

5 EOI 18/38 - FOOD CIRCLES COLLECTIVE IMPACT PROJECT

FILE REFERENCE INT1916461

RESPONSIBLE GENERAL MANAGER Jenny Scicluna

AUTHOR Pieta Bucello

RECOMMENDATION

That Council:

- Support *Sustain: The Australian Food Network* as the successful applicant for EOI 18/38.

Attachments

1	Part D - Response Document (Sustain)	14 Pages
2	Food Circles 2 Year Report	30 Pages
3	Community Food Strategy and Action Plan 2018-26	40 Pages

EXECUTIVE SUMMARY

The Cardinia Food Circles Project has been running since November 2016, with a 10-year vision to establish a healthy, delicious, sustainable and fair food system for all residents. *Sustain: The Australian Food Network* (Sustain) fulfilled the backbone role for the Collective Impact project during this time.

In line with Council's procurement policy, following the initial 2-year contract, an expression of interest (EOI) was initiated, for an organisation to fulfil the backbone function of the project. The EOI process took place between December 2018 and February 2019 and the outcome is now being presented for endorsement.

BACKGROUND

In November 2016 Sustain were awarded contract 16/54 to initiate the Food Circles Collective Impact Project. This project is an Australian first, seeing government, community, philanthropy, business and non-government agencies come together to find local solutions to the complex problems of food security and obesity.

The project has a 10-year vision to establish a healthy, delicious, sustainable and fair food system for all residents.

Following establishment of the project over the initial two years, Council is now reviewing the backbone function for the collective impact project and opened an EOI for other organisations to take on this role.

The EOI opened on the 1 December 2018 and closed on the 22 January 2019. One application was received through this process, from *Sustain: The Australian Food Network*.

The application was assessed based on the following criteria:

- Ability to undertake the six backbone functions of collective impact
- Capability and experience around utilisation of collective impact or systems thinking methods

- Experience around community development, health promotion and community engagement strategies
 - Experience in managing, recruiting and maintaining organisational partnerships and relationships
 - Professional reports and advocacy documents, including systems for governance, evaluation and professional facilitation
 - Working relationship between the backbone and Council
 - Proposed work plan for the next 12 months
 - Value adding factors for engagement
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- Upon completion of the evaluation process overseen and chaired by Council's Procurement Officer, Sustain were assessed as the successful proponent due primarily to the high standard of their submission.

POLICY IMPLICATIONS

The Food Circles Project aligns to the 'Food' policy domain within *Cardinia Shire's Liveability Plan 2017-29* and activates the recently adopted *Cardinia Community Food Strategy and Action Plan 2018-26*.

It also supports Council's internally adopted 'Cardinia Food Security Principles' and aligns to The *Urban and Regional Food Declaration*, of which Cardinia Shire Council became a signatory in November 2017.

Through the Interface Group of Councils, Cardinia Shire Council has played a key advocacy role to protect Melbourne's foodbowl, as a partner of the Foodprint Melbourne research. The most recent report, *Food for thought: Challenges and opportunities for farming in Melbourne's foodbowl*, was published in July 2018.

Council's work and role in this area is also determined by relevant Victorian policy. The *Public Health and Wellbeing Act 2008* highlights Council's role in planning for the health and wellbeing of the municipality. The Victorian Public Health and Wellbeing Plan's priority area 'Healthy eating and active living' focuses on increasing fruit and vegetable consumption and reducing consumption of discretionary food and drink.

RELEVANCE TO COUNCIL PLAN

The Food Circles Project relates to the Council Plan, specifically:

- Strategy 2.4.2 - Enhance food literacy and security within the community
- Action 2.4.2.1 - Coordinate and implement the Food Circles Collective Impact Project.

CONSULTATION/COMMUNICATION

Sustain and other existing Food Circles Project partners were notified of the intent to run an EOI process and were contacted via phone and/or email when the documentation was live on the website: www.eprocure.com.au/cardinia

The EOI was also advertised in the Age newspaper from Saturday 1 December 2018.

FINANCIAL AND RESOURCE IMPLICATIONS

The total budget for the Food Circles Collective Impact Project is \$100,000. For the past two years this total amount has been provided to the backbone, with a proportion of this allocated to the Project Coordinator position. During the review of the backbone function it was decided that the position could be more effective if it sat internally within Council. For this reason part of the budget will be held internally to employ the project coordinator.

The total contribution in funding to the backbone from Council will be \$44K annually. The length of the new contract is 3 years with the option to extend for 2 + 2 years, with the intent to fulfil the 10-year vision of the project.

During the past two years a further value of over \$330,000 has been attracted to the project through state government and philanthropic funding and in-kind contributions from partner organisations and community volunteers.

CONCLUSION

An expression of interest process was conducted to review the role of the 'backbone' for the Cardinia Food Circles Collective Impact Project. One application was received and following evaluation, *Sustain: The Australian Food Network* is recommended as the successful applicant.



Invitation for Expressions of Interest

Part C – Invitee’s Response

Cardinia Shire Council

Invitation title:	Cardinia Shire’s Food System Collective Impact Project
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Reference number: [EOI 18/38](#)

Date of issue: [1/12/2018](#)



Part C – Invitee’s response

Offer submitted by: **Sustain: The Australian Food Network**

Instructions to Invitees for completing this template.

1. Invitees must respond to all sections of this template.
2. Invitees may provide supplementary material to support their Response. All supplementary material must be cross referenced to the relevant section of this template.

Invitation title: **Cardinia Shire’s Food System Collective Impact Project**

Reference number: **EOI 18/38**

Invitee information	
Trading name:	Sustain: The Australian Food Network
Registered name:	Sustain: The Australian Food Network Ltd
ACN:	610341127
ABN:	54272644917
Address of registered office:	555 La Trobe Street, Melbourne, Vic 3000
Principal office in Victoria (if applicable):	As above

Contact details	
Name of contact person:	Nick Rose
Position title :	Executive Director
Address:	555 La Trobe Street, Melbourne, Vic 3000
Postal address (if different to above):	As above
Email:	nick@sustinaustralia.org
Website:	sustain.org.au



Telephone number: 0396062104

Mobile number: 0414497819

Signed for and on behalf of the invitee

I warrant that in submitting this response, I have read and accept the conditions of the EOI.

Invitee: Sustain: The Australian Food Network

Name: Nick Rose

Position: Executive Director

Address: 555 La Trobe Street, Melbourne Vic 3000

Email: nick@sustainaustralia.org

Signature of invitee's
authorised officer:

Date of execution: 21/01/2019

Executive Summary

Provide an overview of your organisation and how you can provide the required solution as detailed in Part A.2. Attachments may be submitted.

Sustain is a growing city, state-wide and national food systems network of municipalities, regional food alliances and other organisations: a meta-food systems network. Sustain works with and alongside government, producers, business and community stakeholders as a national voice for the development of healthy, ethical and sustainable food systems. Sustain is a thought and practice leader in the sustainable food systems field, designing and hosting dynamic events, conducting participatory research, connecting organisations and building networks, and undertaking major food systems projects to demonstrate positive change on the ground. Sustain recognises that the major societal challenges we face, such as food system equity and sustainability, are beyond the capacity of any one organisation or institution to address successfully. Instead, what is required is a coherent and collaborative approach by multiple actors aligning their diverse skills, experience and actions around a shared agenda for change. Hence our work is guided by the philosophy and methodology of collective impact. For more details on our work and approach, we



have attached to this response our most recent Annual Report. We believe we are uniquely positioned to fulfil the requirements of this tender as detailed in Part A.2 'Overview / Specification'. We have fulfilled the backbone function of this project since its inception in November 2016. Our participatory approach and committed, collaborative work with Council, community members and other key partners has led to the key achievements as documented in Section 1.4 of Part A.2. Our final report at the end of two years is attached for reference. In particular, we designed and coordinated the kitchen table talks and ideas harvest campaign that formed the basis for the drafting of Cardinia Shire Council's first Community Food Strategy, which was endorsed by Council on 10 December 2018. Over two years we have established and consolidated wide and deep relationships with a large number of individual, organisation, business and institutional stakeholders in the region and beyond. This work will be taken to a further level in 2019 and beyond through two major achievements announced in the last few weeks of 2018. First, the success of the Community School Farm Pick My Project application that we submitted jointly with Pakenham Secondary College, CSM Organics, CVA and Stephanie Alexander Kitchen Garden Foundation will pioneer a highly innovative and impactful farm-to-school model aimed at disadvantaged youth that will directly inform and strengthen the Healthy Schools Network, a significant new initiative led by Monash Health aligned to the Food Circles project. Secondly, Sustain's involvement in a successful Australian Research Council Discovery Project investigating local government practice across Victoria and NSW into policy and initiatives to strengthen local and regional food systems will add substantial and systematic research support and evaluation to the project. Through the ARC research the Food Circles project in Cardinia will inform local government thinking across Victoria and NSW; and in turn Cardinia will benefit from leading practice in other regions as well as being bench-marked internationally. This will be important in terms of the development and evaluation of shared measurement, one of the key conditions of collective impact. More broadly, as our final report after the first two years of the project demonstrates, we have already made significant progress on the delivery of the six key functions of the backbone role as detailed in 1.5.1., and believe that we are ideally and uniquely placed to build on this work together with Council over the next phase of the project.

Capability and Capacity

Detail your understanding and ability to undertake the six backbone functions of collective impact;

- Guide vision and strategy,
- Support aligned activities,
- Establish shared measurement practices,
- Build public will,
- Advance Policy, and
- Mobilise funding.

Sustain has accumulated a substantial breadth and depth of experience in undertaking the six backbone functions of Collective Impact both in the Cardinia Food Circles project (Nov



2016 – present) and also with the Melbourne Food Hub at Alphington (May 2018 – present), providing the organisation and the team with a strong, practice-based understanding of the collective impact framework. 1. In terms of guiding vision and strategy, since 2015 (and since 2010 as the Food Alliance) Sustain has worked extensively across policy, research, thought and practice leadership with a wide range of food system stakeholders to support and guide various visions, plans and strategies for food system change. Since November 2016, our coordination of the Cardinia Food Circles initiative has enabled us to integrate this body of work into the Collective Impact framework, where the indicators of effectiveness have guided project implementation. The first two years of this project have seen us focus on developing the common agenda across the broad group of key stakeholders, building collective familiarity with that agenda so it can act as a guide and reference point for workplans and projects across the partner organisations, as well as supporting and advising various community and partner led initiatives. The collaborative development of the vision and strategy has fostered a shared and grounded understanding of the local food system, key stakeholders and inherent politics that provides a strong foundation for ongoing guidance and steering of the initiative in reference to the common agenda.2. As a ‘meta-network’, a sizeable piece of Sustain’s work and mission is to support initiatives, programs and partners that are working to drive food systems transformation across Australia. We have worked with partners, institutions and community groups in many regions of Victoria, as well as in Western Australia; and have strong relationships in NSW, South Australia, Tasmania, Queensland and the ACT. This work has readily translated to the collective impact backbone function of supporting mutually aligned activities, and has seen us engage a large range of relevant stakeholders in the Cardinia Food Circles initiative (which is one of the key indicators of effectiveness for this backbone function). A diverse range of partners have committed to leading or supporting actions across the Community Food Strategy Action Plan, and a range of collaborative initiatives have already taken shape and are at various stages of implementation including The Community Grocer (see attached letter), the Healthy Education Network and the Pakenham Community School Farm. We have also worked extensively to celebrate and amplify the great work of a range of partners on the ground through events and various communications platforms. This mirrors and builds on the work Sustain does across other regions and at state and national levels, through leading national food systems events such as the Urban Agriculture Forum, the Food for Thought Festival (WA) and the Community Food Hubs conference. 3. As discussed in other parts of this application, the establishment of shared measurement practices is a key and vital piece of the backbone’s role, to enable a broad-based collective impact initiative to document, track and communicate progress and outcomes. Sustain’s Food Circles team have worked hard to set up and develop a shared data system and evaluation framework for the initiative, with support from the University of Melbourne and Brotherhood of St Laurence. An early iteration of this framework has been workshopped with the Strategic Steering Group and is in the process of being further refined. The challenge of developing a framework and useable measurement tools for this complex and multidimensional food systems intervention is considerable, but our work to date both on the Cardinia project and in our broader work in food systems across Australia provides us with a strong ability to fulfil this backbone function, informed through wider best practice and academic research.



In particular, we have existing research partnerships with Monash University, RMIT University, Melbourne University, William Angliss Institute and Edith Cowan University, as well as Lakehead University in Ontario. We are developing a collaboration with the University of Tasmania and will shortly commence a three-year Australian Research Council Discovery Project (attached) with Sydney University, the University of Wollongong and William Angliss, to map and analyse community and council initiatives in policy, governance and practice to strengthen local food systems across NSW and Victoria, and benchmark this work internationally. This will represent significant additional research support coming to Cardinia (proposed as one of three case study regions for the ARC grant) which will enhance our capacity to develop and evaluate shared measurement practices.

4. A large focus of the work of Sustain is to build public will, awareness and support for food systems that nourish communities. Our experience in delivering engaging events, initiatives and research outcomes translates directly into the backbone function of building public will and raising awareness and support. In our role as the food circles backbone, we have been working to increase awareness of food system issues, and support for the initiative, across the Cardinia community through our media and social media platforms, events and workshops and the participatory consultation process for the development of the food strategy. Our work on this specific backbone function has developed a strong community presence and levels of support for the initiative, as well as provided some hard-won experiences re the challenge of engaging specific aspects of the local community and the importance of stakeholder analysis and targeted messaging. Evidence of this public support comes in the form of the unanticipated success of The Community Grocer in Pakenham (letter attached), as well as obtaining over 300 votes to be one of a handful of major projects that received Pick My Project funding. The other aspect of building public will is to empower community members to engage and take action, an area of work that Sustain's team feels passionately committed to, and have proven their ability to do so through the increasing leadership and ownership of the food circles initiative. Increasing levels of community empowerment and ownership are evidenced by the long-term commitment of members of the food network, food animators and partner organisations, many of whom have signed up to take lead responsibility for implementation of specific actions within the Community Food Strategy. This aspect of building public will is an increasing focus as we move into the next phase of the Food Circles initiative.

5. Sustain is engaged in a broad range of work to advance policy at an industry, local, state and federal government level. The immediate focus of the Food Circles initiative has been to advance policy at a local level through the development of the Cardinia Community Food Strategy, which resulted in the Council's endorsement of the Strategy on 10 December 2018. Across Victoria, Sustain has shown leadership in the policy sphere with the Urban and Regional Food Declaration being endorsed by the State Council of the Municipal Association of Victoria, as well as being endorsed individually by several major local councils including the City of Melbourne, the City of Moreland, the City of Geelong, the City of Ballarat, the City of Greater Bendigo, Mornington Peninsula Shire Council and most recently Cardinia Shire Council. Sustain also demonstrated its leadership by working with the VLGA and many local councils to develop and circulate a position paper on Food Systems and the Role of Local Government. At the state level, Sustain worked with Agriculture Victoria to conduct a state-wide survey of producers and



food businesses, and make recommendations to inform the development of the Victorian Government's Artisan Sector Roadmap (September 2018). Sustain is also involved in the recently launched Melbourne Food Alliance, launched by the City of Melbourne. We will have a strong presence at Festival21, which will foreground the EAT-Lancet report on the need to shift to a healthy and sustainable diet, and support the Sandro Demaio Foundation and others in advancing policy support for this important initiative at the state and federal levels. Moving forward the focus will be on ensuring the target audience of influence and policy makers at all levels of government are increasingly aware of the initiative, and that a strong collective community and stakeholder voice has the evidence, skills and strategies to effect policy change, and align policy with the food circles initiative. Sustain has a wealth of experience in both developing these collaborative advocacy platforms as well as developing relationships with key food system and policy influencers. This work will be further supported through the ARC Food Systems Discovery Grant as noted above. 6. As regards funding, over \$320,000 has been mobilised into the Food Circles initiative over the past 30 months with Sustain as the backbone, as well as an additional \$326,000 in in-kind contributions. This considerable value-add to the funding provided by Council is evidence of the ability of Sustain to work with funders to support the Food Circles initiative, and to develop relationships with philanthropic, government and research organisations to leverage new sources of funding. Moving forward, there is significant opportunity for additional funding to be mobilised if Sustain remains in the backbone role, thanks to our strong relationships with a wide range of philanthropic and education/research organisations and their increasing interest in supporting collective impact work given the achievements of the Food Circles project to date. Recently Sustain facilitated a roundtable of multiple philanthropic foundations with a view to building their shared understanding of food system challenges and the need for further philanthropic investment to support the work of Sustain and our partners in this field.

List 2 projects that you have been or are involved with that utilise collective impact methods or systems thinking methods. Please nominate relationship and if with Local Government.

- a) Cardinia Food Circles Project 2016-April 2019. Sustain is the backbone organisation, working with and funded by Cardinia Shire Council, as well as many other partner organisations.
- b) Melbourne Food Hub (Alphington) 2018-2020. Sustain is the backbone organisation, funded by the Lord Mayor's Charitable Foundation, and working closely with the City of Darebin as well as many other partners.

