

Project Evaluation

Local government: Enabling resilient food systems in South Australia

Evaluation conducted by

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on behalf of the consultant team

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Executive Summary

This report presents the results of a process and summative evaluation conducted on behalf of the project team, by Sustain: The Australian Food Network. The aims of *Enabling resilient food systems in South Australia* were to:

- build local food systems literacy and advocacy within government and communities
- identify the local food system vision and principles of communities
- enable governments and communities to take coherent actions towards their visions

The key deliverable of the project was to develop a guide to help local governments:

- understand, advocate for and foster local food systems
- identify and prioritise the best ways to invest and promote local food system initiatives
- develop and embed relevant food systems policy and planning as part of governments' response to climate change risks

The evaluation found that the project substantially achieved these aims, and either brought food systems onto the agenda of participating local governments, and / or built momentum for cross-departmental action on food systems within the participating councils. The project cultivated strong partnerships between the six local council partners, Green Adelaide and the Heart Foundation, and enabled new relationships to develop across stakeholders.

Key insights revealed by the evaluation included:

- **Local government has a key role to play** in developing a proactive response to supporting sustainable and resilient food systems.
- **Communication about food systems is important.** Talking about food systems enables learning and opportunities to connect within councils and communities.
- **Translating systems language takes time and skill** to make it bite-sized and useful to wider, diverse audiences.
- **Communicating up to leadership early is important** for generating leadership buy-in and more opportunities to align the work with current activities and opportunities.
- It would be **useful to have an idea of how you want to use the information** from the workshop, prior to delivering the workshop.
- **Persistence, small steps and having a consistent open-door policy pays off.**

Key challenges identified by the evaluation included:

- **Adequate staff capacity is vital.** Food systems work is complex and relationship-dependent. Therefore ensuring that one or more staff members are resourced to build it into their work plans is essential to maintain continuity and achieve impact and results
- The need to build and maintain momentum. There was a perception amongst some community members that the excitement and energy generated by project workshops may be lost if follow up activities and engagements don't take place
- **Support from council leadership for food systems work is critical**, in order to create and maintain a mandate so that this work is prioritised within local government

Summary of Recommendations

The following recommendations were developed to build on the project achievements:

1. Staff capacity and Council commitment

Food systems work is complex and time-consuming. Staff need to be adequately resourced and supported to undertake it effectively. Ideally, each Council should have a dedicated, full-time food systems staff role to lead this work; and that person should be fully supported by Council leadership.

2. Community engagement

Build momentum and interest amongst community members and organisations and create multiple and diverse opportunities for meaningful participation in local food systems work.

2a. Monthly / quarterly e-news / similar about local / regional food systems / food security events / initiatives - ideally some in-person events if possible.

2b. Help form a local food systems / food security network, if one doesn't already exist.

3. Capacity building / food systems literacy

Support the development of food systems literacy amongst individual staff within different council teams; and build collective capacity through establishing and resourcing communities of practice within and across councils.

3a. Each participating staff member create an action plan about progressing food systems work within their own organisation / community for the next 12-24 months.

3b. Participating staff to share their respective work plans with each other and provide supportive and constructive feedback.

3c. Build communities of practice within local governments, so that food systems work doesn't sit with just one person and become siloed / marginalised

4. Coordination / Food systems governance

Build coherence across the food system at the city, regional and state level through a structured and supported governance and coordination mechanism.

4a. Build on existing networks, such as The Food System Network, to establish a city-wide and / or state-wide food systems community of practice and peer-to-peer learning network.

5. Policy / Strategy development

Embed an iterative process of long-term food systems change through the development, implementation and monitoring of food systems strategies and action plans.

5a. Embed food systems work within councils and across communities by the participatory development of local food system strategies.

5b. Embed food systems work across State government with a state-wide food systems and food security strategy.

Evaluation Methodology

The evaluators, consulting team and the Steering Group committee iteratively developed the evaluation framework at the start of the project. The framework was based on the key project deliverables, agreed project values and an objective to evaluate both the outcomes of the project and the process itself (i.e. combined process and summative evaluation). The project focused on six outcome areas, articulated at the project development stage. The evaluation has included an additional outcome area to cover valuable general reflections on the entirety of the project.

Data was collected progressively over the life of the project. Steering group reflections were captured throughout the project and steering group members were surveyed following workshops and at the end of the project. Workshop participants provided feedback via an online questionnaire immediately following workshops and a small focus group session was held with two participants from one Local Government Area (LGA). The project was iterative in design and the final two outcomes exceeded the evaluation timeframe. As such, some planned data collection was not completed as it was deemed unnecessary or not within the project scope for the time period.

The following tables provide a summary of the evaluation methodology. Refer to *Appendix A* for the original project evaluation framework.

Key Deliverables	Improved stakeholder food literacy / (<i>questionnaire as a baseline data</i>) Local food system maps for 2-3 locations Development of vision and principles for each mapped area Development of coherent actions & priorities Development of guides and tools for local governments
Key Values	Inclusive / participatory / community empowerment Equitable / dignity Transparent / accountable
Evaluation objective	The evaluation is about both what the project has achieved (i.e. maps, visions, priorities, tools, etc) and the process itself (strengths, weaknesses, etc for future projects).
Key outcomes sought by the project	<ol style="list-style-type: none"> 1. Increased food systems literacy 2. Local food system visions and principles developed 3. Coherent collective actions and priorities identified and outlined 4. Local governments advocating and investing in local food systems 5. New local governments using the project approach themselves 6. Local governments embedding food systems policy and planning
Key data collected	<ul style="list-style-type: none"> ● Reflections and learnings throughout steering group meetings and immediately following workshops ● Log of participants attending workshops ● Questionnaire of workshop participants ● Focus group with a small number of workshop participants ● In-depth post-workshop interviews with three key council leads ● Final in-depth questionnaire completed by steering group member ● Reflections from consultant team

Evaluation findings

Key project deliverables

- Improved stakeholder food literacy / (*questionnaire as a baseline data*) **Achieved**
- Local food system maps for 2-3 locations **Achieved in 4 locations**
- Development of vision and principles for each mapped area **Achieved**
- Development of coherent actions and priorities – **Achieved to varying extents in 3 LGAs**
- Development of guides and tools for local governments **Achieved**

Key Outcomes

1. General Reflections

All key steering group members were “satisfied” to “very satisfied” with the project. The project largely achieved its project outcomes and either brought food systems onto the local council agenda or built momentum for cross-departmental action on food systems within four LGAs. It also cultivated strong partnerships between six local council partners, Green Adelaide and the Heart Foundation and enabled new relationships to develop across stakeholders. The project has facilitated ongoing ripple effects on the local food systems by leveraging existing networks, such as the Food System Network facilitated by Green Adelaide, to extend conversations about local and state government’s role in enabling resilient food systems.

The following three key project success factors were identified from the data collected:

- 1) **Powerful collaboration across local councils.** Over the 18-month period of the project, the Steering Group developed into a community of practice where the group worked collaboratively to address challenges, support each other and share the workload. This developed a shared sense of ownership over the project. Members of the group brought skills and experience from different government departments and levels of government. This collaboration is important for successful local government action on food systems because the work is cross-disciplinary, and to be effective, cannot sit siloed in one department.
- 2) **A strong backbone role to support the project team and well-aligned consultants are critical.** Well-aligned and skilled consultants helped to drive and push priorities. Green Adelaide, supported by one council lead, played a leadership role by investing consistent time and headspace at critical times. This has enabled the project to keep growing outside of the grant scope.
- 3) **Developing food system literacy is context-dependent.** The workshops were effective in developing food systems literacy because they brought together people with insights, experiences and perspectives about the specific local food system. This insight was supported by overwhelming feedback from the workshop participants who identified that hearing from and talking to other people in the workshop helped develop their food system literacy. The contextual nature of food systems is also important when considering what stakeholder groups are critical for workshops.

The steering group identified the following key lessons from the project:

- **Local government has a key role to play** in developing a proactive response to supporting sustainable and resilient food systems. It is important to uncover the links between the food system and the local government, to clearly identify how local governments can support resilient local food systems.
- **Communication about food systems is important.** Talking about food systems enables learning and opportunities to connect.
- **Translating systems language takes time and skill** to make it bite-sized and useful to wider, diverse audiences.
- **Communicating up to leadership early is important** for generating leadership buy-in and more opportunities to align the work with current activities and opportunities.
- It would be **useful to have an idea of how you want to use the information** from the workshop, prior to delivering the workshop.
- **Persistence, small steps and having a consistent open-door policy pays off.**

Case Study - Alexandrina Council: Kylie Markow's reflections

What has your council/organisation achieved as a result of this project?

- "Generated valuable feedback from our food system stakeholders to inform our council's planning and the work of our staff and opportunities to support/involve our community in undertaking food system action.
- Generated new connections and strengthened existing connections between food system stakeholders in our community (e.g. a group of farmers/landholders who met at the workshop planned to continue meeting together at each other's properties), between council and other food system stakeholders (a connection with a local food organisation has yielded the opportunity to work together to support a regional food festival and connect community groups in to hold activities alongside local food producers/retailers), and internally between council departments whose work areas influence our food system (e.g. Economic Development and Strategic Planning departments held an Agribusiness Innovation Conversation and results were used to further inform the vision and actions). Sharing food system contacts across departments where relevant, for example, linking our Economic Development team with a local value-add producer looking to map the economic impact of sourcing her ingredients locally and demonstrate to other businesses that this is achievable.
- Greater awareness internally about the food system and how a resilient food system has flow on effects for climate change mitigation, jobs and business, food security and health and wellbeing.
- Now have access to a toolkit of resources that we can use to support our work in the food systems space
- Strengthened connections with other participating councils and organisations – in particular those in the steering group. This has resulted in opportunities to learn from each other and continue to work together on supporting resilient food systems.
- Professional development for participating staff – I have learnt so much from being involved, about food systems, communication, community engagement, leadership, advocacy, problem-solving and adaptation, etc."

