

Dumfries & Galloway
Food and Drink Strategy
Action Plan 2019-2022

Food and Drink in Dumfries & Galloway

Food and drink is Dumfries & Galloway’s largest, fastest growing and most valuable economic sector.

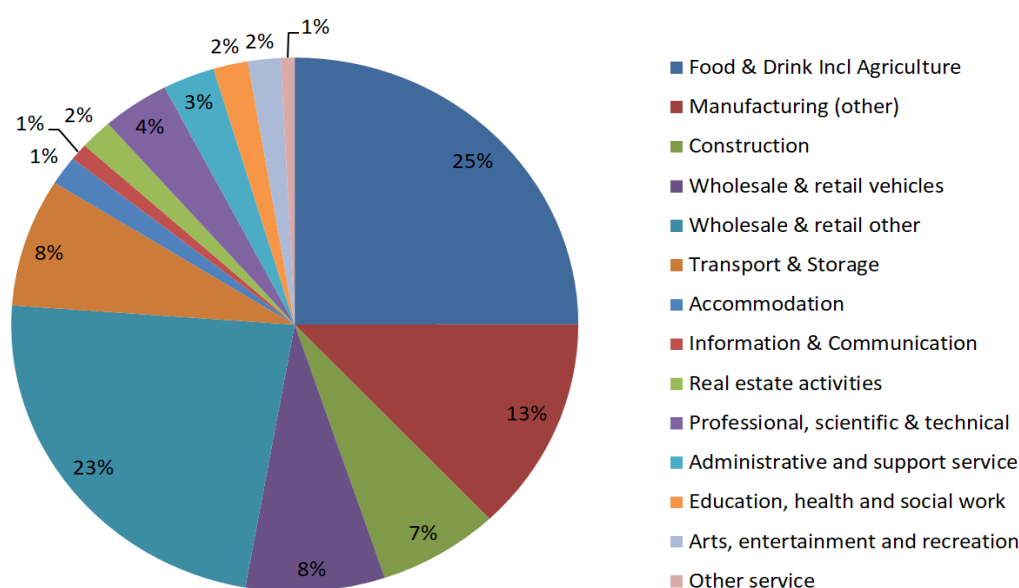
- Worth **£1.2 billion** to our region’s economy employing **9,075** people.¹
- Increasingly important to our region’s economy, comprising a quarter of private sector economic activity (up from a fifth just five years earlier).
- Our most valuable economic sector, average Gross Value Added (GVA²) per head of population is £60k, 48% higher than the regional average of £40k.

These figures do not include food and drink retail activities, such as our local butchers, bakers and farm shops; the anchor businesses of our high streets.

Dumfries & Galloway is a land of high quality primary production and of food manufacturing knowledge and expertise. Food and drink is the engine of our region’s economy. Its associated network of integrated supply chains will create economic resilience, sustaining our rural communities and retaining our young people in the years ahead.

It is a sector of under-developed potential. This provides significant opportunity for economic growth and job creation across our region.

Unlocking this potential will require tackling the current barriers to growth and seizing emerging opportunities. Both are eminently achievable. This Food and Drink Strategy and accompanying Action Plan is the roadmap to realising our region’s food and drink potential.



¹ Scottish Government Local Authority Industry Data and Scottish Government Growth Sector Data 2016

² The long-established headline measure of economic growth produced by the Scottish Government is total Gross Value Added (GVA), which is based on the output of all industries in the economy. Methodology details are here: <https://gov.scot/topics/statistics/browse/economy/gdp/gdpcalc>

Our Collaborative Approach

While led by Dumfries & Galloway Council and DG Food and Drink, the Dumfries & Galloway Food and Drink Strategy seeks to deliver a **region-wide vision** for the industry that is applicable to all businesses, organisations and public agencies working in, or supporting, the wider food and drink sector.

The development of this strategy has been informed by consultation with Dumfries & Galloway's food and drink businesses through two industry-wide surveys. It has also been influenced by direct discussion with 25 local and national industry organisations³ to ensure good fit with national priorities and to identify the opportunities for a more integrated approach to sector support.

The quantitative economic data underpinning the sector analysis is sourced from the Scottish Government's Local Authority Industry Data, of which the most recent data set is 2016.

The strategy and the recommended actions draw upon collective knowledge and experience derived from ten years of investment in networked sector development in Dumfries & Galloway through initiatives including Savour the Flavours, Dumfries & Galloway Farmers' & Community Markets Association, Dumfries & Galloway Chefs' Association and DG Food and Drink.

The Dumfries & Galloway Food and Drink Strategy seeks to combine an **ambitious leadership vision** with an **empowered and enabled industry**. It recommends a more collaborative approach across the sector and recognises the place-based opportunities and resource potential that may arise from the new South of Scotland Enterprise.

The strategy assumes an inclusive approach comprising meaningful partnership working between public, private and community stakeholders to jointly influence and grow the volume, value, resilience and sustainability of the food and drink sector.

³ See Appendix 1 for details of consultees

Dumfries & Galloway: Land of Opportunity

The Scottish Government highlights food and drink in its economic strategy as a key sector, offering significant potential for future economic growth.

In 2017, the Scotland Food & Drink Partnership launched a new industry-led strategy, Ambition 2030, which outlined the following national vision:

By 2030; farming, fishing, food and drink is Scotland's most valuable industry, recognised at home and abroad as a model of collaboration and a world leader in responsible, profitable growth.

The national strategy aims to double the value of turnover in the sector to £30 billion by 2030.

Food and drink is identified as a key sector within the Dumfries & Galloway Regional Economic Strategy 2016-2020. Dumfries & Galloway Council's corporate plan 2017-2022 includes an action to create a regional food and drink strategy to align with Scotland's national food and drink vision, including the ambition to double turnover of the sector by 2030. This sets a food and drink sectoral growth ambition for Dumfries & Galloway of £2.5 billion by 2030.

This strategy will use the pillars from the Ambition 2030 strategy to contribute to the national growth projection, whilst delivering prioritised actions within a regional context. It will address Dumfries & Galloway-specific challenges and opportunities to unlock the potential of the industry in our region.

