



INNOVATION LAB

## Future Food Policy

**Strategic Insight Lab**  
**9<sup>th</sup> and 10<sup>th</sup> December 2019**

# **Background & Executive Summary**



## Background

Food has the potential to make a positive contribution to many of today's significant societal challenges and opportunities, for example by improving people's physical and mental well-being, protecting and enhancing the environment and tackling food poverty and obesity, as well as regional economic prosperity.

Farming and food production in Northern Ireland is on the verge of reform which will see the food we eat and the way we produce it undergo a huge change. In the years ahead Northern Ireland's food system will face challenges, such as climate change, population growth, changing economic conditions, competition for resources and diet-related health issues.

Food makes a significant contribution to the Northern Ireland economy. The Northern Ireland food and drinks processing sector, with a turnover of almost £5 billion per annum, is one of the most strategically important sectors to the Northern Ireland economy and currently represents a quarter of manufacturing in Northern Ireland and directly employs over 24,000 people.

We need to raise the profile of the food and drink sector inside and outside Northern Ireland, in ways that make it attractive and seen as something valuable that people want to buy from and identify with. Focusing on quality provides an opportunity to deepen Northern Ireland's brand on the world stage and add greater economic value while promoting more sustainable, environmentally friendly methods of food production and processing.

Currently there is a strategic gap in relation to food policy within Northern Ireland. Across government Departments there is no clear overall position on food policy. Many of the key elements of a comprehensive food policy already exist through a patchwork of strategies addressing different aspects of the food system. There are a number of frameworks, policies and targets within individual departments but no overarching strategic alignment.

A joined up approach will be necessary if we are to transform our food culture and food system and help build a healthier and more sustainable food system that supports communities and the economy.

To this end the Department of Agriculture, Environment & Rural Affairs (DAERA) commissioned the NI Innovation Lab to deliver strategic insights on the challenge question culminating in a 2 day Strategic Insight Lab with the aim of setting the strategic direction for a Future Food Policy Framework.

The challenge question that framed the 2 day workshop was developed in a process involving all NICS Departments and is set out below:

**'How can we create a transformed food system that protects natural resources for future generations, is economically and environmentally sustainable, and provides safe, nourishing, accessible food to people who make informed healthy choices?'**

The wording was carefully chosen by the participants to reflect the food responsibilities across Government departments and convey the collective aspiration for a transformed food system that would deliver benefits for Northern Ireland's economy, environment and society.

The purpose of the 2 day Strategic Insight Lab was to bring together key stakeholders from across a range of sectors, including representatives from the community and voluntary sector, civil servants working in both operational delivery and policy making roles, academics, representatives of local

government, statutory partners and industry leaders, and observers from other jurisdictions to help collectively develop recommendations that will help inform the future strategic direction for a Future Food Policy Framework in Northern Ireland.

It is intended that the outworkings of the Strategic Insight Lab will assist DAERA officials in setting the strategic direction for a future food policy.

The objectives of the Strategic Insight Lab were agreed as follows:

- To identify the key challenges, opportunities and gaps relating to the challenge question.
- To develop recommendations relating to the key themes and questions identified by participants for further consideration by the sponsor Department.
- To produce a summary report capturing the detail of the 2 day event that may help inform any further work on this area.

In identifying attendees to the Strategic Insight Lab workshop, engagement and discussion took place between the sponsor Department, key stakeholders and the Innovation Lab to ensure there was an optimal mix, spread and balance of participants representing the agri-food landscape. It was important to get a cross sector spread of participant representation to enable collaboration and dialogue on this particular challenge. A full list of participants is set out in **Appendix A**.

## The food system



## Executive Summary

The Strategic Insight Lab workshop took place on 9<sup>th</sup> and 10<sup>th</sup> December 2019 and the interest of all the participants in addressing the challenge question was evident throughout the course of the 2 day process, in the collaborative and partnership approach adopted throughout.

