Farm to Institution Central West NSW

Pilot Project Roadmap Report

Regional Development Australia
CENTRAL WEST

An Australian Government Initiative

NEWCREST MINING LIMITED
CADIA

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/ *With funding from:*

Newcrest Mining's Cadia Valley Operations funded this project as part of their Community Partnerships Program

/ *Date published:*
June 2018

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/ *Publication design: Sauce Design*

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Executive Summary

The Farm to Institution, Central West NSW pilot project is part of an embryonic movement in the region supporting not just regional economic development, but also social and environmental development.

This Roadmap Report documents the pilot project research, activities, findings and priority actions, providing a clear pathway forward for the region.

This concept is not just about strengthening the regional food economy, but more ambitiously aimed at 'creating a sustainable regional food system' for communities that is multi-dimensional and which encompasses more than (but also includes) economics.

Currently a disconnect exists between the region's agricultural industry and multi-sector institutions with catering services. This is a missed opportunity for Central West NSW.

While the Farm to Institution, Central West NSW project is the first of its kind in Australia, it is not an isolated or localised initiative. It is tapping into food movements growing in the USA, Canada, France, and to some extent Australia.

This pilot project has found that the NSW Central Western region has the building blocks and 'ingredients' to create a strong, effective and sustainable regional food system. Assets of the region upon which a Network and movement can be built include:

- Human capital
- Strong institutional presence
- Diversity of regional produce
- Regional Food Culture
- Supply chain infrastructure

In its first year, the Farm to Institution, Central West NSW pilot project has already resulted in the following two tangible outputs which provide the drive and vision for the movement going forward;

1. Formation of a regional Farm to Institution Network — to drive the movement, guide the project, and develop collaborative initiatives into the future.
2. Creation of a Regional Food Charter — to outline the vision, aims, and values that will guide the movement in Central West NSW.

The pilot project has so far aligned its thinking with the 'Collective Impact' guidance on how to organise a movement for effective impact, identifying five conditions for collective success: a common agenda; shared measurement; mutually reinforcing activities, continuous communication and backbone support. The Farm to Institution, Central West NSW Network and movement could most effectively channel change into the future by satisfying these conditions for Collective Impact across all activities.

Next Steps for the movement, as informed by the region's producers, institutions and Farm to Institution Network, have been identified under the following three themes: *Research, Education, Connection and Collaboration*.

1. ***Research —*** developing a joint research agenda which can be informed by stakeholders to facilitate evidence-based decision making, benchmarking, and filling knowledge gaps. Priority actions include;
   - Investigating key research questions in a collaborative mapping exercise
   - Conducting a comparative analysis of American and French Farm to Institution models, with further work needed to understand the French experience further
   - Benchmarking the amount of regional food currently procured in key regional institutions and tracking these metrics over time, with a view to developing food procurement targets.
2. ***Education —*** of consumers, buyers and suppliers in the Farm to Institution supply chain to make more informed choices for the sustainable economic development, health and resilience of the region. Priority actions include;
   - Developing support materials for buyers and suppliers to better understand the supply chain and make informed regional food choices. This may involve developing a 'producer directory', 'regional online ordering system', or alternatively making support programs and personnel available for upskilling such as 'Local Coordinators' or Maggie Beer's existing 'Creating an Appetite for Life' aged care food program.

- Providing learning opportunities for students within primary, secondary or tertiary educational institutions to consider involving students in the producing, preparing or sourcing of regional produce.
- Promoting the labelling and advertising of regional food options to institutional clientele

3. ***Connection and Collaboration —*** including building a groundswell of support, community advocacy, collaboration to bring about change, and building closer connections between people, their food sources and their stories.
   - Creating branding and publicity to facilitate wider engagement with communities, including through social media and a dedicated website.
   - Growing the Farm to Institution Network and movement through holding workshops, events, forming separate working groups and communities of practice across different types of 'like' institutions (such as Farm to School/Campus/Hospital groups)
   - Engaging smaller regional centres through existing supply chains where sourcing regional produce becomes more difficult (such as IGA's and butchers for example)

Introduction

FARM TO INSTITUTION, CENTRAL WEST NSW OVERVIEW

The Farm to Institution, Central West NSW pilot project is part of an embryonic movement in the region supporting not just regional economic development, but also social and environmental development.

