



**TRANSFORMING**

**CITY FOOD**

**HABITS FOR LIFE**



**LEGACY PLAN**

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This document satisfies the LIFE requirements to produce a legacy plan (After-LIFE plan) for the TRiFOCAL project. The report has been prepared by the TRiFOCAL project partners WRAP, LWARB and Groundwork London. Images are subject to copyright.

While we have taken reasonable steps to ensure this report is accurate, WRAP and TRiFOCAL partners do not accept liability for any loss, damage, cost or expense incurred or arising from reliance on this report. For more details, please see full terms and conditions on our website at: <http://trifocal.eu.com/>

# PROJECT OVERVIEW

Running between September 2016 and January 2020, TRiFOCAL was a €3.2 million project funded by the LIFE programme of the European Union, addressing three key areas: food waste prevention, food waste recycling and healthy sustainable eating. TRiFOCAL is the first project to combine these messages.

The project aimed to encourage sustainable food behaviours by piloting campaign delivery in London and sharing learnings with a network of cities across the EU.

The project's citizen-facing campaign Small Change, Big Difference was launched in October 2017, and targeted 18 to 34-year old Londoners. Unique messaging and branding was created and shared with the audience through the delivery of engaging and interactive activities, including advertising, social media, digital content, events and legacy content.

TRiFOCAL aimed to reach citizens at different points in their day, and across different areas of their life in order to increase their potential for them to see/interact with the messages and prompt changes in behaviour at the moments when they are most receptive. The team worked with local partners to help reach a wide range of people, including charities, restaurants, bloggers, community champions, health advocates and education providers. TRiFOCAL also worked with food businesses, large employers, public and third sector organisations, community groups and schools to deliver messaging to the target audiences.

For more information, please refer to the TRiFOCAL summary report: <http://trifocal.eu.com/project-resources/reports/summary-report/>



This project has received funding from the LIFE Programme of the European Union.

Project reference: LIFE15 GIE/UK/000867

Project Name: Transforming City Food Habits for LIFE

Abbreviation: TRiFOCAL London

Total budget: €3.2 million

Period: September 2016 to January 2020

## Partners

Coordinating beneficiary: WRAP

Associated beneficiaries: LWARB and Groundwork London



# LEGACY PLAN

## About

This legacy plan sets out how the project partners will continue activity in the areas covered by TRiFOCAL London once the project has been completed. This not only refers to the place-based delivery approach aimed at various audience groups in London, but also extends to the networks and relationships developed over the course of the project and other learnings that will be incorporated into future business plans and projects.

## Structure of this plan

The legacy plan is split into seven sections as detailed in Figure 1 below – click on the links to navigate directly to the relevant section.



Figure 1 – Sections of the TRiFOCAL legacy plan

## Resources

In terms of material legacy, the TRiFOCAL resource bank hosts the packs, case studies and video testimonies developed during the project lifetime. Each section of this report outlines these, since the learnings and outputs from TRiFOCAL have the potential to generate impact into the future. The project website and resource bank will be live until 2025: <http://resources.trifocal.eu.com/> <http://trifocal.eu.com/>

## Future activity

Where known, the TRiFOCAL partners have added details of potential future activity. This legacy plan is indicative of the types of opportunities that the TRiFOCAL partners are currently pursuing. This is subject to change according to market conditions and securing funding, and therefore should be considered accurate only at the date of publication (January 2020).

If you would like to contact the TRiFOCAL team about a potential collaboration or opportunity, please contact [trifocal@wrap.org.uk](mailto:trifocal@wrap.org.uk).

### Resources

The campaign Small Change, Big Difference was used to deliver TRiFOCAL's citizen-facing activity in London and the EU replication cities. The Small Change, Big Difference campaign website will be live until 2025: <http://smallchangebigdifference.london/>

The [Small Change, Big Difference Brand Guidelines](#) include:

- Logo, typography and colour palette
- Campaign themes
- Consumer insight profiles

Small Change, Big Difference campaign materials:

- Campaign posters
- A5 leaflet
- Event signage poster
- Banners
- Social media tip cards
- Wishing tree tag

<http://resources.trifocal.eu.com/resources/>



### Case studies

Also see [Learnings section](#) for the dissemination case studies on the test and learn approach and delivery in London boroughs.



### Future activity

Many of the freelance chefs who were delivering sustainable cookery classes for the first time as part of the Small Change, Big Difference campaign have gone on to deliver further waste focused cookery classes. These include Elysia Catering and the chef/author behind the food blog 'Sneaky Veg'.