By working through the exercises, individuals representing key stakeholder groups were able to look at and understand the challenge from other perspectives. It is this approach, coupled with the energy, enthusiasm and passion of stakeholders at the event that was instrumental in leading to 43 recommendations.

A list of these recommendations is recorded below as per the questions that were considered by 5 groups. They are not prioritised in any particular order.

## Recommendations

Recommendations generated from the following question:

How can we make the healthy, environmentally sustainable food the easy, cool and appealing food choice?

- Build a food citizenship movement.
- Develop sustainable food entrepreneurship.
- Retailer's keyhole scheme.
- Work on motivators – positive messaging.
- Holistic sustainable living education in schools (from 3-18 years).
- Promote & support research in sustainable food & packaging.
- Actively promote fresh, seasonal and local food.
- Work with ambassadors and influencers to increase understanding.
- Work with what you've got, e.g., local expertise e.g., nature friendly farming network, RSPB, RSA, BFN, WRAP etc.

Recommendations generated from the following question:

How can we persuade Government that food security and integrity is a public good?

- Ensure climate change resilience through sustainable farming e.g. diversification.
- Protect the productivity of land and sea through nature friendly farming.
- Moving to carbon neutral farming e.g. agroforestry, permaculture and organics.
- Ensure long term health of our soils, water and sea.
- Have conversations and connect with all sectors.
- Build public ownership of the issue through education.

Recommendations generated from the following questions:

How do we develop sustainable farming and fishing models?

How can we create a level playing field with other jurisdictions for companies/producers working to higher standards?

- Devolved administrations and legislatures work together on an ambitious common framework.
- Maintaining current standards for imports through legislation.
- Strategic approach to land use to identify best use.
- Long term funding based on need.
- A secure equitable supply chain.
- Adequate financial incentive to deliver environmental goals.

Recommendations generated from the following question:

How can we tackle food poverty?

- Fundamental reform of welfare/fiscal policy
- Programme of government incentivised schemes (Free school meals, Pig share, Community cooking skills, budgeting etc)
- Planning policy to create better balance in built environment.
- Provision for community growing/cooperative ventures.
- Increase living wage, ban zero hour contracts.

Recommendations generated from the following question:

How do we create a healthy food culture?

- Reform procurement policy to achieve local environmental standards, SDGs, more vegetables, no single use plastics etc.
- Set specific targets with Central Government taking the lead.
- Develop/create a food promotion marketing body.
- Develop and run public campaigns on educating for a healthy food culture.
- Develop a subsidy-based on 'public money for public goods' – fundamental reform of agri-policy.
- Shift food waste policy/implementation/regulation from DAERA to Local Government Environmental Health.
- Clear provenance labelling.
- Introduce 'keyhole' labelling.
- Shop layout guidance/regulation to prevent or discourage impulse purchasing of unhealthy foods.
- Implementation of widening of a sugar tax.
- Food policy that sits at the highest level in Government with Departmental buy-in.

Recommendations generated from the following questions:

How can we build structures (including resources) that are needed to facilitate a cohesive/joined-up/holistic food policy?

How will food policy be financed through private and public sources?

- Create a centralised and collaborative food organisation with policy development responsibilities achieving cross-cutting PfG outcomes.
- Pool existing cross-departmental resources.
- Look at what we have and look at smarter ways of doing it.
- Policy to drive investment/budget such as Private inducements.
- Financial levers to change behaviours
- Central Government intervention to cover gaps.

## Context

The challenge question that formed the framework for discussion and consideration during the 2 day innovation workshop was developed and agreed by all NICS Departments as follows:

**‘How can we create a transformed food system that protects natural resources for future generations, is economically and environmentally sustainable, and provides safe, nourishing, accessible food to people who make informed healthy choices?’**

The question was issued in advance to participants as a means of setting the scene and scope.