2. Increased Food Systems Literacy

Advised time frame	Advised KPIs (application)	Evaluation of the process	Evaluation of outcome
Apr 2021 - Oct 2021	# of local government stakeholders engaged # of food system actors/stakeholders engaged # stakeholders reporting an increase in their knowledge of food systems	How did food systems literacy increase? What were the critical success factors that enabled food systems literacy to increase? What are the barriers and obstacles to increasing food systems literacy? How can they / how were they addressed?	How many people experienced an improvement in food systems literacy and to what extent?

The reach of the project extended to over 170 stakeholders across local government, state government and food systems actors from four LGAs. The project engaged approximately 170 food system stakeholders across the four workshops. 16 local government stakeholders were directly engaged with the workshops including 3 Councillors. Attendees represented a diverse background of knowledge and experience including the food relief sector, local farmers and producers, retailers, developers, council officers and planners, councillors, educators, disability, social work, waste recovery, sustainability consulting, first nations, and the media. Over one-third of attendees identified as community members in the respective councils. 74% of survey respondents experienced a moderate to significant increase in their understanding of the food system (refer to full survey result in *Appendix B*). This translates to approximately 120 attendees.

The project extended food systems literacy beyond workshop participants and influenced council staff and elected members. This was achieved through internal conversations about the findings in the workshop reports prepared for leadership and elected members and opportunities to share the project via the Food Systems Network, SA Urban Food Network and Green Adelaide.

All council leads experienced a moderate to substantial increase in food system literacy. The steering group members emphasised the importance of governance group meetings and learning from the community about the complexity of the food system and what influences resilience. During the project, the steering group cultivated a supportive open environment that enabled the group to develop food systems literacy through discussions with other group members and developing common language around food systems. The consultants were identified as key enablers because their professional backgrounds aligned well with the project. The consultants shared their knowledge and helped build the capacity of the group members through training sessions and assigning tasks or activities to the group to address challenges or prepare for workshops (i.e. developing communication narratives or instructions for complicated workshop activities). Steering group members also developed their food systems literacy through attending other food systems events, engaging with research, learning from interstate examples and discussions with colleagues.

The four workshops brought together diverse groups of passionate food system stakeholders. Both steering group members and participants reported an energy and buzz in the workshops

and there was a high level of engagement and interaction during all the workshops. The majority of participants surveyed identified that talking to other participants and hearing about local insights, knowledge and perspectives was a key reason for an improvement in their food systems literacy. Participants also identified the following workshop elements that helped develop their food systems literacy (in order of frequency from participant feedback):

- **Systems mapping** encouraged participants to think about the interconnections within their local food system and enabled deep exploration of issues. Causal mapping helped broaden participants' knowledge of the wider food system. Drawing new connections of how something related to the food systems and how there are lots of different ways to get to a desired future vision supported and enriched the systems-learning journey that the project enabled.
- **“Speed dating” to get to know other participants** and learn about local initiatives was highly valued.
- **First Nations engagement** and learning from a local First Nations elder about their connection to Country and how consumption of food was sustainably managed.
- **Backcasting activity** - provoked good discussion points

At the same time, the backcasting and causal mapping activities were difficult for some people because they required participants to think in different and unfamiliar ways. The project enabled the group to refine the workshop instructions and experiment with the activity. For example, in the last workshop, the participants were able to choose which activity they wanted to participate in and this helped overcome some of the complexity of the workshop activities.

3. Local food system visions and principles developed

Advised time frame	Advised KPIs (application)	Evaluation of the process	Evaluation of outcome
May 2021 – Oct 2021	<p># of stakeholders engaged in creating the vision and principles</p> <p># stakeholders using their vision to build the capacity of their organisations and networks to act coherently.</p>	<p>This links back to the values & key principles shaping the process. Did the process align with the values? For example, if inclusion and diversity is important, we would measure the diversity of voices/input into the plan. This might also include feedback from the participants about their experience in the process and how they feel about what was achieved.</p>	<p>Development and agreement on shared vision and principles. Are stakeholders happy with the output?</p>

Each of the four councils developed a vision in the workshop (refer to *Appendix C* for visual representation of the vision in three council areas) where all present stakeholders could participate by “voting” on themes most important to them. 96% of the participants surveyed indicated that the vision captured their aspirations to some extent (refer to *Appendix B* for results by council area). Steering group members felt positive about the vision created in their workshop, but some Council Leads felt overwhelmed to develop priorities or wanted to validate the vision with triangulation from more stakeholders.

Strengths of the project, in developing a community vision for the food system, included:

- **The visioning activity was easy to follow**, interactive and an effective way to feed the community vision into the council.
- **The iterative nature of workshops** enabled steering group members to reflect on “what voices” were missing and make efforts to extend invitations to certain people or groups for future workshops. Participants who missed previous workshops had the opportunity to come to later workshops.
- **The use of a live visual artist** was identified as a powerful way to represent the vision as it was developed and contributed to a sense of ownership of the vision (refer to *Appendix C*)
- **The design of the visioning activity** enabled all stakeholders at the workshops equal opportunity to contribute. 76% of participants surveyed felt very safe and comfortable to speak and participate in the workshop; and the remaining 24% felt somewhat safe and comfortable (refer to *Appendix B* for results by council area).

A key challenge, voiced by several participants, was whether the workshops truly captured a representative community food system vision because key stakeholders were potentially missing from the workshop. Stakeholders identified as missing at multiple workshops included: big supermarket retailers, processors, distributors, First Nations voices, cultural diversity and young people. Both steering group members and some participants raised missing stakeholders as a concern when developing the vision and priorities.

The steering group identified the following challenges in engaging certain stakeholders:

- **Timing of the workshop was a barrier** for some participants
- **Not being intentional enough about certain sectors**, in some cases underrepresented stakeholders were specific to the context of the council (i.e. Alexandrina's workshop lacked representation from the seafood and fishing industry, noting that the workshop timing and too little notice impacted on their ability to participate).
- **Engagement was dependent on relationships**, with attendees more likely to attend if they received a personal invitation from a member of the steering group.

Steering group members identified the following ideas to help overcome these challenges in future projects:

- Diversify timing, nature and duration of workshops to enable participation. Ask key stakeholders when they can attend and conduct small focus sessions or interviews.
- Create upward pressure by engaging with other leaders in the community (farmers market, small supermarkets, etc).
- Network and gain knowledge from other relevant events - i.e. council agribusiness forum.

4. Coherent collective actions and priorities identified and outlined

Advised time frame	Advised KPIs (application)	Evaluation of the process	Evaluation of outcome
June 2021 - Feb 2022	End of project report # of stakeholders intending to undertake action	Who was involved in development? An important step for implementation is buy-in from other departments. Are there critical factors to help socialise food system priorities in council - i.e. each council developing their own Food Systems Working Group to build understanding and support for a vision.	Assessment of priorities developed. Do these meet the steering group's definition of coherence? Do they align with vision?

There was a lot of passion and energy cultivated in the workshops, however, there were potentially gaps between the vision and the development of a shared sense of priorities for participants and council. Participants interviewed felt the collaboration between different stakeholders, the knowledge gained and the networking opportunity was valuable, but they were pessimistic about whether the outputs would go anywhere. There was a sense of “where to next?”. One council lead was concerned that participants felt like it was a council project, rather than a community-owned vision. Participants talked about the need to revive the energy and momentum of the project through regular engagement. They suggested the council could take on a coordination role to organise regular community events to bring interested stakeholders together and act as an “enabler” in bringing ideas and collaborations into fruition.

The community stakeholders could also be empowered to own and take collective action to implement the vision by taking one or more of the following steps:

- A workshop activity that encourages people to brainstorm and talk about what actions could be taken to achieve the vision and where this responsibility should sit.
- Framing the workshop as community vision development with the council acting as one stakeholder to support and enable the community to build a healthy and resilient food system.
- Using the backcasting activity to identify actions and priorities
- Engaging the community, by asking the question – “what are you passionate enough to act on?”
- Finding opportunities to build on the existing capacity of the community.

Mobilising the vision in the community: Onkaparinga Council

Existing food systems networks in Onkaparinga supported the mobilisation of the vision throughout the community. In June 2022, the Onkaparinga Food Security Collaborative hosted an open session and invited all the participants from the Our Local Food system workshop. This session provided an update on the project, launched the community vision poster (refer to *Appendix C*), and shared a summary of community and council projects or initiatives aligning with the vision (refer to *Appendix F*) and a visual mapping of current programs.

Two out of four councils have identified priorities based on the workshop outcomes. The evaluation has revealed that, unsurprisingly, council leads who were able to invest more time into this work after the workshops have developed specific priorities and action plans and leveraged the internal relationships cultivated through the project to address food systems resilience across different departments within council.

Key enablers identified in the development of priorities and addressing coherence/incoherence between the vision and council plans and policies include:

- **Feeding the input into an existing cross-department working group.** For example, the Onkaparinga internal Food Connect working group, a group established prior to the project, developed key action areas that aligned with the community food vision.
- **Engagement from staff who participated in the workshop** to identify opportunities or synergies within their own or other departments.
- established key action areas that aligned with the community food vision
- **Building on internal relationships** formed with or through staff who participated in or helped with the workshop.
- **Working with the Strategy team** to help identify where food systems are relevant in other plans and opportunities for this work to be supported across council (for example including questions in our community survey).
- **Reviewing how existing council plans and policies are coherent or incoherent** with actions identified within each Vision theme (refer to the case study below *Appendix D*)

Case Study Alexandrina Council: Assessment of coherence between the priorities & actions with existing council plans

Alexandrina Council undertook an exercise to review each action item developed from the vision theme against existing plans and policies. This activity (refer to *Appendix D*) identified that most actions aligned with existing plans, however, they lacked specific reference to food systems. This exercise illustrates how other departments, through the various plans and policies, can act as either enablers or barriers to the local food system vision for a more resilient food system.

