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Mr Stuart Auckland

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<tr>
<td>DHHS</td>
<td>Department of Health and Human Services</td>
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<tr>
<td>HERF</td>
<td>Healthy Eating Resilience Framework</td>
</tr>
<tr>
<td>HFAT</td>
<td>Healthy Food Access Tasmania Project</td>
</tr>
<tr>
<td>LFP</td>
<td>Local Food Program</td>
</tr>
<tr>
<td>NHT</td>
<td>Neighbourhood Houses Tasmania</td>
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DEFINITIONS AND TERMINOLOGY

Community Food Security

An extension of the food security concept, community food security exists when all citizens obtain a safe, personally acceptable, nutritious diet through a sustainable food system that maximizes healthy choices, community self-reliance and equal access for everyone.

Healthy Food Access Tasmania

HFAT is a multi-dimensional food security initiative aimed at supporting projects that make healthy food choices easy choices through building local solutions which increase access to fruit and vegetables (preferably locally grown) within communities across Tasmania.

Healthy Eating Resilience Framework

Researchers (Hume et al, n.d.) have established the Health Eating Resilience Framework which identifies factors impacting healthy eating resilience at the individual, social and environmental levels. These factors are thought to influence healthy eating at each of these three levels include:

1. Individual level: Capacity building in food knowledge and skills.
2. Social level: The culture of healthy eating and healthy eating resilience in communities. This contracts with the increasing need for emergency food relief.
3. Environment level: Food accessibility and availability through food supply models (such as enterprise models)

Social Determinants of Health

The World Health Organisation (WHO) defines the Social Determinants of Health as the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems (WHO, 2007).

The causes of poor health for millions globally are rooted in political, social and economic injustices. The marginalisation of poor people is both a result and a cause of poor health. Poverty and poor health are inextricably linked through the structural causes of poor health such as poor housing, lower educational attainment levels, poor nutrition and lack of mobility.

Poor health increases poverty in a number of ways including:

- Reducing an individuals or family’s work opportunities and productivity
- Leading families to sell assets to cover the costs of health treatment. This increases poverty and their vulnerability to shocks in the future.
ACKNOWLEDGMENTS

The Healthy Food Access Tasmania (HFAT) Impact Evaluation was undertaken by the School of Health Science, University of Tasmania (UTas) from May 2016 to June 2016.

Funding for this project was gratefully received from Heart Foundation through a funding agreement with Primary Health Tasmania. UTas has been responsible for undertaking previous components of the delivery of the larger project “Health Food Access Tasmania” in collaboration with Heart Foundation (Tasmanian Division) as lead agency and Leah Galvin the Heart Foundation’s Project Manager for this project.

This evaluation complements a larger project evaluation being under-taken by KPMG.

This project received ethics approval from the Tasmania Social Sciences Human Research Ethics Committee (Ethics Ref: H0015618) on the 17th March, 2016.

The authors of this report would like to thank the many individuals and organisations who generously gave their time by participating in a semi-structured interview and share their thoughts and perceptions of the impact that the HFAT Project has had in regards to improving access to fresh fruit and vegetables in Tasmania. These individuals included representatives from Neighbourhood Houses Tasmania, Secondbite, Department of Health and Human Services, Local Governments Association of Tasmania and from the University of Tasmania.
EXECUTIVE SUMMARY

In recent years there has been a significant increase in research, in Australia, aimed at expanding the knowledge and understanding of food supply and access at a local and regional level. Much of this research has had a singular focus, in that it has concentrated on a specific determinate of food security. In 2013 the Heart Foundation secured funding which then lead to the Heart Foundation establishing the coalition of communities of interest.

HFAT is a multi-dimensional community based food security initiative aimed at supporting local projects that make healthy food choices easy choices through building local solutions within communities across Tasmania that increase access to fruit and vegetables (preferably locally grown). Strategies employed to achieve this aim focused on increasing food access and affordability, support for community food solutions and food social enterprises. HFAT works within a collaborative framework and builds on the body of food security research, policy and practice undertaken in Tasmania over the past decade. In particular, the research by the Tasmanian Food Access Research Coalition (Le, et al, 2013) and the Food for All Tasmanians Food Security Strategy (TFSC, 2012). The HFAT initiative is comprised of a number of sub-projects each with specific aims and objectives. A key point of reference for HFAT is to work within a Social Determinants of Health framework; this project seeks to address important health, economic, and social issues impacting on food security at a local level.

Access to an affordable and nutritious food supply has been recognised as an important determinant of people’s nutrition and health outcomes (Wilkinson & Marmot, 1998). The rationale for undertaking this impact evaluation is to assess whether changes in access to fruit and vegetables in communities across Tasmania through activities such as partnerships, program investments and policy change can be attributed to the HFAT project, both the intended and unintended.

In particular, the objectives of the HFAT initiative were to:

- Determine the extent to which the aim of the HFAT project has been achieved;
- Identify the critical success factors of the HFAT project;
- Highlight changes that may have occurred within partner organisation as a result of the HFAT project;
- Identify training opportunities that may have been created or increased as a result of the activities of the HFAT project;
- Consider what the HFAT project could have done differently and what strategies can be implemented to continue the work of the HFAT project in the future, and;
- Determine the greatest legacies or unexpected outcomes or ongoing impacts of the HFAT project.

The evaluation applied a qualitative approach based on semi-structured recorded interviews with HFAT program and project staff and associated stakeholders. Selection of participants
was based on their perceived depth of involvement in the HFAT program and knowledge and understanding of the HFAT sub-projects. Participants were purposefully selected from six organisations who were considered key stakeholders committed to the aims of the HFAT project. The recorded audio files were transcribed into text files. A thematic analysis of the textual data in the interview transcripts was undertaken to identify the key themes and sub-themes.

Through the process of thematic analysis, a number of key themes and side themes emerged. Each theme was seen to have influenced or impacted on the outputs and outcomes of the HFAT initiatives. Furthermore, these themes are considered to have potential implications for future work, research and policy directions for local food systems in Tasmania. It is important to note that the contribution or influence of each individual theme was not singular but rather part of an interconnected process in which the different themes intersected to create outcomes. The nine identified key themes are summarised in the figure below and the implications and recommendations for each of these themes are expanded upon by the authors.

Key themes emerging from thematic analysis
1. **Partnerships and Networks**

The establishment of a **Food and Nutrition Policy Coalition** is key to continuing to build the momentum created by the HFAT project. The membership of which should include senior decision and policy makers from strategic stakeholder organisations from a variety of “sectors of interest” and not simply those perceived to be “safe” or “responsive” agencies. A key role for the Food and Nutrition Policy Coalition would be to engage key policy makers and provide advocacy to ensure food security is a priority at the inter-governmental policy level.

2. **Leadership**

At the level of program leader, **best-practice leadership, focussing on developing and maintaining key relationships with organisations such as resource agencies, utilities, and local and state governments**, be a core attribute of future program managers taking on a similar role. It is further recommended that program leadership be supported by strong local and regionally connected leadership networks with particular expertise in community leadership, social entrepreneurship and local food system planning.

3. **Funding**

**Securing initial and ongoing funding** through government or other sectors such as the philanthropic sector is essential to establish and support the work of the Food and Nutrition Policy Coalition and continue to build on the momentum created through the HFAT project. It is further recommended that support be provided at the local level to help build sustainability through supporting and encouraging the development of community food social enterprises.

4. **Capacity building**

The report acknowledges the extensive opportunities created through community food initiatives to build capacity at an individual, organisational and community level and is conscious that there was some monitoring, evaluating and reporting of capacity building activities and outcomes at the respective levels but not as extensively as would like. This was mainly due to time constraints of many community food initiatives and the level of skill required to perform monitoring and evaluation. The authors therefore recommend that measuring capacities be undertaking through a pre and post evaluation in order to record any transformation in abilities and to determine their sustainability in future food security activities so that outcomes are accurately reflected upon. The authors are conscious this activity would take additional financial and funding resources to achieve this recommendation in the future.

5. **Policy and practice change**

To achieve a broader shift in policy, an **advocacy strategy be developed targeting key third party organisations and media to influence policy advisors**. This recommendation aligns itself with recommendation one, being a key objective of the proposed Food and Nutrition Policy Coalition.
6. **Information and Communication**

In the interim, or until such time as on-going funding can be secured, the **web portal continues to be funded and updated and a communication strategy based on community development principles be adopted**. The communication strategy should facilitate engagement at a project to project level and at the level of key stakeholder to project level. The authors also recommend the establishment of a network of local or regional food programs and stakeholders to continue to disseminate and share ideas and information.

7. **Evidence based research**

The authors stress the importance of adopting evidence-based practices at all levels of operation. The authors therefore recommend the continued support for **building the capacity of community-based projects staff and volunteers in simple evaluation methods; project management and knowledge partnering**. The report further recommends that efforts be put towards extending the roles of research based institutes such as the University of Tasmania beyond research, but also as a community partner that supports innovation and entrepreneurship at the community level.

8. **Education and training**

**Informal and formal education and training opportunities be further explored to build on the momentum that has been created through the HFAT project.** Part of this exploration is to identify opportunities to enhance skills and knowledge of the community through the development of short and longer term courses and the creation of educational pathways to formal education institutions such as TasTAFE and UTas. Also part of this exploration is to develop a formal rewards and recognition framework for communities.

9. **Cultural change**

**Key-stakeholders continue to support community based food initiatives that help communities transition from dependence on emergency food relief to self-reliance and empowerment such as food social enterprises and the creation of integrated local food systems.**
1. INTRODUCTION

1.1 Funding

Funding for the HFAT Impact Evaluation Project was provided by Heart Foundation through a funding agreement with Primary Health Tasmania (PHT). This evaluation project aims to value-add to the existing evaluation by KPMG undertaken for the Social Determinants of Health (SDoH) and HFAT investments. The Healthy Food Access Tasmania (HFAT) Impact Evaluation is a collaboration between the University of Tasmania and lead agency Heart Foundation Tasmania.

The evaluation team comprised experienced researchers from the School of Health Science, Sandra Murray and the Centre for Rural Health, Stuart Auckland, from the University of Tasmania (UTas).

1.2 Healthy Food Access Tasmania (HFAT) Initiative

HFAT is a multi-dimensional food security initiative aimed at supporting projects that make healthy food choices easy choices through building local solutions within communities across Tasmania that increase access to fruit and vegetables (preferably locally grown). HFAT works within a collaborative framework and builds on the body of food security research, policy and practice undertaken in Tasmania over the past decade. In particular, the research by the Tasmanian Food Access Research Coalition (Le, et al, 2013) and the Food for All Tasmanians Food Security Strategy (TFSC, 2012).

The HFAT initiative is comprised of a number of sub-projects each with specific aims and objectives. A key point of reference for HFAT is to work within a Social Determinants of Health framework (Wilkinson & Marmot, 1998); this project seeks to address important health, economic, and social issues impacting on food security at a local level.