Attendees included key stakeholders representing the agri-food sector and other interested parties. There were 5 broad groupings identified and represented at the Strategic Insight Lab. These are set out below (in no particular order):

- NICS Government Departments
- Industry Bodies
- Government Delivery (incl. Statutory Bodies)
- Environment & Community Groups
- Academia and Other

As part of this cohort the group welcomed two expert speakers, namely: Dr Kelly Parsons, Post-Doctoral food policy researcher; and Mads Frederik Fischer-Møller, Senior Food Policy Advisor, Nordic Council of Ministers.

From the outset participants showed a willingness and eagerness to collaborate together and reach consensus on a pathway for progression for the challenge. Participants had been provided with some background reading in advance of the 2 day Strategic Insight Lab.

# The Innovation Lab Process

■■■connecting, collaborating, listening, failing fast, learning, disrupting, inventing, and enabling.



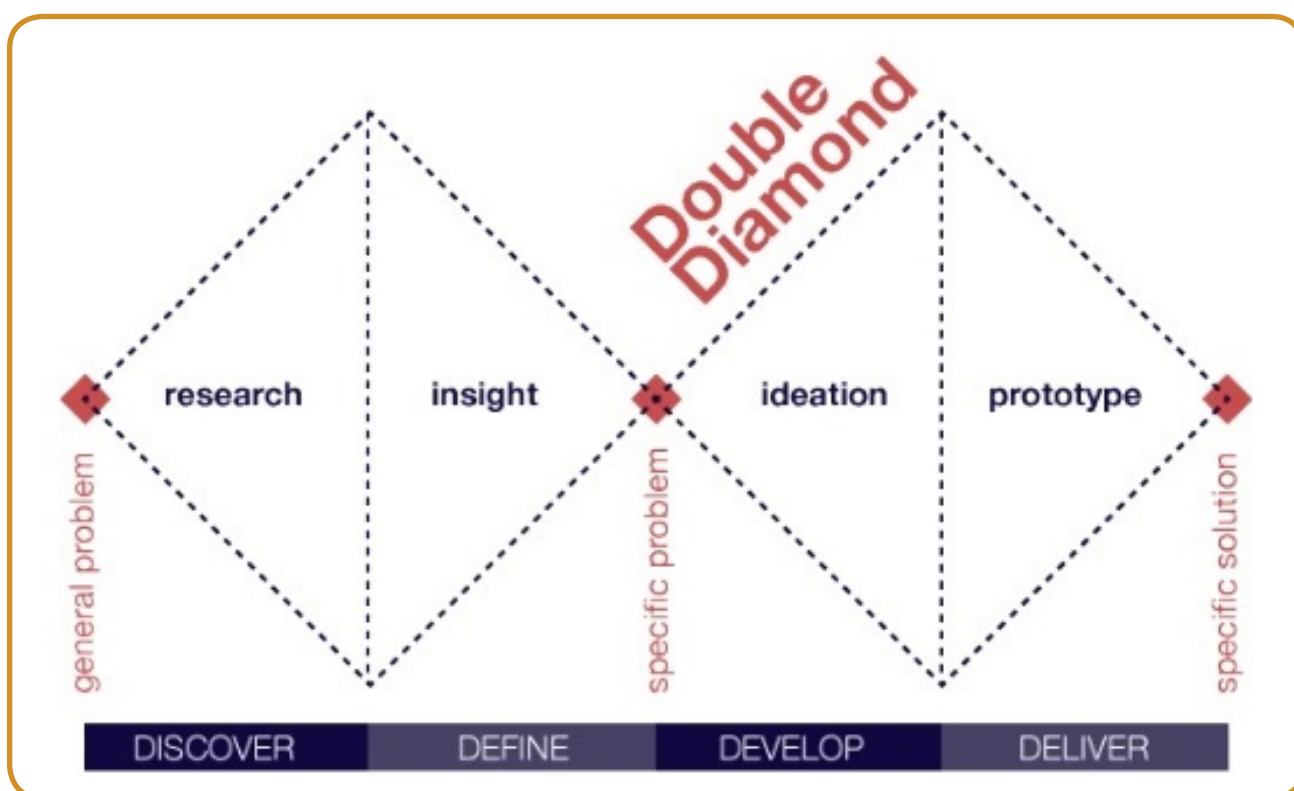
## General

The Lab took place over 2 highly intensive, practical and interactive days. The agenda for the 2 day workshop is at **Appendix B**.

