



September 2008

Eat Well Tasmania Inc.

Strategic Plan:

2008-2011





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1. Our Mission

The Mission of Eat Well Tasmania Inc. (EWT) is ‘to improve the nutritional well being of all Tasmanians and contribute to the reduction of diet-related health problems, such as cardio-vascular disease, diabetes, obesity and some cancers, by maximising the impact of nutrition promotion’.

2. Our strengths and achievements

Eat Well Tasmania has been operating for over 13 years, until recently under the auspices of various non-government organisations. In 2007 Eat Well Tasmania became an incorporated, independent organisation. Currently EWT has over 300 members drawn from a wide variety of backgrounds.

Since its inception EWT has:

- worked in partnership with other groups and organisations, including health professionals, the food industry, educators and community groups, to promote nutrition and healthy eating
- assisted organisations to locate, develop, identify funding for, implement and publicise nutrition promotion projects
- provided input to government policy initiatives (e.g. The Tasmanian Food and Nutrition Policy)
- brought many diverse groups together to form a united and strong voice on nutrition matters (e.g. The Eat Well Tasmania Coalition)
- provided an independent and credible media ‘voice’ on nutrition related matters
- provided healthy eating resources to individuals and groups across the state (e.g. fruit and vegetable costumes, pamphlets).

During 2007 alone EWT has worked with a range of partner organisations to support over 200 nutrition related activities ranging from displays to substantial projects like Eating With Friends, Family Food Patch and the Wicked Vegies Project.



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3. What we have to offer

Eat Well Tasmania is a statewide, non-government, membership based organisation that provides support and assistance for activities or projects that promote enjoyable healthy eating. Our slogan is:

'Enjoy healthy eating, support local produce.'

Our members are drawn from a wide range of backgrounds including from the health sector, food industry, education, community organisations, researchers and local businesses.

Specifically we offer:

- assistance to individuals or groups to form partnerships that will promote nutritional well being (e.g. helping groups to find organisations with similar interests or goals);
- support to organisations that wish to promote or provide healthy food choices;
- support to groups developing and promoting nutrition promotion projects (e.g. support to find funding or sponsorship, assistance with media promotions);
- a first contact point for information about nutritional well being;
- access to promotional resources and nutrition information (e.g. vegetable and fruit costumes);
- a focus for advocacy work aimed at increasing the level of investment in improving nutritional well being and development of appropriate public policy; and
- opportunities for those working with individuals and communities to increase their skills in how to effectively promote healthy eating.

The work undertaken by EWT complements the roles of other government and non-government organisations. EWT has a particular focus on supporting organisations to plan, implement and evaluate health promotion programs but does not offer specific information



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or advice about nutrition to individuals. EWT is the only organisation in the State working with this particular focus around nutrition promotion.

4. Our Values

Eat Well Tasmania operates under a set of core values which recognises:

Collaboration and partnership

- the importance of collaboration and partnership in the effective promotion of nutritional well being across the State;

The need to work with a policy framework

- Eat Well Tasmania works within the National Health and Medical Research Councils suite of: Dietary Guidelines for Australians;

A broad concept of health

- the importance of viewing nutrition as part of a broader concept of health;

The value of diversity

- the best impact on nutritional well being will be achieved by working with a diverse range of partners;

Empowering communities

- the importance of empowering communities and addressing inequities so that they can make healthy food choices;

Independence

- the value of being an independent community based organisation which can use its public profile to advocate for change in nutritional well being.



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5. Our vision for EWT in 2011- where we want to be

EWT will have a well established organisational base and will be regarded as a credible, independent community organisation which works in partnership to provide information, improve skills and advocate for investment in the promotion of healthy eating in communities and networks in Tasmania.

EWT will have facilitated significant investment in the promotion of healthy eating in Tasmania and a well established network of organisations and businesses will be actively working to improve nutritional well being.



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6. The broader nutrition environment

Consultations conducted with a wide range of stakeholders¹ as part of the development of this strategic plan indicated that the 'context' for the work of Eat Well Tasmania is changing.

Growing community awareness and high demand for information and fresh, locally grown products

- There is growing community awareness of the need to improve nutrition and the role it plays in addressing issues like obesity.
- There is strong demand for credible, accessible nutrition related information for the general public and for those working with people in health, education, food or other industries.
- Consumers are expressing desires for locally grown products – this had led to an increase in the number of community markets and fresh produce outlets.

Limited resources and the need to make the most impact

- The ageing population profile and high levels of social disadvantage in the State both have an impact on how organisations choose to target their limited resources in order to gain the most impact.

Changes in government policy

- National health strategies are targeting issues like obesity and chronic health conditions and as a result funding is coming into the State for projects addressing these issues.