5. Local governments advocating and investing in local food systems

Advised time frame	Advised KPIs (application)	Evaluation of the process	Evaluation of outcome
October 2021 - April 2022	<p># stakeholders influencing the system</p> <p># of councils, stakeholders and communities using and embedding the maps, guides and tools in their work.</p> <p>Increase in investment in local food systems</p> <p># of stakeholders using and embedding the maps, guides and tools in their work.</p>	<p>Are the tools practical, usable and relevant to the staff with access?</p> <p>How many stakeholders are using the tools?</p> <p>Are the tools being used to communicate with leadership?</p>	<p>Assessment of actions or key indicators of investments? i.e. working groups, a funded staff member allocated to food systems work, commitment to develop a strategy, motions passed etc.</p>

There is considerable evidence that the project has contributed to advocacy and investment in local food systems both within the respective local councils and with other government stakeholders. A key success of the project has been building the capacity of the steering group members to influence the food system through improved knowledge, relationships and skills. For example, understanding what is important to food system stakeholders and identifying potential players in the space (particularly internally) and partners, allies or leaders to work with. Multiple participants also credited the consultant team, Ethical Fields and Collaborative Futures, as key contributors in improving their facilitation skills and developing a toolkit of resources that can be applied in other workshops or meetings to motivate participants or create visions.

At a very high level, **the project has increased the profile of food systems and its impact on health, economics, sustainability, culture and identity and started to identify ways local councils can enable resilient local food systems.** Preparing reports for Council staff and Councillors, based on the outputs from the workshops, and engaging in conversations about the project helped contribute to this advocacy outcome.

Specific examples of how the project enabled food system advocacy and investment include:

- **Using outputs from the project as evidence to advocate for further resourcing and build FTE support for food systems** in Mount Barker, Onkaparinga and Alexandrina councils. Alexandrina has committed to a 0.2 FTE for a Community Development Officer – Environment role until 30 June 2023 which will be responsible for furthering this work and facilitating education and awareness-raising to support the community to live a sustainable lifestyle. Mount Barker is currently negotiating a Senior Sustainability officer position who would be responsible for progressing a food strategy.
- **Built evidence to support why and how local government can be contributors and leaders** in the food system space.
- **Approaching departments with the findings to advocate for the inclusion of specific food systems actions** within their plans and policies or brainstorm actions within the

department's remit. For example, approaching the Economic Development Coordinator about a local produce trail.

- **Building on the momentum of the workshops, existing council projects and stakeholder relationships through meetings with local community groups and educational institutions,** participation in new or established food-related networks and visiting local initiatives. The nature of these interactions varied from networking and information-sharing to collaboration and exploring ways the council can support community groups or ideas. For example, Mount Barker Council is supporting a 'producer in residence' stall at the weekly farmers market for the next 12 months and Alexandrina Council is exploring how it can support a community project idea to supply families in medium-term accommodation (due to homelessness and domestic violence) with wicking beds and support to grow their own food.
- **Drawing on improved food systems literacy and community vision to inform existing council workstreams.** For example, Onkaparinga Council is involved in the co-design of pop-up social supermarkets. This project supported the Council lead, Linda Enright, to think about the design through a food systems lens.
- **Increased outreach to local hospitality businesses sourcing local food** for opportunities to cater for Council functions.
- **Using knowledge gained from the workshops to develop education programs or address the underlying issues of food insecurity.** For example, the Food System Network, facilitated by a member of the Steering group, developed an educational program about the role of planning in enabling resilient food systems, current regulations and constraints and opportunities to advocate for change. This was in response to local planners' feedback that they are hamstrung by the current Planning and Design Codes.
- **Accelerating the adoption of Grow It Local campaign** in a number of LGAs.
- **Connection with and learning from leaders in local food systems,** interstate and locally. Twenty-eight such engagements were identified during the course of the project (see *Appendix E*). For example, the **SA Urban Food Network** organised an event with City of Sydney Councillor Jess Miller and Brisbane researcher Kylie Newberry. Key learnings out of that event included the importance of **getting the right people in the room** and **the value of showing (by visiting thriving local food initiatives) rather than telling**. Council leads also reached out to other government stakeholders to discuss specific areas such as the relationship between climate change and the food system, regional planning opportunities, research including 'story-telling' and what the future of agriculture and food systems looks like in the region.
- **Helping to identify speakers or projects to participate in regular Food System Network discussions and case studies,** with a particular emphasis on food policy councils/alliances to elevate this work. The network is now looking at models and funding to enable increased connections between Green Adelaide and new local governments and different department areas within local governments. The project created a concrete example of councils taking local action and a central point for discussion with government stakeholders.
- **Advocacy for greater food systems literacy within Green Adelaide,** initially using internal resources with a plan for greater investment in the future. The project has **created evidence to support advocacy for State Government funding or policy changes to support resilient**

local food systems. The project highlighted the need for strategic state government level support/scaffolding for all the local government action. There are major gaps at this level. Local governments have the opportunity to lead the way but the state government and industry have the greater investment power.

6. New local governments using the project approach themselves

Advised time frame	Advised KPIs (application)	Evaluation of the process	Evaluation of outcome
October 2021 - April 2022	# of NEW local governments stakeholders planning to undertake the approach in their local areas	Actions taken to involve other local government stakeholders.	Assessment of actions taken from other councils.

At the date of writing, no other government stakeholders have agreed to undertake the approach in their local areas. The project developed an online tool kit (accessible from this weblink <https://www.saurbanfood.org/planners-toolbox>) to enable and support other government stakeholders who are interested in supporting food system resilience.

The project was **shared at the LG Best Practice Expo**, a regional public health plan steering group meeting and SA Food Systems Network events. The general sentiment from Steering group members leading these interactions is that there is a medium level of interest from local governments, however, **concerns were raised about current workloads/FTE available and lack of alignment with community feedback and/or current strategic plans**. The project tool kit has been developed to help overcome these hurdles by showcasing what is possible and helping councils map what they are already doing so they can begin from a strengths-based outlook. The tool kit provides links, processes, gadgets, and examples of how local government might enable resilient food systems. Specifically, it can be used to help develop buy-in from government stakeholders by clearly communicating alignment to issues such as climate, jobs, health, food security, community-building and why it's valid for local governments to be working in the food system space.

7. Local governments embedding food systems policy and planning

Advised time frame	Advised KPIs (application)	Evaluation of the process	Evaluation of outcome
October 2021 - April 2022	# of stakeholders using and embedding the maps, guides and tools in their work.		Number of changes in council's policy or planning in respect to food systems.

Three changes to policy or planning documents have been made at the date of writing and include:

- Onkaparinga Council's Draft Climate Change Response Plan 2022-2027 - highlights the vulnerability of our food supply chains due to emergency events, the value of local food, and that strengthening local food systems is a way to provide food security.
- Onkaparinga Council's Regional Public Health Plan 2022-2027 - promotes programs to encourage healthy eating and food security including community gardens as a preventative measure.
- Alexandrina Council's DRAFT Community Wellbeing Action Plan 2022-2026.

Work is currently underway to advocate for inclusion of food systems in Onkaparinga's Community Plan and in Alexandrina's Climate Emergency Action Plan.

Recommendations

HIGH-LEVEL RECOMMENDATION: Councils need to prioritise food systems work as a whole-of-organisation and whole-of-community commitment. This requires embedding food systems actions in Council strategic plans as well as a stand-alone food system strategy and action plan. It also requires the creation, resourcing and support of a dedicated food systems officer role within Council.

Recommendation	Rationale	Resources	Responsibility	Timeframe	
1 Staff capacity and Council commitment					
Food systems work is complex and time-consuming. Staff need to be adequately resourced and supported to undertake it effectively. Ideally, each Council should have a dedicated, full-time food systems staff role to lead this work; and that person should be fully supported by Council leadership.					
2 Community engagement					
Build momentum and interest amongst a growing number of community members and organisations and create multiple and diverse opportunities for meaningful participation in local food systems work.					
2 a.	Monthly / quarterly e-news / similar about local / regional food systems / food security events / initiatives - ideally some in-person events if possible	To maintain momentum and keep motivated community members engaged and connecting with each other	Staff time from local govts	Local govts	Immediate - short-term
2 b.	Support the formation of a local food systems / food security network, if one doesn't already exist	To maintain momentum, build food systems literacy and keep key and motivated community leaders speaking with each other	Staff time from local govts and / or community organisation if external funding available	Local govts	Immediate - short-term

3 Capacity building / food systems literacy					
Support the development of food systems literacy amongst individual staff within different council teams; and build collective capacity through establishing and resourcing communities of practice within and across councils.					
3 a.	Each participating staff member create an action plan about progressing food systems work within their own organisation / community for the next 12-24 months	Renew commitment to food systems and the vision / objectives of the project. Creates an opportunity to secure buy-in and additional support from managers / senior leaders within Council	Local govt staff time	Project participants - Councils	Immediate - short-term
3 b.	Participating staff to share their respective work plans with each other and provide supportive and constructive feedback	Renews commitment to food systems and the vision / objectives of the project. Renews the sense of a collaborating collective, and means that staff are accountable to themselves and each other	Local govt staff time	Project participants - Councils	Immediate - short-term
3 c.	Build communities of practice within local governments, so that food systems work doesn't sit with just one person and become siloed / marginalised	Help to overcome the siloing effect through productive collaborations across teams and departments. Food systems and food security are cross-cutting issues that touch on so many areas of government practice and across different professional boundaries and disciplines	Participation / engagement from key staff working on food systems in councils	Local govts	Short to medium term