1.3 Rationale for undertaking this evaluation

Access to an affordable and nutritious food supply has been recognised as an important determinant of people’s nutrition and health outcomes (Wilkinson & Marmot, 1998). The rationale for undertaking this impact evaluation is to assess the changes to the Tasmanian food supply that can be attributed to the HFAT project both the intended, as well as the unintended. The intention is to determine how would outcomes such access to fruit and vegetables have changed if the HFAT project had not been undertaken. This involves a comparison between what actually happened and what would have happened in the absence of the HFAT project. Impact evaluations aim to look for the changes in outcome that are directly attributable to a particular project.
1.4 Key project stages

The HFAT Impact Evaluation project was planned, developed and implemented over a period of two months from May through to the presentation of the final report in June 2016. Project commencement coincided with the completion of the final stage of the Health Food Access Tasmania (HFAT) project. The impact evaluation involved three key phases which are summarised in Table 1. Monitoring of project progress included formal and informal reporting to the Heart Foundation.

<table>
<thead>
<tr>
<th>Project stage</th>
<th>What was involved</th>
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<tbody>
<tr>
<td>PHASE 1: Scoping</td>
<td>Development of project plan</td>
</tr>
<tr>
<td></td>
<td>Completing an amendment to an existing low-risk ethics application and submit for approval.</td>
</tr>
<tr>
<td></td>
<td>Development of impact evaluation interview questions</td>
</tr>
<tr>
<td></td>
<td>Identification of participants</td>
</tr>
<tr>
<td>PHASE 2: Analysis and interpretation of data</td>
<td>Conducting semi-structured interview</td>
</tr>
<tr>
<td></td>
<td>1. Send personalised email to participants inviting them to participate</td>
</tr>
<tr>
<td></td>
<td>2. Follow-up email to participants with a telephone call to organise an interview.</td>
</tr>
<tr>
<td></td>
<td>Transcription of audio files to word doc files</td>
</tr>
<tr>
<td></td>
<td>Interpretation of data using a process of thematic analysis using software, NVIVO™, to be used</td>
</tr>
<tr>
<td></td>
<td>Interpretation of data and discussion of preliminary findings with Heart Foundations</td>
</tr>
<tr>
<td>PHASE 3: Preparation of final report</td>
<td>Develop final report including recommendations</td>
</tr>
<tr>
<td></td>
<td>Forward draft of final report to HF for internal review and editing.</td>
</tr>
<tr>
<td></td>
<td>Amend final report following HF feedback and complete changes and forward back to HF</td>
</tr>
<tr>
<td></td>
<td>Finalise summary of report to disseminate to participants.</td>
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</table>

1.5 Governance

Working within a collaborative framework, the Heart Foundation engaged a research team from the School of Health Sciences at UTas to complete tasks associated with delivery of this evaluation.

Governance of this project was the primary responsibility of the Project Team which included Sandra Murray and Stuart Auckland from UTas.
2. EVALUATION DESIGN

2.1 Aims and objectives

The aim was to assess whether changes in access to fruit and vegetables in communities across Tasmania through activities such as partnerships, program investments and policy change can be attributed to the HFAT project, both the intended and unintended.

The objectives are to determine:

- To what extent the aim of the HFAT project has been achieved
- The critical success factors of the HFAT project
- What changes have occurred within partner organisation as a result of the HFAT project
- What training opportunities have increased as a result of the activities of the HFAT project
- What the HFAT project could have done differently and what strategies could be implemented to continue the work of the HFAT project in the future
- The biggest legacy OR unexpected outcome OR ongoing impact of the HFAT project

2.2 Semi-structured interviews

To undertake the HFAT Impact Evaluation, semi-structured interviews were conducted with ten participants. Semi-structured interviews were chosen because they allow researchers flexibility to follow topical trajectories, or to probe for details about issues that deviate from the specifics of questions (Mason, 2004).

2.3 Selection of participants

The project team was focussed on engaging participants from the not-for-profit sector, both local and state governments and UTas. Selection of participants was based on their perceived knowledge and understanding of the HFAT project. Participants were purposefully selected from six organisations (see Table 2) who were considered key stakeholder committed to the aims of the HFAT project.
2.4 Contacting participants and interview process

Nine participants from six organisations (Table 2) were sent an initial email together with an information sheet (appendix 6.5) outlining the aims and objects and inviting them to participate. A follow-up telephone call was made by a member of the research team to each participant confirming a mutually convenient time to participate in a recorded semi-structured interview. Prior to commencement of each interview, participants were presented with a consent form (appendix 6.6). With signed consent each interview was recorded using an audio-recorder. Participants were asked seven questions (appendix 6.2) relating to their experience, knowledge, perceptions and assumptions of the HFAT project. All stakeholders invited to participate in the interview process accepted the invitation. Interviews were collected from May and June 2016.

<table>
<thead>
<tr>
<th>Participating organisations</th>
<th>No of stakeholder interviewed</th>
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<tbody>
<tr>
<td>Neighbourhood Houses Tasmania (NHT)</td>
<td>1</td>
</tr>
<tr>
<td>Heart Foundation (HF)</td>
<td>2</td>
</tr>
<tr>
<td>Local Governments Association of Tasmania (LGAT)</td>
<td>1</td>
</tr>
<tr>
<td>Department of Health and Human Services (DHHS)</td>
<td>3</td>
</tr>
<tr>
<td>University of Tasmania (UTas)</td>
<td>1</td>
</tr>
<tr>
<td>Secondbite.</td>
<td>1</td>
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</table>

2.5 Data analysis

The recorded audio files were transcribed into text files and have been stored securely in an internal UTAS drive after the interview. In respect for all participants, researchers will invite participants to verify the accuracy and completeness of their interview transcriptions before completion of the final report.

The process of thematic analysis required the identification of important points or issues emerging from the data. The thematic analysis identified patterns (or "themes") or trends within data and compared expressed views. There are a number of phases in the thematic analysis and include: familiarization with data, searching for themes, reviewing themes, defining and naming themes, and producing the final report.

Data collected through the interviews was de-identified, to ensure participants remain confidential. All recorded interviews including transcriptions were held in a locked, secure location within the School of Health Science, UTas.

All of the recorded interviews were transcribed, resulting in 47,000 words, 109 pages and 312 minutes of transcripts. Participants were de-identified in the transcripts to reduce the risk of bias during the data analysis process.
2.6 Analytical approach

A thematic analysis of the textual data in the interview transcripts was undertaken. The analytical approach initially allocated data to prescribed categories informed by the interview questions asked. Following this process an inductive exploratory analytical approach followed allowing for themes and patterns to emerge from the data. This analysis was undertaken by two team members, using the qualitative data analysis software package NVivo™ version 10. The process involved reading and re-reading the transcripts, discussing the data between the two team members to assist with sense-making, and then assigning descriptive (first-level) codes and analytical (second-level) codes to segments of the textual data, so as to identify emergent themes in the interviews (Cope, 2010; Tracy, 2012; Guest et al, 2012).

This iterative process allowed a coding structure to emerge, in which the spoken words of interview participants was organised into meaningful categories and hierarchies. To focus the findings, the key themes emerging from the data were identified, according to several criteria:

- Relevance – how well the theme addresses the research questions.
- Breadth – an issue or topic mentioned or explored by a large number of participants.
- Depth – individual participants gave extensive detail about the issue, and it was a focus of their attention.
- Practicability – how usefully a theme informs implications for future directions.

The resultant key themes inform the rest of this report, including the findings and discussion sections, and the implications for the future of food access in Tasmania.

2.7 Limitations of the Evaluation

As with any evaluation it is important to consider limitations that may have impacted on the outcomes of the research study. In this instance the main limitation was the small number of participants that were interviewed. Ideally if time and funding had permitted the number of participating organisations would have been increased and number of participants interviewed would have been extended. This would have provided further perspective and clarity relevant to the questions asked during the interview process.
3. FINDINGS

This section reports the findings from interviews conducted with nine participants known as key stakeholders, from organisations including Neighbourhood Houses Tasmania (NHT), Heart Foundation (HF), Local Governments Association of Tasmania (LGAT), Department of Health and Human Services (DHHS), University of Tasmania (UTas) and the emergency food relief (EFR) sector Secondbite.

During the process of thematic analysis, a ‘coding tree’ was developed which identified common themes which emerged from the data. The coding tree can be found in Appendix 6.7, and was used to isolate key themes and side themes which are explored below.

While views varied about the impact of the HFAT project on food access in Tasmania, there was a shared vision around the opportunity for improving food access in Tasmania.

Through the coding process, a number of challenges and opportunities emerged from the data which directly addressed the objectives of the evaluation. These are considered the ‘key themes’ of the project, and are highlighted below in no particular order of significance at this stage of the project write-up.

Key themes including:

- Partnerships and networks
- Leadership
- Funding
- Capacity building
- Evidence-based practice and research
- Policy and practice change
- Information and communication
- Education and training
- Cultural change
3.1 Partnerships and networks

Under the theme of partnerships and networks a number of sub-themes emerged from the data providing context to the responses. These sub-themes included;

- Established new partnerships and linking people together
- Broadening the diversity and reach of partnerships (different levels and sectors i.e. Tourism Tasmania, TFGA and TCCI)
- Enhance relationships between existing partnerships
- Creating stronger links to government

The unit of analysis for the survey was the organisation rather than individuals so it was not surprising that concept of partnership and networks emerged from a variety of contexts. The comments around partnerships, networks and collaborations indicated that this was an area where HFAT achieved outstanding success. This is evidenced by the following statements;

I don’t think we can underestimate the power of the partnerships and the collaboration across sectors. So although I said it already, I think it’s probably the most critical success factor, and one which has really matured some of the relationships across sectors

And

Certainly in the areas where we’ve made project investment there’s been very strong partnerships that have emerged around improving access to locally grown fruit and veggies

The greatest impacts through the creation of partnerships and networks were seen to be at the local and community level including local government and neighbourhood houses. Given the grassroots focus of much of the project activity and the possibility that many project leaders may have had pre-existing relationships with other project leaders through a mutual interest in the determinants of healthy food this is not surprising. This point is picked up in the following statement;

I think it’s definitely achieved that aim of creating strong partnerships, I’ve seen lots of examples of that happening throughout the project

I think in particular the aims of creating strong partnerships and program investment and engagement is certainly met.
And further,

......really important to have that interconnection between different communities and learning from each other

In addition to the creation of new networks and partnerships, there was a strong theme around the value of the programs in enhancing existing relationships and collaborations. This point was particularly pertinent to those organisations that already had a level of collaboration within their existing network such as neighbourhood houses and the University of Tasmania.

So now in the south in terms of partnerships there’s just about eight Neighbourhood, eight to 10 Neighbourhood Houses in the south looking at how they can partner to create this sort of healthy food access.

