



Business Vision 2017/2018

“[The Lambeth GP Food Co-op] shows the power of co-operation and collaboration, and the kindness and shared purpose that is at the heart of the NHS. It’s open to anyone in Lambeth, and for those with long-term physical and mental health problems, or those just isolated, lonely or bored, the benefits could be huge. It could also put some well needed creative buzz into browbeaten GP surgeries....my guess is that when word gets out about it waiting rooms will empty as folk disappear to the practice garden. This initiative will spread across the NHS like wild organic tomatoes”

Dr Phil Hammond

Our story so far:

The Lambeth GP Food Co-op is one of the first community-led health co-operatives working in and for the NHS. We are co-operative of patients, doctors, nurses and Lambeth residents who grow food together. For the past three years, we have built gardens in GP surgeries which are designed to support patients with long-term health conditions learn how to grow food and by doing so improve their health and wellbeing.

The Lambeth GP Food Co-op has been recognised as a pioneering initiative and was awarded the Best Sustainable Food Initiative in the NHS by NHS Sustainability Unit and Public Health England.

In the words of one patient participant:

“As a person with depression and anxiety problems, I find the project a good way....to meet people and combat a sense of isolation I often feel...It has also motivated me to utilize my balcony space to grow food... and has also reignited my love of cooking....”



With initial seed funding from Lambeth Council and NHS Lambeth Clinical Commissioning Group awarded in Spring 2013, we have built food growing gardens in 11 GP surgeries across Lambeth. We launched our latest garden at Grantham Place and Beckett House surgeries in Stockwell in July 2016.

When we started, we had a dream that we would:

- Improve the health and wellbeing of our local community.

- Seek to ameliorate social isolation and loneliness by creating a convivial community.
- Empower patients, especially those with long-term health conditions to grow fruit and vegetables for sale to the NHS using a co-operative business structure.
- Contribute to a new model of community general practice by transforming unused space in surgeries for food growing gardens.
- Help shape a patient-led local food system in which patients would grow to feed other patients in hospital.
- Build a co-operative, open to all, for community benefit.

We have successfully achieved everything that we had set out to. Our core activity remains building food growing gardens in GP surgeries for patients and service users who do not have access to their own gardens. We have achieved more than we expected to do when we set out in 2013 -

- Partnered with Medirest/Compass at King's College Hospital where we sell patient-grown local produce at our monthly stall.
- Created a unique relationship between a local GP surgery and an acute trust (King's College Hospital) which enables local patients to grow food inside the hospital at Jennie Lee House.
- Collaborated with Lambeth and Southwark Malnutrition Project, Feeding Britain and local food poverty initiatives to raise awareness about malnutrition and poor diet and its effect on people's health and welfare.
- Influenced current health thinking on gardening and its contribution to improving health and wellbeing as reported in the King's Fund Report Gardening and Health: implications for policy and practice, May 2016.
- Won third prize at Royal Horticultural Society's London competition for one of our lettuces grown by patients at Jennie Lee garden.

Our partnership with Medirest at King's College Hospital began in Spring 2016. We are delighted to succeed in creating a supply chain for patient grown local produce which is sold to NHS staff,



Our first Summer Garden Party: what general practice in the NHS could look a lot more like in the future



Kings College London students with patients at Jennie Lee garden, King's College Hospital's NHS Foundation Trust, October 2015

patients and their families at our monthly stall at King's College Hospital. Our partnership with Medirest offers future business opportunities which we wish to explore with the aim of supplying more local produce grown by patients to be used in hospital menus.

We have caught the imagination of people in health organisations both within the NHS and the wider community. Over the past year, for example, we have:

- Contributed a keynote presentation to the British Medical Association's Mind Garden event in collaboration with the Chelsea Fringe Festival Summer 2016.
- Delivered workshops for the Welsh Audit Office, Public Health England- London Region, Royal College of Nursing, NHS Sustainability Unit's Roadshow
- Presented at the National Conference on Poverty and Malnutrition at the House of Commons.
- Been commended in the King's Fund report on Gardens and Health: Implications for policy and practice (Spring 2016).
- Hosted student dietitians and nutritionists on placement from King's College London.
- Shared our learning with the wider health community in London.

What we want to do next?

There is much more work to do and we are passionately committed to continue our work to improve people's lives through gardening and mutual support. We are confident that with your help we can build on our achievements to date, and do even more good work in the coming years. We need additional financial resources and help to enable us to put the Lambeth GP Food Co-op on a sustainable footing for meeting the business opportunities that are presented to us.

We are aiming for long-term financial stability and believe we can achieve this through diversifying our income streams whilst maintaining our core values and beliefs.

The Lambeth GP Food Co-op is in a strong position to take full advantage of new health initiatives across general practice and primary care as presented by for example, General Practice Forward View. We will provide innovative, cost effective and compassionate solutions to addressing the effects of social isolation, loneliness and ill-health on our communities. We have a proven track record in doing so whilst remaining true to our vision of patient empowerment and active communities.