			Opportunity for pilot project involving one or more Councils, with external support and facilitation - see Sustain project with the City of Wyndham in Melbourne	State govt / philanthropy	Short to medium term
4 Coordination / Food systems governance Build coherence across the food system at the city, regional and state level through a structured and supported governance and coordination mechanism.					
4	Build on existing networks, such as The Food System Network, to establish a city-wide and / or state-wide food systems community of practice and peer-to-peer learning network.	Maintain momentum, relationships, support and incentives to continue applying the tools and resources generated by the project	Secretariat / coordination function Participation / engagement from key staff working on food systems in councils	State Govt / SA Urban Food Network / Green Adelaide Local govts	Immediate - short-term Immediate - short-term
5 Policy / Strategy development Embed an iterative process of long-term food systems change through the development, implementation and monitoring of food systems strategies and action plans.					
5 a.	Embed food systems work within councils and across communities by the participatory development of a food system strategy	Ensure the food systems work is prioritised within councils and that appropriate resources are allocated to it. Build support for this work amongst the community through a participatory and engaging process -	Local govt / State govt funding to support inclusive and participatory process of food system strategy development. Should not be rushed	State govt / local govt	Medium term

5 b.	Embed food systems work across State govt with a state-wide food systems and food security strategy	as in the City of Greater Bendigo and Cardinia Shire Council State govt needs to send a clear signal that this work is to be prioritised across all levels of government.	Staff / funding for extensive community engagement and participation	State govt / local govt	Medium term
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Appendix A: Project Evaluation Framework

Local government: Enabling resilient food systems in South Australia

<p>Key project deliverables</p>	<p>Improved stakeholder food literacy / (<i>questionnaire as a baseline data</i>)</p> <p>Local food system maps for 2-3 locations</p> <p>Development of vision and principles for each mapped area</p> <p>Development of coherent actions & priorities</p> <p>Development of guides and tools for local governments</p>
<p>Key project values (critical for guiding project & evaluating success of project)</p>	<p>Key themes from the synthesis of the project questionnaire:</p> <p>Inclusive / participatory / community empowerment</p> <p>Equitable / dignity</p> <p>Transparent / accountable</p>
<p>Overarching question for evaluation</p>	<p>What is the fundamental purpose of the evaluation?</p> <ul style="list-style-type: none"> - The evaluation is about both what the project has achieved (i.e. maps, visions, priorities, tools, etc) and the process itself (strengths, weaknesses, etc for future projects). - As part of the project and the evaluation, each council is to individually think about: <ul style="list-style-type: none"> o What do you want out of the project? As an individual professional? For your organisation? o What is the most important thing to achieve? For you personally? For your organisation? o What does success look like to the stakeholders? For the individual participants – and for the organisations?

Agreed elements of evaluation

Outcome	Time Frame	Advised KPI	Elements workshoped	Evaluation of the process	Evaluation of outcome	Data Collection
Increased food systems literacy	Apr 2021 - Oct 2021	<p># of local government stakeholders engaged</p> <p># of food system actors/stakeholders engaged</p> <p># stakeholders reporting an increase in their knowledge of food systems</p>	<p>Levels of stakeholders:</p> <ul style="list-style-type: none"> • Governance Group • 4 council groups – employees & councillors • Local food system actors * • General public* <p>The inclusion of local food system actors and the general public will be an iterative process and may differ between councils.</p> <p>A key element is the quality of stakeholders engaged – do we have the right (not the most) people in the room? This assessment should come back to the agreed values – was it equitable and participatory (i.e. was there a diverse range of participants that could represent the diversity of the local food system.</p> <p>Second aspect is to capture the extent of increase in food systems literacy.</p>	<p>How did food systems literacy increase?</p> <p>What were the critical success factors that enabled food systems literacy to increase?</p> <p>What are the barriers and obstacles to increasing food systems literacy? How can they / how were they addressed?</p>	<p>How many people experienced an improvement in food systems literacy and to what extent?</p>	<p>a) Collect data throughout (i.e. after each workshop/meeting) to understand the strengths of the process in developing food system literacy.</p> <p>b) Contributing to ‘lessons captured’ / ‘learning harvest’ – especially around internal engagement / conversations internally</p> <p>c) Log of participants involved in the projects. For key participants (i.e. those involved in the mapping workshop) use baseline questionnaire and similar questionnaire (*need to determine at which point). Adopt existing models / definitions from the literature to assess food systems literacy.</p>

<p>Local food system visions and principles developed</p>	<p>May 2021 – Oct 2021</p>	<p># of stakeholders engaged in creating the vision and principles</p> <p># stakeholders using their vision to build the capacity of their organisations and networks to act coherently.</p>	<p>Agreement from steering group of the key values that underpin the project.</p>	<p>This links back to the values & key principles shaping the process. Did the process align with the values? For example, if inclusion and diversity is important, we would measure the diversity of voices/input into the plan. This might also include feedback from the participants about their experience in the process and how they feel about what was achieved.</p>	<p>Development and agreement on shared vision and principles. Are stakeholders happy with the output?</p>	<p>a) Attendance at meetings and or input into vision.</p> <p>b) Questionnaire of participants' experience. Potential 15 min follow-up interview of some participants. Include questions that cover:</p> <ul style="list-style-type: none"> ● the key values – participatory, equitable & transparent and their presence in the process ● participant satisfaction with outcome. ● Is there alignment between council and community vision?
<p>Coherent collective actions and priorities identified and outlined</p>	<p>June 2021 - Feb 2022</p>	<p>End of project report</p> <p># of stakeholders intending to undertake action</p>	<p>Key elements:</p> <ul style="list-style-type: none"> ● It is important to get coherence within each Council and their plans ● The extent of long-term coherence across councils (e.g. through council health plans) ● Each council develops a shared vision supported by concrete goals and sequential actions. 	<p>Who was involved in development? An important step for implementation is buy-in from other departments. Are there critical factors to help socialise food system priorities in council - i.e. each council developing their own Food Systems Working Group to build understanding and support for a vision.</p>	<p>Assessment of priorities developed. Do these meet the steering group's definition of coherence? Do they align with vision?</p>	<p>a) Review of minutes from meetings, concerns raised, what was discussed, etc</p> <p>b) Contributing to 'lessons captured' / 'learning harvest' – especially around internal engagement / conversations internally – identify learnings by council.</p> <p>c) Self-assessment of the priorities & actions and council plans to assess coherence. This can be done as an exercise within each council to identify areas of coherence and incoherence, as new actions and plans are developed</p>

						d) Case study highlighting what is agreed by the group to be a good example of coherent actions and priorities
Local governments advocating and investing in local food systems	October 2021 - April 2022	# stakeholders influencing the system # of councils, stakeholders and communities using and embedding the maps, guides and tools in their work. Increase in investment in local food systems # of stakeholders using and embedding the maps, guides and tools in their work.		Are the tools practical, usable and relevant to the staff with access? How many stakeholders are using the tools? Are the tools being used to communicate with leadership?	Assessment of actions or key indicators of investments? i.e. working groups, funded staff member allocated to work, commitment to develop a strategy, motions passes etc.	a) Survey of staff members with access to the tools. b) Compilation of actions taken by council. Assessment of minutes, etc. c) Collect data throughout (i.e. after each workshop/meeting) to understand the strengths of the tools and examples of how they are used.
New local governments using the project	October 2021 - April 2022	# of NEW local governments stakeholders planning to		Actions taken to involve other local government stakeholders.	Assessment of actions taken from other councils.	a) Compilation of actions taken by project stakeholders to involve other stakeholders.

approach themselves		undertake the approach in their local areas				b) Case study – new councils taking action.
Local governments embedding food systems policy and planning	October 2021 - April 2022	# of stakeholders using and embedding the maps, guides and tools in their work.			Number of changes in council's policy or planning in respect to food systems.	<ul style="list-style-type: none"> a) Compilation of council policy & planning changes b) Each Council to document now what they really want to achieve (i.e. what does success look like?); and c) Each Council to document what they have achieved at the end of the project; and d) Each Council to document the key lessons learned

Appendix B: Quantitative survey results from the four workshops

1. When you arrived today, how much did you know about your local food system?

	Onkaparinga		Mount Barker		Alexandrina		Marion		Total Count	Total % total	
	Count	% total	Count	% total	Count	% total	Count	% total			
None at all			0%	1	5%	1	4%		0%	2	3%
A little	8	36%	7	37%	12	44%			0%	27	36%
A lot	3	14%	1	5%		0%	2		33%	6	8%
A moderate amount	11	50%	10	53%	14	52%	4		67%	39	53%
Grand Total	22	100%	19	100%	27	100%	6	100%		74	100%

2. To what extent did your understanding of your local food system improve as a result of today's workshop?

	Onkaparinga		Mount Barker		Alexandrina		Marion		Total Count	Total % total	
	Count	% total	Count	% total	Count	% total	Count	% total			
None at all			0%	1	5%		0%		0%	1	1%
A little	4	18%	4	21%	8	30%	2		33%	18	24%
A moderate amount	13	59%	10	53%	10	37%	3		50%	36	49%
A lot	5	23%	4	21%	9	33%	1		17%	19	26%
Grand Total	22	100%	19	100%	27	100%	6	100%		74	100%

Moderate and a lot 82% 74% 70% 67% 74%

3. To what extent did you feel safe and comfortable to speak and participate in the workshop?

	Onkaparinga		Mount Barker		Alexandrina		Marion		Total Count	Total % total	
	Count	% total	Count	% total	Count	% total	Count	% total			
Somewhat safe and comfortable	6	29%	5	26%	5	19%	1		17%	17	24%
Very safe and comfortable	15	71%	14	74%	21	81%	5		83%	55	76%
Grand Total	21	100%	19	100%	26	100%	6	100%		72	100%