...connections with, you know, suppliers, farmers et cetera has increased a bit, and so that’s really good at a local level

And in the case of the University of Tasmania;

...there could be also opportunities to engage not only with other parts of the Faculty of Health, but also parts of UTAS and the Institute for Social Change, the School of Business and Economics are a few that come to mind in particular, as well as obviously probably the Education Department

Whilst most of the commentary around partnerships was largely framed in a positive context there was also a sense amongst some participants of opportunities lost through not establishing broader networks particularly with strategic stakeholders such as the Tasmanian Chamber of Commerce and the Tasmanian Farmers and Graziers Association. It was suggested that perhaps the partnerships and collaboration were formed primarily around what were perceived to be “safe” or “responsive” agencies whilst some of what were perceived to be strategically or politically harder partnerships did not realise their full potential. This point is highlighted in the following statement;

So we’ve got these really big conceptual views of where this fits, somewhat unresolved, and in some ways universities are safe places to have those conversations, but the harder conversations with industry, with particularly local government as we found in our project, really haven’t been had yet
In commenting on this point one respondent considered investment in establishing partnerships with some of these organisations at a senior level through the creation of a coalition was a key to building the momentum created by the project;

So that’s the most important thing, is some sort of investment in the longer term to establish that Coalition, which will have a senior authorising level with a whole bunch of organisations that have a strong membership base as well so the reach of the project is potentially quite far and across all of Tassie

And further;

the project’s created a lot of noise that may not necessarily have been there, and a lot more partnerships and collaborations have evolved out of that process, and potentially that’s something that we can build on

The reflections around partnerships was not limited to what participants perceived as the enhancement or creation of new partnerships at the local level but also value of having an Advisory committee that not only reflected the diverse organisational interests in the determinants of healthy eating but facilitated access by the program to key decision makers within the three tiers of government. This was seen as particularly important as access to senior players within these organisations were seen as critical to the future of food security work in Tasmania. This is reflected in the following statement;

I think the other success factor is that you had lots of these local level partnerships happening, but then you had the broader strategic level, you had really good representation from a wide range of organisations on the steering committee, including the Local Government Association, that was the really important key stakeholder I think to have on that committee. And also just that connection that happened at the grass roots level, so just working through groups that are already established in doing stuff, and sort of building it into their strong community networks as well, that was another critical success factor

And,

The second one is the diversity of the people involved I think was important to give it credibility, and to some extent to enable its life to continue into the future, because it touched a large number of institutions and people
3.2 Leadership

Under the theme of leadership, a number of sub themes emerged from the data providing context to the responses. These sub themes included;

- Community / civic leadership
- Steering committee
- Leadership at project management level
- Leadership skills (organisational)
- Finding a home for food security (whether UTAS, government etc.)
- Created space for bigger industries and leadership to emerge within food access
- Establishing a Food and Nutrition Coalition

The literature points to strong leadership as a key factor in enthusing, motivating, networking towards a common vision; helping to clarify purpose; and to build trust (Florida et al 2002). Strong leadership not only mobilises individuals and communities into action but engages the creative energies of a community through shared responsibility to act towards achieving a shared goal. Whilst the collective input from staff and volunteers was seen as being vitally important, the role of effective leadership at a program management and governance level is considered fundamental to achieving the desired project outcomes.

Best practice program leadership is one that has a focus on developing and maintaining key relationships with third parties, such as resource agencies, utilities, and local and state governments. It is therefore not surprising that strong project and organisational leadership were consistently cited by participants as a key contributing factor in helping HFAT achieve its aims and objectives. The influence of strong leadership in achieving project aims can be best illustrated in the following statement;

A passionate, committed, knowledgeable and experienced Project Manager makes all the difference. Leah has all of those qualities, and has managed to really drive the noise… created a ‘dating service’ role of linking people and linking partners and collaborating, and so that we can try and achieve a bigger picture, and join up little discrete things so that we hopefully make a bigger bang for our buck.

I think what is needed is someone or somebody or an organisation to have a bit of a leadership role.

A number of the responses around leadership were about what the leadership was able to bring to the program. The strong leadership displayed by the program governance was focused on the role of leadership as an “enabler” or “connector.” It was acknowledged that during the early stages of the program there were conversations and activities happening at a number of levels, there was a sense that the leadership was able to connect the conversations and bring the different program levels closer together.
Implicit in many of the interview participant’s responses was an acknowledgement as to how the HFAT program enhanced civil engagement at the local level. Civil engagement is about working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make a difference. It is about promoting the quality of life in a community, through both political and non-political processes. (Ehrlich, 2013)
Funding

Funding is considered to be one of the building blocks of program/project sustainability. Funding levels and conditions impact on the ability of projects to achieve their stated goals. In addition, programs that are reliant on a single funding source, as is the case with a number of HFAT projects, are exposed to additional project stresses that have immediate and longer term implications. For these reasons, cultivating a stable and diverse funding base is essential for ongoing project sustainability. Funding stability occurs when a consistent financial base is established for a project.

Under the theme of leadership, a number of sub themes emerged from the data providing context to the responses. These sub themes included:

- Importance of funding
- Adequately funded and investment
- Securing further and ongoing funding (i.e. philanthropy)
- Consider learnings from projects that are sustainable without funding
- Build a case for ongoing investment
- Showcased the value of ongoing investment

The importance of having access to sufficient funds to address the program goals of the program cannot be underestimated. Most of the participants perceived that the funding levels for the program were more than adequate in terms of providing the flexibility to meet the contractual obligations of the program.

*the funding is key to this, so we certainly wouldn’t be where we are now in terms of the project if we didn’t have that specific funding from Primary Health Tasmania, so that’s definitely a critical success factor, adequate funding to do this*

Similarly

*The first thing is that there was actually funding specifically for these projects, and they were properly funded. It’s hard to underestimate the significance of having projects that had sufficient funding to achieve their objectives, as distinct from running on the smell of an oily rag.*

From the responses below there was also a sense that the level of funding was not only perceived as being more than adequate to address the program goals but also provided an opportunity to try some innovative approaches to ensuring program outcomes were achieved.
But over and above that funding core there was also sufficient money for the project to do something which we’ve been able to do in a way that’s really shown some leadership, and even some Australian firsts, which has been very exciting. So being well resourced financially makes a really big difference.

And;

I think the things that have made a really big difference, the first and the starting point is the investment, the financial investment in the project has meant that as a Project Manager and with the Project Reference Group, we were able to make some investment in the community to test out some ideas. In some ways, because the money drops off a cliff as it always does in these things, in desperation forcing you to partner.

The impact that well-funded initiatives have in drawing the interest of community organisations that are more often than not forced to work with extremely tight budgets was seen as a critical success factor as was the perceived seamless manner in which the funds were made available to the local food programs/projects. These two points are encapsulated in the following comments;

The thing that makes a difference is investment, and there has actually been investment. And to my understanding there were two fairly significant and I think that people will always coalesce around buckets of funding. And I think that in some ways the way the funding was distributed by doing it, sort of trying to get more to the grass roots level has been quite successful.

Securing further and ongoing funding was considered extremely important through government or other sectors such as the philanthropic sector, in the longer term, to establish a Food and Nutrition Policy Coalition.
3.4 Capacity building

In the context of this study, capacity building taps into existing abilities of individuals, communities, organisations or systems (VicHealth, 2012). The aim of capacity building is to strengthen skills, competencies and ability as well as increase involvement, decision-making and ownership of issues. The notion of capacity building stems from the recognition that strategies, and in this case local food programs within the HFAT project, can be more effective and sustainable if effort extends beyond traditional health sector boundaries. By working across sectors, there is potential to build individual skills, strengthen community action, and empower organisations to promote sustainable health behaviours and support healthy environments.

The four approaches (Crisp, et al, 2000) that have been identified in the study include; 1) a bottom-up organizational approach, e.g. provision of skills to staff; 2) a top-down organizational approach which might begin with changing agency policies or practices; 3) a partnerships approach which involves strengthening the relationships between organizations; and 4) a community organizing approach in which individual community members are drawn into forming new organizations or joining existing ones to improve the health of community members.

Under the theme of capacity building, a number of sub-themes emerged from the data providing context to the responses. These sub-themes included;

- Community mobilisation, Grass roots action and building momentum
- Involvement and management of volunteers within a capacity building context
- Building on the strong framework established from previous work of the Tasmanian Food Security Council
- Building the foundation of knowledge with organisations external to government.
- Building capacity within all organisations including local food programs and enterprises at the local level and research capacity at the high level

3.4.1 Bottom-up organizational approach

From a ‘bottom-up organisational approach’ the sub-theme of community mobilisations, grass-roots action and building momentum emerged has emerged. HFAT has provided opportunities for capacity building at the level of community. This is demonstrated by the support provided by the Eat Well Tasmania enterprise-coach to neighbourhood houses in how to develop a social enterprise as a business. Whilst the skills learned may not have created businesses that have remained sustainable the support provided by the enterprise coach has enabled neighbourhood houses to better manager projects in general. This bottom-up capacity building approach can be demonstrated by the following quotes;
3.4.2 Top-down organisational approach

From the ‘top-down organisational approach’ the sub-theme based on the building of a strong food security framework established in the previous work of the Tasmanian Food Security Council has emerged.

Participants considered that the HFAT project, along with the food security investments that had preceded HFAT, had helped to keep food security on the government agenda.

Participants have stated that HFAT has provided an example of best-practice in food security which has assisted to focus practice at the state government level, to ‘keeping it alive’. The quotes below illustrate the importance of building on the efforts of food security initiatives that have preceded the HFAT project.

**HFAT has helped us keep food security on the agenda. Because we did have a lot of commitment that was built up through the development of the food security strategy, and we had the Tasmanian Food Security Council and we had the interest of the Department of Premier and Cabinet and that was all under a Labour Government. We floundered a bit with the new Liberal Government to try and keep it on and value it. The fact that the Food Security Strategy was used to guide investment through HFAT then gave us examples of how best-practice could happen in a whole range of areas named up as food security which kept it alive**

continually looking for the opportunities of where leverage can come. And certainly, I mean, that was what happened with the Food Security Council work, it leveraged off the Social Inclusion Agenda. So it’s around looking for where the energy and the agendas are and leveraging off it.

By getting Eat Well Tasmania to support the Houses around how they might develop a business model around food coops... Naively we all hoped they’d be sustainable after one year, but that’s probably not going to be the case. But in helping look at these projects it’s enabled the Houses to actually be better at managing projects.

The capacity within the Houses to manage healthy eating and healthy food programs has increased. The partnership with Eat Well Tasmania through this funding meant that Houses got supported, eight Houses got supported to start food coops. Theirs now eight up and running that weren’t.
And the level of confidence established between organisations.