The exercises were designed to ensure people worked in a collaborative and partnership manner, where relationships between different stakeholder sectors could be explored, harnessed and developed. Exercises took place on an individual basis, in table settings, in stakeholder group settings and in large group format.

The Double Diamond Design Model was used as the framework for the workshop. It has 4 distinct phases: Discover, Define, Develop and Deliver. While normally used in service design projects, it provided a disciplined, logical process that participants were progressed through together to ensure the event had a productive output. The 2 days focused on the first 3 stages of the double diamond – Discovery, Define and Develop.

Figure 1: The Double Diamond Design Model



The double diamond approach encourages people to diverge and converge their thinking at different parts of the process and the exercises were designed to achieve this approach. Additionally each exercise was carefully planned to build on the previous one to ensure that any learning or understanding was constant and focused, and anchored in outputs from the earlier parts of the process.

## Day 1: Stage 1 – Discovery and Define

Day one commenced with presentations from the following speakers:

- Norman Fulton – Deputy Secretary, Food & Farming Group, DAERA
- Dr Kelly Parsons – Post-Doctoral food policy researcher
- Mads Frederik Fischer-Møller – Senior Food Policy Advisor, Nordic Council of Ministers

The speaker sessions were designed to provide attendees with an overview of the event, to put the challenge in context and opening up minds with examples of different perspectives on Food Policy. In particular examples of how different jurisdictions have tackled and implemented change were discussed. This was to encourage participants to move into a more creative space in terms of addressing the challenge question.

Following the speaker sessions the table groups were given time to have a brief discussion on what they had heard, identify any key questions for the speakers and write down any key insights they had identified from the talks and the group conversations. These populated general insights boards and were considered as part of the theming phase of the Strategic Insight Lab.

Some insights identified included:

- How can food change take place in an export driven NI market?
- Undertake smaller initiatives and test, fail and learn on these.
- Food security must feature in future food policy and strategy.
- Government leadership with strong industry collaboration at every stage is key to change.
- Complete transformation requires small steps and nudges as well as long term strategy.
- Nordic policy was dynamic and maintained engagement to respond to barriers and opportunities in real time to prevent inertia.
- Future systems throughout sectors must be designed to reduce waste
- We need more participative democracy to unlock some of these issues and unlock solutions beyond politicians.
- We need a silo-busting, cross-organisational body to drive policy and standards, incl. regulation.
- The focus should be both on changing farming practise and financial support for transformation.
- The key to a sustainable food future is food education to all age groups.
- All parties need to understand the value of food to us and our environment.
- Strategy objectives must be translated into public health and persuasive legislation.
- How can our farmers be encouraged to make sustainable changes in their farming practises?
- Does Government really understand the farmers or producer's needs?
- How do we change eating trends and increase super food production and commercial sustainability?
- The diversity of production must be matched by a promotion of diversity in menus, appetites and educating the public.
- Is there agreement on 'the facts' on climate change especially on ruminant livestock and meat production?
- Significant efforts must be made to establish an agreed baseline of data on sustainable farming practises, climate impact and benefits of change.
- Producers must be incentivised to deliver broader suite of public good ecosystem services.
- There must be a better balance of plant vs livestock food for NI.

The late morning and afternoon exercises encouraged participant groups to:

- Understand the challenge question from the perspective of the other sector group (empathy mapping). Groups were also asked to identify key priorities of other sector groups and what groups thought were the priorities for the sectors they were emphasising with.
- Focus on looking at the gaps, challenges and opportunities facing a Future Food Policy Framework within the scope of the challenge question. The process applied allowed all participants to input their individual views in relation to each of these areas.