This concept is not just about strengthening the regional food economy, but more ambitiously aimed at 'creating a sustainable regional food system' for communities that is multi-dimensional and which encompasses more than (but also includes) economics.

The primary objective of the pilot project was originally aimed at capturing more institutional food spend in the NSW Central West region, and creating new markets for small-to-medium food producers in supplying local hospitals, universities and/or schools across the region.

However in undertaking this pilot project, it was made clear that communities, producers and institutions in the region are motivated by a number of factors beyond the economic returns — or 'dollars and cents'. This includes interests in health, nutrition, food education, food culture, food miles and regional relationships.

As a result, the long-term aims of the Farm to Institution, Central West NSW movement have been articulated in a Regional Food Charter [*see following page*].

The Farm to Institution, Central West NSW pilot project is the first of its kind in Australia and as such, it is exploratory in nature. This involves significant amounts of discovery, trial, testing and continuous improvement.

> ***"Obviously the initial driver of this is economic development....But when I think about Food Systems, it's also and always important to bear in mind the multi-dimensionality and multi-functionality of food systems and this is just as much about health and wellbeing cause that's a huge challenge facing us in Australia.***
>
> ***It's just as much about the fabric of rural communities and the viability of farmers. It's not simply numbers on a balance sheet and the bottom line. It's families, it's schools, it's infrastructure, it's bus services....It's ecological stewardship, caring for the soils and the land and the waterways, without which we're not going to be here.***
>
> ***So that's what food systems is about, and these kinds of projects speak to all those objectives in a very holistic and integrated way which is one of the things that I think is so powerful and inspiring about the project."***
>
> – Dr Nick Rose, workshop facilitator, food systems expert and Executive Director of Sustain: The Australian Food Network

REGIONAL FOOD CHARTER

The following Food Charter captures the vision, mission, aims and values of the newly-established Farm to Institution, Central West NSW Network.

FARM TO INSTITUTION NETWORK, CENTRAL WEST NSW

CREATING A SUSTAINABLE REGIONAL FOOD SYSTEM

Vision —

That food produced in Central West NSW is increasingly purchased by the region's institutions for the sustainable economic development, health and resilience of the region.

Mission —

To support and facilitate a place-based approach to food purchasing in institutions, including universities, hospitals, schools, aged care homes and disability providers, across Central West NSW.

Who we are (as a Network) —

A regionally inter-connected network of producers, value-adders, institutions including universities, hospitals, schools, aged care homes and disability providers, food champions, health advocates, support agencies including Government Departments, community organisations and others in the regional food supply chain.

Aims (long-term)

Increased institutional food spend in the regional food economy

- Closer relationships between food purchasers and food producers, creating a better connected food system, information-sharing and feedback loops
- Stronger regional food culture
- Reduced food miles, for both producers and institution
- Leverage the purchasing power of institutions, large and small, to support regional food production and clientele
- Support local job creation and flow-on effects in regional communities
- Fair farmgate returns
- Supporting access to healthier regionally-produced food
- Regional food purchasing/procurement targets
- Regional branding for network participation
- Rewarding those who 'support regional'

Values/Principles –

- Place-based approach
- Increased regional resilience
- Sustainable
- Healthy
- Fair
- Inter-connected
- Supporting regional development (economically, socially, environmentally)

ABOUT RDA CENTRAL WEST

Regional Development Australia Central West is a locally managed not-for-profit Association, part of the national network of 55 RDA Committees funded by the Australian Government.

The organisation is responsible for promoting the sustainable economic development of the NSW Central West region, and is overseen by a Committee of dedicated local leaders who possess a wide cross section of professional skills and experience.