We had to work out our role. Was it improving food access, and we’re not connected necessarily to the growers with our skills set. We had to work out our skill set around health and improving health outcomes. With the HFAT project happening we were able to concentrate on how we connect that link between the food access and cultural stuff whether it’s through Family Food Patch programs, Fresh Ned with Secondbite, school canteens, Live Well Eat Will. So we thought ‘well this is our role

### 3.4.3 Partnership approach

From the ‘partnership approach’ the sub-theme based on **building the foundation of knowledge with organisations external to government** has emerged.

HFAT, in many instances, has created the opportunity to strengthen relationships between organisations. By doing this it has provided the opportunity to build momentum around food security matters and mobilised the community. In the same instance whilst partnerships have been strengthened the level of the relationships may vary depending on what is able to be shared between organisations,

... not everything is transferable between different communities

... hopefully we have built the capacity enough in communities that things can keep going on into the future

And

**HFAT has really helped us strengthen some of our existing partnerships and also build capacity within our organisation through partnership and collaboration. For example, being more able to work with UTas and then some of the transfer of skills around qualitative research has helped us greatly as well**

### 3.4.4 Community organizing approach

From the ‘community-organising approach’ the sub-theme based on **building capacity within all organisations including local food programs and enterprises at the local level and research capacity at the higher level** has emerged. A key component to this narrative is that of volunteer management practices and retention of volunteers. One important dimension of capacity building is that of fostering greater and more effective volunteer activity. HFAT program funding, particularly as it relates to the not for profit sector, has been instrumental in attracting and retaining a volunteer base in a number of the funding recipient organisations through enriching the volunteer experience.
HFAT funding has not only enhanced the capacity of host organisation to recruit and host volunteers but also contributed to building capacity at an individual, institutional and community level.

HFAT and preceding food security initiatives have enabled neighbourhood houses to develop their own solutions to improve the health of their community members. This has created community mobilisation allowing the food access agenda to move forward.

The overlapping of funding actually enabled us to work from where the Houses were at, in term of it wasn’t a cookie cutter approach to what would increase people’s healthy food access. ... the development approach was really important to this. It wasn’t a solution coming in and just dropping into the community. It actually tried to enable the community to develop its own solutions.

And

I don’t think the small amount of investment that’s been put in is going to change (food access) overnight but it seems to be that there’s a lot of community mobilisation that has happened, and therefore it’s ripe for the picking for moving forward.

It builds on previous work right back at the Tasmanian Food Security Fund, then we had the Food for All Tasmanians Fund, and then this fund (HFAT) came along as well, so it was a really great opportunity to see some of the organisations that have been funded over times and have actually just grown and developed.

Where knowledge was previously based in the larger organisation such as DHHS and UTas, with the change in the way these larger organisation practice has provided the opportunity for the reciprocity of exchanging skills and knowledge between the larger organisations and the community resulting in a stronger knowledge base within the community.

we know that there’s a lot of skills and knowledge sitting outside organisations that were running this probably five to eight years ago. The knowledge may have been with DHHS, UTas but now we know that there is the knowledge sitting outside government, or outside large organisations.
3.5 Policy and practice change

Policies at the federal, state, and local levels can exert a strong influence on the variety and quality of food available for purchase in a community (Ralston, n.d.; AIHW, 2012). Food policies, defined broadly, are any decisions and practices designed to influence food production, distribution, and consumption (Centre for Science and Democracy. 2014). Influencing policy and practice change is key to shaping access and affordability of the type of food generally available in communities.

Part of the aim of the HFAT project was to increase access to fruit and vegetables in communities across Tasmania through activities such as policy change. Under the theme of policy and practice change, a number of sub-themes emerged. These sub-themes included:

- Translating research into policy and practice.
- A focus on policy change at local, state and federal levels and leveraging off existing policy frameworks
- Tension between productivity, commodities, economic growth versus sustainable food systems, health and wellbeing.

Statements from participants regarding whether the actions of HFAT influenced policy and practice change was mixed. Evidence suggests that HFAT had a significant influence on policy outcomes such as the inclusion of Health and Wellbeing into land-use planning legislation.

HFAT has enabled us to get health and wellbeing as an objective in the land use planning legislation, which is something that we can definitely build on now and going forward... although it’s not specifically named up in the legislation it would include access to healthy food

getting health and wellbeing into the Land Use Planning Approvals Act is a huge legacy

The HFAT project raised awareness and started to map the whole system of food security and social determinants of health,

The aim to change policy, I think it was really important to have it in there, but that’s certainly an ambitious aim, because we all know that takes time. So look, I’m not sure that policy to the extent of my knowledge has been significantly changed. But I think what it has done is it changed the environment, and raised awareness and it’s really laid the groundwork to enable policy change.
And,

in the longer term it’s that potential to have started to map the whole system of food security, and the social determinants, and what it might look like where it actually brought up to scale and properly organised.

This evaluation provides evidence that there has been a policy and practice shift at the level of local government. The HFAT initiatives have provided local governments with a better understanding of food security and the role that they can plan. The realisation that food insecurity is more than a health issue has been pivotal to creating a view on how local government can act on food security.

...where we’ve worked intensively with local governments there has been change........ a very collaborative effort, lots of different departments in that Council. And we saw a significant shift in key opinion leaders in that local Council during the project’s life. And it’s definitely changed the practice within that particular Council. And the findings have been reported and pushed up through their Health and Wellbeing Committee, and also been presented to the Councillors and the senior management in that Council. So we know that they’re adopting the findings from that report, so that was definite.

And

HFAT really built local governments understanding of what food security actually means, what local government’s role is, and also the understanding has been expanded in terms of I guess because there were other social determinants of health projects running that we’re involved in, it’s contextualised food security more broadly into a health issue, and then through the work we’ve been doing with David Adams as well, it’s about “Well, what is local government’s role?” And that feeds into the whole discussion of local government reform at the moment. So the project actually, whether it intended to or not, has really opened up this whole discussion about what is local government’s role in health, and linking food security into that as a fairly critical issue underpinning things.

And

One council has developed a local food security strategy, and has also changed their social policy strategy to include access to healthy food as a priority issue for Council. That is the Council area.
And state government

At a state government level, we know there’s been a few occasions where we have been able to modify policies and investment directives with the Department of Premier and Cabinet.

We think that there’s some influence emerging through the Healthy Tasmania strategy......we were invited to make a written submission to the Healthy Tasmania strategy. So we know that there’s strong interest in the findings and expertise and evidence that’s emerged from the project. So it’s ongoing, the influence, potentially. But we know that we’ve been able to make some changes at a local government and at a state government level, but not at the federal level.

And the intersect between local government and state government

we also are really exploring now how can we best support a systems approach with say local government or at a community level to help them act on preventative health, so it’s not just around food and nutrition, but we’ve got a healthy communities position. So we think that potentially as we start in that work and we’re working with local government and so on, food and food security is always a really tangible way to kick start the conversation with local government, and they seem to respond to it quite well. So even if it has to be named up around obesity prevention.

Leverage off existing policy frameworks by making it fit with government policy (i.e. obesity prevention and development of a policy framework i.e. Local Food Act)
3.6 Information and communication

Under the theme of information and communication, a number of sub-themes emerged. These sub-themes included:

- Raising awareness through advocacy
- Information sharing
- Translating research into information that community can understand
- Increasing opportunity for interaction

Using an advocacy approach the HFAT project was able to affectively raise awareness of food insecurity issues among key stakeholders. The effectiveness of this advocacy approach is illustrated in the quotations below:

So I think it’s raised awareness, it’s demonstrated that there is an economic case as well as a social and environmental case for greater investment in this space.

in terms of increasing access to fruit and vegetables through raising awareness and through some of the projects that were funded it’s definitely done that.

Information sharing can be demonstrated through the development of the HFAT web portal (NHF, 2016) which is a resource providing information and resources for local governments, their partners in the community (business and not for profit) as well as Tasmanians who are involved with, or wish to be involved with the Tasmanian food system.

web portal, that’s fantastic, such a great resource. See, that would have been, you know, I’m not quite sure what the plans are to keep that going and whether case studies and all those things can be put up there and some of the outcomes shared that way, but in the absence of something like that, again, bringing people together has so much benefit as well

I would say the HFAT portal will be the biggest legacy. And obviously we need to continue to try and resource the updating of that, and continue communications through that portal

And,

the website that was developed is really good, because it does capture a lot of what the project is, and those resources there, even though I know at the moment it’s not 100% sure who’s going to own it and what’s going to happen, it really does have that there as something to use, a lasting impact that hopefully lots of people will be able to use that and get something valuable from it
Effectively translating research into useful information that community can understand and that improves policy and practice was a key outcome of the project.

Findings suggested that during the HFAT project there could have been more opportunities for interactions between stakeholders and moving forward strategies for continuing communication between key stakeholders would be important to keep the momentum moving forward for action on food insecurity in Tasmania.

I feel like the communication has fallen off. Just a tiny little email from time to time saying there’s things happening, we’re doing X, Y and Z.

maybe some more connections, formal connections, or more way that organisations can talk to each other or learn from each other. Maybe it is happening in other informal ways, and it probably is, and that’s great, and we know what’s happening.

it’s straight from the data that came from the work that UTAS did for us, so that’s been for me unexpected, is that people have been happy to assimilate that information into the conversations they’re having. I mean, you want that, but you’re not sure how much you’re going to be able to change it. So that’s really surprised me, the number of times that’s happened. And the people who have done that I think as well. The people that have assimilated the information and changed their opinions. It’s been good.
3.7 Evidence-based practice and research

The HFAT project has applied an evidence-based approach by using a Healthy Eating Resilience Framework (Hume et al., n.d.) to increase access to fruit and vegetables in communities across Tasmania through activities such as partnerships, program investments and policy change. Under the theme of evidence based practice and research, a number of sub-themes emerged. These sub-themes included;

- Evidence of increased access to fresh fruit and veg
- Importance of research and building research capacity in research methods
- Perceptions of the universities role in food security
- Sharing findings, dissemination of research including publishing, presenting, communicating, forums, workshops, showcasing.

Many food security interventions have not been evaluated in a scientific manner as the complexity in assessing whether the interventions have a population level impact is often beyond the scope of community based projects. The HFAT evaluation, whilst applying best practice principles in evidenced based practice and research, considered the individual merits of the specific activities within the HFAT program as well as the community context in which the activities were staged.

Whilst the main aim of the HFAT project was to increase access to fresh fruit and vegetables, the evaluation also considered in its design the extent to which the activities considered the needs and priorities of the communities; the mix of programs that were already in place; and the existing capacity within the community.

Responses from participants, as to whether the overall aim of increased access to fresh fruit and vegetables was achieved at the level of partnership, program investment and policy changed, varied. Participants agreed that the aim, in its entirety, was going to be a ‘stretch’ given the short time frame of the HFAT project as these types of cultural changes take many years. A number of participants stated that it was going to be increasingly more important to ensure that pre and post monitoring and surveillance of fruit and vegetable access at the state level was undertaken in the future. For this to be possible additional ongoing funding would be required.