Following the above exercises the participants were asked to take all the information generated from the day (insights boards, empathy maps on different perspectives and sector priorities and the information populated by the group on the challenges, gaps and opportunities) and identify the key themes emerging from the information based on what had been populated on the sheets.

Participants were split into 4 groups, with each group considering one of the following and identifying the key themes arising from the information on the specific sheets.

- The information on the Gaps sheets.
- The information on the Challenges sheets.
- The information on the Opportunities sheets.
- The information on the General Insights boards

Once the groups had identified the themes from the information they were looking at, one person from each group came forward with their group's themes and assisted in developing a master copy from across all the information generated on Day 1.

In total 5 themes were identified to be taken forward for progression. Some sub headings were identified under the broad themes that were to be taken into account in progressing to the next stage. These sub headings were not an exhaustive list of what could be considered under the themes which were viewed in their widest context for the purposes of the next stage – question generation.

The themes are set out below but are not in any particular order of significance:

- Collaboration & Cohesion - (across all sectors to deliver)
- Health & Wellbeing
- Sustainability (Economy/Society/Environmental)
- Consumer Insights & Education
- Leadership (All sectors)

## Day 2: Stage 2 – Develop (Ideation)

The focus of Day 2 was on the development phase of the Double Diamond where the group continued to build on the great work from the previous day through developing key questions, generating ideas and pulling the rich input together to develop the recommendations.

Day 2 commenced with the participants developing the key questions that they collectively thought needed to be asked in relation to each of the themes developed at the end of Day 1.

A World Café style session was held with each group having a period of time to discuss the themes at each table and write down up to 3 key strategic questions per theme that the group felt related to the individual themes. This process ensured everyone had the opportunity to input their views, ideas and opinions on the development of a set of strategic questions relating to each theme.

The participants were asked to develop the questions in the form of 'How can we...' as they moved around each set of themes (5 tables in total). Participants were advised not to duplicate questions they had populated / or observed elsewhere. In total 96 questions were developed.

Following the identification of the questions (taking account of removing any clear duplications and merging relevant questions together where required - 18 questions were taken away), a dot voting process was taken forward with each participant being given a number of dots (4) to place against the questions they individually would like to see taken forward for further exploration. In total there were 78 questions to vote on.

It was not possible to deliberate on each individual question due to time constraints, but in the interests of providing a complete overview of the process a full list of those questions that were voted on is provided in **Appendix C**.

The questions with the most dots beside them were selected. A total of 8 questions were selected as follows but they are not in any specific order:

- 1. How do we create a good healthy food culture?**
- 2. How do we eliminate and deal with food poverty?**
- 3. How do we develop sustainable farming and fishing models?**
- 4. How can we create a level playing field with other jurisdictions for companies/producers working to higher standards?**
- 5. How do we make the healthy and environmentally sustainable food the easy, cool and appealing food choice?**
- 6. How do we persuade Government that food security and integrity is a public good?**
- 7. How can we build structures (including resources) that are needed to facilitate a cohesive/joined-up/holistic food policy?**
- 8. How will food policy be financed through private and public sources?**



## Ideation – idea generation and selection

The questions were split into 4 clusters and were considered by 4 groups as follows:

- 1 and 2 were considered together.
- 3 and 4 were considered together.
- 5 and 6 were considered together.
- 7 and 8 were considered together.

Each of the 4 tables randomly selected a cluster to take forward and consider further as part of a deep dive session for idea generation.

The groups were then asked to 'go wild' for idea generation purposes on each of the questions to think about what ideas could exist in a world where there were no barriers, restrictions, assumptions to be made in relation to each question they were considering.

The groups were then asked to consider what was good about what they had identified at the 'go wild' phase, what was problematic and, taking account of both of these factors, what were the possible solutions to the questions.

