

# Huon Valley Council

# Huon Valley Food Resilience Strategy

# BRIEF

July 2022

## 1. INTRODUCTION

During COVID-19 research undertaken by the University of Tasmania found that in Tasmania we have increasing rates of household food insecurity (25% in May/June 2020) particularly rural Tasmanians; a very strong preference from local consumers to eat Tasmanian grown fruit and vegetables; Tasmanians seeking to support locally owned businesses; increased focus on sustainability and reducing waste at home and elsewhere in the food system; and we are cooking more at home and growing our own food.

These changes combined with disruption to the food system (ie. Bare shelves and no home delivery from supermarkets) mean creating more resilient systems that support health, social and economic value in food systems are critical to support health and wellbeing in the Huon Valley. Regional food hubs have been used internationally to build resilient regional economies that support locals to eat well, create more local jobs and increase economic activity (when compared with a trade only agriculture focus). Through a separate project, Council is currently scoping out the potential for a Huon Valley Food Hub and defining what functions it could serve. This project is currently underway and will conclude in June 2023.

Our R&D in the current Huon Valley Food Hub project has inspired 'The Local Way' approach to engagement, this includes macro and micro economic analysis, one on one conversations, prototyping in the local food system, storytelling, workshops and co-design. For the Huon Valley Food Resilience Strategy we would like to factor in living data from local residents and food leaders to inform the strategic action plan and 'way' of being resilient. We are asking the question – 'what does it mean to 'be' and 'do' resilience from a governance and leadership perspective?' Truly reflecting the Huon Valley's 'local way'.

Under the Huon Valley Food Hub project, we have developed seven themes that form part of a framework to design the activation projects and prioritise them. Through these trial projects, we will gain rich data and insights that will further add value and inspire through the 'way of the prototype' concept. Analysis of this data will inform the resilience strategy with 'living data' and policy priorities relating to local food production and distribution in the Huon Valley.

While the food hub project is exploring specific localized issues and opportunities, the development of an overarching Food Resilience Strategy for the Huon Valley will strengthen coordination and collaborative partnerships across industry and community in the food systems and resilience space in the Huon Valley.

## **2. GOAL**

To develop a strategic document that will help guide the growth of a vibrant and connected food system that contributes to the health, social, economic and environmental outcomes of the Huon Valley. The Strategy will focus on areas considered to provide benefits across the local agriculture and fishing sectors, which in turn will have a multiplier on other secondary sectors and the community at large.

## **3. PROJECT OBJECTIVES**

The Huon Valley Food Resilience Strategy (with the guide of the Huon Valley Food Coalition) will endeavour to:

- Strengthen the livelihood of producers and other food related businesses through improved networks and collaborative planning;
- Create a multiplier effect in the local economy;
- Improve employment and training to meet industry needs;
- Increase access to healthy sustainable food in the community;
- Encourage local procurement through schools and aged care;
- Streamline logistics;
- Minimise reliance on importing food from other locations; and
- Support the aims of the Council's strategic plans including the Huon Valley Council Strategic Plan 2015-2025, Annual Plan 2018-19, Huon Valley Health and Wellbeing Strategy, the Huon Valley Economic Development Strategy 2015-2020 and the Huon Valley Workforce Planning Study 2020.

## **4. METHODOLOGY**

The development of the Huon Valley Food Resilience Strategy will involve four phases.

Phase one will consist of a mapping exercise aiming to identify issues, challenges, risks and opportunities across the Strategy. It will involve:

- Food system mapping to better understand local processes from paddock to plate for local producers, as well as existing programs and systems that may be being used that can be evaluated.

- Review priorities across local and state government research, policy and strategies (such as access to healthy food, livelihoods and employment, workforce and training, sustainability, branding and marketing, agritourism and hospitality).
- Consultation with key stakeholders including local producers, Huon Producers Network (HPN), community groups and organisations, industry organisations such as Fruit Growers Tasmania, Eat Well Tasmania, State Government agencies, University of Tasmania, Circular Economy Huon and Regenerative Agriculture Tasmania to name a few.
- Undertake a Political, Economic, Socio-Economic and Technological (P.E.S.T.) Analysis to identify the 'big picture' opportunities and threats relevant to the Strategy.

Key learnings from the work undertaken through the Huon Valley Food Hub project and its related activation projects will also be reviewed as part of this phase.