*in terms of increasing access to fruit and vegetables through raising awareness and through some of the projects that were funded it’s definitely done that.*

*I haven’t actually seen any evidence of the increased access to fruit and vegetables, mainly because that’s quite challenging to evaluate.*

And

*Really I think we’re just tinkering. If I think about the question of scale and scope, the reach is not a large percentage of people*

*Are Tasmanians food secure, and having reading access to fruit and vegetables? No*
Participants consistently reflected the importance of evidence-based research in building a picture of food insecurity in Tasmania, particularly research undertaken by the University of Tasmania including the 2014 Healthy Food Access Basket Final report (Murray et al, 2014) which surveyed the cost, availability and affordability of food. Also worth noting is the increased capacity of other organisations external to University of Tasmania where research capacity has increased amongst personnel in various research methods such as social network analysis, qualitative research methods. Quotes illustrating the importance of an evidence-based approach to building a picture of food security include;

**Applied research has made a really big difference. The University of Tasmania has been our research arm, and have been able to gather fantastic information for us so that we’ve been able to say with absolute confidence what food access actually looks like in Tasmania and what we know the significant barriers to be. And to be able to demonstrate that with really hard numbers all across Tasmania, and in lots of cases right down to the local government level has been really important. It shows that the issue is fairly significant in most of Tasmania. That’s helped us to reset the story, the narrative around the issue. And certainly we know that a lot of people, who I’ve heard lots of people parrot things that have come from the research, which is extremely gratifying.**

And,

**really important to build that evidence into the work that we’re doing, so we can actually make a difference in terms of policy, going forward**

**key success factor would be the HFAB data that created the talking about around the issues of ‘what are we talking about here’. What are we trying to improve here? So the data that UTas obviously was instrumental in pulling together was really the key to getting the conversation started**

It was also acknowledged that a nation-wide approach to monitoring the cost, availability and affordability food was important to be able to compare across state jurisdictions.

**we need some harmonisation of the way that data is collected across the country on these issues so that we can actually really genuinely compare between areas of need. We need some sort of group of people who are clever and smart and understand about monitoring and surveillance who can help to harmonize the way data is collected across the country.**
The role of the University of Tasmania in regional food security was reflected upon. Whilst it was acknowledged that UTas was an important partner in regard to adding rigor to the evidenced-based approach undertaking, UTas also has the opportunity to be more broadly engaged with food security. Across the organisational structure of UTas there is broad engagement in food security research (i.e. health, business and education) and so rather than UTas being engaged as a research contractor only, UTas could also take on the larger role

...part of the issue with the HFAT project is the extent to which the university was just seen as a contractor to provide services rather than being fundamentally a part of the momentum. So what I’m suggesting there that within the UTAs at the moment a growing interest in this field, but I don’t think HFAT was seen as part of the momentum building, and it probably should have been.

And,

the broader field for food security as it relates to the SDoH is still a very broad church, and none of us are quite clear on its boundaries.

there’s potential still for the project to play a key part in the discussion, in the discourse within the university about how to frame this area, but also how to organise it

A consistent sub-theme amongst participants was that the findings of research undertaken to support the HFAT project should continue to be disseminated by showcasing HFAT successes at workshops and forum, communicating findings to key influencers of policy and continue to publish.

to build a profile, showcase some of the things that have been done and have been achieved, you know, bring people together, telling the stories of success whether that be in the form of fact sheets, media, using social media, using the website. There are case studies on the HF website but you have to go looking for them

one of the biggest legacies is the data and I’d like to see this maintained. It would be good to still have a focus on the disparities that we’ve got, the inequities in food access across the state and see whether it’s changing, and it’s something I think is really important
3.8 Education and training

Participants were asked what opportunities for education and qualifications were increased as a result of the activities of the HFAT project. Under the theme of education and training a number of sub-themes emerged. These sub-themes included:

- Informal Education providing skills and confidence building, building capacity, volunteerism
- Formal Education opportunities at the level of vocational education training, associate degree, degree and post-graduate.
- Continuing to build a food security workforce and a network of food security specialist

Throughout the duration of the HFAT project informal education opportunities were provided to volunteers and community workers in the form of building skills in food social enterprises, business coaching and food systems literacy which supported confidence-building, capacity building and self-reliance within communities. This was an extremely important step in a cultural shift within the community from a reliance on emergency food relief to self-reliance and the skills to develop a food social enterprise. The benefits of these informal education opportunities are described in the following quotes.

workshop targeted at the community level, for people in communities, community houses particularly or small enterprises, so that they could think about how they could establish social enterprises. So that was very hands on training to get people thinking about how they would do that.

by getting Eat Well to support the Houses around how they might develop a business model around the food co-ops, what that might mean, has taken us a long way.

whilst it’s not a qualification, there’s the social enterprise coaching and the start-up guide stuff around it, the Eat Well Tasmania AAP project

people are becoming more aware of the problem, and I think it has led to a buzz of energy in that space, and I think that if somehow we can sustain at least some of that, then it’s left Tasmania in a really strong position to potentially think about offering some sort of further training in
And,

build some of our research skills in that area. But also I think it’s really, maybe not so much training and qualifications, but certainly a bit more experience and understanding, particularly in the area of social enterprise, food based social enterprise models, the fact that one of the projects particularly focused on that, so with the Eat Well Tasmania one, that provided a lot of learning for us, so that’s been really wonderful. But also just at a local level with a much greater increase in activity that was happening as a result of this project, we had a chance to be on local action groups and steering committees.

Participants stated that formal education opportunities were important to maintain the momentum and to supported the development of a skilled food security workforce for the future. This could occur at a number of levels and including:

- Vocational Education Training (VET) in programs such as horticulture, food social enterprise coaching and food business development.
- Undergraduate training at UTas at the level of associate degree and degree in programs such as permaculture, horticulture, food security, local government, land-use planning and the built environment.
- Post-graduate training at UTas at the level of a course work or research graduate degree in aspects of food security, food system literacy which included all faculties.

These ideas and concepts are represented in the quotes below;

Introduction of the TAFE Horticulture Certificate into the HFAT project, which is fantastic. So this is what I would know has happened as a result of a project. Whilst it’s not a qualification, there’s the social enterprise coaching and the start-up guide stuff around it, the Eat Well Tasmania project.

you can think of training at all different levels, can’t you, you can think of it almost as a sort of basic introductory certificate at a TAFE type level, and you can think of it as a sort of Master type qualification in the more academic aspects of it. I think it’s going to have to draw on, economics, agriculture, social inclusion community development type work, and then the basic nutrition stuff of what food do people actually really need to survive.
And at the tertiary level

Last year we had a brief conversation with the Australian Local Government Association, they also run a whole lot of work for capacity building stuff, they’re also interested in the issue of this sort of graduate level training as well, or graduate level trainers. So I think that there’s an opportunity for there to be some synergy between what they would like to see happen and what might be useful for the University as well.

There’s undoubtedly the need for a university level education skill building for the workforce in this space. It’s been talked about for a very long time in other states of Australia and it’s never happened. So we’re really excited that the University of Tasmania is contemplating that, because there is nothing available in Australia that we’re aware of that would help to see the kind of work that we think should be explored by the workforce in places and spaces and in local government that that’s not available that formal training, so it could fill a significant gap.

There is actually [breadth] unit being developed on food security, and sustainability. And so there are opportunities there because of the level of interest in the university. But are there opportunities for more specific courses or degrees, diplomas, certificates or other awards, I’m much less clear.

To continue to build on the momentum created by the HFAT project participants described the importance of building a food security workforce including a network of food security specialist through formal and informal training opportunities. More broadly participants described aspects of what is termed ‘food systems literacy’ which is increasingly being recognised as important to underpin informed food choices and health outcomes. Knowing how food is produced, and the seasonality of food may all be important to underpin healthy and sustainable food choices (Story et al, 2007) at the individual level, and important to inform food system policy making at the population level. Food Systems decisions are critically important to enable the provision of a sustainable and healthy food supply.

long term we want a highly educated workforce with a good capacity and understanding of how this kind of work can be done

From a local government perspective there’s been an interest in planning and investing in the built environment and food security well....
3.9 Cultural change

Cultural and practice is closely aligned with effective leadership. The participant responses showed that HFAT has facilitated cultural change within the leadership of organisations that received program funding. Strong and connected leadership within the HFAT governance structure was critical in sharing the vision, the purpose and the expected benefits of the HFAT program to stakeholder groups and funding recipients. On a broader level linking networks and creating awareness around food policy could be regarded as strategies for change.

Individual project managers stated that they had gained a greater understanding and awareness of the local food systems and the networks that exist. In addition, they felt that had been successful in imparting that awareness and knowledge with project staff and volunteers. This was seen by some participants as a primary driver in creating a cultural shift within some organisations in responding to the complexities of food security at a local level. This observation is in line with the literature on cultural change which states that change will only occur when the local context is understood and when information and knowledge is shared openly.

Key sub themes that emerged around the theme of cultural change included:

- More depth and maturity in thinking and conversation
- Changing of people's minds and opinions on food security
- Awareness and understand of complexities around food security
- More mindful of perceived conflict with existing food systems (i.e. not cannibalising what exists)
- Bringing closer together the community movement and policy-makers

As indicated, HFAT management was seen to play a key role in creating a conducive environment for change. As evidenced in the statement below much of this community mobilisation was instigated through conversations held both directly with project staff and public forums.

I think also the people who have been involved in progressing it, and Leah is a standout, there’s no doubt about that, who really understand that business around mobilising community involvement, and I was really impressed at that Devonport meeting that we came to about the breadth and depth of people in the room who were there, and the breadth and depth of understanding of the issue and the way it was being discussed, and to me it felt like there was still some naivety in the room, but there was a lot more depth and maturity in the thinking and the conversation that was going on there than at community forums that had discussion on the topics I’d been to in the past.
Similarly;

We do know that there is a really strong community interest in recognising that food access is just as the skills and knowledge sort of thing, and we do need to marry the two together a little bit more I think, I think there’s still some work in that space that needs to be done. And I think that’s been something that’s probably the biggest legacy for me, and I think that’s really, really good.

It should be noted that cultural and practice change in practice is not just a result of knowledge, values and attitudes of individuals but as a result of a host of social influences such as the broader values of the funded organisation and that of the community within which the project is delivered (McLeroy et al 2003). The following statement from a manager of a participating NGO is a good example as to HFAT provided the climate for reflection around the work and values of the organisation. In particular, HFAT provided the confidence for the organisation to move away from an operational model that centred on emergency food relief to one that embraced capacity building and sustainability not just for the organisation but for the communities the organisation served.

