

CONFIDENTIAL REPORT

Findhorn Bay Arts Pop-Up Shop & Hub

Assessment, evaluation and research feasibility study



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Executive Summary

This assessment and feasibility research highlights the potential for significant social and economic impact through the regeneration of Forres High Street. The regeneration project, which this report explores, aims to create a vibrant, thriving community that will benefit residents, visitors and traders alike through the integration of innovative local food, local businesses and the arts.

Findhorn Bay Arts (FBA) have demonstrated its commitment, in the last few years, and in challenging circumstances, to nurturing local talent by facilitating the growth and development of creatives and food producers. By motivating consumers to support small businesses and farmers, through the Pop-Up Mini-Market Shop on Forres High Street, FBA effectively met the needs of local farmers and creatives, and the community, in a time of uncertainty. This approach not only stimulated economic growth but also cultivated a sense of community pride and resilience. However, due to its small-scale nature, limited opening hours and limited resources, the shop struggled to perform as a viable business and FBA are still evaluating

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the possibility of resuming the Pop-Up outlet's operations in the future.

Survey findings show that customers valued the shop's offerings and indicated a strong demand for a more regular, dependable and affordable range of local, fresh, ethically produced produce. By endorsing local farmers' markets or community-supported agriculture programmes, Forres residents can enjoy increased access to fresh produce and other locally sourced products.

Case studies suggest that FBA, in collaboration with producers, citizens and other commercial entities in the community, including key players operating in the High Street and throughout the wider Moray region, could tap into the potential for growth within Forres and create a compelling case for the further promotion of sustainable and locally sourced food systems. This approach also encourages relationships between growers, producers and consumers, which can contribute to a stronger sense of community overall.

In order to encourage this spirit of innovation and expansion, it is crucial to create a supportive environment that fosters networking, sharing of best practices, increasing knowledge of environmental and social metrics and providing access to resources for local sustainable development. This can be achieved through local business support organisations, community groups, and government initiatives focused on stimulating economic development within the region. By leveraging these resources and working together, FBA, together with other Forres businesses, can begin to unlock their potential and create a thriving, economically vibrant town that stands as a successful example for other communities to follow.

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Phase A – Assessment



Background and Objective of the Research

In February 2023, FBA engaged Isabella Guerrini de Claire and Iain Findlay, as Regenerative Sustainability Specialists, to analyse the performance of the Forres High Street Pop-Up mini market shop and its impact on the local food and creative economy, and to evaluate the viability of future collaborative initiatives.

In order to scrutinise the current shop's operations and further investigate potential development opportunities, the following measures were undertaken:

- Examination of the existing business model
- Execution of thorough market research
- Assessment of potential competition in the vicinity
- Exploration of possible enhancements of the current role
- Benchmark of current properties market

Within a comprehensive evaluation and business feasibility study, we pinpointed challenges, opportunities and financial estimations pertinent to the expansion. This process involved gaining insight into the local market and consumer behaviour, and identifying any gaps that a creative, regenerative shopping outlet and food space could address.

This report presents pragmatic growth strategies, an implementation plan delineating the transition from the existing Forres High Street Pop-Up Mini-Market Shop to an expanded establishment, and advice on potential alliances and collaborations that could support the business in the long term.

Through this study, FBA aim to comprehend the dynamics between the local economy and prospective developments on Forres High Street. This will help their active contribution to the local economy and continued provision of creative outlets for local quality products and services. Detailed analysis of our study could pave the way for a flourishing business that functions as a pivotal centre for both the local community and visitors.

Methodology

The study investigates the impact and feasibility of a local regenerative food and creative economy in Forres High Street. It builds upon the success of FBA's pilot multipurpose shop and Mini-Market, which operated during the Covid-19 pandemic and post-pandemic period (2021-2022) and supported local food producers and artisans.

FBA have always played a crucial role in connecting local businesses with their customers, through events and promotion activities. This report aims to clarify the economic, environmental and social impacts of the High Street Pop-Up Mini-Market Shop and identify strategies for rejuvenating the local economy. By exploring a collaborative outlet for local creatives, makers, growers and caterers, FBA aim to further develop their potential as a facilitator and promoter of local and sustainable business endeavours.

With a decline in the vitality of Forres High Street, due to an increase in vacant buildings and the conversion of commercial spaces to residential properties, FBA are keen to develop a long term strategy for revitalising Forres High Street area and promoting sustainable economic growth and improved quality of life for all residents. This can only succeed if the plan understands local community goals and the needs and objectives of key players.

Assessment Key Findings

- Challenges in effectively communicating the 2021-2022 FBA High Street Pop-Up mini-market initiative's concept, possibly due to pandemic-related uncertainties.
- Demonstration of FBA's entrepreneurial spirit and commitment to strengthening community-based outlets.
- Success in connecting local producers and artisans with the public through significant community events before 2021.
- Difficulties in achieving similar success levels with the High Street Pop-Up shop concept.
- Public survey findings reveal concerns about FBA's role, product diversity on Forres High Street, and suitable leadership.
- FBA's strength in expanding the public's imagination through artistic and experimental projects.
- Success in co-designed initiatives like Forres Feast, collaborating with local stakeholders and reducing environmental impact.
- Financial challenges evident in the Pop-Up shop model operating more as a community service than a business venture.
- Need for adopting a business-like approach to achieve economic sustainability, including research, expert collaboration and evaluation processes.
- Challenges posed by inflation, increasing complexity of modern life, and limited capital and management resources.
- Essential learning needed to run a collaboration that is both socially and financially viable, as evidenced by feedback from townspeople, producers and financial spreadsheets.

The Research And Assessment Project Was Conducted Through The Framework Of Strategic Sustainable Development In Four Stages:

- A.** Reviewing existing economic evidence related to the environmental and socio-economic benefits and impacts of FBA's Forres High Street Pop-Up shop, identifying trends and gaps in data from 2021 to 2022.
- B.** Conducting a thorough benchmark analysis.
- C.** Gathering public opinions on priority areas for future efforts to revitalise Forres High Street through a three-day stakeholder drop-in consultation.
- D.** Reviewing data analysis, presenting findings and providing recommendations, using aspects of the ABCD strategic planning process of the Framework of Strategic Sustainable Development (FSSD)* to allow strategic directions for the next stage of the FBA project and for key stakeholders to engage in assessment and dialogue.

The Framework for Strategic Sustainable Development (FSSD) offers a concise and coherent definition of sustainability that can be universally understood by all stakeholders. This facilitates the establishment of a shared vocabulary, thus enabling effective collaboration in achieving desired transformation. Combining this framework with well-established processes and tools allows for expedited progress towards true sustainability.

Addressing complexity. Given the intricate nature of sustainability and its wide-ranging implications for society, a set of sustainability principles has been developed to establish a common language that guides action. The FSSD sustainability principles, which have been tested and applied since the early 1990s, are characterised by the following attributes:

- **Scientific foundation:** Compliant with relevant scientific knowledge, as evaluated through peer-reviewed journals.
- **Necessity:** Focused on the essential conditions for a sustainable society, precluding debates on non-essential considerations.
- **Comprehensiveness:** Encompasses the entire system, linking the symptoms of unsustainability to their root causes.
- **Universality:** Applicable across all fields of expertise and relevant to any scale or arena, including materials, products, organisations, sectors, regions, nations and society as a whole.
- **Concreteness:** Sets forth actionable criteria that guide day-to-day problem-solving and foster long-term, profound transformation.
- **Distinctiveness:** Addresses non-overlapping parameters to render trade-off choices visible and facilitate the measurement of genuine progress.

ABCD Process

- Awareness: The process commences with the development of awareness, wherein individuals and organisations gain an understanding of sustainability and its implications for the Earth's ecosystem. A science-based and 'whole-systems' definition serves as the foundation for envisioning a successful and sustainable future.
- Baseline Assessment: Employing the four sustainability principles, a sustainability 'gap analysis' is conducted to evaluate the major flows and impacts of an organisation's activities. This assists organisations in identifying critical sustainability issues, their business implications, and strategic opportunities for change.
- Creative Solutions: Upon determining the gap between the current state (reality) and the desired outcome (vision), stakeholders can brainstorm innovative solutions to gradually move closer to sustainable products, services or organisations. A clear understanding of the desired success parameters and the requisite process changes facilitates progress towards sustainability.
- Devise a Plan: The final stage involves the formulation of a detailed plan that outlines the required actions and their respective timelines. The plan should prioritise short-term, easily achievable objectives, while also considering long-term goals that may necessitate meticulous planning. Through a collaborative effort, the devised plan ensures a smooth transition towards a sustainable future.

*Sources FSSD - ABCD Process

Source:

<https://www.oxfordreference.com/display/10.1093/acref/9780190622664.001.0001/acref-9780190622664-e-585>

Phase B - Baseline



Examination of the Existing Business Model

This study represents an evaluation of the overall performance of the FBA Pop-Up mini-market, an innovative endeavour aimed at establishing a dynamic town centre outlet that featured and sold products from 37 local growers, makers and producers. Operating on a seasonal basis for two years, this venture was open three days a week and served as an integral component of the summer cultural programmes, providing an outlet for local organic food and creative activities. Additionally, it facilitated the part-time employment of two young creative professionals from Moray.

FBA Pop-Up Shop Performance 2021-2022 - Assessment Key Findings

Key figures	FY2021	FY2022
Overall Customer Outreach – Number of People	1711	2856
Cost of Produce Overall	£9964.19	£17678.91
Consumables	£283.95	£2273.71
Average Wages per Month	£250	£740
Staff - Number of People	2	3
Opening Days per Annum	14	25
Average transaction – in British Pounds	£5.25	£7.11
Carbon Impact	2.44 tpa	2.48 tpa
Producer and Maker Outreach	34	37
Average Income Generated for each Moray Producer and Maker	£293	£477
Community and Social Networks Overall Engagement -		
Grants and Funds Received		
Total revenue	£13694.33	£22855.07
Costs and Expenses	£10247.14	£21732.07
Net Profit / Sales	£3447.19	£1123.00
Best seller overall 2021-2022	Fresh Fruit & Vegetables	Bread and Baked Goods
Best seller overall 2021-2022	Fresh Fruit & Vegetables	Bread and Baked Goods
Best seller overall 2021-2022		Take Away - Packed Lunches

**Carbon Impact - Business Carbon Calculator By
'Normative' Table 1 April 2021 - 31 March 2022**

Table 2 April 2022 - 31 March 2023

- Scope 1: Direct greenhouse gas emissions from sources we control or own, such as combustion of gas in boilers and fuel in vehicles.
- Scope 2: Indirect emissions from the generation of purchased electricity, steam, heating and cooling.
- Scope 3: Indirect emissions from our value chain, including upstream and downstream emissions from activities beyond FBA's direct control.

Baseline Analysis

The analysis of the 2021-2022 FBA High Street Pop-Up shop and mini-market initiative reveals challenges in effectively conveying the overall concept to the public, potentially due to pandemic-related uncertainties.

Nevertheless, the initiative exemplifies the FBA's entrepreneurial spirit and dedication to enhancing community based outlets. Prior to 2021, FBA adeptly facilitated connections between local producers and artisans with the public through substantial community events. However, the High Street Pop-Up shop concept encountered problems in attaining similar levels of success. Consultation and public survey findings indicate that while individuals acknowledge its significance, concerns have emerged concerning FBA's role, the necessity for a more diverse product range on Forres High Street, and the identification of appropriate leaders for this endeavour.

FBA's strength resides in its objective to broaden the public's perspective and propose novel methods of engaging with food, supply chains, consumption, and general lifestyles, by incorporating a blend of artistic and experimental projects. Investigating the future of food through the integration of dance, theatre, art events, workshops, storytelling gatherings and food discussions can ignite the collective imagination, culminating in behaviour modification. An illustration of this is the FBA co-designed initiative, Forres Feast, which effectively collaborated with key local stakeholders and participated in hot composting projects alongside researchers from SRUC, subsequently reducing the necessity for specialised compost transportation and minimising plastic usage in production fields and High Street gardens.

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However, financial challenges are apparent within the Pop-Up shop model, which primarily functioned as a community service rather than a business venture. It is evident that the organisation needed to adopt a more business-oriented approach to attain economic sustainability, including research, expert collaboration, real-time testing, and evaluation processes. Rapid fluctuations in the public's purchasing capacity resulting from current inflation, coupled with the increasing intricacy of modern life, necessitate diverse and blended strategies for managing organisations across various sectors. Presently, limited capital and management resources hinder the further development of the High Street Pop-Up shop business model, and the employment of sustainable working practices and business models.