Following successful interaction with citizens and engagement through various social media channels, WRAP aims to continue leveraging the Small Change, Big Difference channels to reach audiences. Future activity could include more partnerships with brands, retailers and/or business, influencers and celebrities familiar to the target audience. See also the future activity in the [Communities section](#) for a continuation of the campaign's place-based approach.





### Resources – Toolkit

The Community Leader Toolkit was produced to provide community leaders with resources to enable them to encourage healthy and sustainable eating, food waste prevention and food recycling in their community. <http://resources.trifocal.eu.com/resources/community-leader-toolkit/>

The toolkit includes:

- Campaign promotional materials and e-flyers
- Posters for workshops and activity sheets
- Pledge cards and food waste diary
- Pre-workshop survey
- Healthy eating, food storage and recipe sheets
- Shopping case studies
- Infographic and certificate
- Workshop booklet



### Case studies

The in-depth evaluation case studies consider the scale of attitude and claimed behaviour change on attendees of the community workshop and training sessions.

<http://resources.trifocal.eu.com/resources/evaluation-case-studies-communities/>



### Future activity

A legacy initiative to build on the Small Change, Big Difference community action campaign has been developed. Groundwork London and WRAP, working with a local partner Barnet Together, have developed a project proposal to the Climate Action Fund to deliver a Climate Action Programme focussing on food in the London borough of Barnet. Barnet was not previously involved in the TRiFOCAL delivery.

Working with a local communities, the project will raise awareness of the impact of the Barnet's food waste and find ways that food waste can be reduced and better used to support Barnet's community needs. It will implement learning from TRiFOCAL and retain the three integrated messages to show how individuals and organisations can make a significant impact on Climate Action.

If successful, the programme will run for up to 5 years and aims to have a significant impact on Barnet's approach to food, developing the capability to take wider action on the climate.

Intended outcomes:

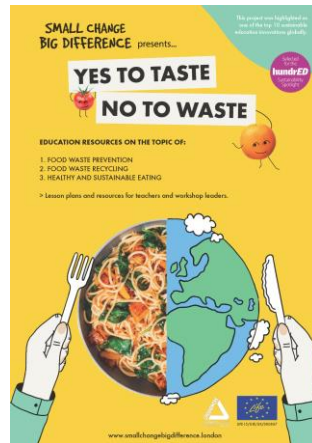
- Creating a fundamental shift in the level of food waste in Barnet and reducing CO<sub>2</sub> and other greenhouse gas emissions.
- Co-producing a sustainable local food scene with local communities, using leftovers to tackle food poverty and support people, organisations and businesses to eat healthily and more sustainably.
- Assessing the multiplier effect of effective methods and messaging around one aspect of climate action on priming and reaching people in other key action areas.

### Resources – Toolkit

The TRiFOCAL Education Packs contain a wide variety of resources for teachers and workshop leaders. The pack has been designed as a 5-week project to fit into a half term. However, each lesson could be delivered as a stand-alone session.

The education pack includes:

- Food waste workbook
- 5 lesson plans
- Interactive games on the topics of Food waste prevention/recycling and healthy sustainable eating
- Pledge templates
- 5-week audit for schools
- Campaign planner
- Posters
- Food investigation sheet
- Vocabulary sheets
- Certificate



<http://resources.trifocal.eu.com/resources/education-packs/>

### Case studies

The in-depth evaluation case studies consider the scale of attitude and claimed behaviour change on pupils in five of the TRiFOCAL schools.

<http://resources.trifocal.eu.com/resources/evaluation-case-studies-schools/>



### Future activity

#### National (UK) schools packs

Groundwork London has been commissioned by WRAP to provide a curriculum linked food waste reduction guide for primary schools, funded by Defra (the UK's Department for Environment, Food and Rural Affairs). This guide aims to engage pupils from awareness of food waste through to action, encouraging them to take knowledge gained into their homes.

The concept for this commission has been developed directly from the TRiFOCAL education pack. The messaging and materials have been tailored to meet the requirements of this commission to create an inspiring set of resources. It will also provide an evolution of the TRiFOCAL schools programme by providing national reach. The value of this commission is £15,000; the packs are available to schools in the UK from 30<sup>th</sup> January 2020.

#### HundrED award

The TRiFOCAL schools programme was selected by HundrED as being one of the top 10 global sustainable innovations in 2019. As part of this award, the TRiFOCAL schools programme has a section on the HundrED website which is available globally, aimed at sharing best practice with other education practitioners. The achievement of this award – as well as the schools resources themselves – will continue to be shared and promoted via this webpage.