Demand for EWT services

- More non-government organisations are undertaking projects in the nutrition area and there is a 'flow on' to EWT in the form of grant recipients seeking support and assistance from EWT to implement and evaluate their projects.
- Supporting organisations to implement and evaluate their projects may come at the expense of other areas of activity for EWT (e.g. advocacy work).
- To date EWT has not usually sought financial contributions from not for profit organisations for this 'consultancy role'.

¹ A survey of all individuals and organisations that had been in contact with EWT over recent years was conducted during the early part of 2007. This material was considered by the Board in developing this strategic plan.



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- There is a high level of demand for high quality information and training options in relation to nutrition promotion in Tasmania.

Partnerships

- Eat Well Tasmania has developed a strong set of linkages with other groups but further work can be done to build partnerships.
- There is a need to heighten recognition of the important role of the fresh fruit and vegetable industries in nutrition promotion.
- Partnerships are an effective way to work but there are some risks for EWT in working in a partnership model in that it is difficult to measure outcomes when you are supporting others to achieve their aims.

Investment in the promotion of healthy eating

- While there has been increased investment in nutrition promotion in Tasmania by the State Government in recent years this has primarily been directed towards increasing internal capacity (e.g. to expand and further develop government led community nutrition programs and to better influence the food regulatory environment).
- More research about nutrition is being conducted in conjunction with Eat Well Tasmania through the University of Tasmania than occurred in the past.
- The Tasmanian State Government provided more funding for direct service provision programs than advocacy based programs.

The consultation for the strategic plan has also identified a number of ideas for nutrition promotion in the future. Eat Well Tasmania may choose to become involved in these areas over the coming years. These include:

- to provide higher levels of support to those implementing nutrition promotion projects across Tasmania through more effective targeting of this support and/or provision of a consultancy service on a cost recovery basis;
- to build a higher public profile as the credible non-government point of reference for individuals and organisations seeking information, training or support in relation to nutrition related issues in Tasmania (e.g. GPs, community organisations, individuals, businesses);



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- to develop other ways to increase the skills base in Tasmania (e.g. offering scholarships, having a greater role in offering regular and more structured learning and information opportunities);
- to become more involved in research (e.g. partnering with others on joint research projects, seeking research funds);
- to increase the capacity to act as an effective advocate for improved investment in nutrition and effective public policy and legislation (e.g. ensuring our organisational 'effort' is spread across all areas of activity, including advocacy);
- to offer a small grants program to support innovative nutrition related projects across the State;
- to develop alliances/partnerships with other business sectors (e.g. horticultural industries, registered training organisations) which may have an interest in promoting nutrition or increasing the pool of skilled personnel;
- to assess the demand and possible revenue raising possibilities open to Eat Well Tasmania (e.g. developing a tiered membership approach, charging for training services);
- to use our brand more effectively in the 'market'; and
- to work with others to engage the general public in attitudinal and behavioural change in relation to nutritional well being.



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7. Risks for Eat Well Tasmania Inc.

The strategic planning process has identified the following risks for Eat Well Tasmania:

- not having a clear focus and losing sight of its mission and objectives;
- taking on too much and spreading our resources too thinly;
- not being able to effectively measure the outcomes of our work;
- inappropriate use of the Eat Well Tasmania 'brand';
- not having sufficient focus on advocacy directed towards longer term investment in the promotion of healthy eating and too much emphasis on short term projects; and
- not being able to fund the advocacy component of the work – there is a risk of government funding being predominantly directed towards direct work with consumers.

The focus of this strategic plan is to ensure that Eat Well Tasmania is well-positioned for the future to manage these risks.



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8. Key areas of action for Eat Well Tasmania Inc: 2008-2011

Over the coming four years EWT will focus its activity on four key action areas. The action areas include working at a broad social advocacy level, strengthening the organisational base and improving the skills and networks of those working directly with the general public in promoting healthy eating. While EWT has not, to date, had a significant role in influencing community attitudes and behaviours in relation to healthy eating it has been involved in some of this work through media articles and community projects. There is scope to do more in this area in the future, if further resourcing and suitable partnerships were able to be secured.

Action areas

- 1. Build the skills base and networks of those promoting nutritional well being in Tasmania.**
- 2. Advocate for increased investment in nutritional wellbeing and appropriate public policy.**
- 3. Influence community attitudes and behaviours in relation to healthy eating.**
- 4. Create a strong organisational base.**



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Key action area one: build the skills base and networks to promote nutritional well being in Tasmania

Rationale: There is strong demand in Tasmania for information and learning opportunities related to the promotion of healthy eating by those who are working in direct service roles with children and adults (e.g. teachers, community workers, hospitality and food industry personnel and health workers). Eat Well Tasmania is well placed to offer information and skills based learning opportunities, particularly in partnership with others. Training others and building networks is an effective way to gain maximum level of impact across the State with limited resources.