The solutions were then reframed into recommendations in the context of the overarching challenge question and the questions that had been explored further.



# Recommendations and Next Steps

## Recommendations

In total the participant group developed 43 recommendations for consideration. In the first instance these will be considered by DAERA.

A list of these recommendations is recorded below that emanated from the particular questions that were considered in the lab. They were not prioritised in any particular order.

Recommendations generated from the following question:

**How do we create a good healthy food culture?**

- Reform procurement policy to achieve local environmental standards, SDGs, more vegetables, no single use plastics etc.
- Set specific targets with Central Government taking the lead.
- Develop/create a food promotion marketing body.
- Develop and run public campaigns on educating for a healthy food culture.
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- Pool existing cross-departmental resources.
- Look at what we have and look at smarter ways of doing it.
- Policy to drive investment/budget such as Private inducements.
- Financial levers to change behaviours
- Central Government intervention to cover gaps.



## Next Steps

DAERA, in the first instance, will consider this report and the outworking's of the 2 day Strategic Insight Lab.

This report provides a factual account of the 2 day workshop and summarises all the key information gained from the work of the group.

Due to time restraints only a selection of questions were able to be progressed through idea generation and development.

There is scope to further develop thinking and ideas around this issue by taking forward further questions (**Appendix C**) that could be achieved through further ½ day facilitated workshops.





# Appendices



## Appendix A

### Strategic Insight Lab on Future Food Policy Participant List

Name	Organisation
Dr Richard Crowe	Department of Agriculture, Environment and Rural Affairs
Colette McMaster	Department of Agriculture, Environment and Rural Affairs
Owen Lyttle	Department of Agriculture, Environment and Rural Affairs
Elizabeth McIlwaine	Department of Agriculture, Environment and Rural Affairs
Janet Smyth	Department for Communities
Gary Maxwell	Department of Health
Dan Cartland	Department for Economy
Donna Williams	Department of Finance
Jill Fitzgerald	Department of Education
Gary McFarlane	Chartered Institute of Environmental Health (CIEH)
Sharon Gilmore	Food Standards Agency (FSA)
Dr Hannah Dearie	Public Health Agency (PHA) - Monday only
Laura Taylor	Public Health Agency (PHA) - Tuesday only
John Hood	Invest NI
Aine Kearney	Tourism NI
Olga Murtagh	Society of Local Authority Chief Executives and Senior Managers (SOLACE)
Ian Stevenson	Livestock and Meat Commission (LMC)
Michele Shirlow	Food NI
Michael Bell	Northern Ireland Food and Drink Federation (NIFDA)
Dr Mike Johnston	Dairy Council for NI
Dr Annika Clements	Seafish
David Brown	Ulster Farmers Union (UFU)
James McCluggage	Ulster Farmers Union (UFU)
Patricia Erwin	Ulster Farmers Union (UFU)
Jane Harnett	Ulster Artisans
Conall Donnelly	Northern Ireland Meat Exporters Association (NIMEA)
Trevor McCrum	NI Bakery Council
Sean Owens	Chef
Dr Elizabeth Mitchell	Belfast Food Network - Monday only
Kerry Melville	Belfast Food Network - Tuesday only
Dr Ian Garner	Waste and Resources Action Programme (WRAP)
Philip Carson	Royal Society for the Protection of Birds (RSPB)
John Woods	RSA Food, Farming and Countryside Commission
Jonathan Bell	Northern Ireland Environment Link (NIEL)
Geoff Lamb	Food & Drink Sector Skills
Dr Ann McMahon	Queens University Belfast (QUB)
Professor Barry Quinn	Ulster University (UU)



