

Food Strategy Advisory Board – 14 September 2026

Attendees

- Minister Morgan MP (Chair)
- Dame Angela Eagle, Secretary of State, Department for Environment, Food and Rural Affairs (Defra)
- Andrew Forsey, Chief Executive Officer, Feeding Britain
- Ash Amirahmadi, Chief Executive Officer, Sofina Foods
- Dalton Philips, Chief Executive Officer, Greencore
- Julian Marks, Group Chief Executive Officer, Barfoots
- Peter Kendall, Farmer
- Sarah Bradbury, Chief Executive Officer, Institute of Grocery Distribution (IGD) (Co-Secretariat)
- Jonathan Bennett, Institute of Grocery Distribution (IGD)
- Simon Roberts, Chief Executive Officer, Sainsbury's, and President of IGD
- Susan Jebb, Professor of Diet and Population Health, University of Oxford
- Tanya Steele, Chief Executive Officer, Worldwide Fund for Nature UK (WWF-UK)
- Tim Smith, Non-Executive Chairman, Cranswick plc
- Catherine Frances, Director General, Global and Public Health, Department of Health and Social Care (DHSC)
- Chris Whitty, Chief Medical Officer, DHSC
- Anna Taylor, Executive Director, Food Foundation
- Jayne McCann, Director of Services, BIST attending on behalf of Jaee Samant
- Paul Kissack, Permanent Secretary, Defra
- Tessa Jones, Agri-Food Chain Director, Defra (Co-Secretariat)
- Helen Dallas, Deputy Director for Food Preparedness and Response
- Karen Lepper, Deputy Director for Environmental Sustainability
- Amy Ferguson, Deputy Director – Food Strategy, Defra

Apologies

- Roisin Currie, Chief Executive Officer, Greggs
- Andrew Selley, Chief Executive Officer, Bidfood UK

Item 1: Welcome, Strategic Priorities and State of the Nation

The Secretary of State set out the Government's priorities for the food system, highlighting the importance of food security, resilience, sustainable food production and nature recovery. She rejected the need to make a choice between nature and farming – national resilience requires both. Members welcomed progress on school food standards and discussed the importance of innovation, productivity and supporting a profitable farming sector.

Item 2: Food Nation 2040

Sarah Bradbury outlined a first draft proposal for a prioritised framework of action, based on metrics and missions developed in close collaboration between IGD, Defra and wider food sector stakeholders. Food Nation 2040 would aim to advance delivery of the outcomes in the Good Food Cycle. Discussions covered healthy and affordable food, growth and investment, resilience and sustainability, and food culture and connection. The Board made specific suggestions about priority areas and advised strongly on the need to prioritise areas where action could be taken quickly, to maximise impact. Effective engagement across government, the food sector, and civil society would be key.

Item 3: National Audit Office Report

Helen Dallas shared an update on the National Audit Office report on Resilience of the Food Supply Chain to Disruptions. The discussion focused on preparedness, food system risks, critical supply chain dependencies, and the importance of collaboration between government, industry, and civil society. Members welcomed the alignment between the report's recommendations and ongoing resilience work.

Item 4: Sustainability and Net Zero

Tessa Jones outlined Defra's work to support food and farming environmental resilience and sustainability. Discussions focused on the links between sustainability, resilience, productivity, and nature recovery, as well as the role of investment, incentives, and measurement frameworks in supporting delivery. Members were invited to provide further feedback to inform future policy development.

Item 5: AOB and Close

Members reflected on progress made by the Board and highlighted the importance of maintaining momentum and clear communication as work continues. Minister Morgan thanked members for their contributions today; and, in closing, extended his congratulations to Anna Taylor on her Damehood and Tim Smith on his Peerage. Minister Morgan also noted the Prime Minister's visit to a Sainsbury's store earlier in the summer.

The Board agreed to a follow up discussion with senior officials to provide further input on Food Nation 2040.