Detail any projects or experience in community development and / or health promotion. Please list any experience with engagement of the community and creation of effective public participation strategies.

- a) Cardinia Food Circles Project 2016 – April 2019. Aligned with the food domain of Cardinia Shire Council's Liveability Plan (2017-2029). This project involves extensive and intensive community engagement, especially with the participatory creation of Cardinia Shire Council's first Community Food Strategy, as well as associated activities such as the establishment and support of the Cardinia Food Network, the coordination and facilitation



of the Cardinia Food Forum (2017), and the design and implementation of the farm-to-school partnership based at Pakenham Secondary College which has become the Community School Farm project funded for 2019 through the Pick My Project Community Grants. The Cardinia Community Food Strategy involved an intensive period of community engagement through kitchen table talks and community forums as well as an Idea Harvest that directly reached over 500 residents, providing them with a voice in the development of an important local government strategy b) Wyndham Food System – Community and Stakeholder Engagement Strategy (2017). Sustain was one of a team of three consultants (with Growing Change and Innate Ecology) that was contracted by the City of Wyndham to develop and deliver a Community and Stakeholder Engagement Strategy to inform the development of a Wyndham Food Policy, Wyndham Food Hub Feasibility Study and a Thrive Food Enterprise Support Project. The strategy was developed over a period of more than a year, and stimulated increased communication, information sharing and coordination between producers and other key stakeholders active in the food system in the Wyndham region. It provided impetus for the provision of direct support for existing food systems initiatives in Wyndham, and laid the foundations for future food systems collaborations across the municipality. c) Alphington Food Hub Visioning Day (2017). Funded by a small grant from the Lord Mayor's Charitable Foundation (LMCF), Sustain coordinated a visioning day bringing together 50 representatives of 40 organisations and institutions, to co-create a vision and key objectives for the Alphington Food Hub. This laid the basis for an Innovation Grant application to the LMCF, which was successful, and in turn has permitted the establishment of what is now the Melbourne Food Hub in Alphington, as a joint venture with Melbourne Farmers Markets. There is extensive and ongoing community engagement and participation in this place-making community food systems development project (e.g. 120 completed surveys of local residents and attendees at the Alphington Farmers Markets about their attitudes and knowledge of composting and food growing, and their interest / capacity to participate in these activities at the Melbourne Food Hub). d). Curation of a program of participatory food system events and workshops from 2015-2018, focusing on community food hubs, urban agriculture and regenerative agriculture and linkages with community and public health and wellbeing. These events have directly reached over 5000 people across the country and have helped stimulate and inspire community and government action. For example, the Food for Thought Festival that is coordinated and supported by Sustain in Western Australia has given support and impetus to the WA Minister for Agriculture, Alanna MacTiernan, in her efforts to highlight and work with farmers across WA to embrace a shift to regenerative forms of agriculture.

Detail experience in managing and maintaining effective organisational partnerships. Please include any current standing relationships, methods of networking and recruitment of expertise for collective impact.

- a) Cardinia Food Circles project (2016 – April 2019). This collective impact food systems project has involved the development, management and maintenance of multiple organisational partnerships, including with Cardinia Shire Council, Monash Health, Monash University, Koo Wee Rup Health, RMIT University, The Community Grocer, Victorian Farmers Federation, Pakenham Secondary College, Conservation Volunteers Australia New Zealand, Stephanie Alexander Kitchen Garden Foundation, William Angliss Institute and Southern Migrant and Refugee Centre. b) Melbourne Food Hub, Alphington (2018 – ongoing). This collective impact food systems place-making project also involves the establishment, management and maintenance of many effective partnerships. The central



relationship is with our joint venture partner, Melbourne Farmers Markets. Other key stakeholders and partners include the City of Darebin, Melbourne Innovation Centre, Melbourne Polytechnic, Cultivating Community, Reground, Global Sisters, 3000 acres and many others. c) Curating a program of sustainable and healthy food systems events from 2015-2018, including a long-standing relationship with William Angliss Institute as a major in-kind supporter in terms of venue and catering, as well as multiple organisational and institutional relationships including Edith Cowan University, the City of Melbourne, the City of Darebin, the City of Moreland, the City of Greater Bendigo, Bendigo Kangan Institute, the Municipal Association of Victoria, Augusta-Margaret River Shire Council, the University of Tasmania, Central Queensland University, the University of Sydney, the University of New South Wales, the University of Western Australia. d) Local Government Urban Agriculture Network and the Local Government Food Governance Taskforce (2013-2017). This involved networking staff across more than 15 local governments in Victoria working in business units such as environment and sustainability, economic development, health and wellbeing, community development and others, culminating in a dedicated taskforce that met over several months and generated a detailed report on the role of local government in Victoria in strengthening local and regional food systems specifically in the fields of health and wellbeing, planning and economic development. Methods of networking: Participatory and engaging events and activities (conferences, seminars, forums, films, public lectures and presentations, workshops, dinners, site tours and visits); one-to-one engagement and relationship-building with key stakeholders and organisations; small group meetings and discussions; formation of working groups on dedicated topics and areas; support for food network formation (Cardinia Food Network); online communications (social media); e-news communications; ongoing development of a national Food Systems Directory to make initiatives, projects, key individuals and organisations visible and known to each other; use of mapping tools (e.g Kumu) to document network development at the local level; and sharing of knowledge, research and information through all the above methods. Recruitment of expertise for collective impact: Collective impact is embedded as a key way of working for Sustain and all our staff are receiving ongoing support in extending and deepening their understanding of and experience with this principle of working. We have also supported the development of collective impact expertise at the Board level, with the hiring of an external facilitator to work with the Boards of Sustain and Melbourne Farmers Markets as part of putting in place the key conditions of collective impact (shared agenda, shared measurements, continuous communication, mutually reinforcing activities as well as our own role as the backbone organisation) in the development of the Joint Venture agreement to govern the Melbourne Food Hub project. We are facilitating knowledge sharing across the projects with the CFC Project Coordinator delivering briefings to both Boards and to the Melbourne Food Hub team. The CFC Project Coordinator has also been supported in her knowledge of collective impact evaluation frameworks with mentoring provided by the Brotherhood of St Lawrence and Melbourne University.

Detail your capability to produce professional reports and advocacy documents in line with the project outcomes. Please list any systems you have in place to assist in governance and facilitation and evaluation for the project.

Sustain has significant experience in producing reports and advocacy documents consistent with the project outcomes. The Executive Director is a published author (both popular and academic press) with experience as a professional writer, editor and proof-reader, and holds a Doctor of Philosophy. He is also a Lecturer in the Bachelor of Food Studies and Master of Food Systems



and Gastronomy at William Angliss Institute, and is recognised as one of the leading experts in healthy and sustainable food systems work in Victoria and nationally. The Sustain Board contains a wide range of expertise of direct relevant to the food systems work that is at the heart of this project, and that includes people with recent experience of advocacy before the State government (on the animal industry regulatory reforms, development of the roadmap for the artisanal agriculture and premium food business sector in Victoria). Sustain also has a key advocacy document, the Urban and Regional Food Declaration, that now has over 40 signatories including 9 local governments in Victoria, NSW and WA (including Cardinia Shire Council), as well as having received endorsement from the State Council of the Municipal Association of Victoria. This document provides a shared vision and set of principles that signatories commit themselves to in working for a healthy, sustainable and fair food system, and therefore lays the foundation for further collective impact work and advocacy initiatives. Systems to assist in governance and facilitation and evaluation for the project: a) Governance – Sustain has an established relationship with Cardinia Shire Council dating back to November 2016, with a project governance committee comprising key project staff as well as CSC staff and managers, that has met regularly since March 2017. This governance committee provides oversight and supervision for the project, monitors progress in terms of the successful undertaking of key activities, documents the outcomes and impact achieved, identifies obstacles and challenges in project implementation, and is the forum for decision-making regarding amendments to project activities and timelines. It has established a clear and transparent line of communication between CSC and Sustain. b) Facilitation – Sustain has an experienced team in place with well-established relationships with many community members and key stakeholders. This currently consists of a Project Manager, a Project Coordinator, a Community Engagement Coordinator and a communications function that has been shared by a social media content developer and a media / PR consultant. The staff team and the governance committee have been further strengthened and supported in their work by the establishment of a Strategic Steering Group, comprising up to 10 representatives of key project partners and stakeholders. This Steering Group is facilitated by the Project Manager and has met three times since August 2018. c) The Cardinia Food Circles project team have been working with the University of Melbourne and a professional evaluation mentor from the Brotherhood of St Laurence to develop a user friendly and comprehensive evaluation framework for the food circles initiative. The development of this framework is also being informed through workshops and discussions with the Strategic Steering Group and key organisational partners and research into the evaluation of complex food systems interventions and the collective impact framework. Currently the project team is working to refine that framework for completion by the end of April 2019. Thus the implementation, tracking and ongoing refinement/development of this evaluation framework and associated tools is a major focus for the next phase of the project, and will be built into staff and project time allocations.

Council will be recruiting a project co-ordinator with guidance from the successful applicant, to manage this partnership. Please detail how you envisage working with the project co-ordinator.

As noted above, Sustain has employed a Project Coordinator to oversee the delivery of the key project activities in its first 30 months. A key outcome and major achievement of the project in that time has been, as noted above, the participatory creation of CSC's first Community Food Strategy. With the adoption of that Strategy and associated action plan by Council on 10 December 2018, we see it as appropriate that CSC have determined to assume greater responsibility for the food systems area by creating a Project Coordinator role directly within Council itself. We would envisage working very closely with the person who is recruited to this role, with s/he working most closely on a day-to-day basis with our current Community Engagement Coordinator, who would



continue to be the project's primary point of contact of interface with the wider Cardinia community. Similarly the Project Manager (Sustain's Executive Director) would work closely with the Project Coordinator in the continuation of the Project Governance Committee, as well as in the ongoing facilitation of the Strategic Steering Group. The relationship would be close and collaborative given the shared responsibility for the delivery of the project objectives and activities, and more broadly the implementation of the Community Food Strategy.

Provide an outline of your strategy / proposal for the next 12 months (with approximate dates), and what you envisage as the priorities and how it will be of benefit to the community.

The proposed work plan for the next 12 months is structured across the six core functions of the backbone organisation, and builds on the work of our collective impact partners and stakeholders over the past 30 months. A detailed workplan with dates is attached for your reference. At this phase of the project, we see the priorities as being: A) To continue to guide the overarching vision and strategies of the Food Circles initiative through the ongoing development and strengthening of the Steering Group, further building the ownership and engagement of those key partner organisations with the initiative, creating greater governance oversight and building their capacity in collective impact and food systems change. A key aspect of this backbone function is also to support and guide the implementation of the Cardinia Community Food Strategy and Action Plan. The benefit to the community is that it ensures the work of the project is both directly responsive and relevant to community needs as well as informed by best practice through having the strategic decisions and initiatives guided by a steering group that has deep local and contextual knowledge and connections, as well as food systems, collective impact and public health expertise. This is further cemented by the depth and breadth of community input in creating the Food Strategy, and supporting an effective, timely implementation of that strategy is critical to achieving effective outcomes for the community across each of the five strategic areas of action articulated by the Strategy. B) To further develop, refine and build capacity in shared measurement practices for the project, both within the direct project team that sits across Sustain and Council, as well as our partners, steering group and working groups. This is informed by reflections and key learnings from work on the project to date, which identified a need for a greater focus on shared measurement and evaluation, as well as to allow adequate time for it in work plans. The benefit of this to the community is threefold. Firstly, accountability. An effective shared measurement system will ensure that there is transparent, relevant and accessible data to demonstrate the impacts and outcomes, as well as learnings and shortcomings, of the Food Circles initiative that the community, partners and funders can freely access. Secondly, having a measurement system that tracks short, medium and long term impacts and outcomes serves to keep engagement, motivation and momentum across partners and the wider community in this long term endeavour to grow a vibrant local food system. Thirdly, having a suite of valid and meaningful measures is a vital tool for advocacy for policy and industry change at a local, state and federal level as well as for attracting further funding and research support. C) To continue to build public will through engaging, accessible and targeted events that reach key stakeholder groups across the community, as well as continuing to build the local print and digital media presence of food system issues, partners and the cardinia food movement. Our final report and team reflections documented the challenges that have been faced in reaching certain parts of the community, including busy working families and a broader suite of the CALD population, and it is critical from an equity point of view that events and engagement moving forward work at addressing these challenges. The benefit of this to the community is to help ensure that work across the Food Circles project is challenging, not reinforcing, existing patterns of power, participation and equity. It also builds greater community ownership, understanding and engagement with food systems



issues, which in the long term can translate into better health and wellbeing outcomes, greater levels of support for local businesses and farmers as well as ensuring the long term sustainability of the initiative through local ownership and leadership. D) To continue to advance policy, both internally within local government as well as at state and federal levels. A key element of the proposed workplan is to develop capacity in our partners and the Cardinia Food Network in advocacy tools to strengthen advocacy activity at all levels of influence. A key reflection from work to date has been the considerable opportunity to develop stronger buy in and capacity within Cardinia Shire Council staff and Councillors given the considerable interest and engagement that has been shown with the project thus far. The benefit of this to the community is firstly developing a sense of agency in community members, through having the knowledge of where and how to advocate to influence policy change. The second benefit is that many of the critical issues that shape the local food system in Cardinia, from urban growth patterns to the proliferation of fast food outlets, are determined at a state and federal government level. Developing a stronger advocacy voice from the community itself, together with Council, will create a greater opportunity to influence those policy mechanisms and thereby improve the health and wellbeing, economic and ecological outcomes at the local level. Two final priorities are to continue to mobilise funding to support key areas of work across the Food Strategy and to support the various community solutions and aligned activities including The Community Grocer, the Pakenham Secondary College Community School Farm, the work of the Cardinia Food Network and of the many partner organisations and stakeholders that the initiative now enjoys after its first 27 months. Mobilising additional funding will ensure the activation and adequate resourcing of key solutions and priorities put forward by the community through the food strategy consultation process. The support of aligned activities ensures that community and partner led solutions are empowered and enabled to create meaningful change.

Detail any value adding factors (e.g. innovations, political or social benefits) that makes engaging with your business more favourable than others in the market place.

Sustain offers several value-adding factors to CSC in the delivery of this project. In the first place, the Circles of Food methodology is a unique way of assessing in a participatory and structured way the integrity of the food system in a particular municipality or region. Secondly, the Urban and Regional Food Declaration as mentioned is a unique collective advocacy tool that we will continue to promote and champion over the coming years, not just in Victoria but nationally. Thirdly, Sustain has considerable existing relationships with many local governments in Victoria and beyond, which will continue to grow. Several local councils are inviting us to speak about the experience with the Cardinia Food Circles project, what lessons have been learnt to date and how the work (or some of it) could be adapted and replicated in their municipality. This is already extending the impact and significance of the project, as well as building shared understandings of the key challenges and need for reforms at the state and federal levels to enhance the power of local government to strengthen local and regional food systems. Fourth, through our ongoing program of events and speaking opportunities, we have the opportunity to profile the work of CSC and the Cardinia Food Circles project, including the creation of opportunities for community leaders to attend and present at these events. Fifth, we have extensive international connections and often have international speakers coming to Australia, whom we can bring to Cardinia to share their knowledge, experience and expertise with Council staff and local community members. Sixth, with the securing of a \$200,000 Pick My Project grant to work with Pakenham Secondary College, CSM Organics, CVA and Stephanie Alexander Kitchen Garden Foundation, as well as other smaller grants from RMIT University and Ripe for Change, we have demonstrated our capacity to leverage



Council support to attract additional resources to the initiative which directly benefit residents and other partners. Finally, with the Executive Director being named as a Partner Investigator in a multi-year Australian Research Council Discovery Grant mapping and analysing initiatives at the local government and community level in Victoria and NSW to strengthen local food systems, we have the unique opportunity to evaluate and profile the Cardinia Food Circles project in a systematic and in-depth way, leading to a number of academic and popular publications as well as further highlighting the leadership of Cardinia Shire in the food systems field at national and international conferences.

Compliance Statement

As part of the Invitee's response to this Invitation, the Invitee is required to demonstrate their compliance with *Part A.2*. Where the Invitee will not comply or will only partially comply, the Invitee must cross reference the specific clause and state either *will not comply* or *partially comply* in their Offer.

Compliance with Part A.2 – Overview of requirements

[Invitee is to only use this table for instances of non-compliance or partial compliance]

[Insert details here.](#)

Declare here any possible perceived or actual conflicts of interest.

[Click here to enter text.](#)

Do you comply with the Conditions of Contract?

Yes No

If no, please detail your suggested departures from the Contract.

[Click here to enter text.](#)

Do you comply with the Brief?

Yes No

If no, please detail your departures from the Brief.

[Click here to enter text.](#)

Council requires the minimum insurance certification under this Contract. **Please provide copies of your current certificates with your submission.**

- Public Liability \$20M
- Professional Indemnity \$5M
- Workcover (if applicable)



- Working with Children Checks for all staff, volunteers, contractors. Including Policy for Child Safety.

