



Academic excellence for
business and the professions

Centre for Food Policy Strategy 2017-2021

Advancing integrated and inclusive
food policies that work for everyone



Telephone enquiries
+44 (0) 20 7040 5060



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www.city.ac.uk/foodpolicy



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foodpolicy@city.ac.uk



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The Centre for Food Policy is dedicated to improving food policy worldwide.

Through research and scholarship, teaching and learning, and engaging with the practice of food policy, it provides solutions to core challenges posed by food systems locally, in nations, and globally – the problems of poor diets, nutrition and health; ecosystem degradation; impoverished livelihoods; and broken communities. Our vision is to see food policy addressing these challenges effectively and equitably to improve the wellbeing of people and planet.

Following our history of pioneering a “joined-up” food systems view of food policy, we work to understand how food policies can be more effective by taking into account the interconnections in the food system. With an interdisciplinary approach, we explore how all sectors, all parts of government, and all parts of food supply chains can leverage

these connections to address the interlinked problems of the food system. We call this an “integrated” approach to food policy.

We likewise explore how food policies can be designed to be more effective and equitable by listening to the voices and experiences of people across the food system. This includes citizens and communities affected by food systems problems: evidence shows that opportunities to improve food policy are being missed by failing to reach out to unheard voices and translate what is learned for more people-centred policy design. We call this an “inclusive” approach to food policy.

Our mission is to advance this integrated and inclusive approach to food policy. We work to inform and support the local, national and global community in delivering this approach in practice. We believe this approach will be more effective and equitable in improving the wellbeing of people and planet.

In the next five years (2017-2021) the Centre for Food Policy will show global leadership in providing rigorous evidence and education on how to address major food system challenges, through more integrated and inclusive food policy.

To do so, four strategic priorities will guide our decisions about what we do and how we should do it.



**Food Research
Collaboration**



IFSTAL
Innovative Food Systems Teaching And Learning

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Strategic Priority 1

We will provide the evidence needed to support the development, design and delivery of more integrated and inclusive policy.

Our goal is to have a funded, interdisciplinary research portfolio yielding results which show how to develop a more integrated and inclusive approach to policy. Our research and scholarship will focus on gathering evidence in three main areas:

- i. **How food systems are working - and how integrated policy can help them work better.** What are the perceptions of how food systems work? What are the fundamentals that need to change to achieve food systems which support diets and health, protect the planet, nurture social cohesion while also being economically viable? What are the conflicts that need to be overcome? What does policy need to do to address conflicts and drive needed changes? How can food policy and governance leverage the connections across food systems and join up across government and beyond to deliver more effectively and equitably?
- ii. **How people experience the system - and what can be learned from this to design more inclusive policies.** What can we learn about how to address food-related challenges more equitably by listening to and involving citizens and communities who experience these challenges? What likewise can we learn from better understanding the perspectives and perceptions of the people who manage and control the system? What can policy do to build the opportunity, capacity and motivation for the people of the system to address the challenges?
- iii. **How policies and governance are working - and what can be learned from approaches that have succeeded or failed.** What policies already exist and how coherent are they? Are they being implemented effectively? If so, how? If not, why not? What has been learned from previous efforts to develop, design and deliver integrated and inclusive food policies? In these cases, who is influencing decision-making and how? How does governance of policy work and how could it work more effectively?

To gather evidence we will work in partnership with policy makers, NGOs and researchers across disciplines at City, in the UK and globally.

We will lead programmes on our core themes, while taking opportunities to lead the policy components of collaborations led by other research groups in the UK, Europe and worldwide. We will use, test and refine innovative methods emerging from across disciplines, including those that seek to understand lived experiences of food-related problems. All our research projects will be designed to have impact and begin with the question: how can the evidence generated inform the development, design and delivery of more effective policy? We will engage with intended users of our research to achieve impact, including through our Food Research Collaboration. Our outputs will range from books, chapters and articles in high ranking journals to policy briefings and media articles so that our research reaches practitioners and the public. Through these processes we will make a proactive contribution to the Department, School and University through the Research Excellence Framework 2021.

Strategic Priority 2

We will produce a larger and stronger generation of leaders, decision-makers and influencers in food policy equipped with the skill of food systems thinking for the real world.

Our goal is to be at the forefront of food policy and food systems teaching and learning. We will do so through our unique Masters programme, our Ph.D programme, our cross-university initiative, IFSTAL (Innovative Food Systems Teaching and Learning), and by innovating course offerings to reach new audiences and contributing to the work of the broader academy.

We will aim to educate an intake of around 50 Masters students per year. We will explore ways to expand our course offering to leverage increasing external demand e.g. through short courses for Continuing Professional Development and/or summer schools to reach people who work in business, UN agencies, national and governments, NGOs and international development. We will strive to provide our students with personalised support, including for gaining employment, and seek ways of enhancing financial support for Ph.D students.

We will work with other institutions to ensure that they gain knowledge, training and support in food policy. We will continue to contribute to academic processes, such as peer review, sitting on funding bodies, advising on research strategies and as external examiners. We will develop links with other education providers worldwide to help them develop food policy aspects to their educational provision. We will continue to host scholars with international reputations on sabbaticals and short stays. This will contribute to a vibrant Centre as a place for scholarly debate.

Strategic Priority 3

We will translate our scholarship into practice by actively seeking to have impact on policy development, design and delivery.

Our goal is that progressive policy makers and policy influencers are taking a more integrated and inclusive approach to policy in the UK, in Europe, internationally and globally. We will do so through actively supporting the policy community, engaging in external initiatives that aim to bring about change, and producing outputs and convening events that promote understanding of how food policy can be more effective.

In seeking to have impact, we will be both proactive and reactive. We will be proactive by providing guidance on policy development, design and delivery i.e., by being involved in external advisory work, producing outputs useful to the policy community and convening key stakeholders. We will be reactive by taking opportunities to champion and support specific policy processes that show innovation and promise in taking a more integrated and inclusive approach.

We will be a 'critical friend' to those seeking to make a positive difference in policy. We will work at all scales, from the local (e.g. supporting local governments and/or community-based NGOs) to the global (e.g. supporting UN agencies).

We will proactively communicate our research and share the lessons we learn. Our teaching will be fundamental to our impact by educating the current and next generation of food policy makers and influencers.

Strategic Priority 4

Through our people, we will provide very high return on investment.

Our goal is that the Centre is a vibrant, energetic, and stimulating place to learn and work and attracts external engagement through its reputation as a beacon of progressive food policy thinking. Internally, we will grow but remain relatively small.

Our ambition is to operate with around five teaching staff, 10-15 research and research support staff, three Associate Researchers, eight Global Fellows and a cohort of six Ph.D students. We will establish a new programme of Associate Researchers, and another of Global Fellows.

The Associate Researchers will provide an affiliation to emerging scholars, bring new expertise to the Centre and add capacity to draw in funding; the Global Fellows will build solidarity around progressive food policy around the world and give us a global presence.

We will build our *alumni* into a mutually-supportive network of food policy leaders. We will continue to benefit from being part of a UK university, with centralised, department- and school-based support services.

We will work ethically and with integrity, taking an inclusive approach to the way we work, while supporting the aims of our Department, School and University.

We will work collectively towards our vision and mission, bringing together the teaching staff in the Centre and across the University, Research Fellows, Associate Researchers, Global Fellows, Ph.D, Masters students and external partners for research, education and impact, where everyone's contribution is valued.

We are committed to making a difference by advancing an integrated and inclusive approach to food policy. We value being part of a much larger community working together to make positive change happen.