4. To what extent did the vision that was developed capture your aspirations for the local food system?

	Onkaparinga		Mount Barker		Alexandrina		Marion		Total Count	Total % total	
	Count	% total	Count	% total	Count	% total	Count	% total			
Not very well			0%		0%	1	4%		0%	1	1%
A little			0%	2	11%		0%		0%	2	3%
Somewhat	4	18%		0%	12	44%	1		17%	17	23%
A moderate amount			0%	11	58%		0%		0%	11	15%
Very well	18	82%		0%	14	52%	5		83%	37	50%
A lot			0%	6	32%		0%		0%	6	8%
Grand Total	22	100%	19	100%	27	100%	6	100%		74	100%
Little		0%		11%		4%		0%			4%
Somewhat		18%		58%		44%		17%			38%
A lot		82%		32%		52%		83%			58%

Appendix C: Visual representations of community food visions developed in the workshops

City of Onkaparinga (Artist: Laura Wills)



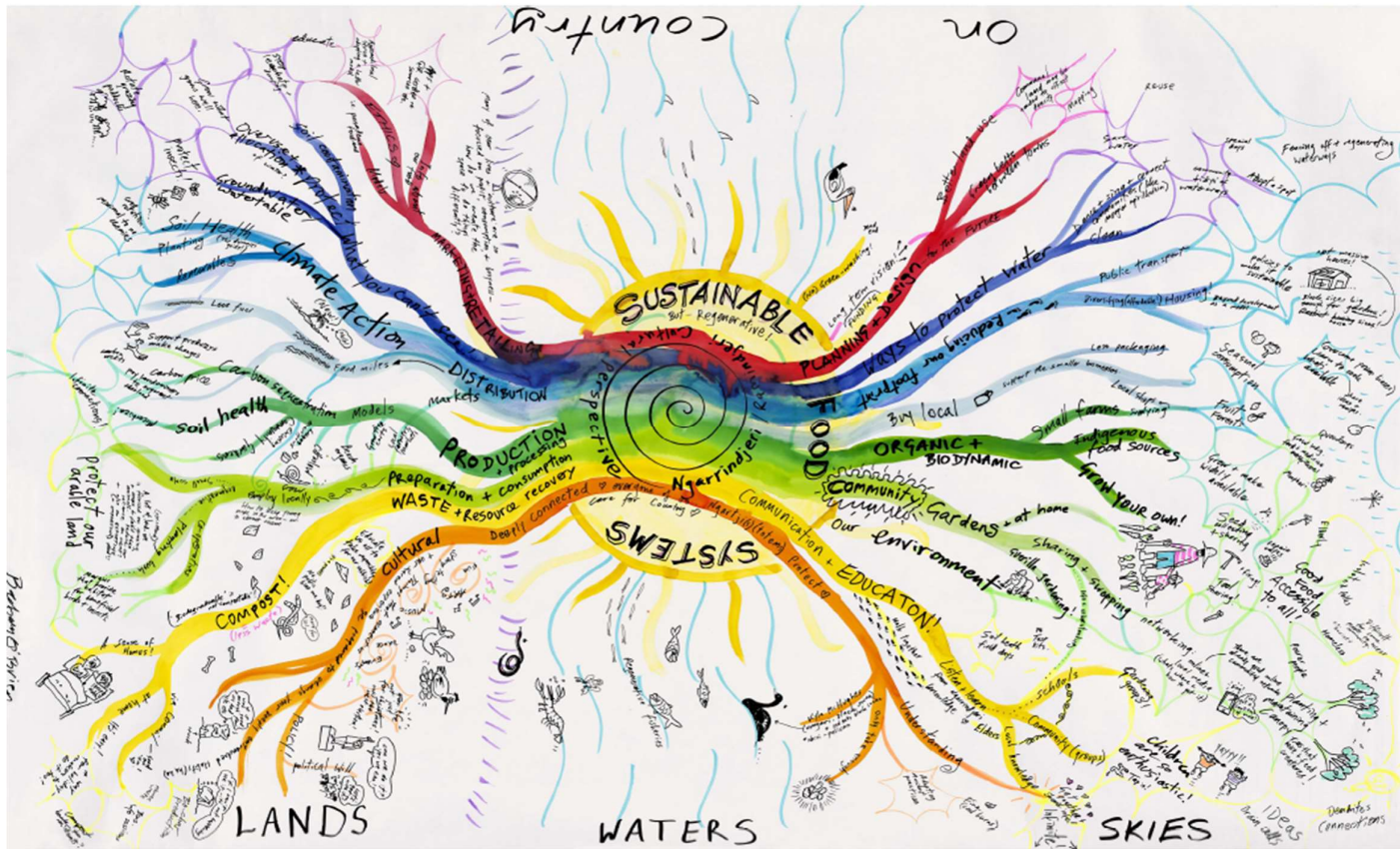
A healthy, sustainable food system in Onkaparinga:

<p>SUPPORTS local food growing and builds skills through education and training.</p>	<p>PROVIDES people with access to fresh, affordable food so no one is left behind.</p>	<p>ACKNOWLEDGES and understands Kaurna Nation food culture and practices.</p>
<p>DIVERTS and reduces food waste from landfill.</p>	<p>ENCOURAGES a strong food economy that values local producers.</p>	<p>DEVELOPS better food business models.</p>

To learn more visit www.onkaparingacity.com/food

Alexandrina Council (Artist: Barbary O'Brien)

Visioning a healthy, sustainable and resilient food system for Alexandrina



Our Local Food System Workshop, Alexandrina Council, 12 October 2021

Mind Map/Illustration by Barbary O'Brien www.surfgardenstudio.com

Appendix D: Alexandrina Council analysis of coherence/incoherence between existing council plans/policies and vision and actions created in the workshop/

Vision theme	Action	Council Plan/Policy	Coherent/Incoherent
Regenerative farming / growing	Create awareness of the benefits of regenerative agriculture	<p>Economic Development Strategy 2022-2027 Developing business leadership through the Alexandrina Sustainable Agribusiness Round Table (ASART), with a focus on regenerative agriculture practices (p.17)</p> <p>Environmental Action Plan 2014-2018 4.2.4 Continue to host the Alexandrina Sustainable Agribusiness Round Table (ASART) as a means of providing recognition and support for farming and to encourage sustainable farming practices within the Alexandrina Council area. 4.2.6 Collaborate with NRM Boards and other community organisations such as the GWLAP to promote and encourage sustainable farming practices.</p>	Coherent
	Encourage ag-tech for monitoring and optimization	<p>Economic Development Strategy 2022-2027 Exploring innovative opportunities for the agriculture sector such as the application of blockchain technology (p.23)</p>	Coherent
	Enable viable businesses	<p>A2040 Our Plan to Thrive 2020-2024 3.5 Support local industry to connect, explore and pilot new initiatives – Through Business Alexandrina engage leading experts to strengthen business and community networks in the region to maximise innovation uptake and return on investment.</p> <p>Economic Development Strategy 2022-2027</p>	Coherent but not specific to regenerative farming. Note: There is an Expert in Residence at the Alexandrina Business Hub who is experienced in agriculture.

		<p>Identifying potential investment projects in the region through the Business Alexandrina program, prioritising regenerative projects and businesses (p.19)</p> <p>Supporting businesses to develop their offering by providing advisory services in the Business Hub with the support of partnerships including South Australia’s Department of Trade and Investment (p. 19)</p> <p>Undertake business engagement to identify barriers to business growth (p.22)</p> <p>Support the development of key local industries (includes agriculture) (p.22)</p> <p>Develop deep understanding of key local industries (includes agriculture) (p.22)</p> <p>Use available levers for development, including business training and networking events (p.22)</p> <p>Maintain up-to-date economic development information/data (p.22)</p> <p>Offer digital marketing training support for local business (p.22)</p> <p>Conducting workshops to educate local businesses about regenerative business practices (p. 23)</p>	
<p>Localisation and outlets</p>	<p>Build community confidence through local produce education and experiences</p>	<p>A2040 Our Plan to Thrive 2020-2024</p> <p>2.3 Encourage community participation and partnerships with key stakeholders for greater involvement in sustainability issues and promote the adoption of a sustainable lifestyle</p> <p>3.1 Support prosperity and wellbeing in Alexandrina by building the resilience of our communities, the economy and the environment to a variable and changing climate – Develop a comprehensive community education and behavior change program to advance climate change adaption and resilience</p> <p>Economic Development Strategy 2022-2027</p> <p>Developing the Langhorne Creek Wine Trail (p. 21)</p> <p>Implement an Alexandrina ‘shop local’ campaign (p.22)</p>	<p>Coherent</p>

		Including lowered carbon footprints in our shop local campaign, Our Local Alexandrina (p. 23)	
Create linkages between local producers and retail outlets		Economic Development Strategy 2022-2027 Use available levers for development, including business training and networking events (p.22) Deliver digital networking events (p.22)	Coherent but not specific to linking local producers and retail outlets
Enable a local, environmentally sustainable meat industry			Coherent - While this is not reflected in our plans Alexandrina contributes funding to the Regional Development Australia Hills, Fleurieu and Kangaroo Island. This organisation has recently sponsored the development of a business case and sourcing investment for re-opening the Strathalbyn Abattoir under a co-operative model called Fleurieu Community Co-op. https://rdahc.com.au/projects/strathalbyn-abattoir/
Community sharing produce Able to walk to food sources		Environmental Action Plan 2014-2018 4.2.1 Integrate more edible plants and trees into township parks, playspaces and streetscapes. 4.2.3 Assess options for, and support the development of, additional community gardens.	Coherent
Increase local produce in local outlets		A2040 Our Plan to Thrive 2020-2024 2.4 Explore opportunities to integrate eco-friendly and sustainable materials into the procurement process and practices to road management – Refine and implement procurement policies, contract management and asset management to better incorporate ‘green’ criteria.	Coherent While not specific to increasing local produce in local outlets, these actions do prioritise and support local business which