In 2016 the value (turnover) of the food and drink sector in Dumfries & Galloway was £1.2 billion, making food and drink our largest economic sector and representing 25% of our region's total economic activity. This figure includes agriculture (£328 million), food and drink manufacturing (£585 million) and food and drink service (£287 million).

Accounting for 24%, food and drink is also the largest contributor to our region's GVA.

Current Business Support

The current landscape for business support in Dumfries & Galloway includes:

Large business (more than 250 employees) – Scottish Enterprise
Small Medium-sized Enterprise (SME) – DG Council Business & Enterprise / Business Gateway Growth
Micro Business – DG Council Business & Enterprise and Business Gateway
Start-up business – Business Gateway

Other areas of business support from Dumfries & Galloway Council, offering advice and training, includes legislative services such as environmental health, trading standards and licensing.

Primary production, such as farming, is not within the current remit of the Business and Enterprise Team at Dumfries & Galloway Council. Support for these sectors is traditionally provided by sector specific organisations. However, due to increasing business diversification within agriculture in particular, we are seeing more complex rural business support needs emerging.

This creates opportunities for proactive business support within the land based sector, and potential for increasing resilience, job creation and economic growth across the rural economy of Dumfries & Galloway. It also creates opportunities for innovation in business support initiatives, such as cross sector collaboration, for example food tourism.

Evolution of Support

Over the past ten years, Dumfries & Galloway Council has invested in external food and drink industry support across a range of projects and organisations. This has resulted in a rich knowledge base to draw upon.

Our decade of experience in grassroots-focussed networked support in food and drink has created high levels of industry engagement; a strong starting point for undertaking any programme of activity.

Currently DG Food and Drink delivers an interface that operates as an independent voice and support service for the sector, whilst dovetailing with and reporting to the Council Lead Officer for Food and Drink within Economic Development.

We anticipate that the introduction of the new South of Scotland Enterprise Agency will create opportunities for enhancing and trialling new methods of economic development and business support. While plans for the new agency are still being developed, it is anticipated that the proposed new approach to place based approach economic development will enable resourcing of proactive business and sector development opportunities, including facilitation of collaboration, cross-sectoral projects and a focus on digitalisation, investment and innovation.

The food and drink industry is broadly segmented as follows, and there are well-established supply chains flowing between each:

Primary	Secondary	Tertiary
(Agriculture)	(Food and drink manufacturing)	(Food and drink service)
Farming	Manufacture	Retail ⁴
Fishing / Seafood	Producers	Hospitality
£328 million	£585 million	£287 million

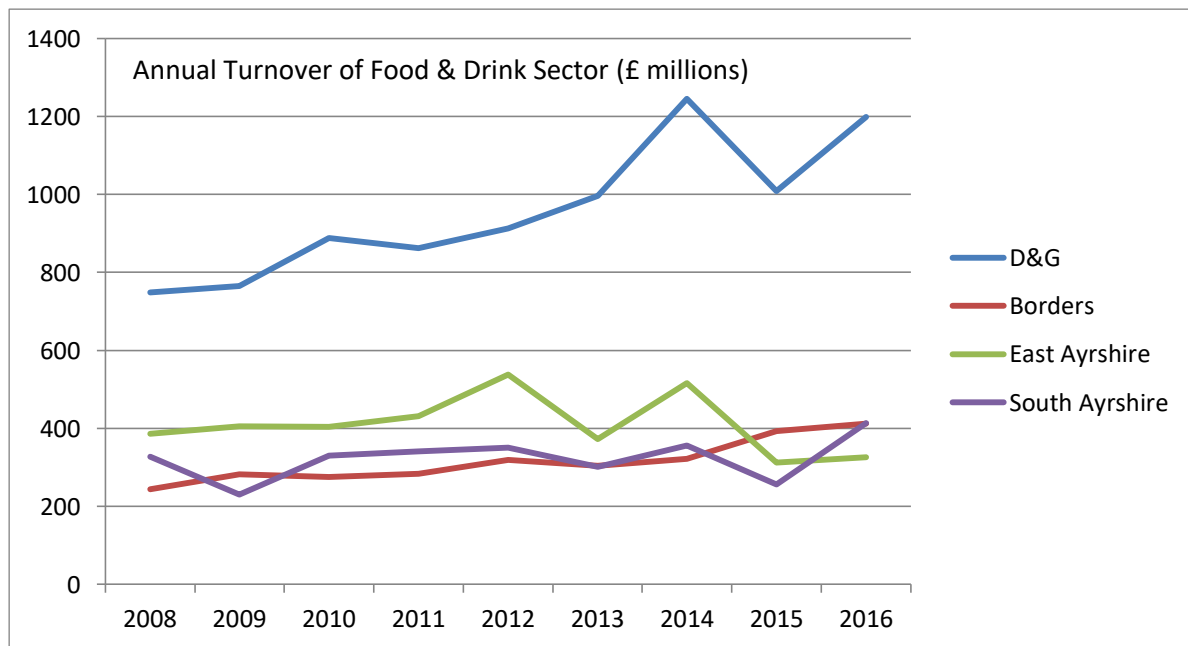
⁴ Food and drink wholesale and retail is not captured separately in the Scottish Government Local Authority Industry Data and is therefore not included in the Dumfries & Galloway Food and Drink Industry economic summary figures.