Insights derived from townspeople, producers, and financial spreadsheets indicate that valuable lessons can be learned regarding the management of such collaborations to achieve both social and financial viability. The following companies and individuals were engaged, supported and promoted over two years -2021-2022 – in the Pop-Up Mini-Market Shop:

Food and Drink

- Marcassie Farm Kitchen
- The Forres Bakerster
- La Boheme Findhorn
- Good Mediterranean Food
- Gateaux Regal
- The Bakehouse
- Philp's Fine Food Catering
- Alves Apiary
- Green Bridge Organics
- Rose Cottage
- Speyside Roasters
- Highland Wholefoods
- Highland Teabox

Crafts

- An-Griannan Essences
- Barking Mad Textiles
- Bee Home Cottage
- Stitch and Fix It

Growers

- An-Griannan Garden Centre
- Macleod Organics
- Manja
- Mandala Gardens
- Rising Roots Microgreens
- Teeny Weeny Farm
- Tony Organics
- Transition Town Forres

A comprehensive array of analytical tools was employed to engage with local producers, creatives, key stakeholders, and the Forres community...

Consultation Tools

In order to achieve the project objectives, a comprehensive array of analytical tools was employed to engage with local producers, creatives, key stakeholders, and the Forres community, from March to May 2023. The applied methods included:

- Establishing a common ground for sustainability through the ABCD* process.
- Conducting online consultations with vendors, micro-businesses and farmers/sellers.
- Organising public and online consultations with the local community.
- Undertaking desk-based research and online surveys to gather insights from key stakeholders (consumers, producers, local businesses and local council) regarding the local food economy.
- Analysing case studies using desk research and interviews.
- Actively participating in events and workshops to compile general findings and market insights.

Survey And Public Consultation Data

Data from the community consultation survey was collected via an online survey between 21 April and 5 May.

- A total of 128 respondents.
- 61 individuals participated in the survey during the public-facing event at the FBA shop 27-29 April, with 27 finishing the survey before and 40 completing it after the event, via the online portal.
- 51 respondents were from a Forres postcode, while others were from Dyke, Rafford, Kinloss, Forres, Pluscarden, Nairn and elsewhere.
- Online shopping appealed to only 17% of respondents, with 80% preferring a dedicated cafe/retail space and 67% opting for a regular farmers market.
- 90% of people surveyed were aware of the shop's existence, indicating that their opinions were informed by experience as well as future aspirations.
- Respondents were predominantly aged above 25, primarily female, and spent up to £100 per week on the High Street.
- The three major barriers for shoppers included limited product variety, restricted opening hours, and high prices for organic produce.
- Local produce was a recurring theme, with 95% of respondents acknowledging its role in addressing their sustainability and environmental concerns.
- No substantial demand for additional café space on Forres High Street was observed.
- The FBA shop was particularly valued for its local and fresh bread, cakes, fruit and vegetables.
- Despite awareness of the FBA shop, many visited only once a month due to the limited opening hours (2-3 days a week from 10am to 3pm).
- There is a high demand for an outlet selling locally produced fruit and vegetables.
- Environmental issues were considered very important or important by 97% of respondents.
- 60% support for a local market.

- 20% avoided shopping on Forres High Street due to insufficient product diversity.
- 80% supported a dedicated retail and café space, albeit with the awareness that a new café might compete with existing establishments. The retail space should provide products that are currently unavailable.
- 81% supported a multi-purpose creative space.

During the 3-day public-facing event, feedback was collected through a 'vision tree' provided by the Forres Campus of Glasgow School of Art - where attendees could write their thoughts and opinions on cards. Approximately 60 individuals participated, with the following local needs frequently mentioned:

- Endorsement for local food provision via a public-facing venue.
- A space to facilitate community interaction around food, arts and music.
- Educational and interactive opportunities to deepen an understanding of sustainability, particularly in regard to food.
- Regular markets, either monthly or weekly, for local food produce.
- Mixed support for a café/shop hybrid model, considering the existing provision of cafés in the immediate area.
- Inclusion of young people in future initiatives.

The anecdotal information collected is consistent with the survey responses, suggesting quite a strong demand for local food made available for sustainability reasons. The spending power of those who expressed their opinion is noteworthy, and there is a willingness among the public to actively support such a venue.



Findings from Consultation with General Public and Key Stakeholders

Through its support of local food producers and suppliers, FBA have contributed to the creation of a more resilient local economy that benefits small-scale farmers, artisanal food producers, and other local businesses. Utilising local food sources has not only produced economic advantages but has also fostered stronger community connections by uniting individuals around common values and interests. It is evident that in Moray, a consistent base of health-conscious consumers seek high-quality, locally-sourced food.

Consumers desire a shopping experience that fosters a sense of community, stability and togetherness, integrating various aspects of life – ethical growers and their produce, businesses, creatives, artists, families, and older people.

The findings highlight the significant environmental benefits associated with reducing the carbon footprint generated by transporting food across long distances, thereby lowering greenhouse gas emissions and promoting sustainable land use practices in rural communities.

80% of respondents would appreciate FBA's development of a multi-purpose creative space, with many expressing interest in a permanent market outlet feature and suggest that an implementation plan be developed to expand the establishment.

The primary motivation for FBA to facilitate the acquisition of a multi-purpose space in Forres High Street is not yet clear within the public findings.

Data from live or telephone/zoom interviews with 19 professionals, makers and producers:

- Seven respondents offered fruit and vegetables and prefer selling to local shops and markets or engaging in face-to-face sales. Some are able to supply produce for the majority of the year, though the majority face seasonal constraints. Other supplies, such as art or handmade products, are available year-round.
- The sustainability credentials of available products were extremely high. Most local producers strive to have a positive environmental impact, with 55% being organic (certified or non-certified), 56% being plastic-free, and 67% being cruelty-free.
- A considerable number of vendors expressed a desire to market their produce in a manner that showcases and values their sustainability credentials, as this is often a key personal motivator. Such outlets could include a shop or market, both of which provide growers with valuable opportunities for face-to-face engagement, which creates a significant social impact.
- Five of the 19 interviewed vendors have a measurable social impact, supplying both produce and educational opportunities for the public through workshops, site visits and public talks.

Main critical points with the FBA shop include:

- Lack of continuity and consistency (limited to three days a week with irregular opening hours).
- Restricted space resulted in small amounts of infrequent produce requests, potentially not warranting the effort. (Most local producers operate small businesses run by one or two individuals.) Producers require outlets with adequate storage space and consistent product demand to facilitate planning, delivery, and financial stability.
- It was challenging for growers to plan ahead and find a financially viable outlet for their produce. In fact, 26% earned less than £200 from the FBA shop, while 32% earned £200-£500.
- Future supply potential from local vendors, farmers, and growers will depend on the consideration of price, product range, volume, and seasonality.
- 53% of producers can supply their products year-round, while the remainder is seasonal.
- Volume, range, and price of produce should be evaluated on a case-by-case basis.

Producer Interview Findings

- More than 50% of the FBA Pop-Up Shop vendors were available for an interview with Isabella Guerrini de Claire or Yvonne Cuneo.
- The FBA shop experience for the vendors and producers has affirmed that the demand for locally produced food with high nutritional and ethical standards exists among a segment of the Forres area population, accompanied by a willingness to consider such food as an alternative to supermarket offerings.
- Furthermore, the region possesses the capacity to meet this demand through several existing producers, and it is probable that the potential demand for such produce exceeds the findings of this survey.
- A considerable number of individuals acquire their organic produce from supermarkets, representing an untapped market, albeit one that places greater emphasis on convenience and price. Nevertheless, this can be contested through the provision of appealing alternatives.
- Advancing this situation in a manner that accommodates both supply and demand is crucial.
- A consistent supply and demand in terms of quantity, variety and price must be maintained.
- Customers will support a shop with a more stable variety of products, with reliable availability, and established shopping hours.
- The financial viability of such a shop for both suppliers and consumers remains uncertain and will be significantly influenced by the financial factors associated with potential High Street premises.
- There appears to be a mutual interest in farmers' markets among both suppliers and potential customers.
- Both parties appreciate interpersonal interaction, and customers welcome additional social opportunities such as a 'Meet the Growers' type gathering. This was frequently mentioned during public consultations and could encourage people to visit the High Street to access the same produce between markets, consequently expanding the potential customer base for growers with box schemes.





General Public and Key Stakeholder Highlights

Organisations like FBA hold crucial roles in championing local economies by paving the way for Scotland's economic future. They strengthen food, hospitality and tourism sectors while recovering from challenges such as Brexit and the pandemic-induced recession. FBA have made significant contributions to Moray's local communities by cultivating sustainable food tourism and creative experiences.

Local economy facilitators like FBA create promotional campaigns, identify exceptional businesses, engage residents, and give back to the community. They also champion regional food, endorse the purchase of local produce, coordinate food tourism projects and events, cooperate on digital and e-commerce initiatives, and address local challenges like distribution and skill development.

Business Opportunity Highlights for a Moray 'Food and Creativity' Facilitator in the Current Local Economy Systems Landscape

1. Building food skills and capacities for local food and creative businesses.
2. Identifying new funding and financing streams for local food and creative businesses.
3. Facilitating the development of new cross-sectorial relations between local food and creative businesses.
4. Facilitating the development of cooperation and stronger relations between local food and creative businesses with their community/audiences.
5. Facilitating cooperation, exchange and sharing models for local food and creative businesses.

Relevant Desk Research

- A recent Scotland Food and Drinks survey (2023) found that 50% of Scottish consumers plan to purchase more locally-sourced food and drink. This underscores the importance of initiatives that explore the intersection between creative industries, food and drink sectors, and local artisans, for the growth of Scotland's economy and tourism sectors.
- Promoting lifestyle changes, including choosing local or seasonal ingredients, adopting circular economy models, or improving healthy diets, can be challenging due to ingrained eating habits. Exhibitions and experiences such as the ones promoted by the FBA Pop-Up mini-market initiative might not lead to immediate behavioural shifts, but they can raise awareness and encourage gradual changes towards sustainable practices over time. Such educational efforts save taxpayers money, diverting funds from climate-threatening events and NHS assistance for unhealthy habits to preventative measures, deserving public recognition.
- The viability of smaller organic producers depends on mitigating rising costs and availability of primary organic inputs like feed and seed, limiting the concentration of box schemes by supermarket chains and national organic suppliers, and facilitating value addition for producers in regions with limited organic food demand and scarce processing capacity. The 'Organic Ambitions' Scottish Organic Action Plan 2016-2020 identified similar and additional limitations such as knowledge of organic systems, labour requirements, lack of organic land to rent, infrastructure requirements, and certification costs for small-scale production.
- The Scottish Government supported the organic industry by establishing the 2016-2020 Organic Action Plan for Scotland. This plan aimed to bolster and promote Scotland's naturally grown food and drink supply chain. A better understanding of the factors influencing public attitudes towards organic produce and factors affecting demand is vital to maintain commitments to increasing Scottish organic food supply and demand, while using public procurement to drive demand.
- Research on Scottish consumer attitudes towards organic produce highlighted barriers such as cost and availability, as well as potential solutions like improved

ranges and lower prices. The Soil Association Scotland suggests that the Scottish Organic Action Plan's increased awareness of organic farming benefits contributed to a rise in consumer interest in organic produce. In 2017 alone, sales of organic food in Scotland grew by 19.4%, accounting for 6.5% of UK sales.

- Only 10% of Scottish agricultural land is suitable for growing crops, with much of the prime arable land used for animal feed or grain production for the whisky industry. In 2020, only 0.4% of agricultural land was used to grow soft fruit and vegetables for human consumption (Good Food Nation Report).
- The current agricultural subsidies system, the Common Agricultural Policy (CAP), still prioritises productivity over biodiversity enhancement, climate change mitigation, clean air, and improved animal welfare schemes, known as 'public goods.' Additionally, some subsidies benefit non-farming landowners like grouse moor owners without placing sustainability and stewardship obligations. Agricultural support, including CAP, is often inaccessible to small producers due to the size or nature of their operations. A subsidy system mainly focused on rewarding land ownership and large-scale production means that less intensive farming systems, like crofting and community-supported agriculture, struggle to survive and thrive despite their benefits for nature and sustainable land management. Smaller-scale production also plays a crucial role in the cultural, economic and social sustainability of Scottish rural and island communities. Scotland's natural resources management extends to rivers, lakes, coastlines and seas (Good Food Nation Report).
- Preserving and building upon public awareness initiatives highlighting organic farming benefits can increase public demand for Scottish organic produce.
- Non-conventional fossil fuel-based farming, such as organic (certified or not), can contribute to a broader range of environmental and socio-economic goals within Scottish policy, including:
 - Delivering the 2020 Challenge for Scotland's Biodiversity (2013)
 - Reducing greenhouse emissions from agriculture as per the Climate Change (Scotland) Act (2009)

- Supporting the Scottish Government's commitments to promote sustainable economic growth in food and drink industries and ensure nutritious, fresh and environmentally sustainable food through the Recipe for Success: Scotland's National Food and Drink Policy - becoming a Good Food Nation (2014)

Moray Climate Change Strategy 2020-2030

Food in Moray

- The Moray community takes great pride in its local food and drink culture, making the region an attractive destination for both domestic and international visitors. Forres and its surrounding areas have the potential to achieve a community vision with diverse, readily available, delicious, nutritious and sustainable food options. Numerous high-quality local food brands in Moray already use local produce, offering an extensive range of products.
- Addressing unhealthy food environments, health disparities and poor dietary outcomes in regions like northern Scotland is essential. Market and regulatory interventions are increasingly required to transform local environments into healthier spaces, promoting nutritious food choices and active lifestyles. Local food environments significantly shape regional food cultures. In Moray, many networks, initiatives and organisations have collaborated in the past to create healthier, more inclusive communities, focusing on providing access to nourishing and sustainable food, especially for underserved populations.
- Food environments greatly influence individual food choices, shopping habits and the economic impacts of food accessibility. The ongoing transformation in food retail expands food options through online shopping and diverse dining-out experiences. However, challenges such as food deserts and barriers to healthy food access persist, particularly in deprived areas. Research suggests that food environments can substantially affect diet, consumption patterns and obesity rates.
- A structurally supportive food system is crucial for the livelihood and well-being of those working within it, allowing individuals to nourish themselves and earn a reasonable living wage for average work hours. Enhancing the food system's capacity to support

livelihoods and wellbeing addresses gaps and contributes to sustainable food production.