The Healthy Food Access Tasmania Program, along with a lot of the other Social Determinants of Health stuff happening, it enabled us to move from emergency relief, food relief, to how do you create community access to food when the community’s contributing and buying? So from a developmental point of view, being able to start moving away from emergency relief to other models has been really good for our network to see and understand, because there was that real danger, with the Second Bite model of just becoming distribution centres for food in a way that wasn’t changing anything, it was just emergency relief, but just with healthy food emergency relief.

One of the more notable changes reported was that of a shift away from viewing other organisations providing similar services or products through a competitive lens towards one of mutual regard or in some cases viewing them as partners or potential collaborators. Some participants eluded to a shift in the thinking about risks, citing that there had been a significant change in the way that organisations viewed risk. These points are highlighted in the following statements;

A change in the way organisations viewed each other;

So that sort of helping to do partnerships that don’t damage relationships was an important part of this project. But it didn’t always work, there were some clashes. But that was an important part of it. So it did shift some of that, you know, now there’s being careful about what the impacts might be on local food shops.
And;

**it’s not sustainable unless we work together on it, because the money runs out....**

A change in their attitude towards innovative approaches and risk;

**it’s not that the same thing’s been done for the last eight years, there’s actually new things, it’s grown and developed and built, and I think that’s been a really important part of the HFAT, that they actually did ask projects to actually try things, take a few risks.**

**the capacity within the Houses to manage healthy eating and the healthy food programs has increased.**

Bringing closer together the community movement and policy-makers

**It’s the intersection between an increasingly savvy, mobilised community movement, and the reluctance of leaders to engage and take a leadership role. And I think what HFAT has done is shown that both parties are probably closer than they thought they were, and also how they might start to connect in different ways.**
4. DISCUSSION

Through the process of thematic analysis, nine key themes were identified. Each of these have potential implications for future work, research and policy directions for regional food security in Tasmania (figure 1). It is important to note that the contribution and influence of each theme was not singular but rather part of an interconnected process in which the different themes intersected to create outcomes. This section explores the challenges and opportunities within each theme and the implications for future directs.

![Diagram of key themes]

Figure 1 Key themes emerging from thematic analysis
1. Partnerships and networks

Strong partnerships, networks and collaborations indicated that this was an area where HFAT achieved outstanding success. The data suggests that the HFAT program provided an opportunity to both build on existing partnerships and support the creation of new partnerships and collaborations. Engaging a wide range of stakeholders, who bring unique perspectives and experiences, through both formal and informal partnerships not only helped raise the consciousness about food security but also helped conceptualise local food issues and generate ideas and solutions. Not surprisingly the greatest impacts through the creation of partnerships and networks were seen to be at the local or community level. This was particularly evident within the local government and neighbourhood houses sectors. Local project teams were able to leverage off existing networks to create broader collaborations. This broadening of collaborations at the local level may further assist in creating financial and political support into the future.

Whilst it can be argued that the local government sector is uniquely positioned to take action on improving food security at a local level through their work in land use planning and infrastructure development, engagement at a broader policy and decision making level such as State government and industry support sectors would be beneficial. The data suggested that some participants sensed a lost opportunity through not establishing broader networks particularly with strategic stakeholders such as the Tasmanian Chamber of Commerce, Tasmanian Farmers and Graziers Association and the University of Tasmania. These institutions could provide support and promote innovations emerging at the grassroots level and help expand or scale up projects that demand changes in public policy and practice.

It was suggested that perhaps the partnerships and collaboration were formed primarily around what were perceived to be “safe” or “responsive” agencies whilst some of what were perceived to be strategically or politically harder partnerships did not realise their full potential. The importance of investment in establishing partnerships with a range of sectors within the food and associated systems such as water, transport, housing, land use and energy through the establishment of structures such as food policy coalitions is a key to building the momentum created by the projects.

SUMMARY

Strong partnerships, networks and collaborations indicated that this was an area where HFAT achieved outstanding success. This was particularly evident within the local government and neighbourhood houses sectors.

The authors recommend the establishment of a Food and Nutrition Policy Coalition is key to continuing to build the momentum created by the HFAT project. The membership of which should include senior decision and policy makers from strategic stakeholder organisations from a variety of “sectors of interest” and not simply those perceived to be “safe” or “responsive” agencies. A key role for the Food and Nutrition Policy Coalition would be to engage key policy makers and provide advocacy to ensure food security is a priority at the inter-governmental policy level.
2. Leadership

Best practice program leadership is one that has a focus on developing and maintaining key relationships with third parties, such as resource agencies, utilities, and local and state governments. It is therefore not surprising that strong project and organisational leadership were consistently cited by participants as a key contributing factor in helping HFAT achieve its aims and objectives.

It was acknowledged that during the early stages of the program there were conversations and activities happening at a number of levels, there was a sense that the leadership was able to connect the conversations and bring the different program levels closer together.

Responses from senior management from stakeholder organisations suggested that acknowledgement should also be given to project leaders for what was considered to be insightful leadership. Insightful leadership at a project level is pivotal to the success of the HFAT program. Project leadership was seen to have created the necessary social, economic and intellectual leadership for the projects to flourish. The social leadership relates to how communities were engaged directly or indirectly in the project, through the creation of opportunities for community to engage in the projects. Economic leadership relates to how the project resources were procured and managed including volunteer resources. Intellectual leadership relates the project manager’s role in driving and advocating for the project within the multiple communities of interest (Feenstra, 2002).

SUMMARY

Strong project and organisational leadership were consistently cited as a key contributing factor in helping HFAT achieve its aims and objectives. Insightful leadership at a project level was pivotal to the success of the HFAT program. Project leadership was seen to have created the necessary social, economic and intellectual leadership for the projects to flourish.

The authors recommend that at the level of program leader, best-practice leadership, focussing on developing and maintaining key relationships with organisations such as resource agencies, utilities, and local and state governments, be a core attribute of future program managers taking on a similar role. It is further recommended that program leadership be supported by strong local and regionally connected leadership networks with particular expertise in community leadership, social entrepreneurship and local food system planning.
3. Funding

The importance of having access to sufficient funds to address the program goals of the program cannot be underestimated. Participants were unanimous in their view that seed funding from the HFAT program was critical to undertake the required project work. Further, the level of funding was not only perceived as being more than adequate to address the program goals but also provided an opportunity to try some innovated approaches to ensuring program outcomes were achieved. Funding was seen as of particular value in helping to support volunteer involvement and ensure appropriate practices and procedures were in place to administer and support the respective project volunteer programs. This in turn helps to increase the level of volunteer retention.

The impact that well-funded initiatives have in drawing the interest of community organisations that are more often than not forced to work with extremely tight budgets was seen as a critical success factor as was the perceived seamless manner in which the funds were made available to the local food programs/projects. Securing further and ongoing funding was considered extremely important through government or other sectors such as the philanthropic sector, in the longer term, to establish a Food and Nutrition Policy Coalition.

SUMMARY

Participants were unanimous in their view that seed funding from the HFAT program was critical to undertake the required project work. Further, the level of funding was not only perceived as being more than adequate to address the program goals but also provided an opportunity to try some innovated approaches to ensuring program outcomes were achieved. Funding was seen as of particular value in helping to support volunteer involvement and ensure appropriate practices and procedures were in place to administer and support the respective project volunteer programs.

The authors recommend that securing initial and ongoing funding through government or other sectors such as the philanthropic sector is essential to establish and support the work of the Food and Nutrition Policy Coalition and continue to build on the momentum created through the HFAT project. It is further recommended that support be provided at the local level to help build sustainability through supporting and encouraging the development of community food social enterprises.
4. Capacity building

All participants were in agreement that capacity building or development was a key outcome of the projects. This element is of particular relevance to projects that engaged volunteer support. Secondary data obtained through the evaluation suggest that project staff and volunteers were exposed to a number of capacity building opportunities including involvement in community gardens, food skills workshops, cooking skills, planting and harvesting skills, school projects, food retailing and project management. The projects also provided an opportunity for staff and volunteers to develop softer skills such as public speaking, network building and IT.

The evaluation data indicated that capacity building occurred at three levels; the individual, the host organisation and the community level. Whilst there was agreement that the projects contributed to building capacity at the different levels it is difficult to assess the extent to which this outcome was achieved as the evaluation did not include a pre and post measure within its scope. In order to assess the potential for sustainability of capacities built in the community, as a result of the project activities, a measure of the degree to which the new capacities are applied in future food security activities would provide a more accurate reflection.

SUMMARY

The evaluation acknowledges the extensive opportunities created through community food initiatives to build capacity at an individual, organisational and community level and is conscious that there was some monitoring, evaluating and reporting of capacity building activities and outcomes at the respective levels but not as extensively as would like. This was mainly due to time constraints of many community food initiatives and the level of skill required to perform monitoring and evaluation.

The authors therefore recommend that measuring capacities be undertaking through a pre and post evaluation in order to record any transformation in abilities and to determine their sustainability in future food security activities so that outcomes are accurately reflected upon. The authors are conscious this activity would take additional financial and funding resources to achieve this recommendation in the future.
5. Translating research into policy and practice

This evaluation provides evidence that there has been a policy and practice shift at the level of local government. This finding was not altogether surprising as the HFAT initiative built on an extensive practice and research evidence base around local food security.

To enhance the uptake of evidence-based interventions, several steps are needed to: build the science by moving upstream, increase the understanding of practice-based evidence, move beyond the "what" to the "how," re-frame the dissemination challenges, place greater emphasis on workforce development, and make research more accessible for policy audiences (Brownson & Jones, 2009). The most effective strategies to bridge the gap between research and practice, will have at their heart, effective academic-practice-policy maker partnerships.

Collaborations as evidenced through the establishment of partnerships with local stakeholders, who have significant expertise and understand the needs and priorities of their community, are seen as one of the prime influencing factors contributing to a policy and practice shift at the local level. Conversations between partners within specific HFAT projects, helped inform specific policy strategies around issues of land use, housing, transportation, social inclusion and economic development. In addition to partnerships between stakeholders, the importance of financial and political support, enhanced by local media coverage and links with UTas evaluations may also be seen as contributors to policy and practice change.

SUMMARY

This evaluation provides evidence that there has been a policy and practice shift at the level of local government. Collaborations as evidenced through the establishment of partnerships with local stakeholders, who have significant expertise and understand the needs and priorities of their community, are seen as one of the prime influencing factors contributing to a policy and practice shift at the local level. Conversations between partners within specific HFAT projects, helped inform specific policy strategies around issues of land use, housing, transportation, social inclusion and economic development. In addition to partnerships between stakeholders, the importance of financial and political support, enhanced by local media coverage and links with UTas evaluations may also be seen as contributors to policy and practice change.