Dumfries & Galloway Economic Impact		
	Food and Drink	All Enterprise
Registered Enterprises	1,985	5,351
Total turnover	£1.2 billion	£4.8 billion
Gross Value Added	£433 million	£1.79 billion
GVA per head	£60,074	£40,633
Employment	9,075	40,700

Scottish Government Local Authority Industry Data and Scottish Government Growth Sector Data 2016

Situational Analysis

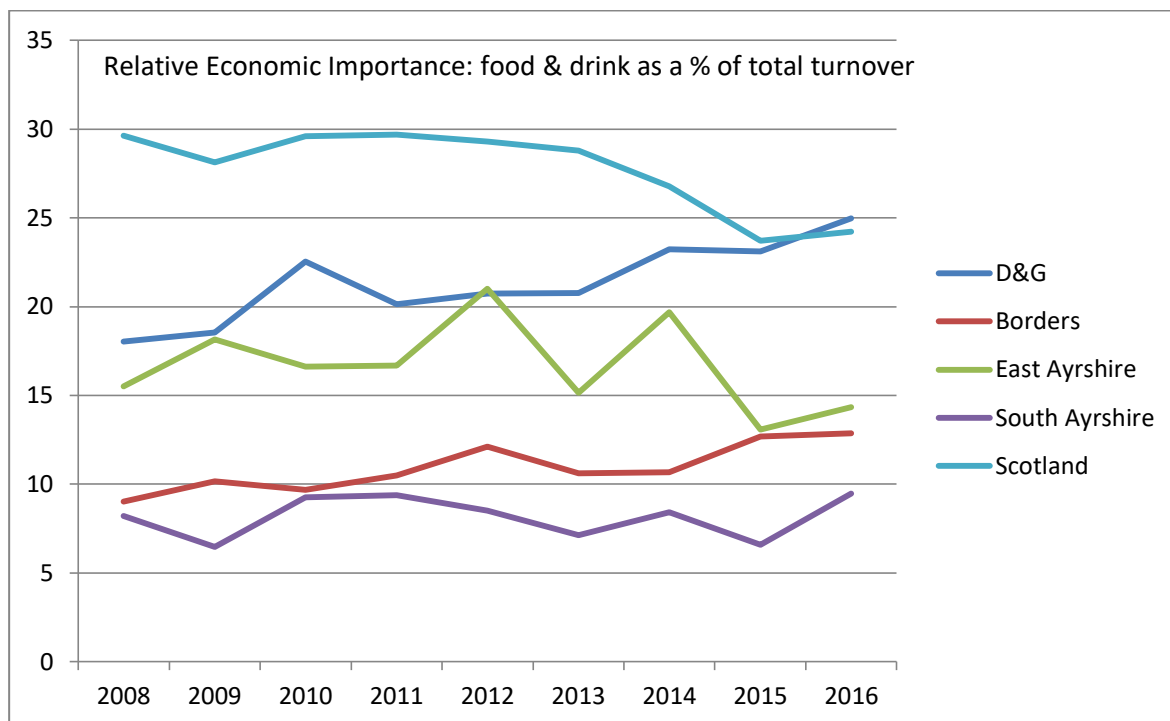
Food and drink is of increasing importance to Dumfries & Galloway's regional economy.



Analysis of Local Authority Industry Data over an eight-year period demonstrates a steady increase in the sector's relative value to the regional economy as a whole, both in turnover and in GVA⁵.

The overall trend in each segment of the industry, barring the occasional annual anomaly, is of strong growth in both turnover and GVA.

⁵ Scottish Government Local Authority Industry Data



Food and drink is significantly more important to the Dumfries & Galloway economy than it is to the economies of its neighbouring rural regions. This difference in relative importance should be borne in mind when identifying sector priorities in future regional economic development activities.

Industry Data Gathering

We are a land of high quality primary production:

- **48%** of Scotland's dairy herd is in Dumfries & Galloway⁶
- Dumfries & Galloway has **439,000** cattle, **24%** of the Scottish total⁷
- With high quality primary produce including iconic native breeds such as Galloway cattle, Blackface sheep and Loch Ryan oysters
- Well known manufactured products such as St James Smokehouse Salmon, Castle Maclellan Pate, Hall's, Marrbury Smoked Salmon, Galloway Lodge Preserves, In House Chocolate Brussel Sprouts, Galloway Gold Lager, Seriously Strong Cheddar and Lockerbie Cheddar.

In a recent survey to food and drink businesses in Dumfries & Galloway⁸:

- **88%** of businesses felt there were barriers to their business growing
- **69%** found it difficult to access finance
- **38%** felt suitable premises to expand was an issue
- **38%** had challenges finding skilled staff.

Food & drink is a sector with strong desire for growth:

- **68%** of respondents were already actively growing their business with a further **18%** planning to grow within the next 12 months.

⁶ Scottish Dairy Cattle Association

⁷ SRUC Consulting

⁸ DG Food and drink business barometer survey 2018

Food & drink businesses have good capacity for growth:

- On average businesses in the sector are operating at only **61%** of production capacity.

Food & drink businesses are optimistic about future business performance:

- **58%** expect to see an increase in turnover and **36%** expect to see an increase in profit in the next 12 months.

Businesses are keen to take action to enable growth; they want to collaborate and to take advantage of emerging market opportunities.

Businesses ranked the following as their priorities for future sector support:

Collaborative opportunities	60%
Food tourism development	60%
Sales and marketing	56%
Raising finance	49%
Digital marketing / online sales	45%
Supplying to trade customers	41%
Trading at events or festivals	35%
New product development	35%
Catering opportunities	24%
Participating in trade shows	22%
Sourcing / menu development	22%
Leadership development	18%
Hosting pop up events	15%
Exporting	11%

Property is a key investment priority for businesses with more than half of respondents looking to invest in property improvement or relocation. This highlights the current challenge of accessing property stock in Dumfries & Galloway that meets growing business needs.

Property improvement / relocation	60%
Digital (web/social)	42%
Product development	42%
Training or upskilling staff	42%
Innovation	39%
Production process / equipment	39%
Research and development	33%
Recruiting new staff	21%

Benchmarking

The Dumfries & Galloway Food and Drink Business Barometer was developed with advice from the Scottish Government's Regional Economics team. It will be issued to the industry on an annual basis to track trends in business confidence and performance. This data will be used to inform future review and further development of the Dumfries & Galloway Food and Drink Strategy and its accompanying prioritised action plan.

Stakeholder Consultation

Twenty-five local and national stakeholder consultations with industry groups, public organisations and sector experts returned remarkable consistency in identifying the overarching needs and opportunities for Dumfries & Galloway's Food and Drink industry.

Overarching Needs

Outward facing industry leadership, marketing and branding were identified almost universally as a need for Dumfries & Galloway's food and drink industry.