Early winter planting by patients and staff from Corner Surgery

The brief outline below should help you share our business vision for the future, and we hope you will share our enthusiasm for engaging both imaginatively and practically with meeting these new opportunities. They include:

- **Building more food growing gardens** both in Lambeth and elsewhere. We need further investment to enable us to increase our food growing capacity across the borough which will be the first phase of implementing our business strategy in 2017/18. We need more land for food growing and at the time of writing, we have identified large food growing areas in Lambeth that are currently not being used and we aim to bring these on stream next year. **We have a waiting list of GP surgeries both in Lambeth and Southwark** who wish to work in partnership with us. We need new investment to enable us to build the infrastructure for extending our work next year.
- One of our growing spaces is located within a Lambeth residential home where we have our greenhouse and a large growing area. We wish to **market our work to residential homes** in the borough as potential income generating activity in 2017. We are in advanced discussions with the British Home in West Norwood about a future partnership to include Lambeth GP Food Co-op using space at the home for food growing and involving residents in gardening activity. We will do this in partnership with the local GP surgery.
- An additional income generating work stream will involve **building gardens in Children’s hospitals** across London. Our aim is to market ourselves to NHS hospitals with the offer of building food growing gardens for children in long-stay wards. This idea emerged with a discussion with Great Ormond Street Hospital for Children in the early Summer which we will follow up in 2017.
- We can succeed in **increasing the volume of locally grown produce supplied to King’s College Hospital** only by working in partnership with local producers of whom there are currently 40 across Lambeth. We are realists and understand that even with an increase in gardening activity in GP surgeries in Lambeth, we will find it difficult to supply locally grown produce to King’s College Hospital. We are planning to engage with all producers across the borough and beyond to become a clearing house for locally grown produce and act as onward suppliers to Medirest at King’s College Hospital and other NHS customers. As Lambeth is the Flagship Food Borough for London, we are in a strong position to use our current networks and future partnerships to deliver on this business opportunity. We have initiated preliminary discussions with Sutton Community Farm to explore a future mutual working partnership.

“It’s great to see an initiative in London focusing on providing fresh, locally grown produce. Creating food gardens for the Lambeth community will enable access to fresh food in an environmentally friendly and sustainable manner. Community interventions like this help to reduce social isolation by bringing people together, and we find they can help ease the pressure health and social care services face from social isolation in London.”

Professor Yvonne Doyle, Regional Director of Public Health England, London Region

- We **host postgraduate and undergraduate student dietitians** and nutritionists from Kings College London for their community placement. We plan to engage with all 31 Universities in the M25 corridor offering unique educational placements for students from across Health and Social Care, Business, Management and other related disciplines in 2017 and beyond. We will need new resources to enable us to adequately fund our marketing and publicity work to make this work stream a successful endeavor.
- There are real **opportunities for the Lambeth GP Food Co-op to develop its consultancy work** across the health sector next year and into 2018. Following recent articles that appeared in the national and medical press (see attached), we have been approached by individual GPs, health commissioning organisations and hospitals from across the country, who would like to learn from Lambeth GP Food Co-op experience.
Next year, we aim to design and deliver a support package for marketing to interested organisations in the health sector. We have a team of expert consultants and facilitators who can deliver the package as training workshops in the future. We will need investment to make this happen.

We hope you will join us in our journey and help us succeed.



Preparing produce for sale at our monthly stall

Finances

We are here to stay. We are a resilient network which actively involves a growing number of GP surgeries across Lambeth which will provide a launch pad for the next stage of our growth.

We have a simple model which is cost effective and does the job efficiently, effectively and economically. We build food growing gardens in GP surgeries.

Raising £45,000 will provide the Lambeth GP Food Co-op with working capital which will allow us to successfully meet the business opportunities over the coming year.

We are confident that we will raise additional monies through grant applications from public and private organisations as well as actively engaging with Commissioning bodies in the health sector.

The community share issue will help us position the Lambeth GP Food Co-op in a changing health market with a sufficient resource base to meet future business opportunities beyond 2018.

We will actively pursue new sources of funding that will be identified over the coming year as resources are released to the sector following NHS financial plans for revitalizing general practice and its estate. We are currently partially supported financially by Guys and St Thomas' Charity and Building Better Health.

Community Shares

With the issue of community shares, the Board is proposing that investors can withdraw whole or part of their investment from January 2020 and on an annual basis thereafter. Each year from 2020, the Board will determine whether it would be prudent and not risk the ongoing sustainability of the enterprise. If it considers it prudent, it will also decide to how much capital maybe withdrawn and the process for applying to withdraw.

The Board will also decide on an annual basis whether it would be prudent to offer an annual rate of interest, if trading performance allows. Our intention is to attract investment from individuals and organisations who share our passion for doing social good and will either forgo a defined rate of interest on their investment or will be content with a proposed rate of no more than 2% current base rates.