The authors **recommend that to achieve a broader shift in policy, an advocacy strategy be developed targeting key third party organisations and media to influence policy advisors**. This recommendation aligns itself with recommendation one, being a key objective of the proposed Food and Nutrition Policy Coalition.
6. Information and Communication

Providing HFAT project proponents with appropriate information resulted in a greater positive gain in terms of communities' ultimate capacity to respond to local food security issues. The participants noted the value of the HFAT web portal as a key resource for information sharing and in particular promoting local information networks. The web portal played a key function in ensuring that the right information was channelled through to the right people at the right time in a format that was easily accessible and understood by the target group.

The participants made note of the importance of the web portal in terms of raising awareness about the importance of the determinants of food security and in particular the social, economic, environmental and cultural benefits. Whilst the findings suggest that project managers made extensive use of the information within their local environment and networks it is unclear as to the breadth and depth of information exchange at a project to project level and project to stakeholder level. This issue was the subject of a separate network analysis study which was conducted in parallel to the evaluation.

There is evidence to suggest that information exchange occurred outside the realm of the web portal on an informal basis however the development and implementation of a communication strategy based on community development principles may have helped HFAT achieve the priority objectives of the HFAT program.

**SUMMARY**

The web portal played a key function in ensuring that the right information was channelled through to the right people at the right time in a format that was easily accessible and understood by the target group.

The authors recommend that in the interim, or until such time as on-going funding can be secured, the web portal continues to be funded and updated and a communication strategy based on community development principles be adopted. The communication strategy should facilitate engagement at a project to project level and at the level of key stakeholder to project level. Furthermore, the authors recommend the establishment of a network of local or regional food programs and stakeholders to continue to disseminate and share ideas and information.
7. Evidence-base practice / Research

The HFAT project has applied an evidence-based approach by using a Healthy Eating Resilience Framework (Hume et al, n.d.) to increase access to fruit and vegetables in communities across Tasmania through activities such as partnerships, program investments and policy change. Responses from participants, as to whether the overall aim of increased access to fresh fruit and vegetables was achieved at the level of partnership, program investment and policy changed, varied. Participants agreed that the aim, in its entirety, was going to be a ‘stretch’ given the short time frame of the HFAT project as these types of cultural changes take many years. A number of participants stated that it was going to be increasingly more important to ensure that pre and post monitoring and surveillance of fruit and vegetable access at the state level was undertaken in the future. For this to be possible additional ongoing funding would be required.

Participants consistently reflected the importance of evidence-based research in building a picture of food insecurity in Tasmania, particularly research undertaken by the University of Tasmania including the 2014 Healthy Food Access Basket Final report (Murray et al, 2014) The role of the University of Tasmania in regional food security was reflected upon. Whilst it was acknowledged that UTas was an important partner in regard to adding rigor to the evidenced-based approach undertaking, UTas also has the opportunity to be more broadly engaged with food security.

A consistent sub-theme amongst participants was that the findings of research undertaken to support the HFAT project should continue to be disseminated by showcasing HFAT successes at workshops and forum, communicating findings to key influencers of policy and continue to publish.

SUMMARY

The HFAT project has applied an evidence-based approach by using a Healthy Eating Resilience Framework to increase access to fruit and vegetables in communities across Tasmania through activities such as partnerships, program investments and policy change. Participants consistently reflected the importance of evidence-based research in building a picture of food insecurity in Tasmania. Findings of research undertaken to support the HFAT project should also continue to be disseminated by showcasing HFAT successes at workshops and forum, communicating findings to key influencers of policy and continue to publish.

The authors stress the importance of adopting evidence-based practices at all levels of operation. The authors therefore **recommend the continued support for building the capacity of community-based projects staff and volunteers in simple evaluation methods; project management and knowledge partnering.** The authors further **recommend that efforts be put towards extending the roles of research based institutes such as the University of Tasmania beyond research, but also as a community partner that supports innovation and entrepreneurship at the community level.**
8. **Education and training**

Throughout the duration of the HFAT project informal education opportunities were provided to volunteers and community workers in the form of building skills in food social enterprises, business coaching and food systems literacy which supported confidence-building, capacity building and self-reliance within communities. This was an extremely important step in a cultural shift within the community from a reliance on emergency food relief to self-reliance and the skills to develop a food social enterprise.

Participants stated that formal education opportunities were important to maintain the momentum and to supported the development of a skilled food security workforce for the future. This could occur at a number of levels and including:

- **Vocational Education Training (VET)** in programs such as horticulture, food social enterprise coaching and food business development.
- **Undergraduate training** at UTas at the level of associate degree and degree in programs such as permaculture, horticulture, food security, local government, land-use planning and the built environment.
- **Post-graduate training** at UTas at the level of a course work or research graduate degree in aspects of food security, food system literacy which included all faculties.

To continue to build on the momentum created by the HFAT project participants described the importance of building a food security workforce including a network of food security specialist through formal and informal training opportunities. More broadly participants described aspects of what is termed ‘food systems literacy’ which is increasingly being recognised as important to underpin informed food choices and health outcomes.

**SUMMARY**

Education and training could occur at a number of levels and include:

- informal Education providing skill building in food social enterprise, business coaching and food system literacy supporting self-reliance and confidence building within the community.
- **Vocational Education Training (VET)** in programs such as horticulture, food social enterprise coaching and food business development.
- **Undergraduate training** at UTas at the level of associate degree and degree in programs such as permaculture, horticulture, food security, local government, land-use planning and the built environment.
- **Post-graduate training** at UTas at the level of a course work or research graduate degree in aspects of food security, food system literacy which included all faculties.

The authors recommend that informal and formal education and training opportunities be further explored to build on the momentum that has been created through the HFAT project. Part of this exploration is to identify opportunities to enhance skills and knowledge of the community through the development of short and longer term courses and the creation of educational pathways to formal education institutions such as TasTAFE and UTas. Also part of this exploration is to develop a formal rewards and recognition framework for communities.
9. Cultural shift

The participant responses showed that HFAT facilitated cultural change within the leadership of organisations that received program funding. Individual project managers stated that they had gained a greater understanding and awareness of the local food systems and the networks that exist. In addition, they felt that they had been successful in imparting awareness and knowledge with project staff and volunteers. This was seen by some participants as a primary driver in creating a cultural shift within some organisations in responding to the complexities of food security at a local level. There was clearly a shift away from reliance on emergency food relief towards self-reliance and social entrepreneurship in the form of food social enterprises.

One of the more notable changes reported was that of a shift away from viewing other organisations providing similar services or products through a competitive lens towards one of mutual regard or in some cases viewing them as partners or potential collaborators. Some participants alluded to a shift in the thinking about risks, citing that there had been a significant change in the way that organisations viewed risk.

This was an extremely important step in a cultural shift within the community from a reliance on emergency food relief to self-reliance and the skills to develop a food social enterprise.

**SUMMARY**

Participants identified a clear cultural shift away from reliance on emergency food relief towards self-reliance and social entrepreneurship in the form of food social enterprises.

The authors recommend that key-stakeholders continue to support community based food initiatives that help communities transition from dependence on emergency food relief to self-reliance and empowerment such as food social enterprises and the creation of integrated local food systems.
5. REFERENCES


6. **APPENDIX**

6.1 **Ethics approval**

This project received ethics email approval from the Tasmania Social Sciences Human Research Ethics Committee (Ethics Ref: H0015618) on the 17th March, 2016 and received the formal letter on 18th April 2016.

18 April 2016

Ms Sandra Murray

School of Health Sciences University of Tasmania

Dear Ms Murray

**Re: MINIMAL RISK ETHICS APPLICATION APPROVAL**

**Ethics Ref: H0015618 - Tasmanian Healthy Eating Resilience Evaluation Project**

We are pleased to advise that acting on a mandate from the Tasmania Social Sciences HREC, the Chair of the committee considered and approved the above project on 17 March 2016.

This approval constitutes ethical clearance by the Tasmania Social Sciences Human Research Ethics Committee. The decision and authority to commence the associated research may be dependent on factors beyond the remit of the ethics review process. For example, your research may need ethics clearance from other organisations or review by your research governance coordinator or Head of Department. It is your responsibility to find out if the approval of other bodies or authorities is required. It is recommended that the proposed research should not commence until you have satisfied these requirements.

Please note that this approval is for four years and is conditional upon receipt of an annual Progress Report. Ethics approval for this project will lapse if a Progress Report is not submitted.

The following conditions apply to this approval. Failure to abide by these conditions may result in suspension or discontinuation of approval.

1. It is the responsibility of the Chief Investigator to ensure that all investigators are aware of the terms of approval, to ensure the project is conducted as approved by the Ethics Committee, and to notify the Committee if any investigators are added to, or cease involvement with, the project.

2. **Complaints:** If any complaints are received or ethical issues arise during the course of the project, investigators should advise the Executive Officer of the Ethics Committee on 03 6226 7479 or **human.ethics@utas.edu.au**.
3. **Incidents or adverse effects**: Investigators should notify the Ethics Committee immediately of any serious or unexpected adverse effects on participants or unforeseen events affecting the ethical acceptability of the project.

4. **Amendments to Project**: Modifications to the project must not proceed until approval is obtained from the Ethics Committee. Please submit an Amendment Form (available on our website) to notify the Ethics Committee of the proposed modifications.

5. **Annual Report**: Continued approval for this project is dependent on the submission of a Progress Report by the anniversary date of your approval. You will be sent a courtesy reminder closer to this date. **Failure to submit a Progress Report will mean that ethics approval for this project will lapse.**

6. **Final Report**: A Final Report and a copy of any published material arising from the project, either in full or abstract, must be provided at the end of the project.

Yours sincerely

[Signature]

Katherine Shaw
Executive Officer

Tasmania Social Sciences HREC
6.2 Interview questions

Tasmanian Healthy Eating Systems Resilience Project
Impact evaluation - Interview questions

Below is a schedule of questions for semi-structured interviews to be conducted with a variety of Stakeholder Groups who have been involved with the Healthy Food Access Tasmania (HFAT) project. A set of 7 questions have been developed for the Tasmanian Healthy Eating Systems Resilience Evaluation Project: Impact evaluation.

The aim of the HFAT project has been to increase access to fruit and vegetables in communities across Tasmania through activities such as partnerships, program investments and policy change. As a key stakeholder we would appreciate you giving us your frank insights into what if any impact you think the project might have had.

1. To what extent do you think that the HFAT project has reached its aim?

2. What are the factors (this might be people, projects, policies or partnerships for example) that you think made the biggest difference? Think of them as the critical success factors, the things you need to have if you are implementing a successful project into the future?

3. What changes have occurred in your organisation, partnerships or community because of the Healthy Food Access Tasmania project (i.e. skills, knowledge or confidence? (Please consider for whom it has changed and how it has changed)
   - Individuals
   - Your staff and volunteers
   - Your organisation and or other organisations

4. What opportunities for training and qualifications do you think have been increased as a result of the activities of the HFAT project?