National organisations identified the need for Dumfries & Galloway representation within national sector conversations, the local industry identified the need as a focal point for co-ordination, sector development and leadership while public agencies identified the inward investment potential of positioning the region as one of Scotland's leading food and drink areas.

Tied closely to that was the need for the industry to organise and collaborate more, closely linked to capacity building within industry networks and within SMEs. Food hubs, for a range of different functions, were identified as a need, with several consultees noting a need for improved distribution.

Infrastructure improvements were highlighted by almost all industry organisations as a need, both physical infrastructure, such as improved transport connections and accessible commercial premises, and digital infrastructure.

Overarching Opportunities

Food tourism was highlighted as a particular opportunity for Dumfries & Galloway, building on the strong offering already evident within the region. For example, the current farmers' market network, food festivals, regional food town and food and drink visitor attraction sector are already strong but with good potential for further development.

Localising supply chains and unlocking procurement opportunities through collaboration was mentioned by both public and private sector consultees as a major opportunity.

Collaborative trade show attendance to increase sales into wholesale and export markets was highlighted as an opportunity for micro and small businesses to help unlock new markets and support growth ambitions.

Emerging opportunities, particularly in relation to health and well-being, were also highlighted as important.

These identified needs and opportunities have been used to form the basis of the Prioritised Action Plan that accompanies this strategy.

Unlocking Our Potential: Strengths | Weaknesses | Opportunities | Threats

While the food and drink sector in Dumfries & Galloway has seen strong and sustained growth, the sector is not without its challenges. Addressing those challenges will be the key to unlocking economic potential.

Strengths

Networked industry: highly connected and engaged.
Iconic native breeds: such as Galloway cattle and Blackface sheep
Low cost of living: and low cost of small business start-up.
High quality of life: region frequently ranked top in national wellbeing studies.
Geographical location: Access to near markets such as North England and Ireland.
Established volume primary production: with capacity for growth
Home: to 48% of Scotland's dairy herd and 24% of beef herd.
Diversified industry: with strong cross over with tourism.
Resilience focus: with experience of Foot and Mouth Disease, businesses here are cautious of risk.
Vibrant and diverse: range of artisan producers.
Established Food Town: with development potential.
Farmers' Market: network with strong peer-to-peer mentoring.
Food Festivals: an established programme of place based food festivals.

Weaknesses

Geographical location: the remoteness of some communities and distance to supply chain is acute in some parts of D&G.
Infrastructure: Lack of suitable property for expansion, digital connectivity and remoteness in some areas of the region.
Scalability of production: linked to infrastructure but can also be due to ambition.
Demographic: aging population of business owners as well as workforce, need for succession planning.
Cost barrier: prohibitive cost of entry to some segments of the industry.
Investment: Comparatively low levels of investment.
Risk aversion: businesses here are cautious of risk.
Skills and Labour: shortage, limits growth potential for manufacturing investment in rural communities.

Opportunities

Dairy Sector: massive potential to introduce new dairy production facilities focusing on added-value products.
Native breed development: huge potential to premiumise hardy native breeds to support low-input primary production co-adapted to local environ and protect at-risk breeds, such as the Galloway.
Food tourism: opportunity for cross-sector collaboration to capitalise on our region's leading position in food tourism experiences to become a food destination, through food festival development, localised menus and place-based development.
Improved connectivity: Opportunities to increase online trading and improve business productivity through technology.

Localised supply chains: Opportunity to open up local volume procurement to local suppliers.

Smart / distributive manufacturing: Opportunity for nimble, skills / technology led manufacturing and production.

Value led purchasing: Rapidly rising consumer demand for ethical, free from and other sustainability and regenerative production.

Profile: Industry leadership, brand positioning and current lack of recognition of importance of sector in D&G creates opportunity for development.

Digital Skills opportunity to upskill the sector and create new routes to market through digitalisation.

Integrated systems: Supply chains, diversification, cross sector collaboration – resilience building.

Brexit: potential to increase consumption, displace imports and capitalise on our renown and reputation in international markets.

Export: Current low levels of export create a clear opportunity for export development, particularly for micro and small businesses

Circular economy: smart repurposing, energy production – particularly looking at Anaerobic Digestion and repurposing grain from growing distilling sector.

Artisan economy: opportunity to create higher value in artisan / lifestyle businesses through trading events and digitalisation.

Empowered communities: regional food town, asset transfers, community enterprise and logistics opportunities.