Council reserves the right to approve the use of any nominated subcontractors. Please indicate your acceptance.

Yes No

If no, please detail your reasoning.

[Click here to enter text.](#)

Council requires notification of intention to apply for additional funding for this project. Please indicate your agreement to notify of such applications.

Yes No

If no, please detail your reasoning.

[Click here to enter text.](#)



Cardinia Food Circles – Final Report

2016-2018

October 2018

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Introduction.

The Cardinia Food Circles Project aims to support the Shire of Cardinia, community food leaders and residents in the establishment, promotion and expansion of a healthy, delicious sustainable and fair local food system for all Shire residents. The project was initiated in November 2016, and this final report details the progress, key achievements, lessons and reflections of Sustain: The Australian Food Network who have assumed the backbone role across the first two years of this Collective Impact initiative.

The report is therefore structured to report against:

- a) The Framework of Collective Impact including the five conditions, core backbone functions and indicators of backbone effectiveness
- b) The Project Action Plan and Key Deliverables as set out in the initial contract between Cardinia Shire Council and Sustain.

This report also provides an opportunity to reflect on the range of achievements, learnings and insight accumulated over the past two years of extensive work, relationship building and implementation. Therefore the final sections of the report are structured as a narrative reflection briefly outlining:

- c) Key Achievements
- d) Key Learnings, Reflections and Recommendations.

Where we are at: A simplified theory of change for collective impact in relation to systems and population changes

At the initial outset of the Food Circles initiative, an ambitious 10-year vision was set that detailed a range of complex systems and population level changes Food Circles was working towards which are detailed below:

- Reduce the overweight and obesity rates by 30%
- The ratio of healthy food outlets to fast food outlets is 1:1
- Reduce per capita visits to fast food outlets in the Shire by 20%
- 80% of the Shire's population are food and health literate
- 50% of the Shire's population has regular (i.e. weekly) access to fresh fruit and vegetables within a 1km walk from their home.
- An increase in local jobs and business opportunities in food and agriculture

The Cardinia Food Circles project team have been working to develop an understanding and framework for how the collective impact initiative will translate to these systems and population changes and to map out the phases and conditions the project needs to move through in order to make meaningful headway on those complex issues.

A study by the Spark Policy Institute and ORS Impact, commissioned by the Collective Impact Forum in 2017, looked at 25 collective impact initiatives across Northern America to investigate 'to what extent and under what conditions does the Collective Impact approach contribute to systems and population changes'¹. The extensive report on this research was published earlier in 2018 and has been an invaluable resource for the Food Circles team.

The research team and study site participants developed a framework for process tracing from collective impact conditions through to impacts at a systems or population level as set out in this simplified theory of change:







Figure 1: Simplified Theory of Change courtesy of Spark²

Definitions for these phases, relevant to the Cardinia context and using the framework developed through the Spark and ORS research are provided below:

¹ Spark 3.

² Spark 17.

Table 1: Collective Impact Phases of Change in relation to Cardinia Food Circles.

Phase of Collective Impact Changes	Definition	Where we are at in Cardinia Food Circles
	<p>The five conditions of Collective Impact are in place or in formation/development</p>	<ul style="list-style-type: none"> • Backbone Support: Sustain: The Australian Food Network. • Common Agenda: Cardinia Community Food Strategy. • Mutually Reinforcing Activities: Cardinia Community Food Strategy Action Plan + additional activities and work. • Shared Measurement: Some project baseline data has been developed, and a shared measurement framework is being developed. • Continuous Communication: Communication platforms, regular steering group, network and working group meetings have been initiated and are underway.
	<p>*Defined as changes to the environment that lay the foundation for systems and policy changes including such things as</p> <ul style="list-style-type: none"> -increasing partnership and collaborating, - increasing awareness of the issue among policy makers and the public -increasing community engagement -increased availability and use of data -expanded coverage in the media or other communication shifts 	<ul style="list-style-type: none"> • Increasing partnership + collaboration: Dedicated partnership and stakeholder network and platforms developed through Cardinia Food Network, Strategic Steering Group, Governance Group and development of shared Strategy & Action Plan. • Increasing awareness of the issue among policy makers and the public: Policy makers at a Local Government level engaged through development of Food Strategy, but still work to do at this and a State Government level. Over 500 residents engaged in consultation process for the food strategy. • Increased availability and use of data: Framework under development for next phase of project, some baseline data established. • Expanded coverage in the media or other communication shifts: Ongoing engagement work with local media with a range of food system focused stories published, as well as activation of digital media platforms.
	<p>Defined as changes to core institutions within Cardinia Shire including schools, local governments, private sector, non-profits, community organisations. Systems changes can be formalized (i.e a new policy) or more informal experiments (i.e. a one off workshop or staff training).</p>	<p>The Cardinia Community Food Strategy and Action has set out a work plan for the next 8 years to create systemic changes across the region's core institutions in both formal and informal ways ranging from educational events, workshops and film screenings (informal at a community level) all the way through to advocating for policy change to protect local farmland (formal systems change).</p>
	<p>Defined as changes in the target population for a Collective Impact Initiative</p>	<p>Cardinia Food Circles is working towards population changes across Cardinia Shire including:</p> <ul style="list-style-type: none"> -Increase in food and health literacy levels -Increase in consumption of fresh, healthy food -Reduction in obesity

This framework makes it clear that two years into the project, Cardinia Food Circles sits across the initial two phases of implementing and consolidating the five conditions of collective impact, and the early changes these conditions make possible.

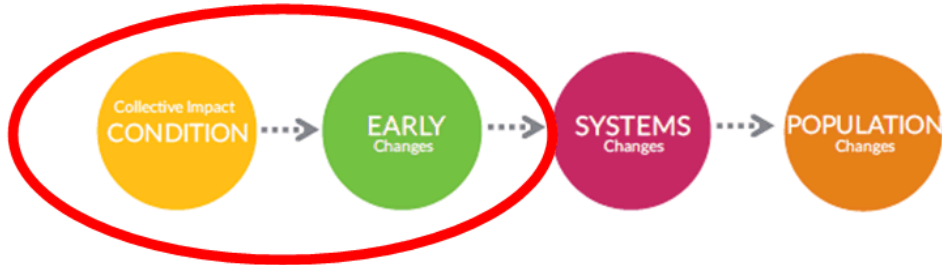


Figure 2: The changes in this early phase of the Cardinia Food Circles initiative are happening across the two phases of collective impact conditions and early changes.

It is worth noting here that this is to be expected in the timeframe of Collective Impact, given the time intensive nature it takes to build relationships, platforms and trust and to develop a common agenda. For the Spark Policy research, initiatives had to be at least three years in to participate in the study, and have two of the five CI conditions in place. From Sustains perspective four of the CI conditions are in place and under ongoing development (Common Agenda, Continuous Communication, Mutually Reinforcing Activities and Backbone Support) with the remaining in development (Shared Measurement).

The next section of the report examines in more detail the progress to date on developing those five Collective Impact conditions.

Where we are at: Collective Impact Conditions

A key point of difference of Collective Impact from other collaborative projects is the implementation of the five conditions of Collective Impact.



Figure 3: Five Collective Impact Conditions courtesy of Spark³

Recent research into the practice of Collective Impact has developed understanding of the staged process in developing the five conditions in practice, with the presence of a Backbone a ‘foundational element that supports the presence of other conditions’⁴.

³ Spark 16

⁴ Spark 54

Analysis of 25 successful CI initiatives showed that alongside the backbone, the other foundational elements for CI are the formation of a Common Agenda and Continuous Communication. Once these are underway, the remaining two conditions of shared measurement and mutually reinforcing activities are enabled as illustrated in the figure below:

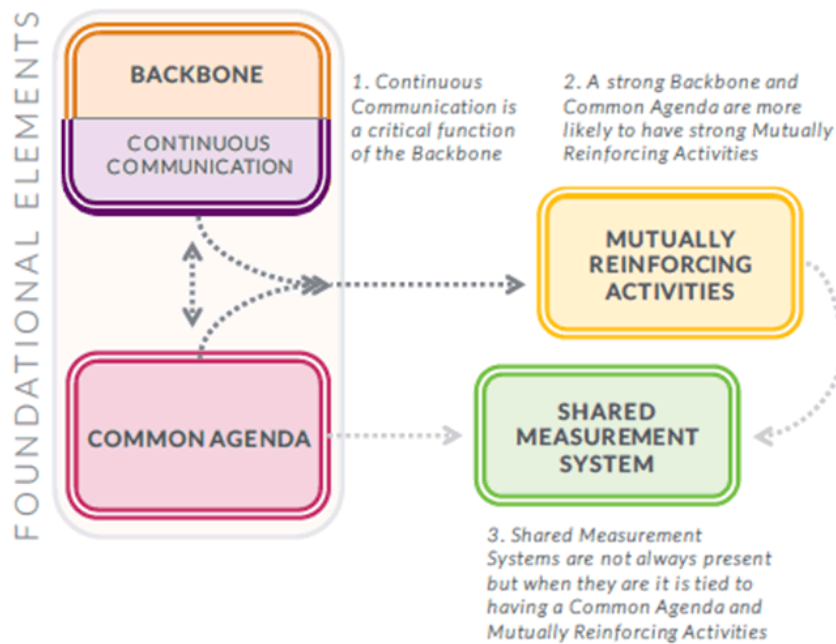


Figure 4: The Relationship Between the Collective Impact Conditions⁵.

After two years of the Food Circles initiative, the project has the three foundational conditions in place (albeit still evolving), and the remaining two conditions are also either in place or under development.

Our assessment of these conditions is set out in detail below, drawing on the research and assessment framework developed by the 'When Collective Impact Has an Impact' multi-site study.⁶ Note this assessment will be expanded on through the development and implementation of evaluation tools to measure the effectiveness of the backbone and the strength of the five collective impact conditions from partner and stakeholder perspectives.

⁵ Spark 55

⁶ *ibid* 46.

Table 2: The status of the three foundational Collective Impact Conditions in the Food Circles initiative as of October 2018.

CI Condition	Element of Condition	Indicator	Status	Process for Evaluation
Backbone Support	One or more orgs with committed staff designated to perform backbone functions	Sustain: The Australian Food Network has assumed the backbone role	Sustains presence as the backbone org is now well established but resource constraints have placed limits on scope of work.	Evaluation tools being developed to measure effectiveness from stakeholder and partner perspectives.
	Well functioning leadership structure established, responsible for governance & decision making	A governance group and strategic steering group have been established.	The governance group has been meeting regularly since the first quarter of 2017. The strategic steering group is still in early stages of development (convened in August 2018, two meetings to 31 Oct 2018) but has solid levels of commitment and buy in.	Evaluation tools being developed to measure effectiveness of backbone from participant/member perspectives
	Backbone infrastructure coordinates & supports core initiative activities	Sustain has been working to coordinate and support core initiative activities.	Successful completion and coordination of a range of core initiative activities (refer to action plan report below)	Evaluation tools being developed to measure activity outputs and coordination/support impacts.
	Backbone staff have appropriate skills & credibility to perform backbone	Sustain staff are appropriately qualified and experienced to perform backbone functions	Sustain has recruited and retained an experienced core team whose skills and experience are complementary and who have good standing in the community and with food system stakeholders in Cardinia and beyond	Evaluation tools being developed to measure effectiveness from stakeholder and partner perspectives.
Continuous Communication	Structures & processes in place to inform, engage & seek feedback from internal partners	Governance group, team meetings, strategic steering group and Cardinia Food Network meetings are underway.	Governance group well established, steering group and food network still developing. The Food Network has been meeting regularly since May 2017.	Evaluation tools being developed to measure effectiveness from stakeholder and partner perspectives.

	Internal communications support effective functioning of initiative work	Communications strategy and internal comms team developed.	Effective internal comms but work to do re cross partner channels.	As above
	External communications inform & engage public about initiative, facilitate knowledge & understanding, increase buy-in & provide opportunities for feedback & input.	External communications strategy and platforms in place including website, social media platforms, newsletter, events and local media connections.	Staffing (retention, resourcing, capacity) has been a challenge, but effective engagement numbers for consultation and events indicate we are heading in the right direction.	Evaluation tools being developed to measure effectiveness from stakeholder and partner perspectives as well as reach/outputs.

Table 2 continued: The status of the three foundational Collective Impact Conditions in the Food Circles initiative, October 2018.

Collective Impact Condition	Element of Condition	Indicator	Status	Process for Evaluation
Common Agenda	Identifiable overarching goal & vision for initiative within clearly defined, bounded/actionable problem space	Overarching goal and vision developed + tested through consultation and stakeholder workshop and articulated within the Cardinia Community Food Strategy.	Still work to do to refine goal, theory of change and bounded problem space – this work is underway with a first draft to be presented to the governance and strategic steering groups by the end of 2018.	Evaluation tools being developed to measure relevance from stakeholder and partner perspectives as well as reach/outputs.
	Partners have common understanding of problem	Key partners and stakeholders participated in Cardinia Food Forum, consultation process and stakeholder workshop all of which aimed to build a common understanding.	Progress made, but still work to do to refine focus and deepen understanding across broad partner groups.	Evaluation tools being developed to measure partner understanding.
	Partners have clearly articulated approach/set of high level strategies to solve problem	Cardinia Community Food Strategy and Action Plan – developed and signed off on by multiple stakeholders and Partners.	The Strategy and Action Plan has been finalised and provides a clear approach – this is a live document so will be refined and developed by practice and as understanding grows.	Evaluation tools being developed to measure partner understanding and usability/clarity of document.

	Partners have high level of buy-in to shared vision for change, agreed upon goals & approaches.	Partners have taken on ownership or support roles for actions and are signatories to the goals and strategies.	High level of buy in developed through food strategy development – the challenge is now to maintain that through implementation.	Evaluation tools being developed to measure partner buy-in and commitment.
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An assessment of the two Collective Impact conditions subsequent to these foundational conditions are set out below.

Table 3: The status of the remaining Collective Impact Conditions in the Food Circles initiative, October 2018

Collective Impact Condition	Element of Condition	Indicator	Status
Mutually Reinforcing Activities	Collective action plan specifying strategies & actions different partners commit to implement	Cardinia Community Food Strategy and Action Plan 2016-2018 Cardinia Food Circles Action Plan that included development of Community Grocer, Food Network and other activities.	Food Strategy finalised and up for Council adoption. Food Circles 2016-2018 Action Plan implemented.
	Partners implement strategies to advance shared action plan	Cardinia Community Food Strategy and Action Plan Reporting mechanisms.	Strategy and Action Plan not yet launched. Will be publicly launched, if adopted, in December 2018.
	Working groups/collaborative structures established to coordinate activities aligned with action plan	Formation of working groups for action plan activities.	A range of working groups already formed including the food hub working group, community farm school, community grocer, healthy education network and various food network working groups. Others to be activated at stakeholder forum in February 2019.
	Partners hold each other accountable for implementing activities as planned.	Reporting and measurement systems.	Not yet developed.
Shared Measurement System	Agreed-upon common indicator(s) established to consistently track progress across time	Measures and indicators established for priority objectives.	Under development A considerable amount of baseline data has been collected/developed through an array of methodologies including the Cardinia Food Security and Food Literacy Survey 2018, and the Background Mapping and

			Food Profile Workshops of 2016-2017 that led to the participatory food system profile for Cardinia Shire.
	Functional approach & system to collect, store, analyse, & report valid & reliable data	Dashboard system or equivalent established to track and report impact	Under development
	Output/results of shared measurement system are actionable for data use	Dashboard system or equivalent established to track and report impact	Under development

Where we are at: The Core Functions of a Backbone and indicators of effectiveness

In 2012, the Greater Cincinnati Foundation and FSG developed a framework to define and communicate what backbone effectiveness entails in Collective Impact. This framework outlines 6 core functions of a backbone and 27 indicators of effectiveness. This framework has been used to assess the work of Sustain over the past two years as set out below:

Table 2: Self Assessment of the six core functions of a backbone and indicators of effectiveness we can talk to at this point in time

Backbone Function	Indicator of effectiveness	Status + Rationale	Critical gaps/next steps
Guide Vision & Strategy	Partners accurately describe the common agenda	The common agenda has been workshopped with partners and is now clearly articulated in the Cardinia Community Food Strategy.	Enabling the remaining indicator for this function, and developing evaluation tools to formally monitor and assess these indicators.
	Partners' individual work is increasingly aligned with common agenda	Partners have aligned work through the development of the shared 8 year Action Plan.	
	Board members and key leaders increasingly look to backbone for initiative support, guidance and leadership	Sustain staff have been drawn on to support and provide advice/input into a range of initiatives including: Community and School Gardens, Funding applications and campaigns, development and ongoing support of the Healthy Education Network and Community Grocer.	

