</p> <ul style="list-style-type: none"> • Advice provided to Event Scotland re developing a mechanism to help buying organisations easily identify and access Event Ready Foodservice Producers • Liaison with Community Retail Network to develop a local supply chain pilot model enabling small food producers to access its network of shops and understand needs of their supply chain. • Visit, in partnership with Seafood Scotland, to Outer Hebrides to examine potential for a joint marketing structure and shared mussel harvesting partnership • Discussions begun with the Soil Association re collaborative opportunities in support of its Food for Life initiative • Discussions held with Dumfries & Galloway Local Food initiative re multi-partnership, multi-route to market approach for local food • Working with First Milk re plans for implementation of new dairy cow health and productivity initiative • Meeting held with local farmers re closure of Borders abattoir and solution being scoped out with alternative provider
<p>Comparative Research, Monitoring and Evaluation</p>	<ul style="list-style-type: none"> • Monitoring and evaluation framework developed and interim C2 evaluation completed and disseminated. Updating of evaluation complete. • Final evaluation of C2 completed • Discussions held separately with University of Strathclyde, SAC and University of West of Scotland on potential areas of joint research & application • 'Finding the Right Partner - Hints and Tips' published as PDF on website • 'How to Improve your Supply Chain' best practice document published as PDF on website • Second C2 Collaboration Survey published online and disseminated via partner organisations. 259 people took part in the survey, the results of which were published on the C2 website (http://www.ctwo.org.uk/get-involved/downloads.aspx)
<p>Dissemination</p>	<ul style="list-style-type: none"> • C2 Interim Progress Report, charting project progress against targets since its inception in October 2008, published and distributed to stakeholders, partners and the media. A copy of the report can also be downloaded from the C2 website at http://www.ctwo.org.uk/get-involved/downloads.aspx • The second C2 dissemination event held on 26th May 2011 at Dunblane Hydro. Speakers included Stephen Frost, Divisional Executive Chef for Prestige Scotland, the fine dining arm of Sodexo, Derek Coulter Buying Liaison Manager, Sodexo Prestige and Louise Welsh, Agriculture Manager, Morrisons supermarkets. 62 delegates attended. <p>The first C2 annual event – Profiting Through Partnership – was held on 23rd March 2010 at Norton House Hotel, Edinburgh. Speakers from Waitrose, David Sands Ltd and Forteith Foodservice took part. The event was also addressed by the Cabinet Secretary for Rural Affairs and the Environment. 82 delegates</p>

	<p>attended, exceeding the target of 75.</p> <ul style="list-style-type: none">• Two C2 newsletters published and available online at www.ctwo.org.uk• Cultivating Collaboration Facebook page launched• Wide promotion of, and support for, C2 events through partners' websites and newsletters• PR coverage achieved for C2 events in a wide range of regional and trade press,
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PART TWO: QUARTERLY UPDATE	Annual Target Actions/Deliverables March 2011 – November 2011	Highlights of Project Quarter September 2011 – November 2011
Case Studies	7 case studies completed	<ul style="list-style-type: none"> • Scottish Shellfish Marketing group and Burgons of Eyemouth Case Study completed and published on C2 website • Connage Highland Dairy and Hebridean Smokehouse Case Study drafted and approved for publication • Scottish Borders Produce, Macleod Organics and Summer Harvest Oil case studies completed and on C2 website
Understanding Your Supply Chain	4 workshops/events delivered	<ul style="list-style-type: none"> • Marks & Spencer Sustainability Project pilot workshop attended by 25 companies and 56 delegates • Scottish lamb Chefs' Workshop, held in partnership with QMS, attended by 14 Scottish chefs
Introduction to Managing Your Supply Chain and improving Your Supply Chain	2 workshops/events delivered Commence work with 6 supply chains	<ul style="list-style-type: none"> • One-to-one work commenced and progressing well with five companies – Macsween, Mackie's, Mackie's at Taypack, Natural Fruit & Beverage Company and Scotherbs
Facilitating Collaboration	Assist 2 potential collaborative groups	<ul style="list-style-type: none"> • Marks & Spencer Sustainability Project pilot ongoing with support for companies & practical development from now established SF&D Consortium • Advice provided to Ayrshire Food Forum re development. Now referred to SAOS for assistance in setting up as a co-operative venture • Advice provided to Event Scotland re developing a mechanism to help buying organisations easily identify and access Event Ready Foodservice Producers. • Liaison with Community Retail Network to develop a local supply chain pilot model enabling small food producers to access its network of shops and understand needs of their supply chain. • Visit, in partnership with Seafood Scotland, to Outer Hebrides to examine potential for a joint marketing structure and shared mussel harvesting partnership

		<ul style="list-style-type: none"> • Discussions begun with the Soil Association re collaborative opportunities in support of its Food for Life initiative • Discussions held with Dumfries & Galloway Local Food initiative re multi-partnership, multi-route to market approach for local food • Working with First Milk re plans for implementation of new dairy cow health and productivity initiative • Meeting held with local farmers re closure of Borders abattoir and solution being scoped out with alternative provider
Comparative Research, Monitoring and Evaluation	Develop benchmarking, monitoring and evaluation tools; monitor, evaluate & refine activity	<ul style="list-style-type: none"> • C2 Collaboration survey completed by 259 participants and results published on C2 website (http://www.ctwo.org.uk/get-involved/downloads.aspx)
Dissemination	<p>Develop communication tools; raise awareness and profile of C2 project</p> <p>Stimulate interest in participating and ensure broad dissemination of best practice</p>	<ul style="list-style-type: none"> • Meetings held with key sector partners to discuss potential avenues of future collaboration and potential projects to March 2012