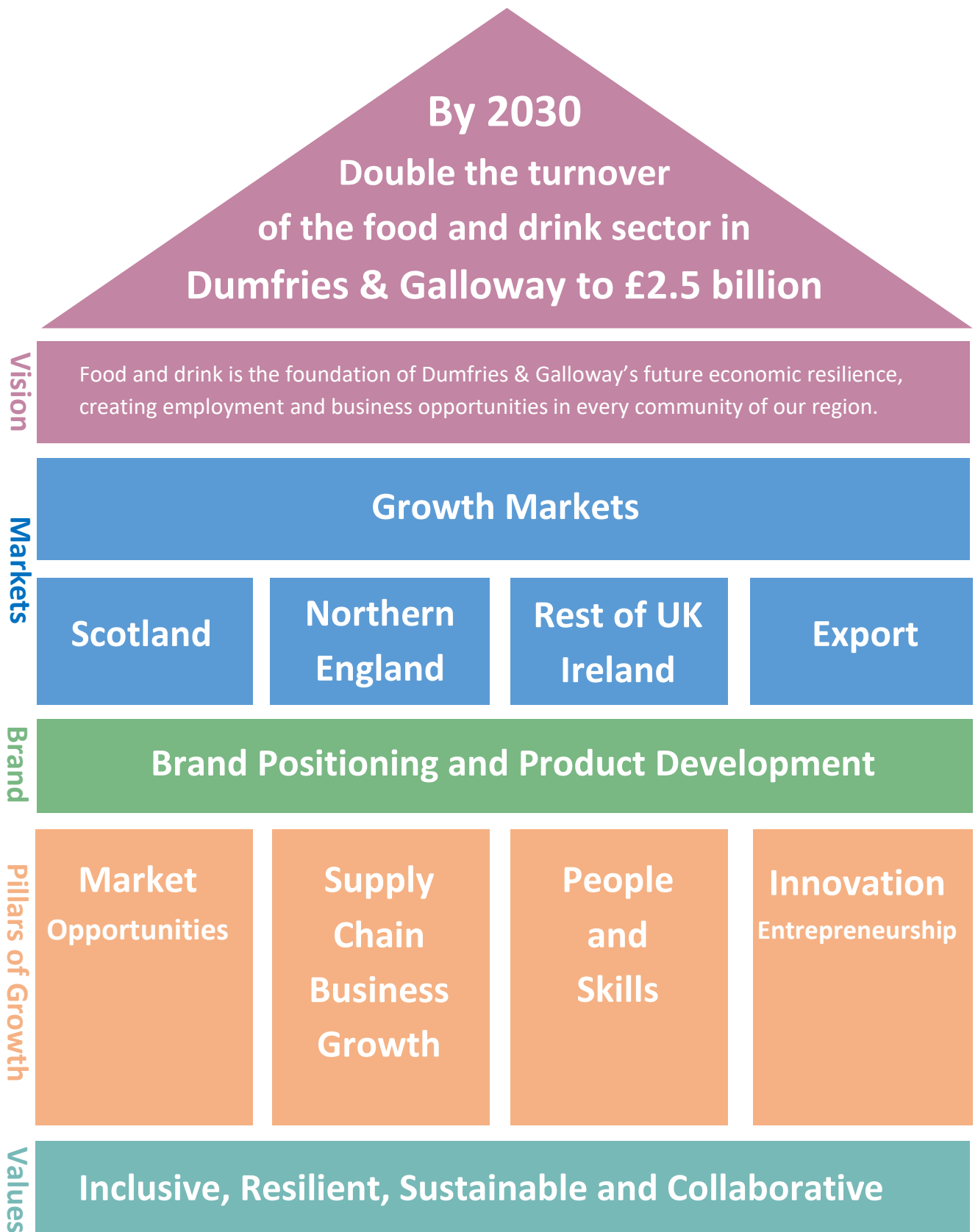
Threats

Brexit: the biggest threat facing businesses is also the most unknown, once details emerge on the final outcome of Brexit negotiations, support mechanisms both nationally and locally should align.

Common Agricultural Policy: changes in farming policy.

Consumer trends: intensification of livestock farming could lead to an aversion to meat and dairy, which underpin our region's food production activities.

Climate change: changing weather patterns and extreme weather events could affect sustainability of primary production industries.



Strategy in Action

The Scotland Food & Drink Ambition 2030 strategy includes focusing on our markets, our brand, and three main pillars of growth: supply chain, people & skills and innovation.

Our strategy broadly mirrors this approach but from a Dumfries & Galloway perspective.

Our Vision

Food and drink is the foundation of Dumfries & Galloway's future economic resilience, creating employment and business opportunities in almost every community of our region.

Successful

Dumfries & Galloway is a land of high quality primary production, of food manufacturing knowledge and expertise and of networked small businesses.

Food and drink is the engine of our region's economy and its associated network of integrated supply chains is what will create economic resilience to sustain our rural communities and to retain our young people in the years ahead.

The food and drink industry also helps to sustain other important economic sectors including retail, wholesale, transport, distribution, and tourism. A successful, enabled, integrated and ambitious food and drink sector will help underpin region-wide economic performance.

Inclusive

The food and drink industry is economically important to every community in Dumfries & Galloway. By maintaining and growing our food and drink industry, we will provide an economic basis upon which to sustain our communities, particularly our remote rural communities.

Resilient

We will value every segment of our food and drink industry; from large-scale manufacturer to farmers' market trader; recognising that a diverse business base will help to create resilience in our regional economy.

Growth Markets

Dumfries & Galloway is at the centre of the UK, not the periphery of Scotland, and we will capitalise on our geographic position by targeting affluent markets to the north, south and west of us, as well as increasing our global reach.

Our Geographic Advantage

Our geographic position as a Borderlands region, between the markets of central Scotland, north of England and Northern Ireland gives us an enviable geographic opportunity to establish robust trading links with neighbouring urban markets.

Place based economic development will help unlock potential across our region, from the inward investment and logistics potential of the M74 corridor, to market town based infrastructure development, to potential customs infrastructure at our borders, depending on the outcome of Brexit negotiations.

A Global Opportunity

Dumfries & Galloway currently has comparatively low levels of export activity, and this is particularly acute in the micro and small business sector. To unlock our food and drink growth potential we must make more of our potential export assets, in particular there are opportunities for premiumisation of niche products such as native breeds, and micro exporting through digital trading.

Localised Supply Chains

Major purchasers have a big impact on the visibility and accessibility of 'local' produce in a geographic area. People in the south of Scotland expect local produce to mean produce from their own region⁹. There are significant opportunities to localise supply chains across the public sector in Dumfries & Galloway and to encourage more localised procurement by the hospitality and independent retail industry.

⁹ Scotland Food and Drink / Survation 2016

Brand Positioning and Product Development

Our identity as a region of exceptional food and drink must be defined and communicated to stimulate sector growth through business attainment, start-ups and inward investment. Creating a food and drink support ecosystem that facilitates confidence and ambition will position Dumfries & Galloway as place of food and drink business potential.

Brand Positioning

Dumfries & Galloway is a land of high quality primary production, of manufacturing expertise and of passionate and creative service. We are a land of food and drink and our region's position as a leader within Scotland's food and drink story needs to be told in order to consolidate our existing sector assets and create new growth opportunities. A strong statement of intent will make it clear to existing and prospective Dumfries & Galloway based business that success is not just possible, it's inevitable.

Product Development

Our regional food and drink product is strong and our sector evidences capacity, desire and potential for further growth and development. Investing in industry infrastructure, tapping into Scotland's food and drink knowledge base and using insights data will help us maximise our current product potential and point the way for future product development success.

Pillars of Growth

To sustainably grow the food and drink economy of Dumfries & Galloway there must be growth in the value of the sector as well as the volume. Our pillars of growth align closely with the national Ambition 2030 pillars reflecting the wider opportunities for growing markets, capacity and ambition.