Objectives

- To increase the skills and knowledge of those who are working in direct contact roles with adults, young people and children in the promotion of nutritional wellbeing (eg partnership and networking, media, program management and advocacy skills).
- To build a substantial network of individuals and organisations across the State who are skilled in promoting nutritional well being and to encourage partnerships amongst these groups.



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Outcomes sought by the end of 2011:

- To have offered 32 hours of learning opportunities to 200 people in how to promote nutritional well being to their clients, students or customers.
- 80% of those participating in EWT run learning activities report an increase in skills and/or knowledge in promoting nutritional well being.²
- Follow-up surveys of those participating in EWT learning programs demonstrate use of the nutrition promotion knowledge/skills gained.
- EWT has engaged individuals and organisations from a range of backgrounds, roles and areas of the State in nutrition promotion awareness raising activities.
- 800 individuals/organisations have been provided with information about sources of support, knowledge or potential partners.
- Documented case studies of partnerships in nutrition promotion that formed as a result of Eat Well Tasmania's Networks

Target groups

People employed in education, health, community services, food, fitness and hospitality industries in Tasmania.

Key action area two: Advocate for increased investment in nutritional well being and appropriate public policy

Rationale

There is considerable work to be done to achieve the level of investment in nutritional well being which is required to change health outcomes and address issues like obesity and chronic disease. Eat Well Tasmania, as an incorporated non-government organisation, is well placed to be the public face of advocacy and to bring others together to

² To measure this outcome Eat Well Tasmania will need to devise a suitable evaluation tool or tools (e.g feedback at the time of the training, follow up survey of participants of training or a sample of participants to assess if and how they have used the skills and knowledge in their work/roles)



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influence policy, program design and legislation.

Objectives

- To gain a higher level of investment³ by State Government in the promotion of nutritional well being.
- To influence the development and implementation of public policy and legislation in relation to nutrition within Tasmania.

Outcomes sought by the end of 2011:

- All political parties, at the state level, have included strategies to promote nutritional well being in their party platform by the next State election.
- EWT has a clear understanding of the current and desired level of investment in nutrition promotion by State Government.
- EWT has provided input to all State policy or legislative reviews which have nutritional implications.

Target group

The focus for this work is primarily political parties, government, and those in policy roles. However, this is also likely to involve mobilising the support of the broader community, non-government organisations, the media and private enterprise to raise the profile of the issue.

Key action Three: Influencing community attitudes and behaviour in relation to health eating

Rationale

Eat Well Tasmania has, to date, not had a significant focus on directly influencing general community attitudes or changing the behaviours of individuals. Larger scale community education and awareness campaigns are expensive and would not be within the scope of a small organisation and current resources. However, it is within the scope of an organisation like Eat Well Tasmania to work with others to develop, evaluate and showcase best practice examples of

³ The term 'investment' refers to all types of resources- financial, human, capital, equipment.



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how community attitudes and behaviours may be positively influenced at the local level.

Objectives

- To work with others to trial and evaluate the effectiveness of strategies to influence the attitudes and behaviours of community members towards healthy eating, particularly those identified as disadvantaged in terms of nutrition.
- Build a body of best practice evidence based on our own experiences to demonstrate effective strategies in small scale nutrition programs at the local level.
- To raise awareness and marketing of nutrition promotion programs through appropriate media opportunities.

Outcomes sought by the end of 2011:

Eat Well Tasmania has been involved in at least two evaluated projects which aim to influence the attitudes and behaviours of community members, and in particular groups identified as ‘disadvantaged’ in terms of nutrition.

Target groups

The focus for this action area is the broader community and, in particular, those in direct contact with groups identified as potentially disadvantaged in terms of nutrition (e.g. young parents, low income earners). This will mean working with groups such as community houses, parent support groups, youth services, local government, health services, local businesses and non-government support agencies.

Key Action Area four: Create a strong organisational base

Rationale

Eat Well Tasmania is a newly formed Non-Government Organisation (NGO), having previously operated under the



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auspices of other organisations. While much of the formative work has been completed, further action will be required to build a strong organisational base to support the continued development of the organisation over the next two to three years. This is particularly important for a very small, independent NGO with limited resources.

Objectives

- To ensure Eat Well Tasmania has the policies, procedures and resources required to carry out its key actions.
- To ensure that Eat Well Tasmania can report effectively and efficiently on activities and outcomes.

Outcomes sought by the end of 2011:

- EWT will have a membership base of at least 300 members drawn from a broad range of backgrounds including: health, food industry, education, community services and hospitality sectors.
- The organisation will have a fully developed set of policies and procedures, a review process for these policies and an agreed decision making process.
- Succession planning for board and staff will have been undertaken.
- EWT will have developed appropriate methods of evaluating and reporting on the outcomes outlined in this strategic plan.

Target for this action area:

- Members
- Board
- EWT staff