Phase two will involve extensive engagement with key stakeholders and the broader community to share review findings from the earlier mapping exercise, and co-design strategy priorities. Engagement sessions will consist of a series of focus group sessions and workshops, as well as an online and hard copy survey. It is imperative that the engagement considers views of people representing all demographics within the Huon Valley, as well as with industry and government. It is intended these sessions will explore issues, capacity, risk, intentions and potential for identifying opportunities and threats, especially from a collaborative and partnership perspective.

Phase three will firstly analyse the information collected through the engagement period, and seek to clarify issues, priorities and concepts to develop key themes and overview as part of a first iteration of the Huon Valley Food Resilience Strategy. Another round of engagement will be conducted with stakeholders sharing the key themes and overview seeking their feedback.

Phase four will refine and finalise the draft Huon Valley Food Resilience Strategy. The Strategy will be presented to Council for their endorsement, before being shared with stakeholders and broader community.

## 5. PROJECT OUTPUTS

The following stages will be met for ensuring the successful delivery of the Huon Valley Food Resilience Strategy:

**Stage 1** Project Plan and Consultation Plan

**Stage 2** Background Research and review of Huon Valley Food Hub project outputs

**Stage 3** Food System Mapping and Policy Review

**Stage 4** Community and stakeholder engagement

**Stage 5** Draft Strategy and Re-engagement

**Stage 6** Final Strategy and Presentation

## 6. KEY PROJECT STAGES

The stages associated with the successful delivery of the Huon Valley Food Resilience Strategy will require the following:

**Stage 1** Presentation and approval of a Project and Consultation Plan detailing the delivery of the Huon Valley Food Resilience Strategy.

**Stage 2** Review background research and that collated through the Huon Valley Food Hub project.

**Stage 3** Undertake strategy mapping to identify issues, challenges, risks and opportunities.

**Stage 4** Undertake consultation with stakeholders to explore issues, capacity, risks, intentions and potential.

**Stage 5** Draft strategy and present back to stakeholders for feedback. Refine.

**Stage 6** Produce and present a draft Strategy and present to Council. Final approval by Council to be granted.

## 7. TIMELINES

The first element of this Project will be the development of a detailed Project Plan which provides details of the following:

- Identification of the key project stages and timing for the completion of each of those stages;
- The development of a consultation plan which details the consultative mechanisms to be undertaken; and
- The project will involve engagement with the Huon Valley Food Coalition and other key stakeholders (local and state government representatives, not for profit, industry and community based organisations and programs) relevant to the project, as well as the broader community.

## **8. PROJECT BUDGET**

It is a requirement to provide costs associated with the completion of the project as detailed in this Brief and in accordance with the project stages.

A total budget of up to \$60,000 is available to deliver this project.

## **9. PROJECT MANAGEMENT**

The Food Hub Project Officer (with support from Council's Manager Economic Development and Strategy) holds primary responsibility for this project within the Council's Department of Legal and Governance Services.

The Consultant will be required to maintain close and ongoing communication with the Manager throughout the project.

The Consultant will be required to attend regular briefing meetings with the Council's Project Management Team.

Such meetings will report on progress made against the Project Plan. The meetings will also provide a forum to discuss issues and any problems that might arise.

## **10. CONSULTANT APPLICATION, SELECTION AND APPOINTMENT PROCESS**

An assessment of applications received will be undertaken by a Council appointed Selection Committee.

- 10.1 Submissions should outline a full description of the Consultant's proposed approach to the preparation of the Huon Valley Food Resilience Strategy and how they will address specific requirements noted in this Brief. This should include details of deliverable outcomes and the proposed timeline.
- 10.2 Additional information is welcomed but the submission should be concise and only contain information of relevance and substance.
- 10.3 Information submitted by a Consultant will be treated as Commercial in Confidence to the extent necessary and that information will be protected from disclosure.
- 10.4 Specifically, the submissions should cover the following:

**(i) Proposed Scope and Methodology**

- Submissions should present an outline of the Consultant's understanding of the Project. It is to include an explanation of the proposed scope and methodology to undertake the project.
- Submissions must detail data sources and information available to the firm (either directly or indirectly).

**(ii) Proposed Project Plan**

Submissions must present a detailed Project Plan.

The Project Plan is to clearly identify the tasks, linked to the proposed scope and methodology in (i), including details of the number of consulting days and the daily rate of the individual Consultant(s) assigned to each task. The timing of each stage of work program is also to be specified.