<https://hundred.org/en/innovations/yes-to-taste-no-to-waste-small-change-big-difference>



## Resources – Business Toolkits

### Hospitality and Food Service (HaFS) sector

To support businesses in monitoring and reducing food waste using toolkits, additional free resources have been developed and are available via the TRiFOCAL resource bank:

- The [Your Business is Food, don't throw it away toolkit](#) includes campaign material, tracking tools and checklists.
- If you are a hospitality and food service business based in the UK, you can download the resources for WRAP's updated campaign (launched May 2019) [Guardians of Grub](#)
- Extension pack on [food waste recycling](#)
- Extension pack on [healthy sustainable eating](#)



### Any Sector

The pack [Engaging your Employees in Small Change, Big Difference](#) is aimed at those wanting to run an internal staff awareness campaign that challenges colleagues to make “Small Changes” to their everyday food habits. Tools, templates and messages are provided to design a bespoke campaign that is right for each organisation and its staff.



## Resources – Videos

Several video series have been developed as a valuable reference and training repository for businesses and practitioners from a range of disciplines, such as environmental health officials.

**True value of food** series features top chefs and industry experts presenting the business case for tracking food thrown away in order to reduce it in the hospitality and food service (HaFS) sector.

<http://resources.trifocal.eu.com/resources/true-value-of-food-video-series-module-guide/>

**Valuing food and food safety** video modules created in partnership with the [Chartered Institute of Environmental Health \(CIEH\)](#). These video modules show a step by step approach of how to integrate food waste reduction and food safety advice, including an example from Northern Ireland.

<http://resources.trifocal.eu.com/resources/valuing-food-and-food-safety-video-series-module-guide/>

## Case studies

The TRiFOCAL business case studies provide testimonials and advice to encourage businesses to take action.

- Video case studies present the business case for measuring and monitoring food waste.
- Ambassador case studies feature prominent London chefs and contain tips and advice for others to follow.
- Evaluation case studies examine the results of taking action in a small UK pizza business and in Malta.

The [Champions and Ambassadors wall](#) is part of the TRiFOCAL project website and will be live until 2025.



## Future activity

### Guardians of Grub (UK businesses)

TRiFOCAL's London based-network has been introduced to WRAP's new business campaign [Guardians of Grub](https://www.guardiansofgrub.com) which will capture most of the project's business legacy.

- The TRiFOCAL delivery team and business working group contributed to the initial research and development of Guardians of Grub. Content from project outputs including the environmental health officer case study is featured in Guardians of Grub. <https://www.guardiansofgrub.com/downloads/case-studies/Guardians-case-study-eho-ni-pilot.pdf>
- The conferencing venue Olympia London was introduced to Guardians of Grub by TRiFOCAL and has started tracking and measuring their food waste, inspiring others to use the toolkit via site visits and other engagement activities.

Learnings from TRiFOCAL's engagement with school caterers in delivering a whole school approach are of particular interest; 'Guardians of Grub' intends to engage with kitchen/catering staff in schools by embedding the toolkit within schools packs. This strategy will also reinforce the schools aspect of TRiFOCAL which engaged directly with pupils and teaching staff.



### London strategy

TRiFOCAL is referenced in two strategies published by the Mayor of London:

- The London Environment Strategy which aspires to help turn London into a zero carbon city by 2050 [https://www.london.gov.uk/sites/default/files/london\\_environment\\_strategy\\_0.pdf](https://www.london.gov.uk/sites/default/files/london_environment_strategy_0.pdf)
- The London Food Strategy and accompanying implementation plan to 2023 <https://www.london.gov.uk/what-we-do/business-and-economy/food/london-food-strategy-0>



### Valuing Food and Food Safety

The Valuing Food and Food Safety video series has been shared with the Directorate General for Health and Food Safety in the European Commission which is launching a one-stop-shop webpage including a resources database, as part of its Europa Food waste [website](https://ec.europa.eu/food/europa-food-waste). The TRiFOCAL materials can in future be promoted via this site.

## Resources

As the replication programme was tailored to each city, a wide range of materials have been produced, including localised posters, reports and other materials. These are summarised in the table below.

City	Outputs on resource bank
Barcelona	Videos, closure report, posters
Brussels	Closure report
Burgas	Posters
Dublin	Videos, case study, posters
Ljubljana	Poster
Malta	Closure report, case studies, posters
Milan	Posters
Oslo	Closure report, poster
Sofia	Case study
Växjö	Closure report
Vienna	Closure report, leaflet, postcards, case study

## Case studies

Dissemination case studies highlight examples of project activities and showcase the activity undertaken by the replication cities.