- Without secure livelihoods, smallholder farmers and fishermen will continue to face difficulties in building the necessary capacity and resources for a sustainable transition. Thus, addressing systemic structures perpetuating poverty is critical to the success of a sustainable food system.
- Successful local food markets should feature a variety of businesses, such as bakeries, fruit and vegetable shops, butchers, cheese makers, distilleries and breweries. A robust local collaborative infrastructure, including regular food markets, professional training, mentorship programs, peer networks, and grants and loans, is essential for businesses to thrive. Community-owned enterprises play a significant role in fostering vibrant and resilient communities, particularly in remote areas.
- A collaborative approach could promote a scenario in which local authorities and public bodies source local, sustainable food as much as possible. Consequently, the processing, wholesaling, retailing and hospitality sectors would support local food businesses, creating jobs and sustaining local economies. Public food suppliers would adhere to and source from businesses that uphold fair work principles, including paying the Real Living Wage, recognising unions and supporting collective bargaining.
- Local farmers, crofters, growers, fisherfolk, food processors, wholesalers, retailers, food service providers and hospitality businesses can collaborate with public kitchens to cater to their needs and tastes, supply local seasonal produce, minimise waste, and potentially support low-income households. Strong networks of local suppliers can establish cost-efficient local delivery chains, reducing mileage, simplifying logistics, staff needs, storage, packaging and administrative burdens. This strategy will enable communities to enjoy the best affordable produce each season has to offer, at peak freshness and with significantly reduced emissions.
- Community caterers can be trained to offer locally sourced, fresh, seasonal, healthy and nutritious high-quality meals. These professionals can take pride in creating innovative, sustainable menus while minimising food waste. By understanding the origin of their ingredients and the nutrients they provide, caterers can make the most of food items and honour the efforts invested in their production.

- Collaborative outlets can help local populations and visitors learn about the complexities and significance of local food systems, including growing and fishing, catering and cooking, processing, retail, waste reduction and management, as well as the circular economy. Educational programs can highlight how participating in these activities can lead to exciting career opportunities for everyone, regardless of their backgrounds.
- Well-funded courses tailored for skill training and continued professional development in specialised areas could be made readily available across the agri-food sector through collaborative outlets. Structured apprenticeships, mentoring and paid internships can pave the way for interesting career paths and ensure a highly skilled labour force. Advisory services can provide up-to-date support, fostering thriving and active peer networks.
- Appropriate technological innovations, such as renewable energy-powered glasshouses, can extend the growing season and expand product possibilities. Attractive support schemes could encourage businesses to adopt more sustainable production methods across the agri-food sector. Assistance can be provided to help all farms regularly monitor soil health and carbon output.
- Implementing minimal packaging practices could prioritise reusable or recyclable alternatives, creating a positive impact on the local and circular economy in the region. Businesses could run deposit schemes for glass and other packaging materials, and networks can be established to promote collaborative sustainable delivery, including the use of electric cargo bikes and vehicles supported by a network of electric charging hubs.
- By focusing on growing food for direct consumption, communities can minimise waste, reduce carbon emissions, and lessen the impact on water resources. Growth and intensification of food production is not the inevitable choice for addressing 2050 demands. Over 30% of food is currently wasted, a larger percentage of the population is now overweight than undernourished, and nutritious diets can be provided with a fraction of the average resource demand that they currently require.

By focusing on growing food for direct consumption, communities can minimise waste, reduce carbon emissions, and lessen the impact on water resources.

- All food chain systemic failures present opportunities for transitioning the food system to where it fully provides for the needs of people without infringing on key limits. Adaptive capacity and resilience must be built into both biophysical aspects of the system (through the preservation of biodiversity, maintenance of healthy soil systems, maintenance of buffering capacity in water bodies, etc.) and socioeconomic aspects of the system (knowledge transfer, development or organisational capacity, elimination of poverty cycles, etc.) to create a sustainable food system that can respond to changing circumstances and new challenges as they emerge.
- Rebuilding historical features like a covered food market can positively impact the local economy and local tourism. Forres provides evidence of its earlier role as the area's principal market town. The High Street still widens to show where it accommodated the market that took place here. The town's early wealth is also evidenced by a number of fine buildings that give the town centre an impressive appearance. These include the Tolbooth built in 1838 and the Mercat Cross, built in 1844.

Key Highlights

- The Moray community values local food culture, attracting domestic and international visitors.
- Forres and surrounding areas have potential for diverse and sustainable food options.
- Addressing unhealthy food environments in northern Scotland is crucial for health improvement.
- Market and regulatory interventions can help create healthier local food environments.
- Food environment influences individual choices, shopping habits and economic impacts.
- Food retail transformation expands food options but challenges persist in deprived areas.
- Sustainable food systems should support the livelihoods and well-being of those working within it.
- Successful local food markets require diverse businesses and collaborative infrastructure.
- Community-owned enterprises foster vibrant and resilient communities in remote areas.
- A collaborative approach enables local authorities to source local, sustainable food.
- Local food businesses can collaborate with public kitchens to cater to community needs.
- Community caterers can provide locally sourced, high-quality meals and minimise food waste.
- Collaborative outlets help raise awareness of the complexities of local food systems.
- Well-funded courses and support services foster skill development in the agri-food sector.
- Technological innovations can expand product possibilities and encourage sustainable production.
- Minimal packaging practices and sustainable delivery methods support a circular economy.
- Focusing on growing food for direct consumption minimises waste and environmental impact.
- Building adaptive capacity and resilience is crucial for a sustainable food system.



- Rebuilding historical features like covered food markets can positively impact local tourism.
- Forres has evidence of its earlier role as a principal market town with impressive architecture.

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Further Desk Research

Supportive Legislation for Town Regeneration

Moray Council - As part of the Local Development Plan, Moray Council is dedicated to fostering environmental sustainability and bolstering the resilience of both natural and built environments against climate change.

This commitment is supported by their Sustainable Design and Construction strategy. A key aspect of this plan centres on transforming town centres into living showcases, designed to inspire positive behavioural changes amongst residents.

Furthermore, Moray Council is devoted to advancing climate literacy amongst service providers, users and the wider community. Comprehensive understanding of climate change impacts is vital for predicting shifts in weather patterns, allowing for the development of strategies that can mitigate risks and improve resilience against climatic consequences.

In accordance with the forthcoming National Planning Framework 4, the council's planning and strategic efforts are geared towards taking further steps to address climate change. This framework contains numerous initiatives that coincide with, and strengthen, the objectives established in the Climate Change Strategy. The plan features realworld examples and evidence-based references, showcasing the practicality and efficacy of these measures in alleviating the impacts of climate change.

Source: Moray Council Climate Change Strategy 2020-2030

Property Market Research, Forres High Street And Surrounding Areas

Regarding the potential viability of a property purchase on Forres High Street, we can assert with some certainty that future consultations, policy changes and legislative amendments will affect both sales and PRS markets. The Scottish Government has initiated plans to ensure all buildings in Scotland achieve zero emissions by 2045, and 2024 is expected to mark the beginning of this process for all property tenures. The forthcoming Fuel Poverty Strategy will outline the government's approach to eradicating fuel poverty. It will be intriguing to discover how these measures, once implemented, will impact the property sector.

Moreover, competition among mortgage lenders remains robust, resulting in historically low interest rates for consumers. Inflation continues to escalate, and it is probable that the Bank of England will introduce further rate adjustments in the short term. Lenders have reintroduced 95% deals, which significantly benefit first-time buyers entering the market. The solidity they provide to the housing market is encouraging. Residential property remains an attractive investment strategy for investors, offering strong rental yields and consistent long-term capital appreciation. In recent years, the property market in Forres and its surrounding areas has experienced significant growth, primarily due to the influx of new residents drawn to the region. This increase can be linked to the widespread adoption of remote work following the pandemic. Recent statistics indicate that the average property price in Forres reached £210,406 over the past year, representing a 10% increase from the previous year and a 15% rise from the 2020 peak of £183,282.

The High Street, in particular, has seen exceptional growth, with an overall average price of £175,000. This reflects a remarkable 111% increase from the previous year and a 40% growth compared to the 2005 peak of £124,846. Data from the Registers of Scotland show that Moray's average property prices have grown substantially in recent years, with a 7.8% increase in 2022 surpassing Scotland's national average growth rate of 5.7%. The average residential property price in Moray rose from £145,500 in 2016 to £187,000 in 2022, including a noteworthy increase of £14,000 in 2022 alone.

According to Grigor & Young Estate Agents, this substantial uptrend is partially due to the appeal of Moray as an ideal location for remote workers. However, the mini-budget announcement by Prime Minister Truss in autumn 2022 has affected the property market dynamics. Interest rates have generally increased, leading to the withdrawal of certain mortgage products. Consequently, the local market has



transitioned from being seller-oriented to buyer-oriented since Christmas 2022, resulting in an excess supply of properties and a decline in potential buyers.

Despite these shifts in the property market, Moray's population continues to grow, requiring local businesses to adapt their strategies and services to effectively cater to this expanding community. Benchmark of the sale market price for a three-storey High Street property offered valuable insight into property values in the area:

- The property has a total size of 4,240 sq ft, with a sales area of 2,086 sqft.
- It is situated in a prime location on High Street, Forres, on the north of Scotland's Moray Coast.
- The rateable value is £30,000.00, with business rates of £14,940 per annum.
- The Grade A listed building spans the basement, ground, first and second floors, and has been occupied as a bank since the 1800s. It features customer and business cash desks, meeting rooms, a sizable back-of-house area, a training room, offices, a spacious staff room, WCs, storage areas, a strong room, various plant rooms, and a private car park for up to 10 vehicles.
- Offers for this property are considered only above £135,000.

Local Outlets, Community Development and Local Area Investment Opportunities

The ongoing regeneration of Forres town centre is led by key organisations, such as Transition Town Forres and Forres Area Community Trust (FACT). Their collective efforts aim to improve the quality of life for residents by making Forres an ideal place to live, work and visit.

As part of this revitalisation process, it is crucial for FBA to assess the potential impact of two significant projects on the proposed multi-purpose space project:

Transition Town Forres

Founded in 2008, Transition Town Forres is an active participant in the Transition Towns Movement. Operating multiple projects in conjunction with other community groups and social enterprises, this organisation strives to develop a vibrant, sustainable local community capable of addressing the challenges posed by climate change and fossil fuel decline. Their strategic focus includes promoting health, choice and empowerment within the community, as they work within an ecologically and ethically conscious framework. For a detailed overview of their projects and initiatives, refer to their Development Plan. Potential relocation of TTF has been discussed.

FACT Town Hall Regeneration

FACT has secured £300,000 for a £3.4 million regeneration project involving the iconic Forres Town Hall. The historic hall, designed by architect Archibald Simpson, is located within the Forres Conservation Area and has served various purposes, including housing a library and functioning as a hospital during World War One. Since 2018, FACT has managed the Town Hall, doubling its occupancy and accommodating numerous community groups. It has also served as a hub for FACT activities and initiatives, such as Forres Online drop-in sessions and the Cameron Project, which aims to reduce social isolation.

The existing facilities at Forres Town Hall do not meet modern building standards, jeopardising its future sustainability but the regeneration project plans to upgrade the space, enhancing accessibility, reducing its carbon footprint, and modernising the building. This project endeavours to preserve the heritage value of the Town Hall while providing valuable community resources.