5. What strategies could be implemented to continue the work that of HFAT in the future? (i.e. more funding or other support)

6. What would you have liked HFAT to have done differently?

7. What do you think will be the biggest legacy, unexpected outcomes or ongoing impact of HFAT? (relate this back to your own organisation if unable to relate it to a state-wide perspective?)
6.3 Amendment to Ethics approval

From: Katherine Shaw  
Sent: Wednesday, 25 May 2016 2:00 PM  
To: Sandra Murray <sandra.murray@utas.edu.au>  
Cc: Leah.galvin@heartfoundation.org.au; Stuart Auckland <stuart.auckland@utas.edu.au>  
Subject: Ethics Amendment Approved: H0015618 Tasmanian Healthy Eating Systems Resilience Evaluation Project

Dear Ms Murray

Ethics Ref: H0015618  
Title: Tasmanian Healthy Eating Systems Resilience Evaluation Project

This email is to confirm that the following amendment was approved by the Chair of the Tasmania Social Sciences Human Research Ethics Committee on 25/5/2016:

- Inclusion of semi-structured interviews with key stakeholders to complete an Impact Evaluation.
- Att 5 – Interview letter of introduction.
- Att 6 – Interview information sheet.
- Att 7 – Interview consent form.
- Att 8 – Interview question.

All committees operating under the Human Research Ethics Committee (Tasmania) Network are registered and required to comply with the National Statement on Ethical Conduct in Human Research (NHMRC 2007, updated May 2015).

This email constitutes official approval. If your circumstances require a formal letter of amendment approval, please let us know.

Should you have any queries please do not hesitate to contact me.

Kind regards
Katherine

Katherine Shaw  
Executive Officer, Social Sciences HREC  
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www.utas.edu.au/research

UNIVERSITY of TASMANIA  
CRICOS 00586B
6.4 Letter to Interview Participants

Tasmanian Healthy Eating Systems Resilience Evaluation Project

Dear Stakeholder

We are writing to you in your capacity as a key stakeholder in the Healthy Food Access Tasmania (HFAT) project and as a person who may assist with an impact evaluation on how effective, in terms of healthy eating resilience, the project has been during its implementation over the past three years.

This evaluation aims to assess how affective the HFAT project has been in understanding the **local determinants of healthy eating** and supported the building of local solutions which increase access to fruit and vegetables (preferably local grown) within communities across Tasmania.

Your experience, knowledge and perceptions of the HFAT project will be important to inform the recommendations result from the evaluation. The information generated we hope will inform future decisions on how to expand, modify and improve the effectiveness of policies and programs on food access. To this end we would like to invite you to participate in a semi-structured interview to be held at a mutually convenient time and location.

Please find attached a copy of the detailed information sheet that provides a broader context for the study. My colleague Stuart Auckland or I will be contacting you shortly to seek your interest in participating in an interview and to canvass your availability for a mutually convenient interview time and location.

In the meantime if you would like to discuss any aspect of this study, please feel free to contact myself Sandra Murray via email on Sandra.Murray@utas.edu.au or my research colleague Stuart Auckland on stuart.auckland@utas.edu.au We would be happy to discuss any aspect of the project with you.

Kind regards,

Sandra Murray

Stuart Auckland
6.5 Information Sheet

PARTICIPANT INFORMATION SHEET

Tasmanian Healthy Eating Systems Resilience – Impact Evaluation

You are invited to participate in a study which aims to evaluate the impact of the Health Food Access Tasmania (HFAT) project on healthy eating resilience in Tasmania. You will be asked questions relating to your experience, knowledge, perceptions and assumptions of the HFAT project which concludes on 30th June 2016.

This evaluation study has been funded by Heart Foundation (Tasmanian Division) and is being conducted by Ms Sandra Murray and Mr Stuart Auckland from the School of Health Science, University of Tasmania (UTas).

1. ‘What is the purpose of this study?’
The Tasmanian Healthy Eating Systems Resilience – Impact Evaluation is a key component of the HFAT project. This evaluation aims to assess how affective the HFAT project has been in understanding the local determinants of healthy eating and supported the building of local solutions which increase access to fruit and vegetables (preferably local grown) within communities across Tasmania. The information generated by this impact evaluation will inform future decisions on how to expand, modify and improve the effectiveness of policies and programs on food access.

2. ‘Why have I been invited to participate in this study?’
You are invited to participate in this study because you have been identified as a key informant to the project aims and objectives.

4. ‘What does this study involve?’
Your involvement is as an interview participant who will take part in a 40-minute recorded interview. The interviews will be semi-structured and recorded using a Sony MP3 IC Recorder and transcribed. Where possible the interviews will be conducted face to face at a mutually convenient time and place. If a face to face interview is not possible then a telephone interview is an option.

It is important that you understand that your involvement is this study is voluntary. While we would be pleased to have you participate, we respect your right to decline. There will be no consequences to you if you decide not to participate. If you decide to discontinue participation at any time, you may do so without providing an explanation. All information will be treated in a confidential manner, and your name will not be used in any publication arising out of the research. All of the research will be kept in a locked cabinet in the office of Sandra Murray/Stuart Auckland, School of Health Science, University of Tasmania, Launceston, Tasmania.
5. Are there any possible benefits from participation in this study?
We anticipate that the findings of this study will have important implications for future decisions on how to expand, modify and improve the effectiveness of policies and programs on food access in Tasmania.

6. Are there any possible risks from participation in this study?
There are no specific risks anticipated with participation in this study.

7. What if I have questions about this research?
If you would like to discuss any aspect of this study, please feel free to contact any of the investigators below:

Primary Contacts
Ms Sandra Murray on ph (03) 6324 5493 OR email sandra.murray@utas.edu.au
Mr Stuart Auckland on ph (03) 6324 4035 OR email stuart.auckland@utas.edu.au

Once we have analysed the information we will be emailing you a summary of our findings. You are welcome to contact us at that time to discuss any issue relating to the research study.

This study has been approved by the Tasmanian Social Science Human Research Ethics Committee. If you have concerns or complaints about the conduct of this study should contact the Executive Officer of the HREC (Tasmania) Network on (03) 6226 7479 or email human.ethics@utas.edu.au. The Executive Officer is the person nominated to receive complaints from research participants. You will need to quote [HREC project number: H0015618].

Thank you for taking the time to consider this study.
If you wish to take part in it, please sign the attached consent form.
This information sheet is for you to keep.
6.6 Consent Form

CONSENT FORM
Tasmanian Healthy Eating Systems Resilience Project – Impact Evaluation

1. I have read and understood the 'Information Sheet' for this project.
2. The nature and possible effects of the study have been explained to me.
3. I understand that my involvement in this study may be as a:
   - Participant who will take part in a 40 minute recorded interview. The interviews will be semi-structured and recorded using a Sony MP3 IC Recorder and transcribed. Where possible the interviews will be conducted face to face at a time and place convenient for the primary stakeholder. If a face to face interview is not possible then a telephone interview is an option.
   - Participants (key stakeholders) you will be asked questions relating to your experience, knowledge, perceptions and assumptions regarding the Healthy Food Access Tasmania (HFAT) project.
4. I understand that there are no specific risks with participation in this study:
   - participation in the study is entirely voluntary and there is no obligation to take part in the study
5. I understand that all research data will be securely stored on the University of Tasmania premises for five years, and will then be destroyed.
6. Any questions that I have asked have been answered to my satisfaction.
7. I agree that research data gathered from me for the study may be published provided that I cannot be identified as a participant.
8. I understand that the researchers will maintain my identity confidential and that any information I supply to the researcher(s) will be used only for the purposes of the research.
9. I agree to participate in this investigation and understand that I may withdraw at any time without any effect, and if I so wish, may request that any data I have supplied to date be withdrawn from the research.

Name of Participant:
Signature: Date:

Statement by Investigator

☐ I have explained the project & the implications of participation in it to this volunteer and I believe that the consent is informed and that he/she understands the implications of participation
If the Investigator has not had an opportunity to talk to participants prior to them participating, the following must be ticked.

☐ The participant has received the Information Sheet where my details have been provided so participants have the opportunity to contact me prior to consenting to participate in this project.

Name of Investigator

Signature of Investigator

Name of investigator _____________________________________________________________

Signature of investigator ____________________________ Date ______________
6.7 Key themes and sub-themes

The below table provides further information on the sub-themes that have emerged within each key theme. Further interpretation and discussion of these sub-themes will be provided in the final report.

Table 3 Details of key themes and sub-themes

<table>
<thead>
<tr>
<th>Key Themes</th>
<th>Detail sub-themes within each key theme</th>
</tr>
</thead>
</table>
| 1. Partnerships / working together and networking | • Established new partnerships and linking people together  
• Broadening the diversity and reach of partnerships (different levels and sectors i.e. Tourism Tasmania, TFGA and TCCI)  
• Enhance relationships between existing partnerships  
• Creating stronger links to government |
| 2. Leadership                                  | • Community / civic leadership  
• Steering committee  
• Leadership at project management level  
• Leadership skills (organisational)  
• Finding a home for food security (whether UTAS, government etc.)  
• Created space for bigger industries and leadership to emerge within food access  
• Establishing a Food and Nutrition Coalition |
| 3. Funding                                     | • Importance of funding  
• Adequately funded and investment  
• Securing further and ongoing funding (i.e. philanthropy)  
• Consider learnings from projects that are sustainable without funding  
• Build a case for ongoing investment  
• Showcased the value of ongoing investment |
| 4. Capacity building                           | • Community mobilisation, Grass roots action and building momentum  
• Involvement and management of volunteers within a capacity building context  
• Building on the strong framework established from previous work of the Tasmanian Food Security Council  
• Building the foundation of knowledge with organisations external to government.  
• Building capacity within all organisations including local food programs and enterprises at the local level and research capacity at the high level |
| 5. Policy and practice change                  | • Translating research into policy and practice.  
• A focus on policy change at local, state and federal levels and leveraging off existing policy frameworks  
• Tension between productivity, commodities, economic growth versus sustainable food systems, health and wellbeing. |
6. **Information and communication**
- Raising awareness through advocacy
- Information sharing
- Translating research into information that community can understand
- Increasing opportunity for interaction

7. **Research / evidenced based**
- Evidence of increased access to fresh fruit and veg
- Importance of research and building research capacity in research methods
- Perceptions of the universities role in food security
- Sharing findings, dissemination of research including publishing, presenting, communicating, forums, workshops, showcasing.

8. **Education and training**
- Informal Education providing skills and confidence building, building capacity, volunteerism
- Formal Education opportunities at the level of vocational education training, associate degree, degree and post-graduate.
- Continuing to build a food security workforce and a network of food security specialist

9. **Cultural change**
- More depth and maturity in thinking and conversation
- Changing of people's minds and opinions on food security
- Awareness and understand of complexities around food security
- More mindful of perceived conflict with existing food systems (i.e. not cannibalising what exists)
- Bringing closer together the community movement and policy-makers