Market Opportunities

We will encourage businesses to take advantage of emerging market opportunities, support upskilling, facilitate collaboration and stimulate ambition. Internationalisation, digitalisation, market insights, automation and trend-led product development will all create opportunities for businesses in the food and drink sector. We will grow our economy by encouraging our local businesses to take advantage of these dynamic market opportunities.

Supply Chain and Business Growth

We will nurture the development of localised supply chains and support businesses to achieve their growth ambitions. Supporting a culture of localised procurement, business collaboration, improved competitiveness, partnership working and proactive business communication will enable our region to harness the purchasing power of local buyers to support local business growth.

People and Skills

We will increase confidence and capacity across our sector by empowering business owners, managers and employees with the skills, knowledge and advice they need to unlock their potential. Delivering exceptional service and inspiring menus will help our hospitality sector thrive; supporting accessible technical training will improve productivity and facilitate innovation, while building confidence in digital communication skills will enable our businesses to grow their global reach.

Innovation and Entrepreneurship

We will foster a can-do culture where entrepreneurial mind-set and innovative approaches are our new business norm. With a focus on adding value rather than volume, our innovative businesses will embrace added-value, market-led development and resource efficiency. Our entrepreneurial leaders will spot and exploit opportunity, supporting growth by bringing investment and ground breaking solutions to our local economy.

Our Values

Our approach is underpinned by the experience of our place and the values of our people. Economic growth should help to sustain our rural communities, contribute to our high quality of life and value our exceptional natural capital.

Inclusive

Growth should be inclusive of all people and all places in Dumfries & Galloway. The food and drink industry is of economic importance to every community in our region and activities and projects to support the development of this sector must be fully geographically and socially inclusive.

Resilient

Economic development activities should encourage business resilience as well as business growth, with particular regard to the need for succession planning and adaptation to market trends. A resilient rural business is often a diversified one. Therefore, sector resilience will be enhanced by an increase in international trading, diversified revenue streams, improved productivity and innovation in product and service development.

Sustainable

Both environmental and economic sustainability will be at the heart of our food and drink economy. Our natural capital is a valuable asset that requires responsible management and curation. Striving for carbon neutrality, circular systems and low input / low waste production will support business efficiency as well as minimising environmental impact. Business growth must be proportionate to the ability of our communities to sustain it, and a focus on growth in value rather than volume will be key to creating a culture of fair work and quality jobs across Dumfries & Galloway.

Collaborative

Our food and drink sector is highly interdependent with complex supply chains that lend themselves well to business clusters and cross sector collaboration. Businesses, particularly small and micro, value the peer-to-peer learning, support and trading opportunities that emerge through enabling a collaborative culture. Facilitating, encouraging and co-ordinating collaborative industry activities will help our artisan economy thrive.

Delivery

This strategy has been developed in consultation with the wider industry and its partners for delivery by the whole sector. It recognises that the food and drink economy is a complex economic system with interrelated supply chains and levers of growth. As such, it anticipates that delivery of the strategy and action plan will require a collaborative approach. Activity outlined in the action plan will be delivered by a lead partner or working in partnership with other organisations and businesses.

The Prioritised Action Plan is not intended to be a comprehensive list of all sector based economic development activity over the next four years. Rather, it is compiled as a starting point for a programme of activity relating to output priorities that could help the sector achieve its growth ambitions. Input from other organisations and industry groups into the further development of the action plan will be welcomed.

The action plan will be reviewed regularly, at least annually, by Dumfries & Galloway Council's economic development team and key industry partners.

Priorities and actions in the plan are likely to change over the lifetime of the strategy, and the action plan will be updated as required. As such, the action plan is a dynamic document capable of responding to change and opportunity.

The Outcome

We will know we have made progress towards the achievement of our vision because:

1. Our industry will grow by an average of 5.5% each year.
2. Employment and our number of registered enterprises will increase.
3. Our local businesses will be able to recruit and retain staff to meet their growth potential.
4. Our annual business confidence trends will remain positive.

Prioritised Action Plan

Market Growth, Brand Positioning and Product Development			
Strategy Objective	Action	Lead / strategic partners	Timescale
Leadership	<p>1 Regional Food and Drink Collaboration</p> <ul style="list-style-type: none"> • Explore ways in which the food and drink sector can collaborate further through industry engagement and representation in a cost effective and impactful way. • Create a food and drink leadership group to champion the sector and help drive delivery of actions. • Create a food and drink forum to allow all sectors of the industry to network, collaborate and share best practice. • Contribute to, and engage, with actions in Scotland’s Economic Strategy and the national food and drink related strategies; Ambition 2030, Aquaculture Growth to 2030 and Scotland: A Healthier Future. 	DGC / Scottish Government / Private Sector / DG Food and Drink / Scotland Food and Drink / Seafood Scotland / NFUS / NHS D&G / D&G Chamber of Commerce	Short Short Medium Short
Brand Development Market Growth	<p>2 Marketing, Brand Positioning and Communication</p> <ul style="list-style-type: none"> • Create a consistent and compelling brand proposition for Dumfries & Galloway’s food and drink sector. • Align brand positioning and food & drink narrative development with the wider Dumfries and Galloway regional brand proposition. • Deliver market insight led product development, anticipating trends and exploiting emerging opportunities. • Communicate new opportunities and relevant changes to legislation that can affect the sector. • Encourage collaboration by delivering networking opportunities across all sectors of food and drink. • Identify premiumisation opportunities related to native breeds, building on the work of the Galloway Cattle Society. • Promote the responsibility of all in the sector to protect and enhance the region’s natural environment on which the quality and provenance of our products depend. 	Economic Development DGC / Private sector – DG Food and Drink / NFUS / Scotland Food and Drink	Medium Medium Medium Short Short Medium Short
Market Growth Product Development	<p>3 Food Tourism</p> <ul style="list-style-type: none"> • Develop the proposition of Dumfries and Galloway as an authentic food tourism destination. • Contribute to and capitalise on the actions from the national Food Tourism Scotland strategy. • Gastronomic destination development – explore the opportunity to twin with an 	Economic Development DGC / Visit Scotland / Visit South West Scotland / Private sector / Scottish Tourism Alliance / Scotland Food and Drink /	Medium Medium Medium