- [Sofia's case study](#) considers the campaign delivery
- [Dublin](#) focusses on the stakeholder dissemination seminar
- The [Vienna](#) and [Malta](#) case studies explore how the LIFE programme's requirement to network with other projects added value to the project. These case studies in particular will be relevant for other LIFE projects seeking to improve their dissemination and networking activities.

## Future activity

The TRiFOCAL approach has proven replicability in other EU cities. Funding dependent, there is interest among the replication cities to replicate the campaign in new sectors or geographic areas. Discussions are currently at an early stage.



### Resources

The TRiFOCAL Summary Report outlines how partners worked together on the project, and sets out the project governance structure which underpinned all partnership activity.

<http://trifocal.eu.com/project-resources/reports/summary-report/>



Partnership between TRiFOCAL and Manchester Metropolitan University (MMU) is outlined in a [case study](#) aimed at academic audiences seeking to engage with NGOs or with an interest in systemic thinking.

### Future activity

The new partnerships and relationships developed during the project provide opportunities for new collaborations and joint initiatives.

#### WRAP and Groundwork London

WRAP and Groundwork London have continued their engagement as project partners by exploring a number of legacy opportunities. These include WRAP's commission to Groundwork London for the Defra primary schools education guide, and the partnership bid to the Climate Action Fund for a community food pilot in Barnet. Please see detail in [Schools](#) and [Communities](#) respectively.

#### WRAP and Manchester Metropolitan University

The 2 x case studies prepared in conjunction with Manchester Metropolitan University will be disseminated via the internal university newsletter 'Man Met'. In addition, MMU is approaching news outlet [The Conversation](#) which features news from academic and research sources with a view to publishing an article.

#### LWARB and City of Milan

LWARB is participating in a EU Development Education and Awareness Raising (DEAR) consortium project 'Food Wave – Empowering Urban Youth for Climate Action' which is being led by the City of Milan. London's invitation to participate in the project came as a result of the activity delivered and lessons learned through TRiFOCAL. The project aims to increase EU citizens' knowledge, awareness and engagement on sustainable patterns of food consumption and production for climate change mitigation and adaptation, with a specific focus on young people. The project aims to encourage young people in 16 EU Member States to commit to changing their food consumption behaviour and promote the shift towards ecological and inclusive urban food systems.

#### LWARB and Ellen MacArthur Foundation (EMF)

London is one of three Flagship Cities selected by the Ellen MacArthur Foundation to turn the Cities and Circular Economy for Food report into action. The initiative in London aims to convene a consortium of public-private stakeholders to co-design, test, and scale solutions based on circular economy solutions for food. TRiFOCAL was a key asset in the application as it demonstrated London's ambition and ability to make a positive change in the food system.

### Resources

#### Case studies

Dissemination case studies highlight examples of project dissemination and showcase the project's learning and development throughout the pilot activity in London.

Several case studies focus on the process of launching a localised version of the Small Change, Big Difference campaign: [Wave 3 \(Hounslow\)](#), [Wave 4](#), the [project's test and learn approach](#) and [use of social media](#).

The [evaluation case study](#) draws out lessons for Programme and project managers to understand evaluation of a large project.

The case study developed with Manchester Metropolitan University on the TRiFOCAL business engagement approach outlines wider learnings that can be employed in future business engagement projects. <http://resources.trifocal.eu.com/resources/case-study-trifocal-business-approach/>

### Future activity

The TRiFOCAL project partners recognise the importance of sustaining the learning and best-practice from the TRiFOCAL project beyond the end of its delivery period.

#### WRAP evaluation

The TRiFOCAL project was designed with an extensive evaluation work package to provide robust and detailed data and results about the project's impact. In total, 13 elements comprising 7 methodologies were used. The breadth of this activity offers multiple learnings for WRAP's evaluation team and future project design.

Examples include:

- Refining project targets to be closer to project activity e.g. percentage of citizens acting on information received, rather than percentage waste reduced.
- Spending more resource on contribution and/or attribution of project activity to any change observed.

Waste composition analysis data collected for the TRiFOCAL evaluation was used to inform the calculations behind the UK 2018 food waste estimates. The data helped to show what proportion of the total waste was food in certain London boroughs, improving the quality of the overall UK estimate.

#### UK Evaluation Society

TRiFOCAL has submitted an abstract on the project's evaluation for inclusion in the UK Evaluation Society annual conference in June 2020. The abstract focusses on the value of the test-and-learn approach employed in the project compared with the impact-based approaches employed. If accepted, learnings from the project will be shared with evaluation professionals working on a broad range of initiatives across the UK.

### Small Change, Big Difference

#SmallChangeLondon

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