Fundraising efforts include soliciting support from grant funding bodies and trusts, such as the National Lottery Heritage Fund, the Scottish Government's Regeneration Capital Grant Fund, Highlands and Islands Enterprise, and The Robertson Trust, to meet the estimated £3.4 million budget.

Notable forthcoming food-related projects in the area consist of:

- The opening of a new coffee shop at 6 Falconer Avenue in a former retail unit by K's Coffee Shop Limited.
- Transformation of Pond Cottage on Blairs Home Farm within Altyre Estate into a mixed-use commercial and educational building by Blairs Steading LLP.
- Conversion of a former TSB bank at 156 High Street into a fitness studio with a customer café, operating from 9am to 8pm, Monday through Saturday.

To all these new endeavours councillors have recommended that planners take into account parking requirements for those who rely on cars, when considering the regeneration plans.

Forres High Street also boasts a variety of Food Outlets

- Café 1496, 79 High Street, Forres
- The Pantry, 116 High Street Forres
- The Mosset Tavern, Gordon Street, Forres
- The Bonnie Beastie, 2 Tolbooth Street, Forres
- Forres Coffee House, Forres Community Centre, High Street, Forres
- Cardamon Spice, 64-66 High Street, Forres
- Chimes, 69-71 High St, Forres IV36 1AE
- Café Fika, 13 Tolbooth (High St), Forres

Additional outlets can be found on Forres Local.

Inverness Free Port Opportunities

<https://greenfreeport.scot>

Opportunity Cromarty Firth (OCF) is a consortium that has effectively secured Green Freeport status for Inverness and Cromarty Firth. This upcoming development is expected to significantly transform the economic landscape of the Highland and Moray regions by adhering to rigorous environmental objectives. Moreover, it is predicted to promote substantial tourism, property development and novel food requirements, in addition to fostering innovative manufacturing ventures on local, national and UK-wide scales. The newly established Inverness and Cromarty Firth Green Freeport company is supported by the Port of Cromarty Firth, Global Energy Group, Port of Inverness, and The Highland Council, in conjunction with more than thirty regional and national businesses, public sector organisations, and academic institutions. Attaining Green Freeport status will maximise the regional and national benefits arising from a multitude of renewable energy initiatives, establishing the Highlands and potentially Moray as key contributors in the quest for net-zero emissions. This development has the capacity to create approximately 15,000 local employment opportunities, along with an estimated 10,000 additional positions across the rest of Scotland and the UK.

- Establishment of green freeports in Inverness, Cromarty Firth, and the Firth of Forth.
- Significant economic benefits for North of Scotland.
- Unique opportunity within a low-tax, low-regulation environment.
- Boost investment and create job opportunities.
- Promote sustainable development practices.
- Adoption of green technology and reduction of carbon emissions.
- Attract eco-conscious investors.
- Enhance trade through tax-free zones for imports and exports.
- Increase foreign investment and generate revenue for local businesses.
- Environmental sustainability initiatives and regulations to prevent environmental degradation.
- Sustainable practices: reducing carbon emissions, minimising waste, renewable energy production.

- Waste management regulations and biodiversity conservation efforts.
- Job creation and workforce development opportunities in the green economy.
- Investment in renewable energy, low-carbon transport and sustainable manufacturing.
- Attract innovative start-ups and entrepreneurs.
- Scotland could become leader in sustainable and circular economy.
- Long-term economic benefits for local communities.
- Upskilling and reskilling workforce in renewable energy generation, low-carbon transport and circular manufacturing.
- Create employment opportunities and career progression pathways.

Analysed Case Studies in Regard to Town Regeneration, Food and Creative Endeavours Across Scotland, UK and Europe

Town Centre Regeneration Opportunity

Town centres throughout the nation face challenges stemming from changing retail landscapes. The Scottish Government's objective is to support and invest in town and neighbourhood centres, transforming them into diverse, sustainable and thriving spaces for communities to live, work and enjoy. The ultimate goal is to create vibrant, creative, enterprising and accessible towns and town centres.

Collaborative efforts and investment led by local communities are crucial for achieving sustainable regeneration of our towns. A strategic master plan should consider a project's long-term use to ensure effectiveness, taking into account existing infrastructure, possible land swaps, and diverse uses for both new and existing buildings. This approach enables local authorities and developers to create communities that cater to future residents' needs.

Developers must adopt a flexible approach to accommodate future demands and economic fluctuations. One successful strategy involves exploring temporary 'Pop-Up' businesses in buildings before completion. This tactic allows developers to test ideas and think creatively about a space's optimal use, requiring a long-term, iterative approach to a project.

Diverse real estate supports economic growth and is essential for a town centre's sustained prosperity. Fostering interaction among various sectors, such as education, retail, leisure, and public realm, is crucial for building thriving centres with robust economies. Local authorities must stay attuned to market trends and adjust their plans accordingly to ensure economic prosperity over the long term.

Modern lifestyles drive the evolution of local community needs and requirements. Developers and architects must look beyond individual buildings and focus on how a holistic project can transform a town centre.

Town Centre Regeneration Narrative

Regeneration projects across the UK have been driven by recent funding changes. Local authorities can harness this opportunity by forming intelligent partnerships, prioritising public realm, and adopting long-term strategic master planning to revitalise old town centres. Examples of successful Scottish initiatives include:

- Glasgow East End Healthy Living Centre - a community garden promoting fresh produce and community involvement.
- Kilmartin Museum Trust - a local food project showcasing traditional Scottish recipes, supporting local farmers, and offering authentic cuisine to visitors.

These projects showcase the benefits of community collaboration for sustainable living and local business support. Another exemplary UK regeneration initiative is the Keynsham Civic Centre and Library & Information Service project. It employed place-making principles to develop a mixed-use site, dedicating over 50% to public space. The project integrated offices, collaborative areas, pedestrian links, parking, a new library and retail spaces, offering significant value to the local community. Sustainability and future-proofing, including natural ventilation and an energy-efficient timber frame, were key considerations in the development.





Other Case Studies Relevant to FBA Feasibility Study

Art, food and tourism developments through sustainability driven partnerships, community engagement and regional regeneration.

Case Study 1

DEVERON PROJECTS, NORTH OF SCOTLAND

<https://www.deveron-projects.com>

Deveron Projects is a community initiative based in Huntly, that has revitalised a historic 200-year-old building in the town centre with support from the Scottish Land Fund. Through a substantial investment of £270,000, the organisation has promoted regeneration and local creativity, greatly benefiting the community. The main objective was to convert the rear workshop into accessible studios and living spaces for visiting artists and tenants, ensuring long-term financial sustainability. The ground floor now accommodates the Neep and Okra food project and the Strathbogie Seed Collective, while the central area serves as a multifunctional space for food demonstrations, events and artists' workspace, with a small kitchen rented to a local bakery. Formerly known as Deveron Arts, the organisation has evolved into a leading UK arts entity that collaborates with international artists and the local Huntly community across various disciplines. Deveron Projects follows a '50/50' approach to ensure equal impact on the local community and the global art scene. Their residency program has attracted artists worldwide. The history of Deveron Projects dates back to its early years when it was established as a public art project. Over time, it has grown into a community-led organisation that works towards creating connections between artists and local residents.

The goals of Deveron Projects are community engagement and cultural development. The organisation strives to create opportunities for people to participate in artistic and cultural events, workshops and exhibitions. They also seek to showcase local talent by providing platforms for emerging artists to showcase their work. Additionally, Deveron Projects is committed to promoting sustainable development in the region through various initiatives such as the restoration of historic buildings. This approach reflects their belief that art and culture can be used as tools for social change.

One of the most significant impacts of the Deveron Projects has been to foster a sense of community spirit and pride among locals. The project has brought people together through workshops, exhibitions, and cultural events that celebrate local heritage and traditions. This has helped to strengthen relationships between neighbours and create a more vibrant and connected community. The Deveron Projects have also had an economic impact on the area by promoting tourism and supporting small businesses. By showcasing local art, music, food, and culture, tourists are drawn to Huntly from all over Scotland and beyond. This increased footfall has boosted local businesses such as cafes, shops, restaurants, and accommodation providers.

The Deveron Projects has also formed partnerships with a range of organisations, including local businesses, schools, and community groups. These partnerships have helped to leverage additional resources and expertise to support the project's goals. Overall, the funding and partnerships supporting the Deveron Projects have been instrumental in its success. Through these relationships, the project has been able to build strong connections within the local community while also promoting positive social change through creative expression.

Relevant key findings:

- Deveron Projects established as a public art project, now a community-led organisation.
- Goals focused on community engagement, cultural development and showcasing local talent.
- Promotes sustainable development, including restoration of historic buildings.
- Committed to using art and culture as tools for social change in Huntly.
- Supported by Scottish Land Fund, emphasises community involvement and participation.
- Fosters community spirit and pride through workshops, exhibitions, and cultural events.
- Boosts the local economy by promoting tourism and supporting small businesses.
- Significant funding and support from various sources for diverse initiatives.
- Development of community gardens, public art installations and artist residencies.
- Formed partnerships with local businesses, schools and community groups, leveraging additional resources and expertise.
- Funding and partnerships crucial to the project's success and building strong connections within the community.
- Promotes positive social change through creative expression and community engagement.

Case Study 2

CIVIC ARTS CENTRE AND THEATRE IN OSWALDTWISTLE - UK

The Civic Arts Centre and Theatre in Oswaldtwistle serves as a hub for various art forms, such as dance, drama, and music. The centre successfully facilitated the #HyndburnGetsHangry project, which engaged children and young people in creative activities to explore food-related issues. The project aimed to educate participants about the concept of 'food for health' and help them develop research and design skills. The initiative's success was assessed through an online survey. Supported by the Food Power organisation, the #GetsHangry campaigns originated as a youth-led response to food poverty issues. This backing enabled the group to contribute to the Children's Future Food Inquiry and partake in local and national activities, like the End Hunger UK conference in Westminster. The #HyndburnGetsHangry project, which ran for over four weeks in May 2021, emphasised healthy eating and creatively investigating people's relationships with food. Participants achieved their Bronze Arts Award, testing the effectiveness of partnerships between the public sector and creative institutions. To inspire future #GetsHangry campaigns and provide valuable information for stakeholders beyond the local area, a toolkit documenting the project's insights has been created. The project helped children and young people understand food-related issues, build confidence in research and design skills, form new friendships, and align with the 'whole systems approach' advocated by the Healthier Place, Healthier Future (HPHF) program.

The project aimed to educate participants about the concept of 'food for health' and help them develop research and design skills.

Relevant key findings:

- Backing enabled the group to contribute to the Children's Future Food Inquiry and participate in local and national activities, such as the End Hunger UK conference in Westminster.
- #HyndburnGetsHangry project ran for over four weeks in May 2021, focusing on healthy eating and creatively exploring people's relationships with food.
- Participants achieved their Bronze Arts Award, demonstrating the effectiveness of partnerships between the public sector and creative institutions.
- A toolkit documenting the project's insights was created to inspire future #GetsHangry campaigns and provide valuable information for stakeholders beyond the local area.
- The project helped children and young people understand food-related issues, build confidence in research and design skills, form new friendships, and align with the 'whole systems approach' advocated by the Healthier Place, Healthier Future (HPHF) program.

Case Study 3

THE HIGHLAND WEIGH - NORTH OF SCOTLAND

<https://thehighlandweigh.co.uk>

The Highland Weigh, a social enterprise based in Nairn, Scotland, strives to provide a zero-waste shopping experience in the Scottish Highlands. This sustainable refillery and café raised £5,690 from 57 supporters in just 35 days through crowdfunding in November 2022. Founder Amanda and her team are dedicated to environmental protection in the Highlands. The Highland Weigh's mission is to reduce plastic and food waste by offering innovative shopping and cooking alternatives that eliminate single-use plastics in a pleasant manner. The store utilises gravity dispensers for dry goods, provides refillable household cleaning products and toiletries, and collaborates with local producers to sell sustainable Highlands and Islands products with minimal packaging and waste. The Highland Weigh has also established a community hub through their café. This space allows locals to organise and attend events, workshops and seminars on topics like mending and repairing, wildlife-friendly gardening, and more. The café also serves as a place for exchanging cooking skills and recipes, and a 'swap shop' for children's toys and books.

Relevant key findings:

- Mission driven: climate impact literacy by reducing plastic and food waste through innovative shopping and cooking alternatives.
- Establish a community hub with a welcoming vibe to address loneliness and isolation with an on-site café (which provides 65% of the income), and hosting events, workshops and seminars on topics such as mending and repairing, wildlife-friendly gardening, exchanging sustainable cooking skills and recipes within the café.
- Offering community outlet features, i.e. a 'swap shop' for children's toys and books.