	<p>international gastro destination and build collaborative export arrangements at a micro scale.</p> <ul style="list-style-type: none"> • Enhance the DG Food and Drink trail website to include more of the region's quality food and drink experiences. • Identify food tourism development opportunities to link with the proposed South Coastal 300 route. • Develop links with the Galloway and Southern Ayrshire biosphere to maximise benefits from the world-class designation and food related tourism activity. 	Galloway & Southern Ayrshire Biosphere / Food Tourism Scotland	<p>Medium</p> <p>Short</p> <p>Short</p>
<p>Market Growth</p> <p>Product Development</p>	<p>4 Festivals and Events</p> <ul style="list-style-type: none"> • Encourage and develop the use of local produce by the major festivals and events within Dumfries & Galloway. • Consider ways in which DGC funding of major festival and events can incorporate a condition to ensure more community benefit in relation to the region's food and drink supply chain. • Develop a supplier list of businesses interested in trading at events for use by organisers • Develop a fact sheet on the opportunities for business to collaborate and benefit from the region's festival and events. • Maximise the opportunities and benefits from Scotland's Year of coast and water 2020 in relation to the region's existing and future food and drink festivals. • Support the development and growth of community-led food festivals and food destination activities. • Recognise tourism diversification opportunities within the food and drink sector to support resilience and place based development. 	DGC Festival and Events Partnership / Event Scotland / Visit Scotland	<p>Medium</p> <p>Medium</p> <p>Short</p> <p>Short</p> <p>Medium</p> <p>Short</p> <p>Medium</p>
Market Opportunities	<p>5 Trade Shows and Regional Showcase</p> <ul style="list-style-type: none"> • Explore opportunities to support the region's food and drink sector to attend and for them to be represented at national/international food and drink trade events. • Support industry collaboration to attend key events. • Deliver a regional business-to-business showcase event for connecting local suppliers with buyers. • Develop a regional supplier trade list for circulation to buyers. • Encourage local producers to participate in the Showcasing Scotland buyer events. • Encourage participation in SALSAs and BRC for businesses where it's appropriate. 	Economic Development / DG Food and Drink / Private sector / Scotland Food and Drink / Connect Local	Medium
Market	6 Exporting	Economic	

Opportunities	<ul style="list-style-type: none"> Explore ways of promoting the region's higher value, lower volume produce as a premium product to near markets such as North England and Ireland through collaboration. Identify prospects for micro exporting, using digital routes to market Identify low-risk internationalisation opportunities 	Development	Medium
Market Growth	7 Connect Local <ul style="list-style-type: none"> Explore how the Connect Local initiative could best complement the existing business support in Dumfries and Galloway. Use the findings of this action plan and the feedback from businesses to inform national initiatives the best delivery model of support for rural economies such as Dumfries & Galloway. 	Economic Development / Scotland Food and Drink / Connect Local	Short
Market Growth	8 Farmers Markets and Local Food Hub <ul style="list-style-type: none"> Recognise farmers' markets as a key route to market and peer-to-peer support network for start-ups. Explore digitalisation of farmers' markets to improve accessibility and inclusivity. Work with community development organisations to sustain and grow sector development opportunities. Support the regional food town to realise community enterprise ambitions of creating a local food distribution hub. Support the ambitions of the food town to make food experiences more visible. 	DG Community Farmers Markets Castle Douglas Development Forum	Short Medium Short Long Medium

Supply Chain, Business Growth and Innovation			
Strategy Objective	Action	Lead / strategic partners	Timescale
Business Growth Innovation Entrepreneurship	9 Business Support <ul style="list-style-type: none"> Deliver business support mechanisms that cover: Access to finance, Premises for expansion, Sales and marketing, Digital marketing and sales, Supplying to trade, New product development and Business continuity and resilience. Communication with the industry on various financial support, grants, loans and avenues available for business growth. Create a complete a food and drink business start-up toolkit. To include; current start up advice from Business Gateway, considerations 	Economic Development Growth Accelerator Programme / Business Gateway / Scottish Enterprise / South of Scotland Enterprise Agency / DGC Environmental Health / Trading Standards / Scotland Food and Drink	Short Short Medium

	<p>and links such as; Environmental health, licensing, trading standards, product labelling and testing, distance selling and food and drink legislation where appropriate.</p> <ul style="list-style-type: none"> • Identify appropriate mechanisms to support existing businesses become more sustainable and resilient out-with the growth agenda. • Lobby for additional specific support tailored to the food and drink sector. 		<p>Medium</p> <p>Short</p>
<p>Business Growth</p> <p>Innovation</p>	<p>10 Food and Drink Development Centre</p> <ul style="list-style-type: none"> • Develop a business case model and funding proposal for a production / manufacturing incubator space for multiple businesses looking to make the next step and grow their business. • Explore the opportunity for Product testing to be an integral part of the proposed centre. • Explore the opportunity for Research and development facilities to be integrated into any proposal anticipating a growing need for food technology driven product development, such as the free from market and probiotic markets. 	<p>Economic Development / South of Scotland Enterprise / Private Sector / SRUC</p>	<p>Long</p>
<p>Business Growth</p>	<p>11 Inward Investment</p> <ul style="list-style-type: none"> • Create an inward investment local delivery-working group for specific inward investment enquiries. Group to include; Business Development, Land and property, Infrastructure and roads, Planning and consents, Legal including areas such as State Aid and Employment. • Actively promote potential serviced and un-serviced sites for manufacturing and production potential. 	<p>Economic Development / Scottish Enterprise / South of Scotland Enterprise</p>	<p>Medium</p> <p>Medium</p>
<p>Supply Chain Development</p>	<p>12 Procurement</p> <ul style="list-style-type: none"> • Develop an initiative to encourage local businesses to take advantage of opportunities to tender for public sector contracts. • Provide procurement training for businesses to match demand. • Explore new ways of timeously communicating and matching tender opportunities within the region's supply chain. • Create an ongoing DGC working group from relevant services to deliver against the Council's procurement strategy. • Encourage public and private sector purchasers to identify opportunities to localise supply chains to support regional resilience building. • Develop a local sourcing pilot project with selected businesses to increase prominence of local produce on menus. 	<p>DGC Procurement / Economic Development / Enterprising DG / Scotland Food and Drink/ Supplier Development Programme</p>	<p>Short</p> <p>Short</p> <p>Medium</p> <p>Short</p> <p>Short</p> <p>Short</p>