<b>Name</b>	<b>Organisation</b>
Stephane Durand	Agri-Food Quest
Dr Elizabeth Magowan	Agri-Food and Biosciences Institute (AFBI)
Carmel McConville	Consumer Council
Joy Alexander	Department of Agriculture, Environment and Rural Affairs - Future Food Policy
Gerardine McEvoy	Department of Agriculture, Environment and Rural Affairs - Future Food Policy
Alan Logue	Department of Agriculture, Environment and Rural Affairs - Future Food Policy
Fiona Ferguson	Department of Agriculture, Environment and Rural Affairs - College of Agriculture, Food & Rural Enterprise (CAFRE)
Kieron Stanley	Department for Environment, Food and Rural Affairs
Charlotte Hill	Department for Environment, Food and Rural Affairs
Dr. Kelly Parsons	Guest Speaker
Mads Frederik Fischer-Møller	Guest Speaker

## Appendix B

# Agenda for Future Food Policy Strategic Insight Lab

### Challenge Question:

'How can we create a transformed food system that protects natural resources for future generations, is economically and environmentally sustainable, and provides safe, nourishing, accessible food to people who make informed healthy choices'

### Day 1

- David Speer – Introductions. What to expect over the 2 days. Ground Rules.
- Scene Setting
- Expert speaker & Brief Questions

BREAK

- Expert speaker & Brief Questions
- Identification of key messages
- Insight gathering and population

LUNCH

- Empathy Mapping and feedback
- Challenges – Opportunities – Gaps (COG) Model

BREAK

- COG continued
- Theming Model

### Day 2

- Reflection on Day 1
- Question Development

BREAK

- Question Development continued
- Question Selection
- Idea generation on selected questions

LUNCH

- Idea Selection and development

BREAK

- Development of ideas into recommendations
- Consideration of recommendations to challenge question
- Wrap up, next steps and close

## Appendix C

### Full List of questions generated on themes (selected questions in bold)

#### **Sustainability - Economy / Society / Environment**

- How can we define an ideal level of household food security and nutrition?
- How can we make the food system a vehicle for providing a space and environment that promotes Health & Wellbeing?
- How can we empower people to grow their own food/closer to food production, especially in urban areas?
- How can we use positive labelling to promote healthy food choices?
- How can we use legislation/regulations to create a level playing field to ensure healthy food is available and promoted in retailers?
- **How can we create a level playing field, with other jurisdictions for companies/producers working to higher standards?**
- **How do we develop sustainable farming and fishing models?**
- How do we avoid externalising costs in pursuit of profit?
- How could NI utilise the 'Agro-Ecological Europe- report'?
- How do we maximise linkages with The Celtic Fringe?
- Can we map food futures – how could this show the production potential of NI (Including diversity)?
- How can we shorten supply chains to strengthen local economies?
- How do we devise a new metric for success?
- How do we create a process that enables key stakeholders to agree on sustainability evidence- not least regarding climate and environment?
- How do we define sustainability and how do we achieve balance across the 3 aspects?

#### **Collaboration and Cohesion**

- How to ensure this process will not be wasted?
- **How do we persuade Government that food security and integrity is a public good?**
- How can we develop a model that would work in NI (Gove F4 model equivalent)?
- How do we build and achieve true collaboration across the entire food ecosystem?
- How can we identify a leader/champion/mechanism?
- How can we empower the leader/champion/group to achieve identification of terms or reference to ensure success for all sectors and includes adequate resourcing to support leadership?
- What will an agreed vision be a champion/leader/group?
- How do we maintain coherence and long term vision within political cycles?
- How can you create a food centre of excellence that champions all aspects of food policy?
- How do we develop a trade-off Action/Reaction & Who Pays?
- How do we measure collaboration and accountability?
- How can we find the right tone and message to bring people along?
- How can we build working relationships across the system?
- How do we get people to approach the issues with an open mind?
- How do we help people to understand their own role in the food system and the experiences and roles of others?
- How do we collaboratively protect current food standards and strengthen/increase these post-Brexit?
- How do we identify common purpose across the NI food system, society and economy?
- How do we share data, best practise and utilise existing complementary policies, programmes and structures e.g., SfC, Milan Pact, Un and FAO?
- How do we maintain cross departmental working once the Executive returns?
- **How can we build structures (including resources) that are needed to facilitate a cohesive/joined-up/ holistic food policy?**
- What existing examples of collaboration can we learn from?
- How do we reach agreement to enable cohesion and collaboration as part of the solution?
- How can we collaborate effectively with the rest of the UK, ROI, EU post-Brexit?
- How can we determine effective ownership and accountability?
- How can we establish high-performing collaborations that achieve defined and agreed goals?
- How can we identify and address barriers in policy development?