Case Study 4

MIDSTEEPLE QUARTERS - SOUTH OF SCOTLAND

<https://www.midsteeplequarter.org>

MidSteeple Quarters, a community benefit society in Dumfries, is dedicated to revitalising the town centre by redeveloping vacant High Street properties into a live/work neighbourhood focused on local prosperity and wellbeing. Launched by The Stove Network in Dumfries, this community-led initiative aims to rejuvenate the town centre through community ownership. In September 2020, the project reached a significant milestone by purchasing 117 High Street, marking the beginning of Phase Two in community society-led regeneration efforts. MidSteeple Quarters serves as an inspiring example for many medium-sized towns across the country, demonstrating how community-led initiatives can revitalise town centres through collective effort. With the active support of Dumfries and Galloway Council and various local and national partners, the local community has developed the Midsteeple Quarter vision through consultations dating back to 2011. Midsteeple Quarter focuses its energies on developing its first property, 135-139 High Street, as a 'proof of concept' for the entire vision. The organisation has raised sufficient finance in grants and loans to undertake the re-development of The Oven initiated in January 2021.

Relevant key findings:

- Active support from Dumfries and Galloway Council and various local and national partners.
- Midsteeple Quarter vision developed through consultations since 2011.
- Focus on developing first property, 135-139 High Street, as a 'proof of concept' for the entire vision.
- Raised sufficient finance in grants and loans for re-development.
- Project Regeneration development initiated in January 2021.

Case Study 5

SEEDPOD - ABERDEEN

<https://www.opportunitynortheast.com/food-drink-agriculture/seedpod>

Interview with Food & Drink Scotland Regional Manager Gary MacDonald, key stakeholder.

SeedPod represents a £27 million investment in the food and drink industry, aimed at establishing an innovation hub for manufacturing and production in North East Scotland, contributing to regional and national growth objectives.

Spearheaded by Opportunity North East (ONE), this transformative project will position the region's businesses at the vanguard of innovation, productivity and sustainability. Additionally, it will promote high-value exports and generate new employment opportunities. SeedPod will play an instrumental role in fostering green economic recovery, facilitating businesses and sectors in achieving low-carbon production and contributing to net-zero targets.

The primary objective of SeedPod is to enhance sector turnover by 5% annually. The project will facilitate established companies in accelerating growth by embracing innovation, adopting advanced technology, expanding their markets and product portfolios, focusing on global consumer needs, and providing start-up production spaces and development facilities for high-growth new enterprises.

SeedPod's funding, which comprises £10 million in capital, is jointly provided by the UK Government and Scottish Government through the Aberdeen City Region Deal (ACRD). This partnership involves both governments, ONE, Aberdeen City Council, and Aberdeenshire Council. ONE has pledged £5.4 million towards achieving SeedPod's objectives and has established Food Hub (NES) Limited, overseen by an industry board, to drive the project forward.

Scotland's Rural College (SRUC) serves as a strategic delivery partner and is supplying the site for SeedPod. The Scottish Government's Just Transition Fund has dedicated £3.1 million to this endeavour. SeedPod will be situated on SRUC's Craibstone campus, near Aberdeen, with an anticipated opening in 2024.

SeedPod aspires to be the hub of choice for North East Scotland's ambition of expanding the size and value of its £2.2 billion food and drink sector. The project will stimulate and support a consumer-centric, customer-driven approach across all facets of the industry, inspiring established businesses to innovate and grow, while

fostering the next generation of regional start-ups. SeedPod will provide opportunities to trial advanced manufacturing processes and technology, scale up production, promote new product development, and grant access to global market insights.

It will feature bespoke programmes and specialised facilities, including incubator commercial-grade manufacturing units, development kitchens, fully managed production and storage spaces, presentation areas, and co-working and collaboration spaces.

Relevant Key Learnings:

- Primary objective: Increase sector turnover by 5% annually.
- No direct focus on localised food and growers - there is a gap for small and medium producers in the SeedPod business model.
- No direct focus on climate impact - there are no identified metrics or tools to support climate innovation.
- Target: Support growth and innovation for established companies and start-ups.
- Funding: £10 million joint investment from UK Government, Scottish Government (ACRD).
- Partnerships: ONE, Aberdeen City Council, Aberdeenshire Council, SRUC.
- ONE's contribution: £5.4 million and creation of Food Hub (NES) Limited.
- Scottish Government's Just Transition Fund: £3.1 million investment.
- Location: SRUC's Craibstone campus, near Aberdeen.

Case Study 6

THE HIGHLAND FOOD PARTNERSHIP

<https://highlandgoodfood.scot/>

Interview with Kristy Ellen - Highland Council Local Food Development Manager.

The Highland Food Partnership is a collaboration between local businesses, producers and organisations in the Scottish Highlands with the aim of promoting sustainable food production and economic development through tourism. By highlighting the unique flavours and traditional methods of food production in the region, the partnership hopes to attract visitors who are interested in experiencing authentic Highland cuisine while supporting local businesses. The partnership also aims to increase access to locally-produced food for residents of the Highlands, thereby supporting small-scale producers and reducing carbon emissions associated with long-distance transportation. In addition, by promoting sustainable farming practices and reducing food waste, the Highland Food Partnership is contributing to efforts to mitigate climate change. Through its focus on sustainable food production and economic development through tourism, the Highland Food Partnership has great potential for impact on both local communities and global issues.

An analysis of the economic potential of highland food and drink products for tourism reveals that the region's unique culinary offerings can be a significant draw for visitors. This is especially true for those who seek out authentic, locally sourced food experiences. The partnership's focus on promoting the use of local ingredients in high-quality dishes can enhance the overall tourism experience and help support local businesses. Moreover, the promotion of sustainable practices in food production and distribution can also have a positive impact on climate change. By reducing carbon emissions through local sourcing, energy-efficient practices, and waste reduction, the partnership can contribute to Scotland's efforts to mitigate climate change.

Overall, investing in the promotion and development of Highland food products has significant economic potential for tourism while also contributing to sustainability efforts. Through collaboration with local businesses and government agencies, the Highland Food Partnership can further enhance its impact on both fronts. One of the key sub topics discussed in the Highland Food Partnership is how to increase outreach and promote highland food and drink products to tourists. To achieve this, a number of strategies were proposed. One strategy is to create a network of local producers, restaurants, and hotels that specialise in highland food and drink products.

This network could work together to offer unique culinary experiences for tourists, such as farm-to-table dining experiences or guided tours of local farms and distilleries. Another strategy is to leverage social media platforms like Instagram, Facebook and Twitter to showcase Highland food and drink products in an engaging way. This could involve partnering with popular food bloggers or influencers who can help spread the word about the unique flavours and ingredients found in the region. Finally, it was suggested that local businesses should consider offering workshops or cooking classes focused on traditional Highland cuisine as a way to engage tourists in the culinary culture of the area while also supporting local businesses. Leveraging the region's rich culinary heritage for economic growth and environmental sustainability.

- Highland Food Partnership's great economic potential and outreach for tourism through unique culinary offerings.
- Promotion of local ingredients and sustainable practices in food production for enhanced tourism experience.
- Contribution to Scotland's efforts to mitigate climate change through local sourcing, energy-efficient practices, and waste reduction.
- Collaboration with local businesses and government agencies to enhance the partnership's impact.
- Strategies to increase outreach and promote highland food and drink products to tourists, such as creating networks, leveraging social media, and partnering with influencers.
- Engaging tourists in the culinary culture through workshops or cooking classes to support local businesses.
- Recognition of climate change's impact on highland food production and active exploration of potential solutions.

Case Study 7

GLAD CAFE - GLASGOW

<https://www.thegladcafe.co.uk>

Located in Glasgow's Southside, the Glad Cafe operates as a daytime café, a nighttime bar, and a music venue, fostering music and the arts within the local community. Additionally, the Glad Cafe runs the Glad Rags Thrift cooperative shop, which supports The Glad Foundation, a charity providing music lessons and workshops for young people. In 2019, the Glad Cafe faced financial challenges further worsened by the COVID-19 pandemic. However, they secured £35,000 in Emergency Scottish Government relief funds for their recovery in September 2020.

Moreover, the Glad Cafe participated in a funding drive under a Charitable Community Benefit Society (CCBS) called Music Venue Properties, which obtained ownership of grassroots music venues through the sale of shares to music fans and ethical investors. The Glad Foundation was started to put into action the social and community purpose of its sister organisations, The Glad Cafe and Glad Rags Thrift – to create opportunities for people of all ages and abilities to engage meaningfully and creatively with music and each other, regardless of their experience or background.

Relevant Key Findings:

- The Glad Foundation was established to support the social and community objectives of its sister organisations, The Glad Cafe and Glad Rags Thrift, by providing opportunities for meaningful and creative engagement with music for people of diverse ages and abilities.
- Initial initiatives were funded by the support of Glad Rags, the Glad Community Choir, donations, and grants, and included activities such as music sessions with young carers, songwriting with primary students, and music groups for young people with Autism Spectrum Disorder. All enabled by having a food outlet on site.
- Additional funding from sources such as Creative Scotland, Awards For All/Big Lottery Fund, The Robertson Trust, The Irvine Sneddon Memorial Trust, and fundraising events like the Kiltwalk has allowed the organisation to expand its range of projects.

Case Study 8

THE GOOD FOOD FOR GLASGOW CHARTER

www.goodfoodforall.co.uk

The Glasgow Food Policy Partnership—a consortium consisting of representatives from a wide variety of sectors dedicated to ensuring good food accessibility for all—developed the Charter. It is the culmination of extensive dialogue and consultation with diverse organisations, individuals and communities residing and operating throughout the city.

The purpose of the Charter is to both acknowledge the commendable efforts already being made across Glasgow and encourage others to affect meaningful change.

Glasgow is in the Sustainable Food Cities network, addressing issues of food poverty, food waste, and local food economies. Community gardens play a significant role in this effort and these initiatives have been successful in other cities, such as Cuba's 'urban agriculture' scheme, which resulted in over 8,000 urban farms and community gardens.

Community gardens differ from allotments as they are shared plots, fostering social connections and enhancing wellbeing through cooperative gardening. High-quality food is an indispensable element in establishing Glasgow as an exceptional city. Such food should not only be palatable, healthful, reasonably priced and readily available to all residents, but also eco-friendly, ethically produced and beneficial to those involved in its cultivation, preparation and marketing, as well as to the wider community.

Objectives for transforming Glasgow into a city where:

- Every individual has access to fresh, equitable, healthful, and affordable food.
- Growing and preparing food fosters community engagement.
- The local food economy prospers.
- Residents can enjoy and rejoice in diverse, flavourful, and nutritious food.
- Food production and disposal processes promote environmental well-being in addition to human health.

Relevant Key Findings:

- Growing food in community gardens brings people of different backgrounds together, including minority groups, migrants, and asylum seekers.
- Farmers markets often attract affluent middle classes, potentially excluding poorer individuals. The Glasgow Food Charter aims to deliver good food for all.
- The Glasgow Food Charter is a product of the Glasgow Food Policy Partnership, which includes representatives from various organisations and academic institutions.
- An interactive map has been created to plot the 16 existing community gardens in Glasgow, helping people connect and establish more gardens.
- The Glasgow Food Charter's launch coincides with the city's first 'The Only Way is Ethics' festival, highlighting the importance of ethical food sourcing and consumption.

Case Study 9

THE BARN - NORTH OF SCOTLAND

<https://www.thebarnarts.co.uk>

The Barn, a rural arts centre and Scottish charity, collaborates with artists, makers and audiences to develop arts experiences that raise environmental awareness, inspire action and explore alternative learning and living methods.

As a not-for-profit organisation, the Barn supports artists with different practices through opportunities ranging from micro-residencies to long-term associate programs. The Barn creates, presents and discusses art as an arts organisation, supporting artists and connecting them with audiences and communities through their creative program. They consistently reflect on the delicate ecology of the arts and cultural sector, striving to sustain it and understand its purpose in both local and global contexts. Despite the challenges posed by the COVID-19 pandemic, the Barn has received funding from various sources and continues to engage with wider communities through digital means and social media. They aim to remain invaluable to the communities that support them, hoping to create a future filled with conversations, artistic exchanges and creation.

Relevant Key Findings:

- Interrelationships of art and environmental consciousness at the Barn.
- Institution emerging from interconnected ecologies and diverse contexts.
- Continuous evolution with changing people and circumstances.
- Investigation into the nexus of art and environmental consciousness
- Sharing, collaboration and connection with artists during global transformation.
- Extensive history of pioneering endeavours in art and environmental consciousness.
- Long-lasting partnerships with distinguished artists.
- Site features: Wild Garden, Walled Garden, allotment gardens, performance space, gallery and craft shop.
- Close proximity to Buchanans, an independent slow-food café/bistro.
- Becoming Earthly steering group members.
- Collaboration with Climate Week North East 2023.
- Outreach initiative with One Seed Forward and RGU's Mobile Art School.
- Educational resource exploring connections with nature through seasonal food.
- Promotion of knowledge-sharing within the community.
- RGU's Mobile Art School video on creating and personalising hessian potato grow bags.