Support Aligned Activities	Relevant stakeholders are engaged in the initiative	A wide range of stakeholders have been engaged in the initiative: -over 500 people reached through food strategy consultation -a core membership of local food leaders on the Cardinia Food Network of 10-15 -17 different organisational partners leading or supporting actions as part of the Food Strategy Action Plan. -Steering Group of 9 key organisational leaders/representatives established	Enabling the remaining indicators for this function, and developing evaluation tools to formally monitor and assess these indicators.
	Partners increase scope/type of collaborative work	-The Cardinia Community Food Strategy sets out a range of collaborative actions partners have agreed to. -Increased collaboration already occurring through activities such as developing/supporting The Community Grocer, the Healthy Education Network, the Cardinia Food Network and the Pakenham Community School Farm.	
	Partners feel supported and recognized in their work	Backbone has been consciously working to celebrate and recognize the work of partners through: -Case studies in Community Food Strategy -Showcasing partners at the Cardinia Food Forum 2017 -Media and social media platforms	

Table 2 continued: Self Assessment of the six core functions of a backbone and indicators of effectiveness we can talk to at this point in time

Backbone Function	Indicator of effectiveness	Status + Rationale	Critical gaps/next steps
Establish Shared Measurement Practices	Shared data system is in development	The common agenda has been workshopped with partners and is now clearly articulated in the Cardinia Community Food Strategy.	Enabling the remaining indicators for this function and developing evaluation tools to formally monitor and assess these indicators.
Build Public Will	Community members are increasingly aware of the issues	This is very much a work in progress, with a lot of engagement work done to date including: -over 500 people reached through food strategy consultation - 75 community members participated in baseline food system mapping workshops in three different locations across the Shire in March and April 2017 - 70 community members regularly attending the weekly Pakenham Community Grocer -a core membership of local food leaders on the Cardinia Food Network of 10-15	Enabling the remaining indicators for this function, and developing evaluation tools to formally monitor and assess these indicators.

		-17 different organisational partners leading or supporting actions as part of the Food Strategy Action Plan. -The Cardinia Food Movement Gathering (96 people attended) and the Cardinia Food Forum 2017 (over 100 people attended) -Activation of media and social media platforms,	
	Community members express support for the initiative	-Support and excitement expressed by community members at the Cardinia Food Forum, Kitchen Table Conversation and Idea Harvest events, on social media and in food network meetings. - Over 300 people voting for the Pakenham Community Farm School initiative as well as the Sikh Community Kitchen in the Pick My Project funding round.	
Advance Policy	Target audiences increasingly aware of the initiative	At a local Government level: Council staff, Senior Leadership Team and Councillors engaged through events, development of food strategy and consultation process.	-Developing advocacy platforms and relationships to advance policy at federal and state levels - Enabling the remaining indicators for this function, and developing evaluation tools to formally monitor and assess these indicators.
	Public policy increasingly aligned with initiative goals	Cardinia Community Food Strategy, if adopted, will be a local government strategy and hence clear alignment with initiative goals. Sustain worked with Cardinia Shire Council to gain endorsement of the Urban and Regional Food Declaration, leading to the signing of the Declaration at the 2017 Cardinia Food Forum. Through Sustain's networks and advocacy work across Councils, and showcasing the project at various events including the Urban Agriculture Forum, the national Sustainable Communities Summit, the Metropolitan Waste and Resource Recovery Group, the 3 rd national New Economies Network Australia Conference, and the Kingston Food Summit. A number of other councils from across Victoria have expressed interest in the approach that Cardinia Food Circles is taking including the City of Hume, Brimbank City Council and Mornington Peninsula Shire Council. There is therefore considerable opportunity to leverage this work into public policy across other Local Government Areas and from there to State government level, through synergies with the newly-forming Melbourne Food Alliance and the policy agenda being developed by the Foodprint Melbourne research team at Melbourne University.	

Table 2 continued: Self Assessment of the six core functions of a backbone and indicators of effectiveness we can talk to at this point in time

Backbone Function	Indicator of effectiveness	Status + Rationale	Critical gaps/next steps
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Mobilize Funding	Funders are redirecting funds to support initiative goals	Ripe for Change funders approached Sustain with left over funds seeking to reallocate them to support the Food Circles initiative, and have consulted with project staff about key needs and partner initiatives for the next funding round in 2019.	-Developing stronger funder relationships to advocate for core/capacity building funding and not just discrete project funding. Enabling the remaining indicators for this function and developing evaluation tools to formally monitor and assess these indicators.
	New resources from public and private sources are being contributed to partners and initiative	A range of funding sources have been mobilised into the Food Circles initiative over the past two years, with the Bakbone actively working to mobilise available funding opportunities including: -\$20 000 ECP RMIT Funding to support communications and community engagement -\$5000 from the Lord Mayor’s Charitable Foundation for a pilot of the Pakenham Secondary College Community School Farm -\$10 000 from the 2017 Ripe for Change program for communications work on the Food Circles project -\$199 000 from Pick My Project for the Community School Farm -\$82 480 from Pick My Project for the Sikh Community Kitchen -\$8000 from William Angliss Institute to support documentation and evaluation of the participatory food strategy development process TOTAL: \$324 480 A range of in kind support has also been mobilised including: -in kind support from Monash University: Public Health and Nutrition Placements -In kind support from RMIT University: communications and food literacy student internships \$15 550 -In kind support from Melbourne University: Agricultural science student internship \$5775 -In kind support from Melbourne University: Honorary Research Fellowship and mentoring/support to develop an evaluation framework for the Food Circles initiative. \$5000 - in kind support from project staff est. @ \$89 832 - in-kind consultancy to develop the Cardinia Food Hub Feasibility study est. @ \$30 000 -Community members volunteering to plan and host events, volunteer at the community grocer, community food animators and scribes for the kitchen table conversation process, guest speakers @ events, Food Network and Working Group Members meeting and volunteer work time : est. total @ \$180 000 Total estimate (excluding Monash University and Council in kind): \$326 157	

Report against the Cardinia Food Circles Action Plan and Key Deliverables

Action Plan: Year 1 - 1 Nov 2016 – 31 Oct 2017

Key

(35 total actions)

Complete = 35/35 (100%)

Activity 1: Map and scope existing food systems work and future partnership opportunities		
Tasks	Responsible	Status
1.1 Investigate local food Launchpad operating in Cardinia with partners	Sustain	Complete: Investigated but insufficient funding to deliver with scoped partners
1.2 Scope viability of Community Grocer / Food Justice Truck operating in Cardinia	Sustain	Complete: The Community Grocer engaged and feasibility study complete for a Cardinia site.
1.3 Map existing food system work and identify potential evaluation measures through desktop document review and discussions with past and present Council staff and partners	Sustain / CSC	Complete: Background Mapping Report
<p>Discussion:</p> <ul style="list-style-type: none"> Further focus needed on evaluation measures, and this is being actioned now through a dedicated honorary Research Fellowship position with Melbourne University's Social Equity Institute. A draft evaluation framework with suggested measures will be workshopped with the Food Circles Steering Group and Governance Group in November/December 2018. The Pakenham Community Grocer has been the most successful market to date across all Community Grocer sites. The Community Food Strategy includes actions to enhance the viability and local procurement of the market, and to scope the feasibility of additional sites across Cardinia Shire. Refer to Appendix V for the six-month report of this market. <p>Recommendations:</p> <ul style="list-style-type: none"> Local Food Launchpad programs have had considerable impact in the City of Melbourne in fostering innovation and new food enterprises. It is worth keeping this action in mind in future years should the appropriate partner to lead (not the backbone) and funding opportunities become available. There is still a need to further embed food systems thinking across stakeholders, including Cardinia Shire Council, as included in actions under Strategy 5 of the Community Food Strategy. It is recommended that in future work plans for the Backbone there is an inclusion of capacity building/engagement activities to bring speakers and opportunities for learning to staff at council and other partners. 		

Activity 2: Establish a Cardinia Food Network		
Tasks	Responsible	Status
2.1 Undertake community engagement process to identify food champions	Sustain	Complete:
2.2 Facilitate information sessions and network meetings (venue hire, refreshments, administration)	Sustain	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> The depth and range of local food leaders across Cardinia Shire is extraordinary, from farmers to chefs to bakers and home gardeners extraordinaire. Building on and amplifying these strengths and passions has been an important part of the initial two years of the project, consistent with an asset based approach to community development. This work of engaging, connecting, supporting and celebrating will need to continue across the project. The Cardinia Food Network is developing into the community engine room of the Food Circles project, as reflected in the number of actions they are leading across the Food Strategy Action Plan, as well as a focus on building capacity across the group. <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> To secure funding and develop strategic focus for building capacity and autonomy of the Cardinia Food Network. 		

Activity 3: Develop communications strategy and platforms for the Food Circles Project		
Tasks	Responsible	Status
3.1 Develop key messages	Sustain / CSC	Complete
3.2 Develop food circles brand	Sustain / CSC	Complete
3.3 Develop marketing material	Sustain / CSC	Complete
3.4 Investigate and establish webpage, social media	Sustain / CSC	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> An ongoing challenge for the project team is to develop and communicate simple, clear messaging about the initiative given the complexity of the issues we are working across, and the multi-faceted nature of the local food system. The development of the food strategy has assisted with this, but there is still some ongoing work to do in focusing and refining the messaging on this project. Refer to Appendix I for media and marketing examples. <p><i>Recommendations:</i></p>		

- The initial project budget included no budget line for communications, which is a key function of the Backbone Organisation. Future budget allocations and funding applications need to include a dedicated component for communications staffing and activities.
- Further workshopping needs to happen to further refine and streamline messaging and communications avenues to key stakeholder groups across the food system, and ongoing discussion about more empowering and positive ways of communicating re health outcomes and obesity in particular.
- There is considerable opportunity to engage with best practice research and work in this space at a national and international level, and to integrate with a major CRC research project, or at the minimum to bring strategic stakeholders around the table including the Obesity Prevention Centre.

Activity 4: Presentation to Councillors / Council staff about Food Circles Project		
Tasks	Responsible	Status
4.1 Develop SLT report	CSC	Complete
4.2 Develop Council Briefing	CSC	Complete
4.3 Develop presentations to deliver to Council staff	CSC	Complete
<i>Discussion + Recommendations:</i> :		
<ul style="list-style-type: none"> • SLT and Council briefings have been an important way of engaging Council leadership and Councillors in the work of the project. It is recommended that regular report and briefings are scheduled across the lifespan of this initiative to build ownership, engagement and understanding. 		

Activity 5: Food systems profiling: stakeholder workshops x 5 with local knowledge holders		
Tasks	Responsible	Status
5.1 Identify key stakeholders (internal/external) to participate in workshops	Sustain / CSC	Complete
5.2 Schedule and run workshops	Sustain / CSC	
5.3 Generate food system profile	Sustain	
<i>Discussion:</i>		

- Three workshops were held across the Shire, in Koo Wee Rup, Pakenham and Gembrook and a food system profile developed for each site, and a combined profile, with a report generated. 75 local community members attended, with these workshops representing an important early opportunity to raise awareness amongst the community of the key issues the project was seeking to address
- Refer to Appendix II for the Food Profiles Report.

Recommendations:

- Thought needs to be given to when and how this participatory baseline will be revisited and at what stage of the project, as well as work to integrate it with the Community Food Strategy and Action Plan.
- Engage with the Circles of Social Life methodology to integrate with the February 2019 Stakeholder Workshop for the activation of the Food Strategy to utilise the powerful communication tool of the profiles for visually measuring and tracking progress across the food system.

Activity 6: Cardinia Food Summit		
Tasks	Responsible	Status
6.1 Develop the objectives and agenda, secure speakers (Acknowledgement of/welcome to country), identify venue	Sustain / CSC	Complete
6.2 Promotion and publicity and secure registrations	Sustain / CSC	Complete
6.3 Deliver summit	Sustain / CSC	Complete
6.4 Produce report	Sustain	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Refer to Appendix III: Food Forum Report for full details • A highly successful event and launch of the project, with over 100 community members attending; but also resource intensive in terms of staff time. <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> • Ensure staff time and budget is adequately budgeted, and there is sufficient time for planning • Consider ways to focus future Food Forums/Summits on particular themes and hence sectors of the community – it is difficult to develop a program that will appeal to farmers, teachers, community health, businesses, families and residents. Thoughts need to be given for each forum as to who is the key stakeholder group to engage through this activity at this phase of the project. 		

Activity 7: Develop resources for community food systems animators & run workshops with animator teams		
Tasks	Responsible	Status
7.1 Identify community food animators	Sustain	Complete
7.2 Develop kitchen table talk resources/materials to assist with food plan development (e.g. topic guides, talking points etc)	Sustain	Complete
7.3 Deliver train the trainer sessions	Sustain	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Ten community food animators were recruited and trained, with eight remaining highly engaged across the entire process • Kitchen Table Talk resources were continuously refined and developed across the process as we received feedback about useability, relevance and engagement strengths and challenges. • Refer to Appendix IV for the Community Food Animator Handbook 		

Activity 8: Workshops to establish food literacy definition x 3 with Cardinia Food Network, Council staff and others		
Tasks	Responsible	Status
8.1 Identify teachers, youth, health professionals, other stakeholders to attend workshops	Sustain	Complete
8.2 Develop workshop agenda, objectives	Sustain	Complete
8.3 Schedule and run workshops	Sustain	Complete
8.4 Generate local food literacy definition and criteria for assessment of baseline	Sustain	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> • There were some challenges with this activity given the broad range of local perspectives on food literacy, and the challenge of developing this into a useable research tool for a survey. 		

- Given the limited resources for project staff, one workshop was held with Cardinia Food Network members and supplementary activities were conducted with primary school students and teachers to capture the 'voices of children' and their lived experience of food literacy in the local food system.
 - In the end, the definition used to inform the survey was a standard definition that the food network group discussed and gave clearance on.
- Recommendations:
- Workshop activities need to have specific benefit/outcomes/point of interest for stakeholder groups. In the future, consider tangible outcomes and take-home learnings that participants would gain from attending.

Activity 9: Survey to establish food literacy: pushed back and completed in 2018		
Tasks	Responsible	Status
9.1 Design and implement survey via market research company	Sustain / CSC	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> • Discussions with Monash University and CSC brought up the opportunity to utilise Monash University student placements to design and implement the survey • This approach saved significant funds, but did delay the implementation of this activity due to needing to align with student placement timings as well as additional barriers faced by the student team to accessing addresses/phone numbers etc to put the survey in the field • Final analysis of the survey findings will be complete in the summer of 2018. <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> • Considerable savings were generated from the project budget through this partnership with Monash University. Planning for the future needs to consider how we can continue to work with Monash University for data collection, and focused discussions around the type of activities and work that would be of most benefit and interest for students. 		

Activity 10: Cardinia Food Plan kitchen table talks x 50 – carried forward and completed in 2018		
Tasks	Responsible	Status
10.1. Work with animators / Cardinia Food Network / CSC to locate venues, dates and times for kitchen table talks	Sustain	Complete
10.2. Support animators to recruit participants to kitchen table talks (including meetings, visits as required)	Sustain	Complete

10.3. Attend and support animators in the first round of kitchen table talks and subsequently	Sustain	Complete
10.4. Animators run and document kitchen table talks	Sustain	Complete
10.4. Carry out review meetings with animators and generate interim report for discussion with CSC staff and Sustain Board / Cardinia Food Network members	Sustain / CSC	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> The Kitchen Table Conversation process was pushed back to 2018 largely due to the capacity and workloads of the project team. Extensive planning was required to execute the process and support animators in running the events A total of 30 kitchen table talks were held from February to May 2018, as well as an 'idea harvest' campaign across the month of May to provide a stay at home engagement option for busy families. Refer to Appendix IV for a background to this work in the Community Food Animator Handbook. <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> This intensive participatory engagement process was resource heavy, and not adequately budgeted for in terms of project team capacity to plan, train, implement and support the talks. For future participatory processes, ensure there is adequate resourcing and time allocation for the time intensive nature of this work. 		

Activity 11: Internal food systems workshops with Council staff		
Tasks	Responsible	Status
11.1. Develop workshop objectives, agenda and materials	Sustain	Complete
11.2. Schedule and run workshops x 3	Sustain / CSC	Complete
11.3. Document workshops / key points for incorporation in MHWP / Council Plan etc.	Sustain / CSC	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> For strategic reasons this activity has been given less focus than external engagement across the past two years. Early on the project team learnt that unless there is a specific 'ask' or reason for engagement with council staff it is difficult to get everyone to attend a workshop or meeting. Recent work to engage staff with the Food Strategy Action Plan, and the interest shown in a recent lunchtime food systems workshop with international speakers indicates that it is now time to reactivate and focus on this action. <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> Build internal workshops into future work programs to continue to build momentum, engagement, ownership and capacity. 		

Action Plan: 1 Nov 2017 – 31 Oct 2018

Key

(22 total actions)

Complete = 19/22 (86%)**Ongoing = 3/22 (13.6%)**

Activity 1: Cardinia Food Plan kitchen table talks x 50		
Tasks	Responsible	Status
1.1. Animators run and document kitchen table talks	Sustain	Complete
1.2. Carry out review meetings with animators and generate final report for discussion with CSC staff and Sustain Board / Cardinia Food Network members	Sustain / CSC	Complete
1.3. Draft Cardinia Community Food Plan with animators and CFN members	Sustain / CSC	Complete
1.4. Circulate for discussion with participants, obtain feedback, carry out review sessions, incorporate and prepare final version for launch event in November 2017	Sustain / CSC	Complete
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> As per discussion above – the Draft Cardinia Community Food Strategy is now going through the final processes to go up for Council adoption in December 2018. 		