Proposed Budget April 2017- March 2018

GARDEN BUILDING:

Garden Planters 45@ £300 per unit	£13,500
Transport of planters/compost/soil	£3,500
Planter covers 45 @ £10 per unit	£450
Wheelbarrows 6 @ £38 per unit	£228
Tools/tool boxes 10 @ £65 per unit	£650
Fruit trees 40@ £10 per unit	£400
Plants and seeds	£250
Compost 65 bags @ £45 per unit	£2,925

Subtotal: £21,903

Marketing and publicity

Design and printing of publicity materials including designer costs	£1,500
Video productions costs	£890

Subtotal: £2,390

Salaries and fees

1x administrator 2 days per week pro rata £27,000 per annum (daily rate of £75 per day /90 days)	£6,750
3x fractional posts/gardening group leaders @£125 per day. Weekly half day sessions led by professional practitioners involving 8 – 12 patients. Activity over 35 weeks per year during growing season.	£13,125

Current and proposed new sites at: The British Home (West Norwood), Clapham Park Group Practice, Clapham Family Practice, Norwood Road, Gracefield Gardens, Streatham High and Xchange Surgeries, Lambeth Walk Group Practice, Mawbey Health Centre, Corner Surgery/ Kings College Hospital, Grantham Place surgery, Beckett House surgery, West Norwood Health and Leisure Centre, Binfield Road surgery, Brixton Hill surgery, Melbourne Grove surgery.

Subtotal: £19,875

Grand Subtotal: £44,168

Our Co-op

We registered with the Financial Conduct Authority in July 2013. Our registration number is 32149R.

We are a community-led health co-operative, owned and managed by our members. Our members have invested in the co-operative and have received a non-transferrable and non-redeemable share. We are a membership organisation with a strong commitment to democratic decision-making which has been a feature of our work since we started three years ago.

We aim to hold half-day planning sessions open to all members of Lambeth GP Food Co-op and everyone who supports our aims and objectives. We walk the talk of democracy in action and we adhere to the principles and values at the heart of the NHS and aim to contribute to empowering patients to become not only food growers but active citizens in the Lambeth GP Food Co-op.



"[The Lambeth GP Food Co-op] is a formidable achievement making a positive difference for local people, helping themselves to better health and making new friends and connections. Your co-operative is exactly what we mean by public health in action."

Duncan Selbie, Chief Executive of Public Health England, meeting the Co-op and its supporters in October 2015

Our Board

Our Board brings a wealth of experience, skills and understanding that will strengthen our internal decision-making and additionally will contribute to deepening our relationships across diverse health communities in London and beyond. Our new board will meet shortly after our forthcoming Annual General Meeting in October this year:

- **Hilda Castillo-Binger:**
Hilda was an NHS midwife for most of her career working in general practice across London. She is currently an Expert Patient Programme (EPP) tutor and trainer in Lambeth working with NHS Community Services in the Borough. A master gardener who has supported gardening groups at Clapham Park Group Practice and Lambeth Walk Group Practice.
- **Dr Raj Mitra:**
An inner-city GP with over 21 years' experience in delivering health and care in the Kennington area of Lambeth. Raj is the clinical lead for the Staying Healthy work stream for NHS Lambeth Clinical Commissioning Group. With a specialty interest in mental health and prevention, Raj is the Link GP for LGPFC and NHS Lambeth CCG.
- **Dr Maryam Zonouzi**
Maryam is a social entrepreneur, academic, disability activist, business and technology innovator. Maryam has co-authored 'Personalisation and Social Work' and 'Community Health Nursing', where she extended and revised a chapter written by the late Professor Bob Sang on co-production and patient and public engagement. Maryam has recently been appointed to the academic staff at St Georges Hospital, Tooting.
- **Edward Rosen:**
With extensive experience of national and regional educational roles in the NHS including Education Advisor at the London Deanery, Head of Learning and Teaching for the NHS University (NHSU), Ed has been at the forefront of innovation and change in the NHS for many years. He is currently Director of Lambeth GP Food Co-op through which he continues exploring the potential of co-operation in the public sector.
- **Dr David Wickstead (from November 2016):**
David trained as a GP in Liverpool completing a Masters in Health Care Ethics. David has worked overseas for Medecin Sans Frontieres (Doctors Without Borders). He has worked at the Corner Surgery, Coldharbour Lane in one of the most deprived wards in the Borough since 1998.
- **Dr Vikesh Sharma (from November 2016):**
Vikesh is Principal GP at Grantham Place surgery in Stockwell, where he leads an innovative social prescribing project funded by NHS Lambeth CCG. Working with the Portuguese community in

Stockwell to improve health and wellbeing, Vikesh is committed to creating new approaches to community engagement across the Borough.

- **John Worth (from November 2016):**

John is Managing Director, Know Your Own Health which is a Brighton-based organisation recognised nationally for its leadership role in the field of Personalised Supported Self-Management. KYOH followed on from John's inspiration work leading Worth Media for many years. John is an experienced consultant having worked with senior leaders and managers in the NHS for many years. He was Lead Consultant for the National Endowment for Science, Technology and the Arts (NESTA), People-Powered Health project at Huddersfield NHS Trust and elsewhere.

- **Dr Rebecca Viney (from November 2016)**

Rebecca was previously Deputy Head of Education and Quality for Primary and Community Care and Deputy GPD at Health Education East of England. In her leadership role at the London Deanery, Rebecca led Coaching and Mentoring for Leadership across London. A GP with over twenty years' experience across North London.