Case Study 10

FAB LAB HUB – BARCELONA

<https://fablabbcn.org>

Fab Lab Barcelona integrates local, high-quality food with innovative technology, advancing the Fab City Vision and promoting a sustainable food transition. The lab is involved in the FoodSHIFT 2030, a 7.5 million Euro EU-funded project that addresses the CE-SFS-24-2019 call for innovative, citizen-driven food system approaches. FoodSHIFT 2030 aims to promote a low carbon circular food system, focusing on new food design and developments, including in particular sugar-free, gluten free and plant-based diet improvement.

By connecting food systems with Fab Labs, such as Food Tech 3.0, efforts are made to merge food production, processing and consumption with citizen technology and open innovation. Food Tech 3.0 is developing open-source food technology and integrating it into communities of practice.

Fab Lab Barcelona has experience in open-source food technology, partnering with vertical farming company Nextfood for FoodSHIFT 2030. The Food Tech 3.0 lab will collaborate with other local food-related projects and contribute to the development and expansion of food technology. The ultimate goal is to foster a robust, citizen-driven food system transformation that strengthens local economies, addresses existing food inequalities and develops innovative climate change solutions.

Relevant Key Learnings:

- An innovation community.
- Located in Barcelona's Poblenou urban design district.
- Focus on sustainable solutions for urban food, water, energy and waste challenges.
- Offers workshops, lectures, and experiences open to local and global community.
- Promotes and supports regenerative, compassionate futures.
- Part of Fab Lab Barcelona.
- Working on urban self-sufficiency projects within food, energy and materials

Key Drivers:

- Food: How do we grow food for cities in the future?
- Energy: Can we create more sustainable alternatives?
- Materials: Can we create new materials from waste?

Phase C - Creative Solutions



Some Suggestions of Best Practice

1. Building relationships between farmers, producers and consumers is essential. Farmers markets, community-supported agriculture programs (CSAs), and farm-to-table restaurants are great ways to connect these groups.
2. Educating consumers about the benefits of locally sourced food can increase demand and support for local farmers. This can be done through workshops, cooking classes and educational events.
3. Collaborating with other businesses in the community can help develop a cohesive network that supports the local food economy. For example, local grocery stores could partner with farmers to provide fresh produce in-store. Lastly, creating policies that prioritise local sourcing in public institutions like schools and hospitals can have a significant impact on the local food economy's sustainability. Overall, developing and sustaining a thriving local food economy requires collaboration between farmers/producers, businesses in the community, policymakers and consumers to promote healthy living and economic growth. Recommendations for promoting and marketing locally sourced foods in small towns are crucial for creating a vibrant local food economy.
4. One of the best practices is to create partnerships between local farmers and restaurants or grocery stores. Farmers can supply fresh, seasonal produce while businesses can promote the unique flavours and benefits of locally sourced foods. Another recommendation is to host community events such as farmers markets or farm-to-table dinners. These events provide opportunities for consumers to connect with local farmers and learn more about the benefits of buying locally sourced foods.
5. Additionally, social media platforms can be used to highlight products, share recipes and engage with consumers. Collaboration with local schools or hospitals is another effective strategy for promoting locally sourced foods. Offering healthy, locally sourced options in school cafeterias or hospital kitchens can increase demand for these products while also supporting the health of the community. Finally, establishing a 'buy local' campaign can encourage residents to support their local food economy by choosing locally sourced products whenever possible.

6. Adopt community engagement tools and metrics for climate, social and environmental impact, including reporting, green procurements and showcasing. See below at 'Opportunities to Assess Climate Impact'

Town Markets Opportunities

Markets represent a crucial sector in the process of economic recovery following the lockdown period, during which approximately two-thirds of markets remained closed despite government guidance allowing essential traders to operate. In light of the anticipated surge in unemployment, it is imperative to not only support the reopening of existing markets but also facilitate the establishment of new ones, strategically distributed across the UK. Markets offer versatile spaces to foster small businesses and entrepreneurial ventures. A comprehensive, long-term strategy is required to unlock the potential of markets and generate widespread opportunities. According to research a conservative approach, proposing a fourfold increase in UK town markets, could yield 100,000 new business opportunities, facilitate the expansion of 32,400 existing businesses, and stimulate additional commerce in surrounding areas on market days. To successfully implement such a plan, substantial funding, strong collaboration with local government, and effective national leadership are essential. Elevating the prominence of this vision on a national scale is crucial to ensuring its success.

Local businesses and high streets constitute the backbone of our communities.

The 'Alternative Hour' Economy Enhancing High Street Activity

Local businesses and high streets constitute the backbone of our communities. However, escalating operational costs and the lingering effects of the pandemic have caused them to struggle. The implementation of Night Time Enterprise Zones (NTEZs) can generate innovative ideas to bolster high streets after 6pm. Collective efforts to support local businesses will contribute to our economic recovery, ultimately fostering a more prosperous and thriving community for all. These shopping shifts can assist boroughs and businesses in exploring novel approaches to diversify their time offerings, extend operational hours, and boost high street engagement before 8am or after 6pm. Improve accessibility to shops and services for local residents and visitors before 10am and after 4pm.

- Create a more inclusive and welcoming atmosphere on the high street for a diverse clientele during evening hours.
- Promote good working standards for night shift employees to benefit the local economy.
- Local stakeholders, encompassing workers and business owners, play a pivotal role in establishing and executing NTEZs. Their contributions help shape high streets that cater to a diverse population, thereby promoting equity and inclusivity. A successful NTEZ can serve as a blueprint for high streets and town centres nationwide, enabling them to actively participate in the broader economic recovery from the pandemic.



Food Hubs To Drive Rural Food Revolution

Government-backed Food Enterprise Zones (FEZ) are already generating over 10,000 jobs, boosting tourism and injecting investments into rural communities across the country. As global food and nutrition crises loom, existing technology's incremental adjustment is insufficient. Innovative solutions are crucial for achieving Sustainable Development Goals (SDGs). Food system innovation hubs, which include science and technology parks, research centres, incubators, accelerators, advanced development spaces, innovation districts, virtual hubs and nodes, can offer transformative solutions by expediting market entry for cost-effective innovations in low- and middle-income countries (LMICs).

The UK food systems face numerous challenges, such as 'climate change' unpredictability to failing to produce highquality diets, offering equal benefits, and mitigating negative consequences. This failure results in economic burdens and supply chain inefficiencies. As food systems contribute to 21–37% of total global greenhouse gas emissions, exploring innovative approaches for sustainable transformation is vital. Food system innovation hubs have the ability to attract investments through corporate partnerships, impact investors, and government cooperation, and can stimulate supply chain innovations.

Hospitality, Retail, Arts, Culture & Leisure

Industry experts have explored the impacts of climate change on various sectors, including tourism, hospitality, food, fashion, and arts and culture. Organisations are obliged to reduce their carbon emissions, a process that can result in considerable cost savings and competitive advantages. A commendable UK-based initiative exemplifies this strategy by ensuring food accessibility via a buy-one-give-one model, where each box sold is matched with a box of vegetables donated to families in need. The produce is sourced from local, pesticide-free farmers and contributes to waste reduction by diverting it from landfill sites. The success of this initiative hinges on the strategic alliances formed.

Attaining change is feasible if the principles of a circular economy are used and if greenwashing is called out. A set of six comprehensive principles can guide the cultural response to environmental challenges:

- Creating works that scrutinise contemporary issues and raise awareness.
- Capitalising on business opportunities.
- Promoting activism.
- Providing cultural and organisational leadership.
- Encouraging creative industries to spearhead design and innovation.
- Fostering collaboration between artists and other sectors to accelerate learning.

Opportunities to Assess Climate Impact

As the contemporary business landscape faces heightened demand for robust environmental performance reporting, organisations encounter the daunting task of collecting and validating environmental data. It is advised that FBA enhance their acumen in climate literacy, adopt standardised environmental metrics, and implement an incentive-based approach to efficiently assist the Moray community, manufacturers and food producers in overcoming these obstacles. Employing standardised environmental metrics will enable businesses to streamline data exchange, potentially reducing the time and cost associated with reporting and effectively communicating their environmental performance.

Food enterprises perceive it as highly feasible to report their environmental performance in domains such as greenhouse gas (GHG) emissions, air pollutants, water, material and waste, surpassing legal compliance requirements. Reporting science-based targets (SBTs) for scope 3 GHG emissions appears less feasible for small- and medium-sized enterprises (SMEs) as opposed to larger organisations in the food and beverage sector. However, all food businesses possess the potential to address SBTs for scope 3 GHG emissions via the enhancement of material efficiency and waste reduction strategies.

Potential Requirements

- Formulation of an incentive-based regulatory approach.
- Determination of assumptions for standardising environmental metrics.
- Elucidation of principles for standardising environmental metrics.
- Establishment of a systems learning framework for food companies to iteratively extract business value through the enhancement of environmental performance.
- Creation of a set of standardised environmental metrics for the food and beverage sector.

Our Recommendations

- Encourage the adoption of standardised environmental metrics by food businesses at both company and site levels, supported by climate literacy.
- Integrate standardised environmental metrics into digital platforms to alleviate the burden of environmental reporting for food businesses.
- Foster the development of semantic standards to facilitate the automation of environmental performance data exchange for food businesses.
- Incorporate standardised environmental metrics into global standards to promote data exchange among food businesses across the international supply chain.
- Employ artificial intelligence (AI) algorithms to bolster the systems learning capabilities of food companies, enabling them to derive business value from improved environmental performance.
- Endorse efforts to mitigate climate change and reduce waste by leveraging this approach, motivating businesses to enhance their environmental performance beyond legal compliance.

Community Engagement Tools

Economic development is often centred on gains, growth and potential. Nonetheless, the revitalisation of town centres or brownfield sites does not ensure success if the community is geographically distant from customers, exhibits indicators of social and economic decline, or lacks modern amenities. A good strategy must address the social, political and environmental risks involved. Fostering economic sustainability on Forres High Street could include empowering individuals through food, art, design and performance to contribute to a flourishing planet and create a sustainable future.

- Promoting collaboration between public and business sectors.
- Declining popularity of grants: Effective redevelopment projects in rural areas and small towns should not solely rely on external grant funding. A feasible business model from the outset can sustain the project in the long term. Embark on the project in segments, commencing with the highest profit potential activity to support other activities as they grow at different rates.
- Addressing community disaffection: Communities in Forres and Moray have witnessed cycles of boom and bust, resulting in population loss and the deterioration of social institutions. To achieve success in these communities, one must act as a cultivator of relationships, revitalise communities, and bring their own impetus for economic growth.
- Internalising external risk: Enhance the project's economic viability by diversifying offerings and amenities. Engage community members to ensure that the project is culturally appropriate. While these techniques are not novel, they are highly effective when integrated with contemporary approaches.

Forres High Street could include empowering individuals through food, art, design and performance...

Consider employing the following strategies:

1. Partnerships and Area-Wide Approaches: FBA must become a main catalyst in uniting people for a multipurpose space which meets the needs of a High Street regeneration project. This necessitates a more extended phase of exploration and consultation with local organisations and community members to cocreate a fitting project. Treat multiple businesses and potential government-owned properties or services as a single, large property to diminish the cost of assessment and remediation.
2. New Economy Techniques: Concentrate on enhancing community wealth, rebuilding community life, and achieving harmony with the environment. Investigate alternative business structures such as cooperatives, community land trusts, commons, and community-supported agriculture/industry to augment community involvement and mitigate risk.
3. Hybridising Strategies: Combine alternative strategies to diversify projects akin to a stock portfolio. This reduces the risk of failure and allows for flexibility



Phase D - Devise a Plan

Feasibility Scenarios

Following rigorous research, we have described three potential scenarios for FBA:

- 1. Rental opportunity with a view to future purchasing.** The public survey data shows community support for a covered market for local producers, with a focus on creativity and wellbeing. This endeavour needs a larger space, either through relocation or renovation of the current facility, which might prove costly and timeconsuming. We propose further investigation into securing a High Street building with suitable features to develop a testbed facility for creative individuals and sustainable producers engaged in innovative food design. FBA offices could be housed on one floor, with another floor hosting the market, which would include a food innovation hub and a self-service area for new food tasting sessions. This opportunity could foster a diverse skill set for future-oriented business endeavours. We recommend a more comprehensive examination of this potential development in partnership with a compatible collaborator. Methodologies are needed to address the social and institutional risks associated with such a project, noting that rural, remote, small or isolated locations do not preclude the feasibility of 'one-of-a-kind' property redevelopment and community revitalisation.
- 2. Immediate purchase.** The acquisition and revitalisation of a large property building on Forres High Street, given the favourable opportunities in the current property market. This possibility involves the majority of the facility being leased to community food projects and other residential tenants. A food storage outlet, a café and a restaurant within the building could be operated by one or multiple existing businesses on Forres High Street. By offering competitive rates to prospective tenants, FBA can bolster the local economy while sustaining a business model centred on creative arts and events. Marketing support from FBA, encompassing social media advertising, targeted mailings to local residents, and in-store promotions, would likely promote the initiative and attract new customers. Additional staff would need hiring and training to manage the expanded establishment. This scenario requires a robust economic drive, a viable business model and the enthusiasm of the local populace to co-create something authentically unique.