Activity 2: Support the continued operation of the Cardinia Food Network		
Tasks	Responsible	Status
2.1 Facilitate network meetings (venue hire, refreshments, administration)	Sustain / CSC	Complete
2.2. Support and liaison with CFN members and supporters	Sustain / CSC	
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> As discussed for year 1, a critical focus moving forward is to build capacity and independence of this network 		

Activity 3: Support the formation of a Healthy Schools Network (in partnership with Stephanie Alexander Kitchen Garden Foundation) as part of the Cardinia Food Network		
Tasks	Responsible	Status
3.1 Meetings with Principals network, Food Studies teachers and students	Sustain / CSC / SAKGF	Complete
3.2 Co-facilitate and help document the first six meetings of the Healthy Schools Network	Sustain / SAKGF	
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> Network now being delivered in partnership with Monash Health who are leading this activity, with the Kitchen Garden Foundation in a supporting role and Sustain co-convening with Monash. Following extensive planning, meetings and a teacher survey the first meeting was held in November 2018 with meetings to be held once a term based on teacher feedback, as well as the development of a digital platform for collaboration and resource sharing that will operate out of the Cardinia Food Movement website. <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> Include resourced for the network in future budgets to help cover capacity building and training needs. The initial meeting showed huge interest from Early Learning, Primary and Secondary Schools right across the Shire and provides a real opportunity to build capacity of local educators and collaboratively work to enhance food and health education in schools. So continue to plan and allocate resources accordingly. 		

Activity 4: Implement communications strategy and platforms for the Food Circles Project		
Tasks	Responsible	Status
4.1 Activate social media platforms, blogs	Sustain / CSC	Complete
4.2 Develop local / state media contacts	Sustain / CSC	
4.3 Generate media releases / media opportunities with animators / CFN / Healthy Schools Network / Monash Healthy Food Network etc.	Sustain / CSC	
<p><i>Discussion:</i></p> <ul style="list-style-type: none"> As discussed for first year action plan, this is an ongoing piece of work and there is still work to be done to build stronger relationships with local media. <p><i>Recommendations:</i></p> <ul style="list-style-type: none"> Allocate resources for communications staff and activity in future project plans, as well as time for the project team to refine/develop the messaging, collate and generate stories, maintain website etc. 		

Activity 5: Presentation to Councillors / Council staff about Food Circles Project: establish project steering group as working of Liveability in Cardinia		
Tasks	Responsible	Status
5.1 Develop SLT report	CSC	Complete
5.2 Develop Council Briefing	CSC	
5.3 Develop presentations to deliver to Council staff	CSC	
<p><i>Discussion:</i></p> <p>Refer to discussion and recommendations from Year 1.</p>		

Activity 6: Activate food social enterprise actions		
Tasks	Responsible	Status
5.1 Facilitate the establishment of one or more mobile or pop-up fresh food markets	Sustain / partner organisation	Complete
<i>Discussion:</i> Refer to discussion and recommendations from Year 1.		

Activity 7: Second Cardinia Food Summit: postponed do align with launch of Cardinia Food Strategy		
Tasks	Responsible	Status
6.1 Develop the objectives and agenda, secure speakers (Acknowledgement of/welcome to country), identify venue	Sustain / CSC	Carried Forward to February 2019 due to timing of Council Meeting in December
6.2 Promotion and publicity and secure registrations	Sustain / CSC	
6.3 Deliver summit, including launch of Cardinia Food Plan and associated materials	Sustain / CSC	
6.4 Produce report	Sustain	
<i>Discussion:</i> <ul style="list-style-type: none"> The delay in the kitchen table conversation process has pushed back the timing of the second Cardinia Food Forum as it is supposed to be the launch event for the Cardinia Community Food Strategy The project team and governance group have discussed the need for an event in 2018 to keep momentum going and acknowledge the work to date, as well as the futility of organising a large stakeholder forum in December around the 'silly season' and with staff leave etc. The revised plan for this event is to hold a 'soft unofficial launch' with a film screening and panel in December, and start 2019 with momentum through a stakeholder workshop focused on activating the Food Strategy and Action Plan and building capacity across partner organisations in Collective Impact <i>Recommendation:</i>		

- In the future, be realistic about the time it takes to plan and deliver a major Food Forum to avoid unrealistic workloads and time frames for the project team. To deliver a major event takes months of planning, engagement and communications and is not possible in tandem with other major activities such as consulting and develop a Local Food Strategy etc. Allow time!

Activity 9: Internal food systems workshops with Council staff		
Tasks	Responsible	Status
9.1. Develop workshop objectives, agenda and materials	Sustain / CSC	Complete
9.2. Schedule and run workshops x 6	Sustain / CSC	
9.3. Document workshops	Sustain / CSC	
<i>Discussion:</i> Refer to discussion for Year 1		

Reflections: Key achievements across the past two years

A review of our outputs to date, progress reports and reflection sessions held with the project team and governance group have highlighted a number of key achievements of the first two years of the project:

- **The breadth and depth of community engagement with the broader project and specific initiatives:**

Initiating with the food profile workshops in March-April 2017 the project has grown and deepened relationships across the broad spectrum of the food system from farmers to schools, local businesses to community groups. A key enabler of this has been the on the ground presence of Max Godber, our Community Engagement Coordinator, as well as the passion and initiative of local food leaders who have been waiting for an opportunity to contribute in the food space.

- **The depth and quality of the engagement process for the Cardinia Community Food Strategy:**

The participatory process used to develop the Cardinia Community Food Strategy provided a depth of insight into the lived experiences of multiple residents in relation to the local food system. This process, together with the Stakeholder Workshop to develop an action plan based on consultation findings enabled the co-creation of a common agenda and action plan that is locally informed, led and owned.

- **The launch and success to date of the Pakenham Community Grocer:**

The Pakenham market is The Community Grocer's most successful market to date, and has been warmly embraced and utilised by the local community.

- **Convening of strategic partners around the Food Strategy, Steering Group, Food Network and initial Food Forum:**

A broad range of partners are now on-board with the initiative, leading or supporting actions in the Food Strategy, as members of the Steering Group or Cardinia Food Network or as speakers/profiled local food leaders and allies on various initiatives.

- **Strong working partnership between Cardinia Shire Council and the backbone:**

Council has provided invaluable support and acted as a pivotal enabler to the work of Sustain as the backbone organisation and a close working partnership has developed, particularly between members of the project team.

- **The development and activation of communications platforms to help facilitate continuous communication and build public will:**

Social media platforms are generating a strong local following, and becoming an active site of discussion and network while the website provides an invaluable platform for communication and information.

- **The funding mobilised to date both in-kind and financial:**

An estimated \$326 157 in kind contribution has been provided to date, excluding the significant in-kind contributions from Monash University and the Healthy Communities Coordinator at Cardinia Shire. External funding mobilised is currently quantified at \$324 480 from a range of funding sources. The initial commitment of the Council of \$200,000 has accordingly been leveraged by a factor of 3.25:1, with a consequent major increase in the impact of the project in these initial two years.

- **Pick My Project Funding: Community Support mobilised and Long-Term Implications**

Sustain in its role as the Backbone worked closely with two local food project applicants for the State Government Pick My Project Funding – The Pakenham Secondary College Community School Farm initiative, and the Sikh Community Kitchen. A dedicated communications strategy was run to mobilise votes and support from the community, leading to each project receiving over 300 votes to successfully obtain funding. The high level of funding obtained for the Community School Farm project is worth acknowledging, given the long-term implications this initiative has for the broader community through its focus on creating engaging vocational pathways for disengaged youth in the food and farming sector, and providing a model for business/education partnership that can be replicated by other schools across the Shire, and beyond.

- **The advocacy and networking role of Sustain: learning + partnership opportunities + regional interest**

The wider profile and work of Sustain through its other initiatives and focus on networking and advocacy work at a regional and state level has brought a range of learning and partnership opportunities to the Food Circles project in the form of international guest speakers (including Devita Davison (USA), Charles Levkoe (Canada) and Jose Luis Vivero Pol (Spain)) and the development of partnerships and funding relationships with stakeholders including RMIT University, The Community Grocer, Stephanie Alexander Kitchen Garden Foundation and Lord Mayor's Charitable Foundation. Featuring the project across Sustain's national event and communication platforms has also mobilised interest from other local governments and organisations in this method of working, including the Cities of Brimbank, Kingston and Hume, and Mornington Peninsula Shire Council (MPSC). It is important to note that MPSC has recently launched its own food systems collective impact initiative in partnership with the City of Frankston and Peninsula Health.

Reflections, Learnings and Final Recommendations

A review of our outputs to date, progress reports and reflection sessions held with the project team and governance group have highlighted a number of key achievements of the first two years of the project:

- **A mis-match of resources to action plan and deliverables:**

As the above report makes clear, the work program across the past two years has been monumental and the part-time staffing permitted by project resources allocated by Council has placed a huge amount of pressure on the project team. As a result some actions were delayed or cancelled, and a considerable amount of in-kind contributions from the staff team themselves have been made. Moving forward it is vital that a realistic work plan that matches the resourcing is developed by the governance group.

- **Collective Impact is a complex, multi-faceted framework that needs to be built into the action plan and also focused on in terms of capacity building for staff and key partners:**

The work plan and key deliverables for the initial two years of the Food Circles project sat separately to the Collective Impact framework which created a risk for the project team to go "off track". Moving forward it is recommended that Collective Impact directly informs the design and structure and reporting requirements of the work plan of the backbone, and that co-learning and capacity building in Collective Impact is factored into the work plan.

- **A stronger focus on shared measurement and data collection is required moving forward:**

Recent work by the Food Circles project team has identified the need for a greater focus on developing shared measurement systems across the initiative, as well as an overarching evaluation framework that is realistic. Again, the time it takes to develop, coordinate and oversee this work needs to be factored into the work plan of both the backbone and partner organisations.

- **The challenges of communications and engagement:**

The project team have identified some real challenges in engaging sectors of the broader community, particularly busy working families and the CALD community and dedicated work and strategizing will be required to inform communications and engagement work moving forward. There is also further work that still needs to be done to refine and simplify the messaging of the project.

- **The challenge of equity in Collective Impact:**

Similar to the above point, it is recommended that moving forward the backbone and strategic steering group strengthen the equity lens across the project to guard against the potential of reinforcing existing inequitable patterns and structures in relation to the food system.

- **Take more time for planning:**

The project team have reflected on the constant rush of racing from one deliverable to the next, and the need for more time to plan and implement activities to ensure deep engagement and broader reach.

- **Building capacity and interest across Cardinia Shire Council:**

The project team have also identified the need to continue to build greater ownership of and engagement with the Food Circles project moving forward within Council itself. The focus to date has been largely external in terms of stakeholders and partners, but there is real interest and capacity within the Council to develop stronger relationships, and internal champions.

References

Spark Policy Institute and ORS Impact. 2018. *When Collective Impact Has an Impact: A Cross-Site Study of 25 Collective Impact Initiatives*. Accessed from: <http://sparkpolicy.com/collective-impact-impact-cross-site-study-25-collective-impact-initiatives/>

Cardinia Shire
**Community Food
 Strategy**



2018-26

Underpinning any discussion of food and agriculture are the natural systems that sustain the diverse range of people who call this place home.

The first and longest to do so are the Bunurong, Boon Wurrung and Wurundjeri people of the Kulin Nation, to whom we pay our respects; to their elders past, present and future as the traditional custodians of this land.



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Our vision

is a healthy, delicious, sustainable and fair food system for all Cardinia Shire residents.

A healthy food system

promotes the health of people and enhances the natural environment

A delicious food system

nourishes, celebrates and enjoys a diverse range of local food and cultures

A sustainable food system

strengthens our local economy and builds the capacity and resilience of our communities

A fair food system

makes nutritious food accessible and affordable to everyone across our communities

Introduction – we are what we eat

Food sits at the centre of our lives

It shapes our health and wellbeing, influences the landscape in which we live, impacts the strength of our economy and the vibrancy of our culture.

All of us are involved in our food system; “our farmers and fishers who draw on natural resources to produce food, our people and industries who transform, transport and sell food, and our families and communities, who grow, buy, cook and eat food”¹.


Cardinia Shire is blessed with fertile farmland, innovative farmers and food businesses, and a rich diversity of food cultures, skills and knowledge.

Although we have these key ingredients for a vibrant, strong and resilient food system, we are facing multiple challenges. Challenges that require all of us to work together.

Which is what this Community Food Strategy is all about.

It is a collective response to the challenges and opportunities we face, informed by a participatory, people-led consultation process, previous work across the region, and a wide range of research.

It sets out the strategies and actions for the work all of us need to do in order to achieve our vision.



“Cardinia Shire is blessed with fertile farmland, innovative farmers and food businesses, and a rich diversity of food cultures, skills and knowledge.”

A focus on outcomes

Cardinia Shire's *Liveability Plan 2017-29* provides a clear planning framework to ensure Cardinia Shire is a liveable, resilient community where the environment flourishes and residents are healthy, included and connected.

Aligned to the *Victorian Public Health and Wellbeing Outcomes Framework and Plan Melbourne 2017-2050*, the *Liveability Plan* identifies the top seven health priorities for Cardinia Shire, and outlines the key *Liveability Policy Domains* required to drive action (see Figure 1).

Food has been identified as one of the *Liveability Policy Domains* and includes the following objective and strategies:



Objective

By 2026, increased access to affordable, nutritious food.

Strategies

- Protect and utilise fertile land as a source of fresh food for current and future generations.
- Grow a vibrant local food economy which supports growers and enables people to access locally produced food
- Enhance food knowledge, skills and culture within schools, workplaces, clubs and the wider community
- Reduce and divert food waste from landfill and reuse water to grow food

Increasing access to affordable and nutritious food is one objective within the plan, working towards the ultimate long-term outcome of *reducing obesity* in Cardinia Shire.

Obesity is a complex, wicked problem and will take coordinated action across all *Liveability Policy Domains* to be successfully addressed.

Evidence shows that 80 per cent of obesity prevention efforts should be focussed on addressing the food system.

The *Liveability Plan Outcomes Framework* identifies a suite of short, medium and long-term outcomes to be achieved over the 12 years of the plan.

The outcomes that this strategy aims to achieve over the next eight years include the following.



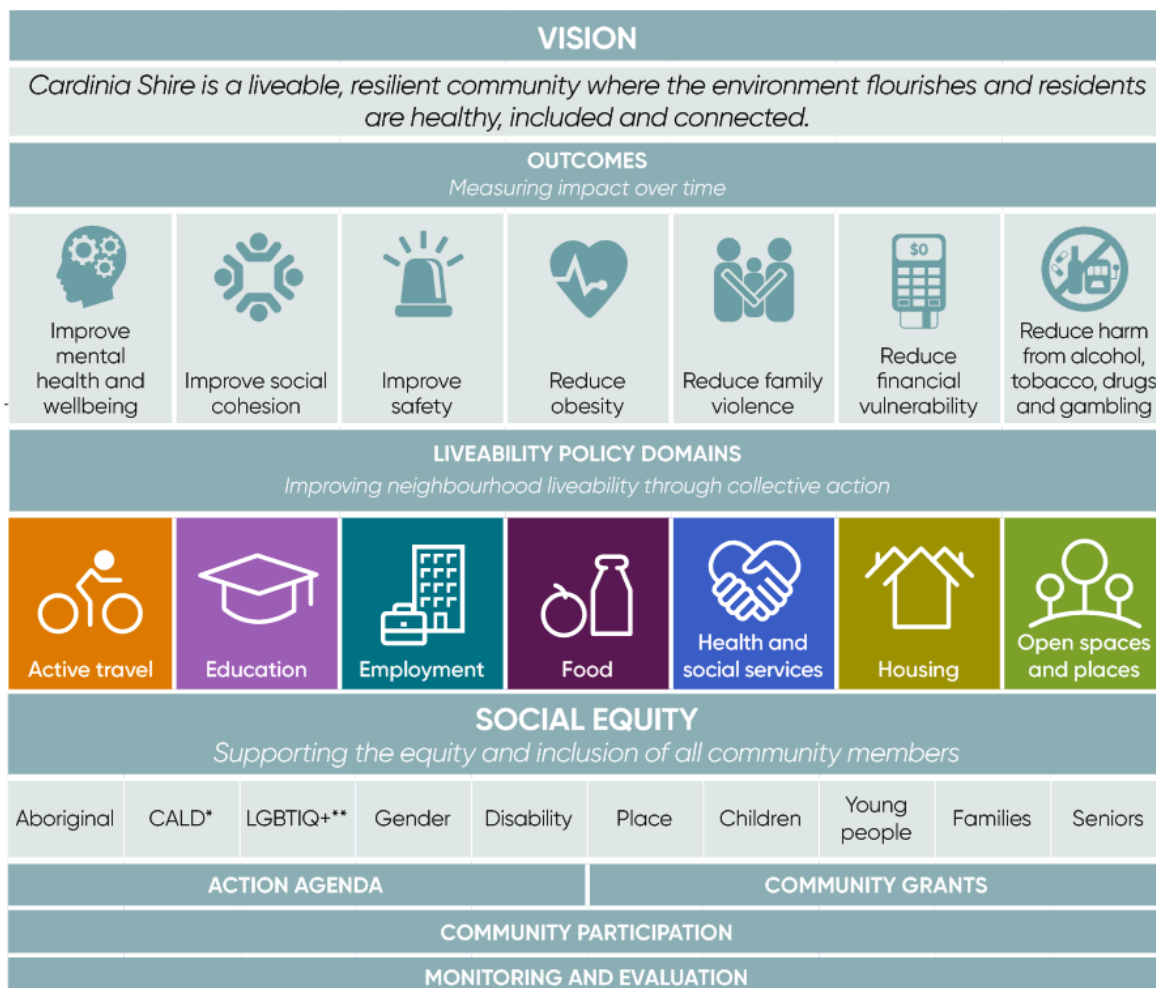


Figure 1. Cardinia Shire's Liveability Plan 2017-29 Framework

Short-term outcomes

- increased advocacy for the community food system
- new policies, strategies and plans support the community food system
- new partnerships are established and existing partnerships are strengthened to support the community food system

- new public spaces are designed and built to support the community food system
- there is an increased workforce capacity (including volunteers) to support the community food system
- new and existing funding is aligned to community food system activities.