		<p>Economic Development Strategy 2022-2027 Analyse Council’s expenditure to identify opportunities to increase Council’s expenditure locally (p.16) Help businesses understand how to tender for Council work (p.16)</p> <p>Environmental Action Plan 2014-2018 4.2.2 Develop sustainable catering guidelines for Council and community events.</p>	may include local producers, retailers and caterers using local produce.
Planning and design	Showcase individuals and organisations valuing biodiversity	<p>Environmental Action Plan 2014-2018 4.4.4 Host a bi-annual event which recognises and celebrates the achievements of local environmental volunteers and community groups.</p>	Coherent
	Ensure incentives and government grants for biodiversity continue	<p>Environmental Action Plan 2014-2018 4.4.3 Develop and deliver an annual Environmental Grants Program to reward and incentivise community action.</p> <p>DRAFT Community Wellbeing Action Plan 2022-2026 Seek funding opportunities to support our community to build climate change resilience. (p.13) Deliver a comprehensive community grants program (includes Environmental Grants stream) complemented by support to seek external funding to enable community-led solutions and build community capacity (p.20)</p>	Coherent
	Facilitate education and training around passive house design		This is not explicit in our current plans, however Alexandrina Council is a member of the Resilient Hills and Coasts partnership which completed the ‘Where we build, what we build’ project . Alexandrina’s Environmental Strategy Officer has since

			delivered presentations on this work to Council staff and community in partnership with the Goolwa Wellington Local Action Planning group.
	<p>Housing planning that protects agricultural land.</p> <p>Green belts between townships.</p>	<p>A2040 Our Plan to Thrive 2020-2024</p> <p>2.2 Partner on community-led Village Innovation Plans to identify and enhance sustainable social, economic and environmental outcomes for Alexandrina – Complete Village Innovation Plans by 2024 and ensure that key informing strategies are developed to advocate for change and drive sustainable outcomes</p>	<p>Coherent, but not specific.</p> <p>The Village Innovation Plans (VIPs) will reflect the social, economic and environmental desires of our community and drive the future of each of our townships. At many of the community conversations that inform the VIPs, our community were clear that they wanted to maintain the green belts between their townships and protect that land for agricultural and biodiversity purposes. Council will aim to deliver on the community’s planning aspirations as outlined in the VIPs, within the scope provided by the state-defined Environmental and Food Production Areas (privately owned land) and the SA Planning Code.</p>
	<p>Biodiversity corridors – community level</p>	<p>A2040 Our Plan to Thrive 2020-2024</p> <p>Increase township greening and tree planting for canopy cover – All Village Innovation Plans to include performance targets for urban greening and tree canopy enhancements</p>	<p>Coherent</p>

		<p>Economic Development Strategy 2022-2027 Developing the Village Innovation Plans and including targets for urban greening and streetscapes (p. 21)</p>	
Reducing food waste	Support farmers through education around growing for minimum waste		Incoherent – this is not reflected in our council plans or the Fleurieu Regional Waste Authority’s (FRWA) plans.
	Enable everyone to compost or use a worm farm at home	<p>A2040 Our Plan to Thrive 2020-2024 2.5 Contribute to the development of a long-term approach to waste management on the Fleurieu Peninsula – In partnership with FRWA increase the diversion of all Municipal Solid Waste from landfill by 75%.</p> <p>Environmental Action Plan 2014-2018 4.1.4 Assess options, and implement the preferred method, for diverting food waste away from the general kerbside waste stream.</p>	<p>Coherent but not specific. The FRWA is a subsidiary of Alexandrina Council, City of Victor Harbor, District Council of Yankalilla and Kangaroo Island Council, providing waste and resource recovery services for our region. FRWA has a strong focus on diverting organics away from landfill through education and the appropriate equipment (e.g. kitchen caddy, compost bin, worm farm, green organics bin) which are sold at subsidised rates through FRWA and Alexandrina Council. This is reflected in FRWA’s 2020-2030 Strategic Plan, in particular strategies to reduce the impact of the community on the environment through best practice waste management and diversion.</p>
	Transition to no public bins by 2040	Environmental Action Plan 2014-2018	Incoherent – note: EAP is currently being reviewed and updated. Not explicit in

	and support with community education	<p>4.1.1 Support continued implementation of FRWAs Communication Plan and Education Program.</p> <p>4.1.7 Assess options for introducing public place and event recycling bins.</p> <p>4.1.9 Develop and implement initiatives to educate the community about the real costs of waste management.</p>	FRWA’s 2020-2030 Strategic Plan, however generally aligns with strategies to reduce the impact of the community on the environment through best practice waste management and diversion, and provide an efficient and effective Regional Subsidiary.
Education, training and awareness raising	<p>Education about:</p> <ul style="list-style-type: none"> growing food permaculture food miles environmental costs of food production healthy food and nutrition native foods <p>Sharing food knowledge and skills</p>	<p>A2040 Our Plan to Thrive 2020-2024</p> <p>2.3 Encourage community participation and partnerships with key stakeholders for greater involvement in sustainability issues and promote the adoption of a sustainable lifestyle</p> <p>3.1 Support prosperity and wellbeing in Alexandrina by building the resilience of our communities, the economy and the environment to a variable and changing climate – Develop a comprehensive community education and behaviour change program to advance climate change adaptation and resilience</p> <p>Environmental Action Plan 2014-2018</p> <p>4.3.3 Encourage staff to adopt environmentally friendly behaviours by holding regular ‘Green Team’ events and internal education campaigns</p> <p>4.3.4 Develop, implement and promote a set of Sustainable Events Guidelines for use by Council and the community.</p> <p>4.4.2 Investigate options for providing targeted environmental education materials to new property owners at the time of sale.</p> <p>4.4.2 Grow Council’s environmental education and engagement capabilities to the extent necessary to develop and deliver an annual Environmental Education Program targeted to households, business and schools. This program should support the other objectives of this Plan and will require Council to invest in a part-time Environmental Education Officer.</p>	<p>Coherent, but not specific to food</p> <p>4.3.3 is happening. Facilitated by the Alexandrina Climate Champions (staff climate leadership program)</p>

		<p>4.4.6 Create an Environmental Hub on Council’s website to provide our community with a comprehensive source of environmental information.</p> <p>4.4.7 Pursue opportunities to raise the profile of Council’s environmental management activities via innovative collaborations with the region’s arts and culture sector.</p> <p>DRAFT Community Wellbeing Action Plan 2022-2026</p> <p>Contribute to the delivery of the cross-government collaborative project ‘Local Government: Enabling resilient food systems in South Australia’ and encourage actions and practices by Council and community that support a resilient food system. (p.13)</p> <p>Contribute to the delivery of a community education and behaviour change program to advance climate change resilience and sustainable lifestyles. (p.13)</p> <p>Investigate opportunities for learning from First Nations peoples about native foods and plants. (p.13)</p>	
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Appendix E: Food system engagements and activities during the project

Name of food system stakeholder engaged with	Stakeholder role in food system	Stakeholder location	Type of event/a activities	Purpose of event	Date	What the project team/member learnt
Jess Miller	Local Government Councillor	Sydney, NSW	Food Systems Network	Connection with and learning from leaders in local food systems, interstate and locally		Importance of getting the right people in the room when discussing local food system improvements (decision-makers, planners) Value of showing, rather than telling (e.g. visiting inspiring examples of thriving local food system initiatives rather than telling)
Kylie Newberry	Researcher		Food Systems Network	Connection with and learning from leaders in local food systems, interstate and locally		
Cittaslow Goolwa	Community organisation with a focus on slow food	Goolwa, SA	Cittaslow-hosted tour/showcase	To connect Alexandrina Council staff with Cittaslow - a community group who are undertaking a range of food/environmental related projects - to better understand each others priorities and how we can work together to achieve mutually beneficial outcomes	10/27/2021	Range of slow food/environmental initiatives that Cittaslow are undertaking (bio-char education, community garden expansion)

Simon	Active community member in improving the local food system and community connections	Hartley, SA	Meeting	To update each other of our local food system activities and explore opportunities for collaboration and support	12/6/2021	Active community at Hartley/Callington who are in process of running a series of 5 food-related events to connect community members with local producers and build community. Opportunity identified for Hartley/Callington community members to feed into Council's Community Plans via Simon's working group's events. Provided Simon with grant information and other community information requested to inform the working group's future efforts.
Clayton Bay Nursery and Environment Group	Community environment group	Clayton Bay, SA	Meeting	To share local farmer contacts	12/12/2021	Peter is part of a group organising a Regenerative Farming forum with well-known guest speakers providing case studies and learnings of their own regen farming efforts. Learnt of several experts in that area. Agreed to cross-promote our respective 2022 events (Regen Farming Forum, and Food Matters workshop series) and we have done so.
Kara-Jane Bennett	Adelaide Hills Farmers Market	Mount Barker SA	Farmers Market	Engagement and information	2022	Ongoing conversation with the AHFM on how to progress the conversation around local food systems including exploring workshops and development of promotional materials to be used at the market.
Peter Houston	State Government	Adelaide	Regional Planning	Proposed future regional seminar	2022	Follow up from food systems discussion I am talking to Peter about regional planning opportunities and research including 'story-telling' and what the future of agriculture and food systems looks like in the region