## Health and Wellbeing

- How can people be enabled to make informed healthy choices, including availability and affordability?
- What is the relationship between food and wellbeing – connection to nature, growing and culture/community?
- What is the implication of a transformed food system for those who work in food and their health and wellbeing?
- How can we shift the balance of power in the supply chain to improve the wellbeing of those who work in it?
- **How do we eliminate and deal with food poverty?**
- How do we create a more holistic measurement of health to encompass other relevant metrics including environmental factors?
- **How do we create a good healthy food culture?**
- How do we increase advertising for fruit and vegetables?
- How do we replenish the environment to produce a diverse healthy diet?
- How do we influence society towards more healthy food?
- How do we learn/implement good initiatives from around the world?
- How do we feed the children with brain food?

## Leadership

- How will leadership be taken to ensure food policy NI is sustainable?
- **How will food policy be financed through private and public sources?**
- How should we use our land/food/fuel or nature?
- How will success be measured and agreed?
- How can we protect natural resources?
- How do we get the right balance between industry and Govt re: leadership throughout the stages of development/process?
- How do we ensure leadership is in the 'public interest'/common good?
- What kind of leadership is appropriate for the food strategy?
- How can we create better coherence between the leadership approaches and priorities across the UK?
- How do we ensure immediate benefits for farmers/producers?
- How do we influence the incoming Assembly to adopt and implement strategy as a key priority for PfG?
- How do we make the most of the existing structures in relation to transparency and accountability?
- How do we develop an effective measurement framework?
- How to accelerate the leadership process?
- Thought leaders – who are they, how can they lead the way?
- Where is the money coming from at start?



## Consumer and Education Insights

- How do we harness the power of marketing and advertising to promote healthy food?
- Which groups do we prioritise education on and how best to educate these priority groups?
- How can we strengthen the NI school curriculum to focus food?
- How do we present the industry as a good career choice/career change choice?
- What can we learn from other sectors, e.g. Fintech?
- How can we provide courses that will inspire leaders in the agri-food sector?
- To what extent do key stakeholder groups understand and value food?
- How do we clarify and agree whose job it is to deliver education on food?
- How do we understand and deliver the key skills needed?
- How do we help the consumer differentiate between standards of production?
- How can we adopt a more joined-up approach to agri-food education?
- How do we empower producers to provide nature-friendly, healthy sustainable and affordable food?
- How do we get the message across/influence retail to understand the impact of their supply chain?
- How do we strengthen food education programmes aimed at communities?
- How can we normalise healthy food in curriculums?
- How do we ensure the consumer is informed about the true cost of food and the true story of food and how do we ensure industry knows what consumers want?
- How should the consumer pay for natural capital and to what extent?
- How do we ensure the consumer is engaged with the integrity of the food chain in terms of health environment, welfare, fair employment and labour?
- How do we encourage consumers to choose healthy food?
- **How do we make the healthy and environmentally sustainable food the easy, cool and appealing food choice?**
- How do we make nourishing, environmentally sustainable and appealing food clear enough that people will buy it?
- What are the short term wins to change consumer behaviours?
- How do we create awareness of the value of food and paying for it?
- How do we identify and segment consumers and barriers to behaviour change?
- How do we deal with food poverty?
- What wider changes would need to happen for people to increase a percentage of their income on food?
- Why do we spend a lower percentage of income on food today?





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