Medium-term outcome

- increased access to affordable, nutritious food.



8 Cardinia Shire Community Food Strategy 2018-26



Cardinia Shire Community Food Strategy 2018-26 9

What is a food system?

Our food system includes everything that it takes to get food on our plate, from farming, storing, processing, transporting, marketing, selling, cooking, eating and then disposing of our food waste.

Food systems are complex and there are many ways to illustrate the relationships across and between their various components, as shown in Figure 2.

In short, our local food system is shaped by and shapes in turn, all aspects of our life from the culture that informs our food choices, to our environment that determines what can be grown, where and when; and the economic and political forces that shape which foods we can access and how.

Like the rest of Australia and the world, Cardinia Shire is now part of a globalised food system. In earlier decades, what we bought and ate was often grown and produced locally. Now much of what we buy and eat comes from other parts of Australia and all around the world.

This dominant way of growing, distributing and buying food is termed the global corporate agri-food system, and key elements, impacts and future constraints of this system are shown on the next page.

Figure 2. The components of our food system





Figure 3. The modern agri-food system

Characteristics:

Corporatisation across each step of our food chain: a small number of corporations achieving a monopoly of control over national and global markets leading to dominance of transnational brand-name products and food service chains with influential marketing presence.

Small diverse family farms consolidated into large, specialised high-input farming operations that produce goods for export to regional or global markets.

A shift from the production and consumption of unprocessed to **processed, convenience foods** which are resource intensive and high in food miles.

Current food system dependent on **fossil fuels for fertilisers, pesticides, transportation and refrigeration** accounting for **30%** of the world's total energy consumption ⁱⁱ.

A global distribution system to allow year-round supply of out of season produce.

Decline in home-based food production and diversity of food and farming skills, knowledge and consumption practices ⁱ.

Constraints and impacts:

							
Research indicates that these resources will be limited in the future if we are to avoid catastrophic climate change, and that phosphorous, a core component of modern fertilisers, is projected to be depleted globally in the next 50-100 years ^{iv} .	Our farmers are already facing reduced water supplies as a result of increased demand for water ^v , and previous extractive patterns ^{vi} and climate change is projected to create greater water scarcity ^{vii} .	16% of farmland across Melbourne's foodbowl, including within Cardinia Shire, is likely to be lost by 2050 in face of population growth, and our soils are being degraded through salinity, soil acidification and erosion ^{viii} .	94% of residents do not eat recommended amount of fruit and veg, over 70% eat take away meals/ snacks at least once a week and over a third consume sugar-sweetened beverages at least once or several times a week ^{ix} .	25% of adults in CS are obese (6% higher than state average) and 29% are overweight ^x .	14% of people across our community worry about running out of food and 12% have experienced incidents of food insecurity – food has run out and they haven't had money to get more ^{xi} .	For every 1 essential food outlet there are 6 'non-essential' food outlets ^{xii} .	30% of waste in the garbage bin in Cardinia Shire is food waste ^{xiii} consistent with research and modelling that 32% of edible food is wasted in Melbourne or a total of 907 537 tonnes and 40% of that is post-consumer (household, restaurants and cafes) ^{xiv} .

The modern agri-food system has created a culture of 'food from nowhere'^{xv} breaking the age-long connection of people and food in many forms including physical disconnection and loss of knowledge of 'where, how and by whom foods are produced'^{xvi}.

As can be seen above, this system has created an unsustainable 'food print' for our food, with significant environmental, health and social challenges as we enter an era of unprecedented climate change, restraints of key resources, and population growth^{xvii}.

Growing a health-enhancing food system

Concerned about these constraints and impacts, communities across Australia and the world are developing a diverse range of alternatives to the dominant global agri-food system. Defined by their values and benefits, these are commonly known as local food systems or community food systems, while fully recognising the influences and linkages with non-local factors.

This Community Food Strategy is focused on the food system in Cardinia Shire and what we can do to strengthen it. At the same time, our 'local' food system is shaped by many factors and relationships beyond our boundaries. These include state and national legislation and policy, climate change, and costs of inputs and labour and of course our farmers and businesses have vital trade and exchange relationships with other parts of Australia and the world.

Community food systems are defined as "collaborative efforts to build more locally based, self-reliant food economies, one in which sustainable food production, processing, distribution and consumption is integrated to enhance the economic, environmental and social health of a particular place."^{xviii}

They are characterised by:

- equitable access to healthy food by all community members
- a resilient, thriving local farm and food economy that connects producers and consumers, sustains our farm and food businesses and creates jobs and income across the community
- a culture of celebrating and valuing healthy local food, farmers and cooking and growing skills
- supportive food and agricultural policies.^{xix}

Research shows that "such systems can significantly enhance the health and wellbeing of communities, improve the availability of and access to nutritious food, strengthen the local economy and revitalise urban and natural environments".^{xx}

This strategy charts a path towards a health-enhancing Cardinia Shire community food system. It is based on a systems' understanding that in order to walk that path and reach our vision, we need to work across multiple areas to grow a thriving local food economy, enhance local food knowledge, skills and culture, and protect, utilise and sustain our farmland and other vital natural resources.





The challenges we are facing in food, farming and health across Cardinia Shire are complex and interlinked, and require a whole-of-community response that involves our schools, farms, businesses, organisations, residents and local government working together towards a shared vision. To organise this collaboration across our community, we are using the framework of collective impact, a framework based on the knowledge that individual actions and efforts are limited, but when we work collectively towards a common aim we maximise our impact. That means this Community Food Strategy is a multi-stakeholder initiative, with actions being led and supported by a range of organisations and community groups, as well as Cardinia Shire Council.

Roles

Collective impact backbone

The backbone in collective impact oversees the coordination of all the various activities and partners involved in an initiative. The six key functions of a backbone organisation are to: guide vision and strategy, support aligned activities, establish shared measurement practices, build public will, advance policy, and mobilise funding. Sustain: The Australian Food Network organisation currently provides the backbone function for the Food Circles Collective Impact Project.

Cardinia Food Circles Governance Group

The role of the Cardinia Food Circles Governance Group is to provide governance oversight, strategic coherence and management of the detailed, day to day work of the Cardinia Food Circles project team and initiatives. The governance group is made up of key senior staff members from Cardinia Shire Council and Sustain: The Australian Food Network, as well as Cardinia Food Circles project staff.

Steering group

The Cardinia Food Circles Steering Group is made up of key stakeholders whose work is leading or supporting key actions and activities across the wider initiative. These key partners span local and regional health organisations, education and research institutions, food network members, community organisations and local government staff. The role of the group is to guide the vision and strategy of the Cardinia Food Circles initiative, and to align work with, advocate and promote the shared vision and strategy.

The Cardinia Food Network

Formed in 2017 as part of the Cardinia Food Circles initiative, the role of this network of community food leaders, teachers, farmers, local business owners and passionate residents is to support, enable, inform and where appropriate lead food strategy actions across the community and within their circles of influence.

The community

Our wider community of community groups, organisations, residents, businesses and networks have the pivotal role in achieving our vision. Their engagement, support, insight and involvement will underpin many of the community food strategy actions.

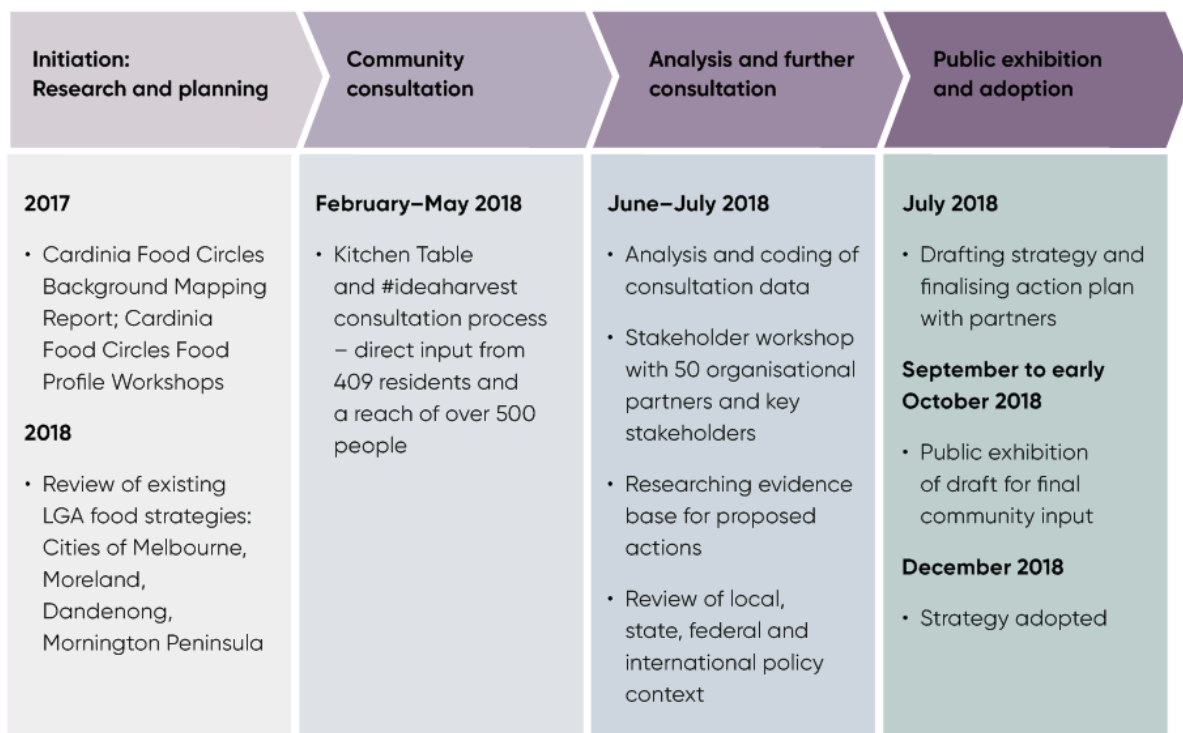


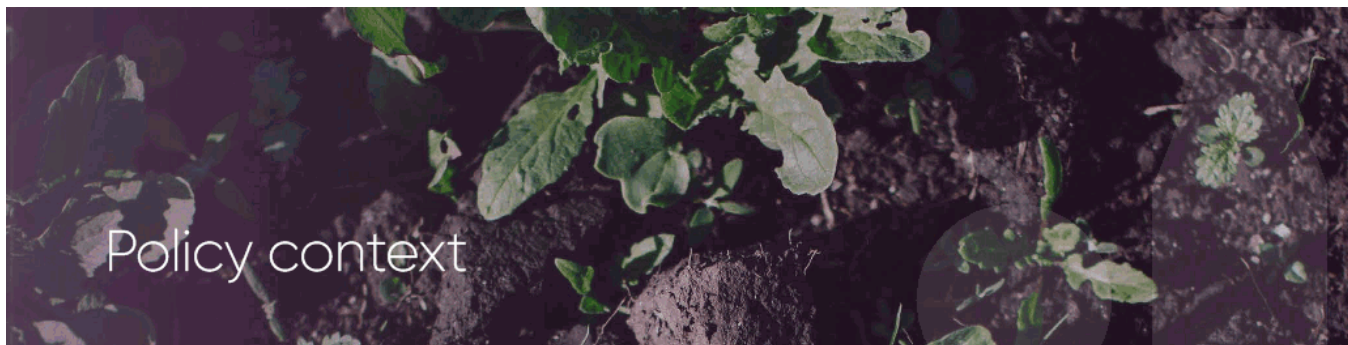
How this strategy has been created

The strategy was shaped and informed by an extensive and in-depth participatory community consultation process that reached over 500 people. Modelled on participatory people's food policy processes from other parts of the world, including Canada, the UK and Australia, this approach was centred on a series of Kitchen Table Talks (or round table consultations), led by local community members (our community food 'animators') across the shire, to build collective and democratic ownership of the strategy.

So while this is a multi-stakeholder food strategy, with input and ownership from a range of organisations, it is also, in essence, a people's food plan, directly informed and shaped by the lived experiences, knowledge and ideas of local people who live, work and play in Cardinia Shire. Wider research and analysis of our local food system, a review of other local government area food strategies and the global, national, state and local policy context has also informed the strategy. The process is shown in Figure 4.

Figure 4. Strategy development process





Cardinia Shire’s Community Food Strategy provides strategic direction for implementation of the ‘Food’ Policy Domain within *Cardinia Shire’s Liveability Plan 2017–29*. This strategy sits within the context of other

policies and strategies at a global, national, state and local level. Currently there is no state or federal policy platform for creating sustainable food systems at the local scale.

Global	National	State	Local
<ul style="list-style-type: none"> • Sustainable Development Goals formed by Member States of the United Nations: SDG 02 aims to “End hunger, achieve food security, and improve nutrition and promote sustainable agriculture”. • <i>Milan Urban Food Policy Pact 2015</i>, signed by 174 cities across the world including Melbourne. The Pact commits signatories to “work to develop sustainable food systems that are inclusive, resilient, safe and diverse”. • There are also a range of global networks with explicit focus on urban and regional food policy including the WHO Healthy Cities Project, 100 Resilient Cities, the CITYFOOD network, the City-Region Food Systems and the C40 Food Systems Network.²⁰¹ 	<ul style="list-style-type: none"> • The Australian Government’s Department of Health COAG Health Council identified an urgent need to limit the impact of unhealthy food and drinks on children. Ministers agreed to actions that limit the impact of unhealthy food and drinks on children and to consult with ministers in other portfolios to collaboratively develop joint approaches that could be implemented in 2017. • Federal policy, including the current government’s \$4 billion Agriculture White Paper and associated investments, impact our local food system in a range of ways including investment in transport and water infrastructure, the National Broadband Network and measures to strengthen drought and risk management for our primary producers. • Current policy includes \$500 million National Water Infrastructure Fund, \$2.5 billion concessional loan program for farmers and \$190 million for rural research and development. 	<ul style="list-style-type: none"> • The Victorian Public Health and Wellbeing Plan 2015–19 identifies ‘Healthy Eating and Active Living’ as a key strategic direction. • The Victorian Public Health and Wellbeing Outcomes Framework provides an approach to monitoring and reporting progress against collective efforts to achieve better health and wellbeing. • A range of other policies and plans at the Victorian Government level directly influence our local food system including: <ul style="list-style-type: none"> – <i>Plan Melbourne</i> – <i>Agriculture Victoria Strategy 2017–27</i> – <i>Food and Fibre Sector Strategy 2016–25</i> accompanied by the Agricultural Infrastructure and Jobs Fund and Food Source Victoria Program 	<ul style="list-style-type: none"> • Cardinia Shire Council Plan • Cardinia Shire’s Liveability Plan • Cardinia Planning Scheme • A number of other Council policies and plans integrate with the Community Food Strategy: <ul style="list-style-type: none"> – Access and Inclusion Policy – Arts and Culture Policy – Aspirational Energy Transition Plan – Investment Attraction Framework – Tourism Strategy – Cultural Diversity Policy – Food Security Principles – Integrated Water Management Plan – Nature Strip Policy – Precinct Structure Plans – Reconciliation Action Plan – Waste and Resource Recovery Strategy – Westernport Green Wedge Management Plan

Achieving our vision – our strategies

The following five strategies set the direction for achieving our vision of a healthy, delicious, sustainable and fair food system in Cardinia Shire.

Strategy 1:

Protecting and utilising fertile land as a source of fresh food for current and future generations.