Supply Chain Development	13 Naturally D&G / Food for Life <ul style="list-style-type: none"> Expand on the Naturally D&G initiative within Dumfries & Galloway Schools to include more local produce. Explore the opportunity for our school meals service to participate in the food for life national initiative. 	Enterprising DG / Soil Association / Economic development Children, Young People and Lifelong Learning	Medium Medium
Business Growth Inclusion	14 Health & Well Being <ul style="list-style-type: none"> Develop business links and opportunities in relation to the national delivery plan; A Healthier Future, Action and Ambitions on Diet, Activity and Healthy Weight. Work in partnership with food and drink producers, retailers, service providers and suppliers to explore and develop potential business benefits and costs associated with reformulation of products in order to reduce risks of public health harm. For example, reducing sugar content, salt content and portion sizes. 	D&G Health & Wellbeing, NHS Dumfries & Galloway / DGC / Private Sector	Medium
Supply Chain Sustainability	15 Resource Efficiency <ul style="list-style-type: none"> Encourage businesses to take up the benefits offered by agencies such as Resource Efficient Scotland, Energy Savings Trust and others to contribute to the carbon reduction target for Dumfries & Galloway. Assess the economic and environmental benefits of a zero-waste approach through a waste audit and action plan across the sector to find out exactly what our waste assets are. Encourage reduction of packaging and changes towards recyclable and biodegradable packaging at all stages of the food chain. Educate on new legislation in the reduction of plastic use, particularly in relation to farming practices. Develop a circular economy pilot working with a cluster of businesses. 	DGC Environment / Resource Efficient Scotland / Zero Waste Scotland / NFUS / Energy Savings Trust / SRUC	Medium Medium Medium Short Long

People and Skills / Capacity Building

Strategy Objective	Action	Lead / strategic partners	Timescale
People & Skills Inclusion	16 Food and Drink Training Opportunities <ul style="list-style-type: none"> Develop pilot projects to improve micro business digital skills and confidence, including food & drink specific needs such as photography, digital routes to market and product descriptions. Explore the opportunity to create a virtual hub to disseminate the various food and drink 	Business Gateway / D&G College / DGC employability and Skills / Developing the Young Workforce / GAP/ National Food & Drink Training (Scottish Bakers) /	Medium

	<p>training opportunities nationally and locally.</p> <ul style="list-style-type: none"> • Explore the introduction of Foundation Apprenticeship and National Progression awards, which cover primary production and processing. • Modern Apprenticeships. • New entrant farmer's scheme. • Engage with and contribute towards the forthcoming Seafood Scotland skills action plan. 	NFUS / SAC / Seafood Scotland / Springboard / SRUC	<p>Medium</p> <p>Short</p> <p>Short</p> <p>Short</p>
People & Skills	<p>17 Education</p> <ul style="list-style-type: none"> • Future Chef: Deliver the future chef initiative in Dumfries & Galloway focusing on 12-16 year olds in our schools to view this as a valuable career choice. 	DGC CYPLL / Springboard	Short
People & Skills Innovation	<p>18 Food and Drink Training Centre</p> <ul style="list-style-type: none"> • Develop a manufacturing training centre for the region incorporating digitally delivered STEM related training provision. 	Scottish Government / DGC / D&G College / Brown Brothers	Long
People & Skills Inclusion	<p>19 Ambassador/ Mentoring Programme</p> <ul style="list-style-type: none"> • Identify ambassadors from across the sector to help raise the profile of Dumfries & Galloway as a food and drink region. • Launch a reverse mentoring programme - with younger people mentoring older people in the industry to encourage contemporary thinking and understanding of emerging markets. • Co-ordinate and facilitate peer-to-peer support networks to enable knowledge transfer across the industry. • Introduce a Chef's Club programme to encourage knowledge sharing and peer-to-peer support within the hospitality sector. 	Private sector business / Economic Development / Springboard	<p>Short</p> <p>Short</p>

Benchmarking / Tracking Performance

Strategy Objective	Action	Lead / strategic partners	Timescale
	<p>20 Review</p> <ul style="list-style-type: none"> • Track industry performance and trends through regional business confidence barometers and through national economic data • Consult regularly with industry leadership group to review relevance of prioritised action plan and identify emerging opportunities. 	Economic Development	Ongoing

Appendix 1

The following organisations and businesses were consulted and contributed to the development of this action plan

Business Gateway
Connect Local
DGC Economic Development
DGC Employability and Skills
DGC Environmental Health
DGC Environment Team
DGC Procurement
DG Food and Drink
Dumfries & Galloway Chamber of Commerce
Dumfries & Galloway College
Dumfries & Galloway Events Partnership
Developing the Young Workforce
Enterprising D&G
Food for Life / Soil Association
National Farmers Union Scotland
NHS Dumfries & Galloway
Scotland Food and Drink
Scottish Bakers
Scottish Government
Scottish Enterprise
Seafood Scotland
South of Scotland Economic Partnership
Springboard
SRUC
Visit Scotland
Visit South West Scotland
And Private Sector Food and Drink Businesses

Strategic Links

This strategy aligns to and complements the following strategies:

Scotland's Economic Strategy
Scotland Food and Drink, Ambition 2030
Aquaculture Growth to 2030
Scotland: A Healthier Future
Dumfries & Galloway Economic Strategy
Dumfries & Galloway Regional Tourism Strategy
Dumfries & Galloway Festival & Events Strategy
Dumfries & Galloway Council Procurement Strategy
Scotland's Environment Strategy
D&G Community Food Growing Strategy