**(iii) Capability Statement**

A brief description of the Consultant's capacity to complete the Project is required.

Details of similar related undertakings carried out in recent years for nominated clients should also be documented. These should clearly indicate:

- Experience in serving clients, particularly Local Government, with similar projects
- Capacity to achieve stated timelines
- Experience in undertaking community consultation

Submissions should list the personnel, including any sub-contracted personnel, together with their curriculum vitae and their professional expertise and experience.

If the Consultant proposes to use a work team, the role of each member is to be specified and identified in each phase of the Project Plan.

If a consortium approach is proposed, a lead Consultant must be nominated and their anticipated input in terms of person/contact hours noted.

Evidence of the Consultant's capacity to produce timely results and meet deadlines should also be documented.

**(iv) Project Budget**

A fixed quote on the fee payable for the project is required. This should be based on a cost breakdown for the stages and tasks involved in the Project.

The quoted fee shall include:

- a) All costs to complete the project stages
- b) All travel costs
- c) Costs of attending additional meetings as required

All fees and expenses for the Project should be submitted together with an itemised breakdown of estimates.

## **11. REFERENCES**

The names and contact numbers of at least two clients for whom the Consultant has undertaken work relevant to this Project should also be provided.

## **12. ASSESSMENT**

- 12.1 The submission will be evaluated in accordance with the Huon Valley Council's Code relating to Tenders and Contracts.
- 12.2 Additionally, the Selection Committee may request interviews with key personnel of the preferred contract team and customers for whom the respondent has previously carried out works, to assess the similarity of the work to the Selection Committee's requirements, and to obtain independent assessments of the respondents' performance.
- 12.3 Respondents need to be prepared to present their submission to the Selection Committee if requested to do so. A minimum of 5 days advance notice of any such presentation will be provided.
- 12.4 Irrespective of the outcome of the selection process, Council reserves the right not to disclose details of its assessment results other than the name of the successful respondent.

### 13. TERMS OF PAYMENT

The standard terms for payment to the successful applicant will be based on the following percentages, 30 days from delivery of the services and correctly rendered invoice to the Huon Valley Council.

<b>Stage No.</b>	<b>Task</b>	<b>% of Total Amount</b>
<b>1</b>	Project Plan and Consultation Plan	<b>Completion of Stage 2</b> 20%
<b>2</b>	Background Research	
<b>3</b>	Food System Mapping and Policy Review	<b>Completion of Stage 4</b> 30%
<b>4</b>	Community and Stakeholder Engagement	
<b>5</b>	Draft Strategy and Re-Engagement	<b>Completion of Stage 5</b> 30%
<b>6</b>	Final Report and Presentation	<b>Completion of Stage 6</b> 20%

### 14. INTELLECTUAL PROPERTY

- 14.1 Authorship of all documentation produced as part of the Project should be clearly identified, including names of the primary consultant and all members of the consultant team.
- 14.2 The Huon Valley Council will hold intellectual property rights on all material produced by the Project and the Consultant will do whatever is necessary to vest those rights in the Council.
- 14.3 The Huon Valley Council may produce further copies of material under the authorship of the Consultant (including acknowledgement of the contribution of sub-consultants).
- 14.4 The Consultant may subsequently publish material obtained during this Project, but may not publish any documentation produced during this Project (including the Final Report) without permission of the Huon Valley Council.
- 14.5 The Consultant is expected to obtain the necessary written permission to reproduce copies of archival documents. Such permission is to be obtained from the relevant agencies prior to the reproduction of material in the study and should be submitted to the Huon Valley Council with the final documentation.

## 15. SUBMISSION DETAILS

The closing date for applications will be 5:00pm 22<sup>nd</sup> August 2022.

Expressions of Interest can be made through the following:

- Hard copy, addressed to:

Emily Samuels-Ballantyne – Food Hub Project Officer  
Huon Valley Food Resilience Strategy  
Huon Valley Council  
PO Box 210  
Huonville TAS 7109

- Electronic lodgement via email: [hvc@huonvalley.tas.gov.au](mailto:hvc@huonvalley.tas.gov.au)

For further information, please contact:

Emily Samuels-Ballantyne  
Food Hub Project Officer  
Huon Valley Council  
Ph: (03) 6264 0300  
Email: [hvc@huonvalley.tas.gov.au](mailto:hvc@huonvalley.tas.gov.au)