Strategy 2:

Growing a vibrant local food economy which supports growers and enables people to access affordable, local and healthy food.

Strategy 3:

Enhancing food knowledge, skills and culture within schools, workplaces, clubs and the wider community.

Strategy 4:

Reducing and diverting food waste from landfill and reusing water to grow food.

Strategy 5:

Building capacity across the community to lead, participate in and support work on food systems.

Levels of intervention

Given the complexity and breath of the food system and the challenges we are facing, we have to be strategic about the interventions we make to leverage change and maximise impact.

The different levels of the food system at which we can intervene are shown in Figure 5, ranging from individual to public policy level.

In order to deliver our strategies, we are intervening and taking action across all of these levels, which have been informed through community and stakeholder input, as well as wider research and consultation.

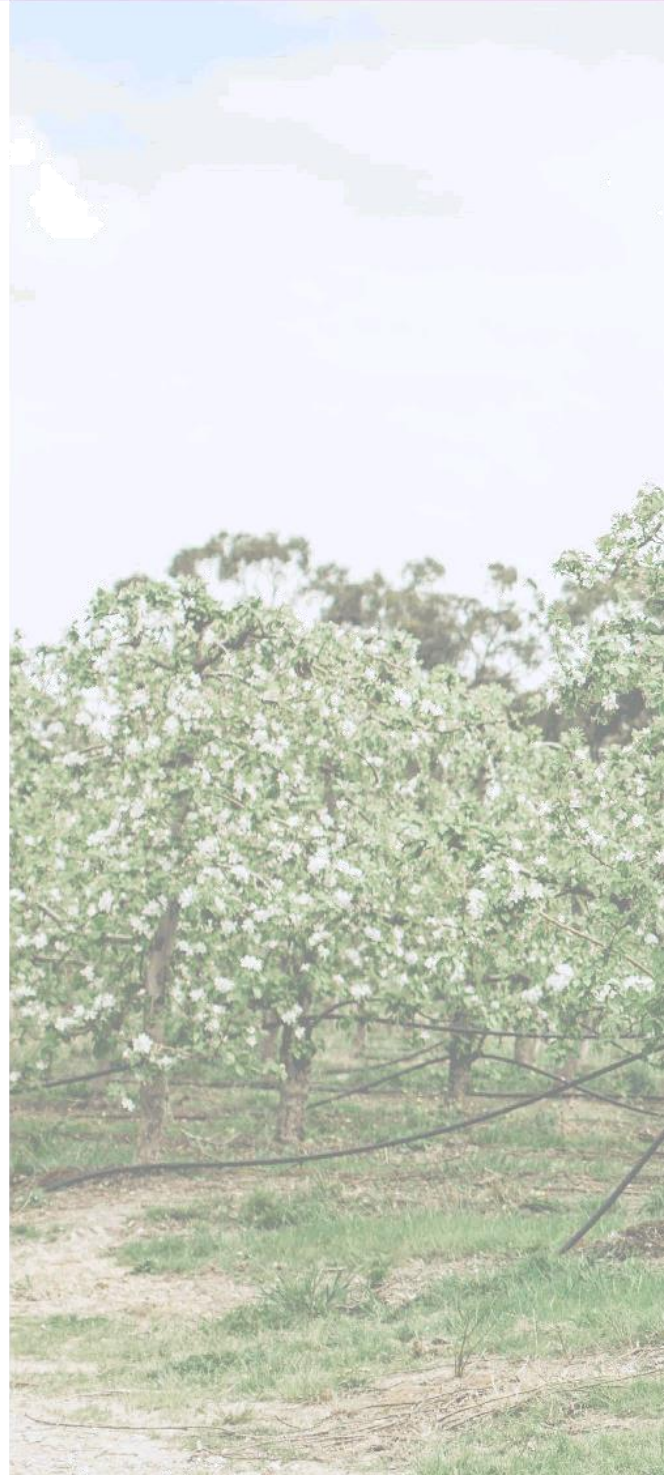
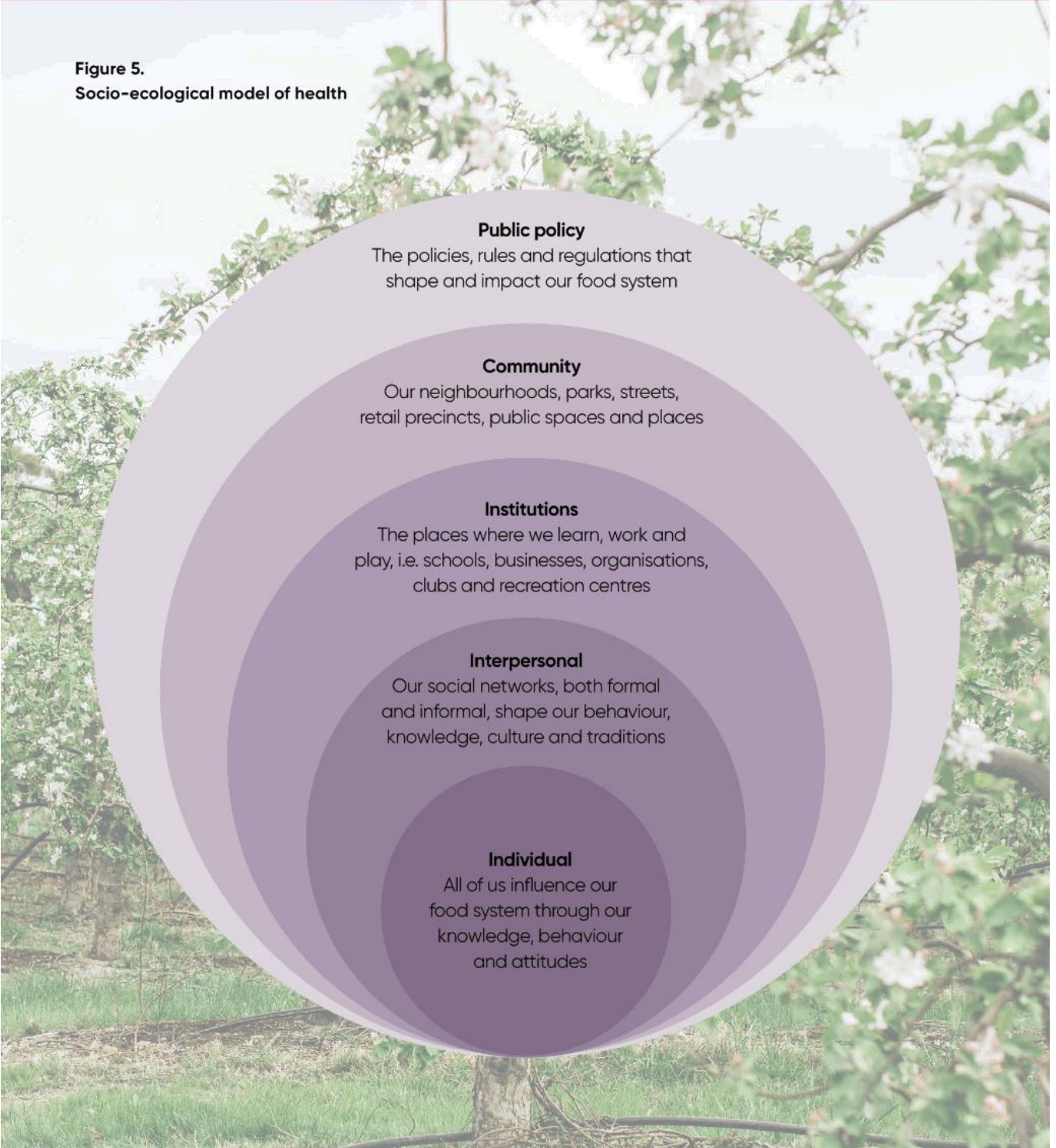




Figure 5.
Socio-ecological model of health



Strategy 1

Protecting and using fertile land as a source of fresh food for current and future generations

What the evidence tells us

Cardinia Shire contains some of Australia's richest agricultural soil, on which a diverse range of farm enterprises produce meat, dairy, eggs, vegetables, fruit, wine, nuts and wool and we're a key part of greater Melbourne's food bowl^{xxii}. Our urban areas also contain valuable food growing spaces that can be protected and activated to enable community engagement with food growing. The *Cardinia Shire Food Literacy and Food Security Survey 2018* found that 54 per cent of respondents grow both fruit and vegetables for the household, and that while 78 per cent of respondents had not been involved in a community garden, 18 per cent indicated that they would like to be in the future^{xxiii}.

Urban and peri-urban agriculture was officially recognized by the World Food Summit in 2002 and at the United Nations High Level Task Force on the global food crisis in 2008, as a strategy to alleviate urban food insecurity and build cities that are more resilient to crisis^{xxiv}. The Food and Agriculture Organisation have initiated a multi-disciplinary 'Food in Cities' program that is working to integrate food and agriculture as part of urban land use planning and build capacity in urban agriculture across the globe^{xxv}. Further to this, Foodprint Melbourne research has identified priority actions to protect land in Cardinia Shire and other peri-urban areas of Melbourne including:

- strong and consistent policy signals to provide certainty regarding protection of farmland in the green wedge and peri-urban areas
- promoting farm viability is as important as protecting farmland and action is needed at local and state government levels
- building public support and awareness to help protect our land in the long term
- proactive management and investment is needed to protect our 'fertile fringe'.^{xxvi}



"It's criminal that good land is being covered with housing estates"

"We need events and media announcements that acknowledge and appreciate local farmers and food producers"

What the community told us

"Community gardens need more work and activation, and more needs to be done so residents take full advantage of the produce grown"

"Designate food bowl areas and encourage food growing industries"



Koo Wee Rup Community Garden

Forged through a partnership with Koo Wee Rup Secondary College, community members and Kooweerup Regional Health Service, the community garden welcomes all locals.

Coupled with the all-access space at the Men's Shed, which is itself a community hub for students and elders alike, the garden offers opportunities to grow food communally and share local and traditional knowledge as well as a place to create and display outdoor art, hold community events and celebrations.

The garden works closely with local schools to ensure that young people can develop life skills in managing and using a kitchen garden.

What action will we take?

- Deliver community awareness campaigns
- Support community gardens and urban agriculture projects
- Investigate other mechanisms for farmland protection

- Run community workshops and programs
- Advocate to other levels of government and peak bodies

Note: For full details of actions please refer to the Community Food Strategy Action Plan

Strategy 2

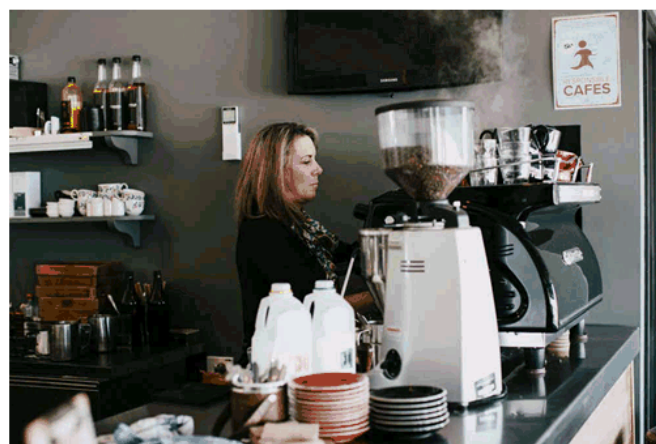
Growing a vibrant local food economy that supports local farmers and food businesses and increases access to affordable, local and healthy food

What the evidence tells us

Cardinia Shire provides the second highest share of agricultural production value across local government areas in Melbourne's food bowl, second only to Baw Baw Shire^{xxvii}. However, for every 'essential' food outlet, there are six 'non-essential' food outlets and for a family receiving government support, the cost of a healthy food basket is more than 30 per cent of their income^{xxviii}. Research into increasing access to fresh, healthy food across a range of settings has identified key points of intervention including affordability (i.e. finding ways to make healthier food the easier, and cheaper, option) and accessibility (increasing the proportion of fresh food outlets and within existing retail outlets, increasing the presence, visibility and promotion of healthy fresh food)^{xxix}.

Research also tells us that communities who live closer to healthy, affordable food retail outlets tend to have healthier eating habits and a lower risk of obesity and diet-related diseases, but also that healthy food retail stimulates economic activity^{xxx}. Food security is a human right. The 1948 Universal Declaration of Human Rights includes the right of every person 'to an adequate standard of living for himself and his family, including adequate food, clothing and housing'^{xxxi}. The International Covenant on Economic, Social and Cultural Rights 1966 was ratified by Australia in 1975, and requires that all state parties take immediate steps to guarantee the right to freedom from hunger for all persons in their

jurisdiction; and to take appropriate steps towards the 'progressive realization' of the right to adequate food'.^{xxxii} During consultation, challenges around healthy food affordability and access were the second and fourth most frequently cited issue and the lack of support for farming and food businesses was the fifth most cited issue. We also heard about the challenges in accessing culturally appropriate foods.



"local farmers don't have local outlets for their food"

"money and power dictate what goes where. There is no support for the small guy i.e. small farms and food businesses"

What the community told us

"currently members of our community have to travel to Dandenong or Springvale to access foods that are specific to our culture"

"healthy food is not affordable"



The Community Grocer

The Community Grocer runs weekly affordable fresh produce markets, with a vision to support healthy connected communities. The Pakenham Community Grocer commenced in March 2018 and is one of six markets that the Community Grocer coordinates across Melbourne, in collaboration with local volunteers.

The markets sell fresh fruits and vegetables at prices which are on average 50% lower than those found in the major supermarkets.

Image courtesy of The Community Grocer

What action will we take?

- Undertake research into food access and affordability
- Support local fresh food markets
- Increase access points for fresh food
- Promote local fresh produce

- Connect local food producers to each other and the broader community
- Increase healthy fresh food provision and promotion in food retail spaces (cafes, canteens, kiosks)

Note: For full details of actions please refer to the Community Food Strategy Action Plan

Strategy 3

Enhancing food knowledge, skills and culture within schools, workplaces, clubs and the wider community

What the evidence tells us

The *Cardinia Shire Food Literacy and Food Security Survey 2018* identified significant gaps in food knowledge and confidence across respondents^{xxxiii}. The settings where communities work, live, learn and play are key points of influence in enabling healthier food cultures across age groups and demographics^{xxxiv}.

Recent benchmarking of Australian federal and state policy identified significant gaps in enabling healthy food environments and culture, particularly around a lack of regulations to reduce exposure of children to marketing of unhealthy food and an urgent need for pricing mechanisms to make unhealthy foods, especially sugary drinks, less affordable than healthy options^{xxxv}.

A wide range of research shows that our cultural 'norms' and values defining what is socially acceptable, desirable and appropriate to eat and feed others may be as or more important than physical environmental factors' in shaping our eating choices, and therefore our health^{xxxvi}.

During consultation, disconnection from our local farmers and food and the loss of food knowledge, skills and culture were the first and third most frequently cited issues community members told us.



"mum works until 7pm. She doesn't have enough time to cook let alone grow food"

"our kids have little appreciation of how and where food is grown"

What the community told us

"there are no healthy options at school for lunch orders...lunch comes from the milkbar"

"communities can assist schools in maintaining their gardens"

Monash Health - Achievement Program Early Years

The Achievement Program recognises early years services (kindergartens, long day care, family day care) that are creating a 'health promoting' setting for children to learn.

In order to receive the Achievement Program's healthy eating and oral health benchmark, a range of criteria must be met including: a healthy eating policy; opportunities to learn about food and healthy eating are embedded in the curriculum; consumption of fruit, vegetables and healthy food is promoted in line with Australian guidelines; and children are involved in healthy food experiences including growing, cooking and shopping.

Currently 29 (40%) of early years services in Cardinia Shire are working towards or have been recognised for creating healthy eating environments.

Image courtesy of Monash Health Community



What action will we take?

- Promote community cooking spaces
- Build capacity of schools to take a holistic approach for food and nutrition
- Support the Achievement Program in early learning centres, schools and community centres
- Deliver the Healthy Sporting Clubs program

- Deliver community based food and nutrition programs
- Celebrate food at local events
- Deliver social marketing campaigns
- Support projects that increase pathways to employment in food

Note: For full details of actions please refer to the Community Food Strategy Action Plan

Strategy 4

Reducing and diverting food waste and reusing water to grow food

What the evidence tells us

High levels of food waste undermine food security^{xxxvii} but also have a significant environmental footprint, ranking global food waste alongside the top greenhouse gas emission nations would see food as the third highest emitter, sitting behind the USA and China^{xxxviii}.

The irrigation water used globally to grow food that is wasted would be enough for the domestic needs (at 200 litres per person per day) of 9 billion people – the number expected on the planet by 2050^{xxxix}. About 32 per cent of the average household bin in Cardinia Shire is food waste^{xl} and Cardinia Shire faces significant challenges to our water supply as we move further into an era of climate change with drying and warming expected across southern Australia, reducing the capacity of our farmers to produce food^{xli}. Current groundwater allocations across the shire 'exceed sustainable levels and no further licences are being allocated'^{xlii}.