Jen St Jack	Coordinator regional climate project	Adelaide	Climate planning	non planned at this stage	2022	tentative initial discussions only at this stage as to the role of the regional climate project in food systems planning and action.
Patch a Plenty	Local Permaculture business	Christies Beach	Meeting	Engagement and planning for 3 community workshops on gardening	Late 2021/early 2022	First workshops sold out - great feedback received and community wanting more opportunity to learn
The Food Embassy	Local food education business	Willunga	Planning meeting	Planning to hosting of Food Matters series	Late 2021/early 2022	Food matters session are currently been held, people value hearing form locals about food production and the use of local caterers.
Onkaparinga Food Security Collaborative	Community group	Onkaparinga based	Steering group meeting and project planning	Ongoing planning and planning for Farm Food Trails to be held in late 2022	Jan 2022	Food trails to be held in August, October and Dec of 2022. Engaging small local farmers can be difficult, many are not set up for the public to visit and it must be viable for them to be involved.
Magic Harvest in Schools Program	Community project	Willunda/Aldinga	Meeting	Evaluation of project and future planning	Feb 2022	<u>Magic Harvest has been so valued by the schools, although COVID provided some challenges. Check out their video here:</u> https://www.youtube.com/watch?v=gBG4NE8i9dl
Emergency Relief Network	Providing food relief in community	Onkaparinga based	Think tank	Update on Social Supermarket pilot and ongoing planning	Nov 2021	People are interested in this model and there's potential to progress it in Onkaparing
Adelaide Uni, School of Agriculture, Food & Wine	Education	Adelaide	Meeting	Planning for student placement	Jan 2022	University is interested in connecting with local gov

Mount Compass Area School	Education	Mount Compass	Phone conversation	To discuss ways council can support the development of a bush tucker garden at the school. Discussed grant funding, community contacts including local indigenous leaders, education resources, community nurseries for sourcing native plants, accessing volunteers to help set it up.	April 2022	There is community desire to set up these kinds of learning spaces for students. Community members are willing to contribute (In this case a dad of indigenous background developed the proposal/plan for the garden. A student at the school connected me with the Aboriginal Education Officer as she thought council and our Community Wellbeing Advisory Forum might be able help with the project). People sometimes need a hand with how to get started, how to access funding, volunteer power, etc. and we were able to provide this initial support.
The Food Embassy Strath Neighbourhood Centre Milang Old School House Community Centre	Education Community groups Gardeners	Aldinga, Strathalbyn, Milang	Meeting	Planning to host the Food Matters workshop series and mentoring program	Jan 2022	Community organisations and members are willing to put up their hands, particularly if we ask for/invite their help and ideas. Sometimes people want to make a difference for their community/environment but don't know where to start, so offering ways for them to be involved in something can help. Ensuring cohesive and consistent action takes consistent leadership and communication. Agreements between partners at the start about roles and commitment would've enhance outcomes.
Goolwa Community Centre	Community group	Goolwa, SA	Meeting	To discuss ways council can support a project idea to supply families in medium-term accommodation (due to homelessness, DV) with wicking beds and support to grow their own food	March 2022	Community organisations have some very innovative ideas to contribute to solving community issues (e.g. food insecurity) that also have flow on benefits in other ways (e.g. financial support for local community groups, food growing education, meaningful work for volunteers and use of volunteer strengths)

<p>Craig Ruecassel</p> <p>Fleurieu Regional Waste Authority (FRWA)</p> <p>Alexandrina Council Elected Members</p> <p>Alexandrina Council Executive Team</p> <p>Alexandrina Council key specialist staff</p>	<p>Advocate, Education</p> <p>Resource recovery</p> <p>Planning and regulation</p>	<p>Sydney</p>	<p>Workshop</p>	<p>To discuss with Elected Members, the Council Executive Team and key specialist staff waste and resource recovery, in particular the challenges and opportunities and outcomes we would like to see for Alexandrina. This was the first workshop within a larger project to develop a coherent waste and resource recovery strategy for FRWA.</p>	<p>March 2022</p>	<p>There are multiple opportunities to meaningfully reduce waste in our community. A clear and cohesive plan that we all contribute to and support, and stick with for the life of the plan, will enable that.</p>
<p>FRWA Education Officer</p>	<p>Resource recovery, Education</p>	<p>Goolwa, SA</p>	<p>Phone conversation</p>	<p>To discuss FRWA funding/involvement in the Food Matters workshop series for 2022 (FRWA contributed messaging to the program). Connected FRWA with The Food Embassy directly.</p> <p>To discuss a Plastic Free workshop session for local business. Connected FRWA with the Economic Development team and they successfully ran this workshop for local businesses in Alexandrina in April 2022.</p>	<p>Jan 2022</p>	<p>The right connections between organisations/key people can yield desirable outcomes and amplify each other's reach and impact.</p>

Consultant developing Alexandrina's Draft Climate Emergency Action Plan	Planning and regulation	Sydney	Phone conversation	To discuss current actions Alexandrina Council has undertaken re: food and its relationship to climate change so that recommendations re: this area in the new Climate Emergency Action Plan give consideration to our current efforts, their impact and how these could be amplified within the community, etc.	April 2022	Reassurance that food and the food system is scientifically recognised as an important lever for reducing carbon emissions. Powerful to have this reflected in another of Council's guiding plans.
Caterers with a focus on local food	Food retailers	Goolwa, Port Elliot, Langhorne Creek	Email	Notified several local caterers who have a focus on using local food of an opportunity to apply to cater for Council functions	Jan 2022	
Adelaide Uni, School of Agriculture, Food & Wine	Education	Adelaide	Face to Face	Student placement x 2	Jan-Mar, May-July	Hosting of 4 students who researched past cooking project and engaged stakeholders and community in the need a more sustainable approach. Found definite need for education
Open Space Contemporary Arts	Arts	Port Noarlunga	Phone conversation	Planning for a project called Garden's Don't Lie, exploring the value of gardening with community. Project will result in 4 x 3-5 min videos	April 2022	People value gardening and the benefits it provides to people and are pleased to share their stories
Various services and groups	Community	Onkaparinga based	Email and face to face session	To co-design some pop up social supermarkets in Onakapringa - supported by Wellbeing SA	May 2022	Services are keen to explore shifting their focus from just providing food relief to building people's capacity and addressing underlying casues of food insecurity

Sunrise Christian School ELC	Education	Morphett Vale	Face to face and email	Provided information and resources and connection for establishing a new garden	April 2022	The connection between gardens is important to share knowledge, resources, skills and training opportunities
Happy Patch Food Coop	Community	Aberfoyle Park	Visit	Explore hosting a workshop in the garden, visit the volunteers, to see their newly opened food coop	April 2022	They have set up an amazing co-op, the second one in Onkaparinga and first in the North of Onkaparinga. Very community lead - products all locally sourced, sustainable/reused containers and packaging. Respond to what the community would like to see in the coop
Community Gardens	Producers	Onkaparinga based	Gathering	Community and food growers network to be reestablished in partnership with City of Marion	Planning April, 5/1/2022	The connection between gardens is important to share knowledge, resources, skills and training opportunities
Grow It Local	Organisation & community	Across Australia, new to SA	Online	Awareness event, Q&A session	14/04/2022	Q&A session around the new SA program Grow It Local, with Green Adelaide
Marino Rocks Social	Community owned business	Marino	Online	Sustainability conversations around the new community owned cafe	April / May	Regular catch ups that focus on food sustainability, links with local Marino Community Garden, local food growers, producers

Appendix F: Onkaparinga Current Food System Project Summary June 2022

Vision theme: SUPPORTS local food growing and builds skills through education and training

Name of initiative	Brief Description	Lead organisation or group	Partners	Timeframes
Community Food Growing Network	Opportunity for training and sharing of resources and skills between community and all gardens	City of Onkaparinga City of Marion	Community gardens School gardens Magic Harvest Hubs Backyard growers	2-3 gatherings per year
Development of cooking program	Exploration of current programs and resources, needs assessment and design of a tailored cooking program for our community	City of Onkaparinga	Adelaide University School of Agriculture, Food and Wine Community and Youth Centres Volunteers	Early - Mid 2022
Food for Futures	A Social Enterprise initiative which partners with community to offer training and employment pathways for people to alleviate poverty and build a healthy connected community through the power of food.	Baptist Care SA Community Health Onkaparinga	Christies Downs Community House Foodbank	Funded for a year
NEST (Nutrition Education Skills Training) cooking program	A six-week program teaching adults about healthy eating and easy, affordable cooking in a friendly and fun environment	Oz Harvest	Wardli Youth Centre Coromandel Community Centre Christies Beach Uniting Church	August 2021 – June 2022
Let's get Cooking	Opportunity to learn basic cooking skills using fresh produce and ingredients	Wardli Youth Centre, Christie Downs		November 2021

<p>Magic Harvest Willunga Hub</p>	<p>Magic Harvest is a community program created to inspire home gardening and cooking fresh produce.</p> <p>Participants meet at a central hub and learn step-by-step how to grow and cook the food they would like to eat in a series of workshops.</p> <p>They then mirror this through growing food in their own gardens.</p> <p>Hub based at Willunga Library</p>	<p>Community - Hub Coordinators</p>	<p>Supported by City of Onkaparinga</p> <p>Willunga Library</p>	<p>Program is seasonal</p> <p>Current summer program</p>
<p>Magic Harvest Schools pilot</p>	<p>Working with four local school to develop a Magic Harvest in Schools Program Resource Guidebook, incorporating learnings from educators and students, volunteers and other partners</p>	<p>Magic Harvest</p>	<p>Cardijn College Galilee (Aldinga)</p> <p>Willunga Primary School</p> <p>Southern Montessori School (O'Sullivan Beach)</p> <p>Old Noarlunga Primary School</p>	<p>2021 - 2022</p>
<p>Magic Harvest play and school garden program</p>	<p>A program that builds wellbeing, community, life skills and connection.</p>	<p>The Food Embassy</p>	<p>Hunter Gatherings (compost play) and Magic Harvest.</p>	<p>2022</p>
<p>Community Gardens</p>	<p>A space where community come together to grow food</p>	<p>Aberfoyle Community Garden</p> <p>Aldinga Community Garden</p> <p>Christie Downs Community House Community Garden</p>		<p>Ongoing</p>

		Elizabeth House Community Garden		
		Giving Garden – Aldinga Beach		
		Hackham Connected Community Garden		
		Big Back Yard Community Garden (Hackham West Community Garden)		
		Hackham West Community Centre Garden		
		Happy Patch Community Garden		
		Morphett Vale Rotary Community Garden (Christies Beach) - coming soon...		
		Seaford Community Centre Community Garden		
		Seaford Community Garden and Biodiversity project - coming soon...		
		Seaford Ecumenical Community Garden		
		Seaford Scouts Community Garden		
		Sellicks Community Garden		
		Wakefield House Community Garden		
		Wardli Youth Centre		
		Willunga Community Garden - coming soon...		