- 3. Based on our findings, we do not advise FBA to operate a stand-alone shop or café/restaurant.** However, if FBA take forward the development of a creative hub/space, the options could include:

- tender out the shop/café to a local business who shares values and ethos and which gives FBA rental income.
- FBA undertakes development and management of shop/café, develop a comprehensive business plan and engage the staff required to this, for example a shop/café/business manager.
- FBA develops and manages a shop/café as part of larger hub in partnership and collaboration with appropriate local producers and businesses.

Scenario 1 and 2 Could Impact

- Employment opportunities within the community.
- Tourism information public outlet.
- A wider range of products, extending beyond basic necessities to encompass specialty items that cater to a more diverse customer base.
- An increase in revenue in the local economy.
- The establishment of vibrant gathering spaces that celebrate local culture whilst concurrently supporting sustainable agriculture and economic development.
- Significant prospects for growth and development.

FBA can bolster the local economy while sustaining a business model centred on creative arts and events.

Proposed Actions

To capitalise on these potential opportunities, we propose the following actions:

1. Identify innovative funding and financing sources to underpin these ventures.
2. Establish new cross-sectorial relationships to augment the network and facilitate collaborations.
3. Reinforce community and audience connections to enhance engagement and support.
4. Encourage cooperation, exchange and sharing models for collective growth and development.
5. Nurture new skills and capacities to adapt to the dynamic business landscape.

Further Possibilities

For Integrating Creative And Food Experiences Into Potential Expansion And Revenue-Generating Projects

- Incorporate vertical indoor gardens and farmers markets into the design of the restored buildings, providing residents with space to cultivate their own produce and sell it locally.
- Facilitate the integration of local food into the menus of cafés or restaurants situated within the restored buildings, offering a taste of the region's unique culinary heritage.
- Advocate for sustainable practices through zero plastic and zero sugar climate-friendly food banks / Scottish larders.
- Create an open door Soup Kitchen and a health-conscious, zero plastic community outlet. Develop a compassionate, high-quality and people-centred environment where food services are accessible without discrimination, offering cultural competence and valuing all individuals, regardless of their ability to pay. Through coalitions, advocacy and sound fiscal management, these services could be maintained in the long term.
- Introduce educational programs to instruct residents on the benefits of consuming locally grown food and methods of preparation.
- Establish formal partnerships between creatives, community garden projects and food growers. These events could contribute to fundraising activities for building restoration projects. Such partnerships not only foster economic growth for all parties involved but also advocate for sustainable practices and support local communities.

Before Moving Forward

With a more detailed strategic feasibility analysis to identify the most viable scenario, it is crucial to undertake the following preparatory actions:

- Establish a plan for collaboration with the public and key stakeholders before considering renting or acquiring a larger property on Forres High Street. The primary goal should be to create a springboard for positive local outcomes and foster a potential consortium among key actors. This endeavour should not only focus on enhancing the local community but also strive to minimise the environmental impact of Moray High Street's service provision, operations and building maintenance.
- Demonstrate a strong commitment to sustainability by setting an ambitious goal of achieving net-zero Scope 1, 2 and 3 emissions by 2035*. By doing so, the business would exhibit its dedication to environmental responsibility and set a positive example for other organisations to follow.
- Introduce a range of tools and methodologies that will support staff, partners and local industries—including the arts and food sectors—in adopting sustainable decision-making practices and operations. Furthermore, it is essential to facilitate the sharing of knowledge and skills to build capacity and foster a sense of collective responsibility.
- Embrace an ambitious approach to engaging audiences on topics related to planetary boundaries and climate justice. By emphasising the power and agency that individuals possess in bringing about positive change, the business can inspire and empower local communities to take meaningful action for the environment.
- Conduct a comprehensive public engagement phase lasting at least one year to explore the planning and implementation of the potential proposal for redevelopment. The key factor to be communicated is the rationale behind creating a multi-purpose hub and how such a facility could significantly enhance the Forres High Street area.
- By addressing these necessary actions, the business will be well-equipped to further refine its strategic feasibility assessment and ultimately determine the most viable scenario for its future development.

Our Recommendations

We propose the following strategies for the creation of a sustainable business plan:

- Embrace a comprehensive system-oriented approach to sustainability, examining the entire organisation and its connections with external entities. By establishing priorities and recognising these associations, FBA and local stakeholders can better comprehend and enhance their sustainability practices.
- Formulate a strategy to minimise the adverse environmental effects of FBA's operations, including potential building projects. Aim for net-zero emissions by 2035, covering Scope 1, 2 and 3 emissions, as suggested by the United Nations Framework Convention on Climate Change.
- Aim to transform FBA into a comprehensive resource for Moray and Scotland's arts and cultural organisations, assisting them in achieving zero carbon emissions.
- Assist in the development of targeted action plans, offering tailored solutions for areas that require improvement, thus ensuring better results.
- Incorporate industry-specific initiatives, such as designing event sets and installations with minimal waste or intention for reuse, and general practices like recycling water, using energy-efficient lighting, integrating solar panels, employing local personnel, and conducting virtual meetings (Rockström et al., 2009).
- Establish a creative support hub for listing creatives and plant-based food options for households and local cafés, while emphasising the importance of locally sourced supplies.
- Encourage staff, partners, the public and the industry to adopt sustainable decision-making processes and practices, sharing insights and expertise.
- Consistently highlight the sustainability narrative in the content and execution of events, temporary exhibitions and displays, ultimately creating a pioneering business model that fosters awareness and education in the community.
- Continue to engage in community consultations and maintain open dialogue with key stakeholders in Forres High Street in order to address their concerns and receive feedback on proposed strategies.

By implementing the above strategies, FBA can establish themselves as a creative leader in sustainability for organisations, and a model for others to follow.

Risks and Opportunities

- The availability and cost of large properties for community use in rural Scotland can be prohibitive for those looking to rent or purchase such facilities.
- Maintenance costs associated with owning a large property can add up quickly, creating potential financial burdens.
- Legal considerations and risk assessment are crucial when renting or purchasing a large property for community use. These include zoning regulations, building codes, fire safety regulations, and accessibility requirements.
- Proper risk assessments and consultation with legal experts can ensure informed decisions that prioritise safety and wellbeing.
- Despite the challenges, benefits of renting or purchasing large properties for community use include providing a space for various activities, supporting local businesses, and boosting tourism.
- Charities occupying commercial property qualify for a mandatory 80% discount on business rates. FBA qualifies.
- Developing a multi-purpose space for local foods and creativity outlets in Forres, a small town in rural Scotland, offers several economic opportunities, such as job creation, increased tourism, and revenue generation for local businesses.
- A multi-purpose space can foster community engagement and social cohesion, serving as a hub for cultural activities and events, and helping to build a sense of community pride and identity.
- It is important to incorporate sustainable practices into the design and operation of the space, such as using locally sourced materials, implementing energy-efficient systems, and reducing waste.
- Sustainable practices incorporated can promote environmental awareness among visitors and contribute to the economic sustainability of the project.

Numerous opportunities do exist for individuals and organisations seeking to promote local foods and revitalise Scotland's towns through grant funding initiatives.

Potential for Grants and Funding Opportunities

Scotland is dedicated to fostering local food initiatives and town regeneration, with a range of grants and funds available to aid these endeavours.

- The Scottish Government's Regeneration Capital Grant Fund supplies financial support for projects that aim to enhance the economic, social and environmental conditions of Scotland's communities.
- The Scottish Land Fund offers grants for community groups to acquire land or buildings to encourage sustainable development.

For those concentrating on local food initiatives, several options are available:

- The Community Food Fund grants financial support for projects that augment access to locally grown food or bolster local food production.
- The Food Processing, Marketing and Co-operation Grant Scheme assists businesses engaged in processing or marketing locally produced food.

- Moray Council may soon establish its own grant programmes centred on town regeneration and local foods, akin to Highland Council's Highland Food Partnership initiative. For instance, Aberdeen City Council has a Town Centre Regeneration Fund aimed at cultivating vibrant city centres through infrastructure investment and public space enhancement. Potential funding streams for purchasing, renting, and regeneration of the local economy beyond the obvious. Sadly Retail does not benefit like other sectors. It would be wise to accurately consider the business model, HIE does not support retail. Scottish grocers federation have a 50% fund up to £5500 support for equipment for local produce. Business Gateway with indirect support.

Numerous opportunities do exist for individuals and organisations seeking to promote local foods and revitalise Scotland's towns through grant funding initiatives. If considering applying for grants and funds for local food projects in Scotland, it is important to evaluate the various funding opportunities available and identify those that best align with your project's goals and objectives.

This could encompass grants from government agencies such as the Scottish Rural Development Programme or private foundations like the Esmée Fairbairn Foundation.

Once the most suitable funding source has been pinpointed, a thorough review of their eligibility criteria and application guidelines is needed to ensure that the prospective project complies with their requirements.

- Prepare a compelling proposal based on the findings of this report, outlining project goals, activities and anticipated outcomes.
- Demonstrate how the project benefits the local community, supports sustainable agriculture and contributes to town regeneration efforts.
- Provide comprehensive financial information regarding the project budget and the use of granted funds.



Rental and Initial Costs

After a comprehensive evaluation and analysis of the United Kingdom's grocery store sector, several crucial factors must be considered by FBA in establishing a multipurpose store business.

Data provided by John Murray Highlands Food Club, former Food and Drink Scotland Highland Area Manager.

- Selection and optimisation of the multipurpose space food shop business model, as necessary. This entails evaluating different models and identifying the most suitable one for the target market and location.
- Development of an extensive strategic plan to transform the business model into a flexible, efficient and accurate system. This includes outlining specific objectives, budget allocation, market segmentation and growth strategies.
- Identification of the appropriate target audience and market. A thorough understanding of customer demographics, preferences and behaviour is crucial for aligning marketing efforts and product offerings with customer needs.
- Delineation of delivery regions. This involves identifying the areas to be serviced by the multipurpose shop to ensure efficient and timely deliveries.
- Assessment of competitor landscape. Analysing the strengths, weaknesses, opportunities and threats of competing businesses helps to identify potential gaps in the market and formulate strategies for differentiation.
- Development of multipurpose shop websites and mobile applications. This enables customers to browse and purchase products online, enhancing the shopping experience and expanding the reach of the business.

It is essential for FBA to invest significant time and resources in determining the most suitable business model. This will ensure a strong foundation for the business and increase its chances of success in the highly competitive grocery store sector.

Research conducted in the North of Scotland indicates that, on average, first-year expenses for a multipurpose creative and food shop could amount to approximately £172,000, but it is challenging to ascertain the exact cost. So it's crucial to examine all cost

components when assessing the likely overheads of launching a business, ensuring a thorough understanding of the financial requirements.

The following key points explain the costs to consider when setting up a multipurpose space and a creative shop in the North of Scotland, including rent and business rates, stock and inventory, pricing strategies, business insurance, accountancy, human resources and marketing.

By addressing these factors and developing a comprehensive business plan that accounts for various contingencies and provides well-researched cost estimates, aspiring shop owners can effectively establish and operate their desired business.

Estimates:

- Health and safety regulation adjustments fee: £750. This fee covers the expenses associated with ensuring compliance with all relevant health and safety regulations, including inspections and certifications.
- Legal expenses for obtaining licenses and permits, as well as accounting services: £3,400. This includes the cost of hiring legal professionals, obtaining necessary permits, and purchasing accounting systems.
- Launch Marketing expenses: £7,500. This covers promotional activities such as advertising campaigns, promotional events, and public relations efforts to generate awareness and interest during the business's launch phase.
- Annual Marketing expenses: At least $\frac{1}{3}$ of the operation costs. This covers promotional activities to generate awareness and interest in the business.
- Business consultant fees (including business plan creation): £2,500. Engaging professional consultants can provide valuable insights and guidance to refine the business strategy and establish a strong foundation for growth.
- Insurance coverage (general liability, workers' compensation, and property casualty) at a total premium: £2,500. This is essential for protecting the business against potential risks and liabilities.