Work is being done to explore the feasibility of connecting our farmland with recycled water sources as has been done through the Werribee Irrigation District^{xliii}. Research shows that public perception of the use of recycled water is a critical issue and that public information and marketing are necessary to ensure public support so that negative perceptions don't impact the uptake, use and viability including of farming businesses^{xliv}.

During consultation, food waste was the ninth most frequently cited issue, and water access for farmers featured prominently in our producer interviews and discussions.



"it's close to impossible for a young person to start farming on a small scale. There are no water licences being issued"

"we have a lack of water to grow our crops"

What the community told us

"water licences are no longer available to farmers – why can't we use recycled water?"

"we're not sure what to do about food waste except use leftovers where we can"



Cardinia Shire Council's Waste and Resource Recovery Strategy

Cardinia Shire Council's Waste and Resource Recovery Strategy 2017–26 provides a comprehensive roadmap for reducing and diverting food waste through increasing resource recovery services, advocacy and education.

What action will we take?

- Advocate for recycled water to be used for food growing
- Establish community compost hubs
- Implement the Waste and Resource Recovery Strategy

- Promote Council's compost rebate scheme

Note: For full details of actions please refer to the Community Food Strategy Action Plan

Strategy 5

Building capacity across the community to lead, participate in and support food system work

What the evidence tells us

Research and analysis of governance and power structures across our complex global food system have identified an urgent need for more participatory consultation, planning and decision making to ensure socio-ecological, health and economic equity^{xiv}. This work has led to increasing recognition of the importance of food citizenship and food sovereignty, to expand the capacity of 'citizens' to shape and inform policies and decisions that directly impact their lives, livelihoods and health^{xvi}.

Wide analysis of successful contemporary and historical food system initiatives to address health, economic and ecological challenges found that a key part of each success was a focus on involving 'citizens' in particular places putting their creative energies together to come up with their own solutions' socially, politically and economically^{xvii}.

Research into more participatory policy processes has found a range of advantages for both citizens and governments including: education (from and to each other), the building of trust and strategic alliances and better policy and implementation decisions^{xviii}.



"we need more grower and business networks and collaboration. We need to work together"

"we all need to be involved and share our passion to see change"

What the community told us

"it's hard to have a voice, feel gagged when attending Council meetings, restricted by process and protocols"

"members of our community are unaware of projects, issues and events happening around food"



Cardinia Food Network

The Cardinia Food Network was formed in August–September 2017 when a collective of farmers, businesses, passionate local health workers, school teachers and local community members came together through the Cardinia Food Circles project.

The network provides a platform for networking, collaboration, capacity building and mutual support across a diverse range of community members and sectors across our local food system.

Image courtesy of Julianne Piko of www.neighbourgood.com.au

What action will we take?

- Build capacity for collective impact
- Develop and strengthen partnerships
- Mobilise funding
- Deliver annual food forums

- Build capacity of the Cardinia Food Network

Note: For full details of actions please refer to the Community Food Strategy Action Plan.

Measuring success



The Action Plan for the Cardinia Community Food Strategy identifies key interventions for the next eight years across five strategic areas. The detailed action plan is attached as a separate document along with outcomes, measures and a long-term evaluation framework. Progress across the Action Plan will be reviewed annually as part of the yearly review process for Cardinia Shire's Liveability Plan. This annual review process will involve organisations and groups that are leading actions reporting to the Cardinia Food Circles Steering Group on their respective actions. These annual 'check ins' will further embed collaboration and the alignment of work across our network of key stakeholders.

Acknowledgments

The following individuals and groups are acknowledged for their advice, participation and input into the development of the *Cardinia Shire Community Food Strategy 2018-26*.

- The many local people who provided input and ideas through attending a Kitchen Table Talk, drop in session or through digital platforms, email correspondence, interviews and meetings.
- The team of Community Food Animators who led the Kitchen Table Conversation consultation process and made direct input and conversation possible across broad sections of our community including Angelique Jauffret, Heike Hohaus, Shoheli Sunjida, Tamsin Hadfield, Peter James, Mez Thearle, Phil Byers, Max Godber, Sonya Harper and Jane Sheppard.
- The businesses and organisations who hosted Kitchen Table Conversations or Idea Harvest Events including: Beaconsfield Baptist Church, Beaconhills College, Pakenham Secondary College, Lakeside College, Community College Gippsland, Bridgewood Primary School, Victorian Farmers Federation (Cardinia Branch), Country Women's Association (Officer Branch), O.My Restaurant, Bam Bam Italian, Living Learning Pakenham, Emerald Community House, Koo Wee Rup Regional Health, Nourish Natural Health, Cardinia Life, Lang Lang Community Centre, Cockatoo Community Hall, Cockatoo Senior Citizens, Cardinia Combined Churches Caring (4Cs), Outlook Community Centre, Cockatoo Neighbourhood House, Pakenham Girl Guides, Shanangolden Village, Pakenham Hills Primary School and Upper Beaconsfield Community Centre.
- Key organisations and partners who attended the stakeholder workshop or provided input through the development of this strategy including Conservation Volunteers Australia, Stephanie Alexander Kitchen Garden Foundation, Koo Wee Rup Regional Health, Monash Health, Southern Migrant & Refugee Centre, Monash University, RMIT University, Garry White Foundation, Cardinia Food Network, Casey Cardinia Libraries, The Community Grocer, Victorian Farmers Federation (Cardinia branch), Country Women's Association local branches, The 4Cs, The Bless Collective, Khan's Catering, South East Local Learning and Employment Network, St Patricks Primary School, Bridgewood Primary School and Integrated Children's Centre, Lakeside College, Pakenham Secondary College, CSM Organics and the Port Phillip and Westernport Catchment Management Authority.
- The many Cardinia Shire Council officers who provided their time, expertise and advice throughout the entire process.



List of partner organisations and groups

AL	Aligned Leisure	MU	Monash University – Department of Nutrition, Dietetics and Food
CCL	Casey Cardinia Libraries	PSC	Pakenham Secondary College
CFC	Cardinia Food Circles Backbone (Sustain: The Australian Food Network)	PCG	Pakenham Community Garden
CFN	Cardinia Food Network	PPWCMA	Port Philip and Westernport Catchment Management Authority
CSC	Cardinia Shire Council	SAKGF	Stephanie Alexander Kitchen Garden Foundation
CVA	Conservation Volunteers Australia	SK	Sikh Community
CWA	Country Women's Association	SMRC	Southern Migrant and Refugee Centre
HEV	Home Economics Victoria	TCG	The Community Grocer
KRHS	Kooweerup Regional Health Service	VFF	Victorian Farmers Federation
MHC	Monash Health Community (IHP – Integrated Health Promotion)		



Glossary

Achievement Program: Supported by the Victorian Government, the Achievement Program is based on a World Health Organization model, and works with Victorian workplaces, schools and early childhood services to create healthy places for working and learning

Collective impact: Collective impact brings people together to collaborate, in a structured way, to achieve social change.

Essential food outlets: Essential' food providers include supermarkets, green grocers (or fruit and vegetable shops), bakeries, butchers and seafood retailers. They are categorised as 'essential' to place emphasis on access to food retailers where residents can purchase particular items such as fresh fruit and vegetables, meat, seafood or fresh bread, which are integral to a healthy, nutritious and balanced diet.

Food security: A widely accepted definition of food security from the 1996 World Food Summit states that 'Food Security exists when all peoples, at all times, have physical and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life'.

Healthy Food Basket: A tool to assess the affordability of a healthy diet. It includes a selection of foods that provide enough food to meet the nutritional needs of a family for a fortnight.

Non-essential food outlets: 'Non-essential' food outlets are defined as those that specialise in readymade foods, including cafes, restaurants, take away outlets, service stations and convenience stores. Additionally, apiarists, wineries, sporting clubs, seafood processors, and businesses involved in processing, packaging, storing, manufacturing, and distribution of food.

Participatory approach: A participatory approach is characterized by processes that aim to maximise the active participation of communities and provide opportunities for all to be equitably involved.

Recycled water: Recycled water is wastewater that has been collected and treated so that it can be used for a variety of purposes, from irrigating crops to firefighting and watering parks, gardens and sports grounds. Recycled water is treated to make it safe, and is graded into Class A, B and C based on the level of treatment and water quality.



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Appendix: Consultation summary

Methodology

Kitchen Table Talks

- Thirty Kitchen Table Talks (KTTs) were held across Cardinia Shire, attended by 272 people.
- These KTTs were between 1 - 2.5 hour discussions in which participants worked their way through a series of questions and themes related to our local food system.
- A 'Community Food Animator' facilitated each KTT. Ten local community members were recruited, trained and supported as 'animators' to lead these conversations across the shire.
- A volunteer scribe or Cardinia Food Circles team member documented each KTT.

In order to make participating in the consultation process more accessible for busy working families and time poor residents, the Food Circles project team and animators worked to develop a 'do it at home' option – the #ideaharvest campaign.

#Idea Harvest Campaign

- 1500 #ideaharvest postcard packs were distributed across Cardinia Shire.
- The postcard packs contained three questions for discussion, healthy recipes featuring local ingredients and instructions for hosting a conversation, documenting and sharing the main ideas generated by posting a photo to social media.
- Animators and the team also ran community market and event 'pop ups' to 'harvest ideas' in person, and conducted 10 interviews with local farm and food businesses and food relief providers.
- The campaign received direct input from 137 people.

The reports generated from each Kitchen Table Talk, along with the ideas and information gathered through the #Ideaharvest campaign were then analysed and coded across the main themes to identify the key issues, challenges, ideas and solutions put forward by the community.



From February to May 2018 the Cardinia Food Movement embarked on a consultation process across Cardinia Shire to discuss and document challenges and solutions for our food, farming and health with local residents, families, community groups, schools and businesses.

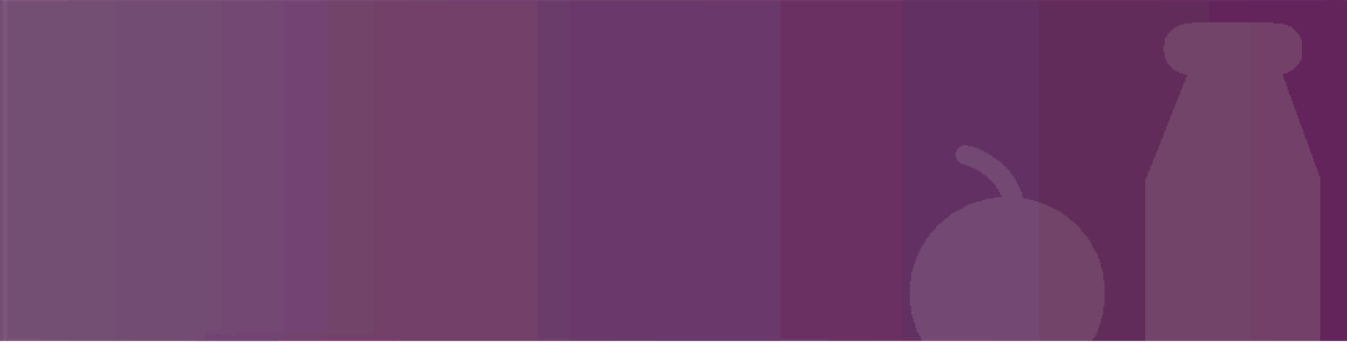
Our team of 10 community food animators reached:

	500+	local residents and collected direct input and ideas from 421 people through:
	30	Kitchen Table conversation events.
	1	Shire wide Idea Harvest campaign covering
	10	community markets and events and
	3	digital forums for people to share their ideas
	19	interviews with local food and farming businesses

We held events at:

- Community Centres
- Restaurants
- VFF and CWA meetings
- Girl Guides
- Libraries
- Neighbourhood Houses
- Private Residences
- Retirement Villages
- Primary Schools
- Secondary Schools
- Mens Sheds
- Community Gardens
- Food Relief Centre

- 
- Pakenham
 - Cockatoo
 - Beaconsfield
 - Officer
 - Koo Wee Rup
 - Lang Lang
 - Pakenham Hills
 - Avonsleigh
 - Nar Nar Goon
 - Upper Beaconsfield
 - Mary Knoll



What we heard: challenges

The top 10 concerns in order of what we heard the most

1. Disconnection from local farmers and knowing where our food comes from
2. Affordability of food
3. We're losing/have lost our nutrition, cooking and growing knowledge
4. Lack of access to healthy food
5. Lack of small food and farming business support (red tape, extension and information)
6. The challenges of eating, shopping and cooking well, let alone growing food when we're so time poor
7. We're not protecting our farmland for food growing
8. Difficult to access local food
9. The amount of food we waste
10. Lack of collaboration and direct distribution models for and between local farmers and businesses

Speech bubbles:

- 'we'd love, love, LOVE to use more local products and services...We just can't access a lot of the produce due to time restraints or even suppliers not wanting to sell small quantities'
- 'I don't really know what is grown locally, I like the idea but I don't know how to source it and what is local'
- 'Mum works until 7 pm. She doesn't have enough time to cook let alone grow food.'
- 'Fast food is more convenient and affordable than healthy food, especially for busy families'
- 'It is criminal that good land is being covered with housing estates'
- 'Buying fresh local produce is out of reach. Especially when everyone in the household works long hours, multiple jobs and can work up to 7 days a week.'
- 'Healthy food is not affordable'
- 'Money and power dictate what goes where and when in this Shire. There is no support for the small guy, e.g., small-scale local food businesses, producers'
- 'Local farmers don't have local outlets for their food. This is not allowing for young people to continue the legacy of growing food for the local population.' (From a farmer:)
- 'What does healthy food mean? Canned vegetables? Vegetarian pizza? Vegetables, but cooked in lots of oil?'
- 'Food waste is a big issue. We (the community) have become conditioned to purchase fresh produce that looks perfect.'

What we heard: strengths and solutions

The top 10 solutions in order of what we heard the most

The infographic features a central white circle containing a numbered list of 10 solutions. Surrounding this central circle are several purple speech bubbles, each containing a quote from a community member. The background is a teal color.

Speech bubble quotes:

- 'Pick a community space and turn it into a food hub - for growing and swapping fresh food but also to run a food coop to bulk order what cannot be grown. A cafe and gardening classes could help fund staff to run the facilities'
- 'Review the red tape. Make it easier for small businesses to be small businesses'
- 'School programs supporting gardening and healthy eating need to influence the student's home environment and connect with'
- 'Stop school canteens and tuck shops from selling sweets'
- 'Make farmers as cool as footballers!'
- 'Designate "food bowl" areas and encourage food growing industries, providing employment as well'
- 'Put a policy in place to protect soil'
- 'how about an uber waste (compost and packaging) collection service'
- 'Develop a plan for residents on how to establish a vegetable garden with minimal cost - using recycled water, making your own compost, sharing seeds, education on what to plant, how and when'
- 'I'd love to see a communal composter machine in the community for business and locals to use. The compost could then be used in local gardening programs'
- 'Find ways to engage people with cooking lessons/skills with emphasis on low cost but healthy meals'
- 'How about some more whole food, local food fast food outlets. Fast food doesn't have to mean junk food. More variety in food outlets including restaurants can only be a good thing for everybody.'

Central List of Solutions:

1. Public awareness and education:
 - a) to reconnect with local food and farms
 - b) promote healthy eating, cooking, growing
2. Greater support and incentives for local food and farming businesses
3. Food Hubs and other direct distribution models that make it easier for the local population and businesses to buy local produce, and easier for farmers to sell it.
4. Support, enable, resource and educate: urban, public, community food growing
5. School cooking, gardening and farm programs with parent and community involvement
6. Increase access to healthy food especially healthy fast food and canteens, but also through coops, urban food growing and food swaps
7. Cooking/Preserving/Nutrition classes accessible for families, parents and children
8. Set aside and protect land for farming
9. Advocacy work to make big changes we want to see in protecting our land and promoting access to healthy fresh food
10. Composting initiatives and education to help households and businesses reduce food waste

The voices of children

The consultation process for this strategy worked deliberately to include the voices of children and young people. Kitchen Table Talks and #ideaharvest events were held at Beaconhills College, Community College Gippsland, Lakeside College, Pakenham Secondary College, Bridgewood Primary School, Pakenham Hills Primary School and Pakenham Girl Guides as well as PAVE Fun Fest and the Puffing Billy Toy Library Fair.

An insight into these conversations is provided through the quotes below:

'Make farmers as cool as footballers!'

'For a young person in Officer, we need a place where we can buy fresh food – there is none'

'Gives us healthy food at school'

'It's hard to get food from our culture locally, we have to travel to get it'

'Food education should be made compulsory at school for all'

'Healthy food doesn't have to taste bad. Have healthy food that tastes good in the canteen'

'Schools should have more field trips to farms'

'We need to stop wasting food'

'Implement a sugar tax – like the smoking tax'

'We need a social media directory or platform that educates the community on local produce and where to find it'

'We need a food culture – need to all share our food cultures'

'We'd like to see more families cooking together'



**Prepared by:**

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All images in this document, unless otherwise credited,
were taken by Zoe Eley Photography.

To find out more or get involved with the
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