		Woodcroft Community Centre Vine Street Centre/Neporendi		
Grow It Local	An online platform that celebrates backyard, balcony, community and window-sill farmers The mission is to get more people growing, sharing and eating locally grown foods	Grow It Local Funded by Green Adelaide	City of Onkaparinga	Late 2021-2023
Gardening workshops	To support residents to learn basic food growing To connect residents with community gardens and other food opportunities	City of Onkaparinga	Patch of Plenty Community Centres	2022-2023
Food Matters series	<i>What is your food print</i> - exploring our individual actions to reduce our impact on the planet as well as improve our wellbeing <i>Food Freedom</i> - hearing about the real cost of food with local small scale farmer(s) <i>Building your local food community</i> - hearing from individuals on how they build their local food community	The Food Embassy	City of Onkaparinga (funding) Local farmers and advocates	2022

Vision theme: PROVIDES people with access to fresh, affordable food so no one left behind

Name of initiative	Brief Description	Lead organisation or group	Partners	Timeframes
Social Supermarket Onkaparinga pilot	<p>Social Supermarket provide dignified access to affordable groceries and pathways towards food security</p> <p>Critical elements include:</p> <p>Provision of affordable, nutritious food and groceries</p> <p>Reconnection with food</p> <p>Strengthening social connection and networks</p> <p>Opportunities for learning and skill development</p> <p>Access to wraparound supports, services and referral pathways</p>	<p>City of Onkaparinga</p> <p>Funded by Wellbeing SA and department of Human Services</p>	<p>Anglicare SA Christies Beach</p> <p>ARDA Morphett Vale</p> <p>Evaluation by Uni SA</p> <p>The Food Centre, Gepps Cross</p> <p>Regional pilot site Uniting Country SA</p>	<p>July 2021 - Dec 2022</p> <p>Pop ups late 2022 – early 2023</p>
Grow Free Carts	<p>Based on the concept of give what you can and take what you need, Grow Free sharing carts encourage community to give produce for free.</p> <p>Carts are found in local streets and in some organisations and services.</p> <p>No need for reciprocation or acknowledgment.</p>	Grow Free	<p>Residents</p> <p>Organisations and services</p>	Ongoing
	Offers a dignified shopping experience.	Foodbank	Food relief agencies and services	Ongoing

<p>Foodbank Food Hub, Christies Beach</p>	<p>Resemble a general store. We encourage people to choose healthy food options by providing free fruit and vegetables.</p> <p>Food relief agencies and services who are customer members of Foodbank SA can provide their clients with vouchers that can be redeemed at the hub. Food Hub customers must present their valid voucher and provide identification each time they visit.</p>			
<p>Foodbank Mobile Food hubs</p>	<p>For low-income earners or concession card holders. Low-cost pantry items, meats, frozen food available as well as free fruit, vegetables and bread for eligible customers.</p> <p>Seaford Community Centre Thursdays fortnightly</p> <p>Aberfoyle Community Centre Thursday's alternate fortnights. Referral voucher available from centre.</p>	<p>Foodbank</p>	<p>Seaford Community centre</p> <p>Aberfoyle Community Centre</p>	<p>Ongoing</p>
<p>Heart and Soul Community Pantry</p>	<p>Free fruit, veg and bakery</p> <p>All your essential pantry and snacks at reduced prices</p>	<p>Heart and Soul</p>	<p>Sponsors and donators Secondbite</p>	<p>Ongoing</p>

	SAPOL station, Colonnades Shopping Centre - opposite Colonnades Tavern			
ADRA Community Pantry, Morphett Vale	Basic food at low cost, free bread & fresh food when available			Ongoing
Puddle Jumpers Drive by	Free food assistance including bakery, fruit and veg, pantry items Drive by to pick up at: Hackham Community Centre Christie Downs Community House	Puddle Jumpers	Secondbite	Ongoing
Food Assistance	A mix of Free food delivery including fruit, veg and bread, food hampers and vouchers Eligibility and availability vary between services	Anglicare SA, Christies Beach Noarlunga Uniting Church Uniting Communities, Christies Beach Aberfoyle Park Baptist Church Christian Care support Centre, Aldinga Christies Beach Baptist Church Marion Life Salvation Army, Noarlunga Noarlunga Church of Christ (Careworks SA)		Ongoing

		<p>Woodcroft Christian Centre</p> <p>Aldinga Beach Children's Centre</p> <p>Seaford Christian Churches (SEM)</p> <p>SEEDS Uniting Church, Aberfoyle Park</p> <p>Arise Christian Church, Seaford</p> <p>Care & Clothes Centre, McLaren Vale</p> <p>The Vines Uniting Church, Woodcroft</p> <p>Calvary Lutheran Church, Morphett Vale</p> <p>Hackham West Community Centre</p> <p>The Stables Christian Centre, Huntfield Heights</p>		
Free or low-cost meals and cafes	A range of freshly cooked meals	<p>Mum's Kitchen - St Francis Anglican Church</p> <p>Lunch with Friends – Christie Downs Community House</p> <p>Everyday Café and The Coffee Shop – Hackham West Community Centre</p> <p>Town Square Café – Seaford Christian Churches</p>		Ongoing

		<p>Food @ Five – Noarlunga Centre Church Christ</p> <p>Café Life – Salvation Army, Noarlunga</p> <p>Fred's Van, Wardli Youth Centre</p> <p>ADRA Café – ADRA Morphett Vale</p> <p>Community Soup Kitchen, St. Hilary's Ministry Centre</p> <p>Monthly Lunches, Seaford Community Centre</p> <p>Elizabeth House, Christie Downs</p> <p>Wakefield House, Morphett Vale</p>		
Fresh and Frozen Meals (for pick up)		<p>Aberfoyle Community Centre</p> <p>Reynella Neighbourhood Centre</p> <p>Seaford Community Centre</p> <p>Wakefield House, Morphett Vale</p> <p>Elizabeth House, Christie Downs</p>		Ongoing

Vision theme: ACKNOWLEDGES AND UNDERSTANDS Kurna Nation food culture and practices

Name of initiative	Brief Description	Lead organisation or group	Partners	Timeframes
Food and Country session	An event talking about culture, place and food on country	The Food Embassy	Sustainable Onkaparinga	September 2021
Developing bush foods into crop propagation	Working on native fruit crops like Exocarpos (native cherries), Astroloma (native cranberry), Antidesma ground berry (native current), muntries, native oaf etc to domesticate them for our food security Propagation techniques using plant tissue culture	University of Adelaide Plant and Food Research Australia	City of Onkaparinga nursery and conversation team	Long term

Vision theme: DIVERTS and reduces food waste from landfill

Name of initiative	Brief Description	Lead organisation or group	Partners	Timeframes
Composting at home	50% off subsidy of the purchase of a selection of composting systems including compost bins, worm farms and bokashi buckets Workshops on composting and bokashi during spring and autumn	City of Onkaparinga		Ongoing
Food Matters event To good to waste	A session that aims: to increase knowledge about the environmental and	The Food Embassy	Sustainable Onkaparinga	Proposed

	<p>economic impact of food waste</p> <p>to increase knowledge of where food waste goes</p> <p>to provide practical examples of ways to reduce food waste</p> <p>to increase confidence in decreasing individual food waste</p> <p>to increase confidence in taking action around food waste in particular changing mindset around waste</p>			
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Vision theme: ENCOURAGES a strong food economy that values local producers

Name of initiative	Brief Description	Lead organisation or group	Partners	Timeframes
Farm Food Trails	Linking people with local producers and farmers and raise awareness and reconnect with local food	Onkaparinga Food Security Collaborative	Willunga Farmers Market Local farmers and producers	Mid – late 2022
Willunga Farmers Market	Willunga Farmers Market bring together farmers, producers and community members together for fresh, locally grown produce. Operate each Saturday at Willunga High School from 8am – 12pm	Willunga Farmers Market	Our producers and farmers	Ongoing
Food freedom session		The Food Embassy	ON Business	Proposed

Vision theme: DEVLOPS better food business models

Name of initiative	Brief Description	Lead organisation or group	Partners	Timeframes
Community Garden Guidelines	Guidelines that provide residents clear process, advice, and support on establishing a community garden on council owned land	City of Onkaparinga	Residents	Ongoing
Road Verge Landscaping Guidelines	Guidelines is to outline our obligations and assist residents/occupiers in meeting their responsibilities by providing information on what you can and cannot do with respect to urban road verge landscaping.	City of Onkaparinga	Residents	Ongoing Revamp Mid 2022
Activating Regenerative Local Food Enterprises in SA workshop	Bringing food system actors together to act on building regenerative local food systems	The Food Embassy	SA Urban Food Network SA Future Farmers Sustainable Table fund Open Food Network McCarthy's Orchard	June 2022 Actions ongoing