- Rent payment for 12 months: Starting from £12,000 (£1,000/month). This covers the cost of leasing the commercial space required for the multipurpose shop, as well as any additional warehouse or storage facilities.
- Custom design and construction of racks and shelves: £20,000. This includes the expenses involved in designing, fabricating, and installing custom fixtures within the shop.
- Miscellaneous start-up expenses: £3,000. These are assorted costs associated with setting up the business operations, such as office supplies and utility connections.
- Operational costs for the first three months: £60,000. This covers the initial expenses of running the business, including staff wages, utility bills, and other day-to-day costs.
- Staff costs per hour at this level: Owner operator/manager £45/hr, plus 3 PT staff at £25/hr per person.
- Start-up inventory: £100,000. This is the cost of acquiring the initial stock inventory for the shop.
- Storage hardware purchasing: £3,700. This covers the purchase of storage equipment required for the safe and organized handling of stock inventory.
- Counter area equipment: £9,500. This encompasses the cost of purchasing and installing essential equipment for the shop's counter area.
- Store equipment: £18,500. This includes the acquisition and installation of essential store equipment such as point-of-sale systems, security measures, ventilation, and signage.
- Furniture and gadgets: £4,000. This covers the cost of acquiring and installing necessary furniture and electronic devices for the shop.
- Website building and hosting: £600 per annum. This is the ongoing cost for maintaining a professional and functional website.
- Miscellaneous expenses: £5,000. These are additional, unexpected costs that may arise during the establishment and operation of the business.

- Overall: Establishing a small-scale yet standard multipurpose space business in the North of Scotland may incur annual costs ranging from £75,000 to £250,000. Accurate cost estimation and careful financial planning are crucial to ensure sufficient capital and resources to support the success of the business.
- Ballpark aspirational revenue: Necessary to cover costs £10,000/week at 25% gross profit.
- Purchasing of the building: Starting from £105,600. Preparing the business for online sales, in addition to direct sales, is of paramount importance in today's market.

This allows for expanded reach, enhanced customer convenience, and greater flexibility in responding to changing market conditions.

Two primary approaches can be adopted to launch a multipurpose space or business that also offers online sales:

1. Building from scratch - This method requires the assembly of a dedicated development team or the engagement of a website development firm. Extensive time is necessary for comprehensive research, development, testing and deployment, making this option more costly. However, this approach offers maximum customisation and control over the final product.
2. Utilising ready-made grocery eCommerce platforms - This approach is more efficient and less expensive than constructing a grocery business from the ground up, as it provides pre-integrated features, APIs, onetime payment, and reduced setup time. This option may limit customisation possibilities but offers a faster and more cost-effective route to market.

Purchasing Potential and Risk

Investing in commercial property in Forres High Street presents a lucrative opportunity for FBA. In the current property market landscape, commercial properties offer significantly higher returns compared to residential properties. On average, commercial properties in Scotland can yield 8-11 percent returns, far surpassing the rental yields of residential properties (1.5-3.5 percent). This potential for higher returns is influenced by factors such as property type and local market conditions.

While entering the commercial property market may seem challenging, FBA can navigate this landscape by identifying suitable commercial property opportunities and conducting thorough due diligence to ensure sound investments. Securing an initial down payment, potentially through a third party, is a crucial step in this process. As property owners, FBA will bear the responsibility of covering operating expenses, including property taxes and maintenance costs, while maintaining low vacancy rates and negotiating favorable lease terms for tenants.

The return on investment (ROI) for commercial real estate is primarily driven by the revenue generated from the property relative to the invested capital, considering expenses. Several factors can influence ROI, such as the safety of the investment property, development potential, strategic location, and the investor's financial instincts. It's important to consider the impact of refinancing the property or taking out supplemental financing, as changes in interest rates can affect the costs of property ownership.

To maximize ROI in commercial properties, FBA can employ various strategies, including conducting thorough research and due diligence on potential investments, adding value to the property through renovations or improvements, benefiting from tax incentives and financial advantages, developing a long-term investment strategy, and collaborating with experienced professionals to ensure the best possible outcome.

Commercial investment properties share two primary characteristics: generating returns through rental income and/or capital appreciation, and leasing the property's space to other businesses. Lower barriers to entry can be achieved by partnering to purchase a building or participating in a trust group, which involves pooling financial resources with other parties for investment purposes. Alternatively, partnering with another firm may present higher barriers to entry concerning mortgages.

Local organisations like FBA play a crucial role in facilitating and promoting networking, accelerating collective learning, providing political support and recognition, as well as offering funding, resources, and training opportunities to facilitate experimentation.

Commercial properties typically require a down payment of approximately 20%. For FBA's potential purchase of a large property building, this would entail a sizable down payment and the expertise to effectively operate and manage the property post-transaction. Therefore, commercial property acquisition is best suited for investors with significant financial resources, ample time for property management, and extensive knowledge of local markets to make well-informed decisions.

Considering the numerous commercial property investment options available, it is highly advisable for FBA to carefully assess the development opportunities over the next six months. By selecting the option that aligns best with their individual risk tolerance, time horizon, and return objectives, FBA can unlock the full potential of their investment and pave the way for long-term success.

Conclusions

This research provides a comprehensive analysis of the FBA Pop-Up Shop Assessment and Viability Study, which explores the potential of a Pop-Up Mini-Market Shop in collaboration with local food schemes and creative endeavors in Forres. It delivers a detailed evaluation of the current state of food and local economic systems in Moray.

The study reveals the immense benefits of a strategic, cooperative, and well-supported plan to address pressing concerns such as limited nutritious food options, climate change, and ecological degradation. Success in this venture hinges on collaboration among diverse stakeholders, including the public, local food providers, businesses, government entities, and community networks.

Supporting food systems presents numerous economic advantages. They have shorter supply chains, allowing a higher proportion of revenue to stay in the local economy. These systems can support premium pricing by emphasizing quality and positive social, economic, and environmental impacts. This higher value brings greater profitability for producers, better employment opportunities, and investment in skill development and research.

Farm shops and farmers markets serve as valuable outlets for farm businesses to diversify and enhance the value of their production. Direct selling through these channels fosters education, connection, community, and valuable feedback.

FBA has played a pivotal role in promoting locally sourced food items, thereby supporting the broader local economy. By urging consumers to endorse small businesses and local growers through the Pop-Up Mini-Market Shop on Forres High Street during the Covid-19 pandemic, FBA effectively highlighted the capacity and potential of the local area. This approach not only stimulated economic growth but also fostered a sense of community pride and resilience. Localized food systems have proven their indispensability in sustaining the Scottish food supply chain and supporting communities.

Based on our analysis, the following conclusions have been drawn: FBA have multiple options and is well-prepared to develop a strategic business plan through the following potential routes:

1. The public survey data had a very good response from the locals, as well as the public consultation. It clearly indicates community support for a covered market that emphasizes creativity and wellbeing, through a rental opportunity with a view to future purchasing. This endeavor would require a larger space, either through relocation or renovation of the current facility. Our recommendation is to do further investigation into securing a High Street building to establish a testbed facility for creative individuals and sustainable producers involved in innovative food design. FBA offices could be located on one floor, while another floor could house the market, including a food innovation hub and a self-service area for new food tasting sessions. This opportunity has the potential to foster a diverse skill set for future-oriented business endeavors.
2. A scenario involving acquiring and revitalizing a large property building on Forres High Street could be commercial opportunity. The majority of the facility would be leased to community food projects and other residential tenants. A food storage outlet, café, and restaurant within the building could be operated by existing businesses on Forres High Street. By offering competitive rates to prospective tenants, FBA can contribute to the local economy while maintaining a business model centered on creative arts and events.
3. The findings do not show a huge commercial potential for FBA to operate a stand-alone shop or café/restaurant. However, if FBA proceed with the development of a creative hub/space, there are several interesting commercial options to run a cafeterias/bistro to consider:
 - Tender out the shop/café to a local business that shares values and ethos, providing rental income to FBA.
 - FBA undertake the development and management of the shop/café, creating a comprehensive business plan and hiring the necessary staff.
 - FBA develop and manage a shop/café as part of a larger hub in partnership and collaboration with appropriate local producers and businesses.



All the above possibilities could have a positive impact on Forres High Street, the local economy, and the community, including:

- Increased employment opportunities within the community.
- Establishment of a tourism information public outlet.
- Expansion of product offerings beyond basic necessities to include specialty items catering to a diverse customer base.
- Boost in revenue for the local economy.
- Creation of vibrant gathering spaces that celebrate local culture while supporting sustainable agriculture and economic development.
- Promising prospects for growth and development.
- Climate mitigation impact.

Food systems require urgent and profound transformation to become sustainable, not only in the UK, Europe, but worldwide. Social innovation plays a pivotal role in transforming today's food systems into economically and socially feasible ones that operate within planetary boundaries. This research presents the results of a systematic examination of emerging social innovations across the food chain, offering insights into alternative ways to produce, trade, and consume food.

Before conducting a more detailed strategic feasibility analysis, it is crucial to undertake the following preparatory actions:

- Establish a plan for collaboration with the public and key stakeholders.
- Demonstrate a strong commitment to sustainability.
- Introduce tools and methodologies to support sustainable decision-making practices.
- Embrace an ambitious approach to engaging audiences on topics related to planetary boundaries and climate justice.
- Conduct a comprehensive public engagement phase to explore the planning and implementation of the potential proposal for redevelopment.

By addressing these necessary actions, FBA will be well-equipped to further refine its strategic business plans and determine their future

development. Whatever scenario FBA decide on, it is crucial that the Moray food vision for 2030 not only diversifies the economy and stimulates job creation but also restructures the local food supply chain and champions environmentally conscious food systems, akin to those implemented by FBA. This food vision must take into account a sustainable and agroecological approach to food production and retail to restore natural habitats, respond to climate change, and foster environmental responsibility. Meanwhile, community collaboration, innovation, and technological advancements can bolster local suppliers and fulfill public sector requirements.

It is of the utmost importance to create a holistic strategy that integrates public, private, and community investments, orchestrated by FBA's future initiatives, to ensure community and environmental health and wellbeing throughout the Moray region. It is evident that a comprehensive and systemic transformation is necessary to transition the food system towards sustainability (EEA, 2021a; EU, 2022). Recent months have witnessed severe droughts in various European regions, resulting in reduced crop yields and potential due to a lack of precipitation and heatwaves (Toreti et al., 2022). Globally, unprecedented droughts have exposed millions of people to food insecurity (FAO, 2022; JRC, 2022). The Intergovernmental Panel on Climate Change (IPCC) has warned with high confidence in its latest report that climate change will increasingly exert pressure on food production and access, particularly in vulnerable regions, thereby undermining food security and nutrition. The severity of these impacts is expected to escalate with global warming (IPCC, 2022).

The existence of diverse emerging social innovations in the Forres local community and economy, as identified through horizon scanning and other research, demonstrates that some of the necessary changes are already underway. However, it is imperative to accelerate these changes. Scanning regional projects in Moray and North of Scotland reveals that various actors, including businesses, entrepreneurs, researchers, governments, public institutions, and civil society groups, are actively engaged in social innovation across the entire food chain. These actors are forming new alliances and experimenting with different approaches to food production, trade, and consumption. Their motivations stem from a perceived social need, an economic or business opportunity, an ethical imperative, or a combination of these factors. These actions are driven by a growing recognition of the flaws and dysfunctions within the current food system, as well as an awareness of the mounting climate, environmental, and social challenges.

The emerging issues identified in this briefing exemplify different types of social innovations that address specific challenges within the food system and create opportunities for change and job creation. These innovations combine new and existing social practices, partnerships, and business models, often leveraging new technologies.

The interconnections between these innovations reveal an interdependent "ecosystem of innovations" that encompasses multiple objectives, strategies, and visions for sustainability.

Furthermore, the identified emerging issues underscore the fundamental role of collaborative networks in the emergence and development of social innovations. Local organisations like FBA play a crucial role in facilitating and promoting networking, accelerating collective learning, providing political support and recognition, as well as offering funding, resources, and training opportunities to facilitate experimentation.

From a business perspective, enabling systemic change necessitates a comprehensive range of commercial actions that promote innovation and experimentation, facilitate the dissemination of new ideas and approaches, and ensure that structural economic changes lead to equitable outcomes for all stakeholders. The emerging issues of climate breakdown and covid19 have highlighted the types of innovations that have the potential to transform the food system and advance sustainability. It is now crucial to foster the widespread adoption of these innovative approaches as we phase out unsustainable modes of food production, trade, and consumption.

Whatever scenario FBA decides on - researched in this report - it is crucial that the Moray food vision for 2030, not only diversifies the economy and stimulates job creation, but also restructures the local food supply chain and champions environmentally conscious food systems, akin to those implemented by FBA. This food vision must take into account a sustainable and agroecological approach to food production and retail so as to restore natural habitats, respond to climate change, and foster environmental responsibility. Meanwhile, community collaboration, innovation and technological advancements can bolster local suppliers and fulfil public sector requirements.

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