Together with regional leaders we aim, specifically, to drive business growth, new jobs, skills development and business investment across the 11 local government areas of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow, Oberon, Orange, Parkes and Weddin. The Central West region of New South Wales covers an area of 63,000 square kilometres and is home to 177,000 people.

Our Mission — To promote new thinking and partnerships across government, industry and community to realise the region's vision and economic potential.

ROLE OF RDA CENTRAL WEST

The role of RDA Central West in the Farm to Institution project is:

- To support and facilitate a place-based approach to food purchasing in institutions with regional producers
- To provide leadership, motivate and inspire action
- To provide backbone support and capacity to drive the project forward, including through coordination, administration, sourcing funding, communications and identifying key stakeholders.

"RDA is going to play a really critical role in supporting the emergence of a flourishing Farm to Institution Network for the Central West of NSW as a backbone organisation that's really going to:

- ***be the entity that's going to hold the whole project together,***
- ***provide that leadership, support and capacity to really draw more people in,***
- ***articulate and communicate the vision,***
- ***reach out and identify key stakeholders and others,***
- ***[find] funding sources***
- ***....without the RDA it's not going to happen."***

– Dr Nick Rose, workshop facilitator, food systems expert and Executive Director of Sustain: The Australian Food Network

"You need someone like the RDA to bring it all together and move forward as one cohesive group."

– Heidi Rookyard, farmer and founder of Suburban Paddock

Context

STRATEGIC VALUE OF THE FARM TO INSTITUTION PROJECT TO THE NSW CENTRAL WEST

The Farm to Institution, Central West NSW project arose out of a need to ensure that Agriculture remains a competitive advantage of the region, as the majority of businesses actively trading in the Central West are in Agriculture. [1]

Anecdotal evidence suggests much of the food sourced by institutions comes from outside the region, yet small to medium agribusinesses are looking for new and diversified markets, including local ones. Freight and cold chain logistics to outside metropolitan markets, has also previously been identified as a significant barrier for producers.[2]

The disconnect between the region's agricultural industry and multi-sector institutions with catering services is a missed opportunity for Central West NSW.

This pilot project builds on previous work conducted by RDA Central West, by implementing one of the key observations identified in the *Value Adding to Agriculture in Central West NSW* report which found that through collaboration and cooperation, "there is potential for groups of producers and existing farmers' markets organisations to lead the expansion of a local food economy in the Central West," as has occurred in the NSW Riverina and Northern Victoria resulting in an additional $2 million spend with local growers.[3]

REGIONAL ECONOMIC ANALYSIS

RDA Central West engaged A.P. SHEERE CONSULTING to provide the following economic information as a basis for initial market assessment of the 'Institutional market' in the NSW Central West.

Institutions considered of interest to this assessment are:

- Universities
- Hospitals/Multipurpose health centres
- Aged care homes & Disability homes
- Schools
- Correctional and Detention Services

The 2014 Gross Regional Product (GRP) data for the three ANZSIC level 1 industry sectors (Public Administration and Safety; Healthcare and Social Assistance; and Education and Training) are provided in the table below.

Regional institutions documented in this report fall within these three ANZSIC codes.

Industry sectors of the institutions assessed	GRP 2014 $M	% of total GRP
Healthcare and Social Assistance	$703.81	7.3%
Public Administration and Safety	$587.85	6.1%
Education and Training	$581.98	6.0%

Source: 2014 RDACW Economic Profile [4]

1 RDA Central West, 2016, 'Value Adding to Agriculture in Central West NSW', p. 49.

2 RDA Central West, 2017, 'Small Agricultural Enterprise Logistics project : Getting from Paddock to Plate'.

3 RDA Central West, 2016, 'Value Adding to Agriculture in Central West NSW', p. 34.

4 RDA Central West Economic profile, 2014 access via http://www.investnswcentralwest.com.au/

GRP figures provide an indicator of the economic contribution of institutional industry sectors to the Central West regional economy - totalling $1.87 billion in 2014.

All three sectors — Healthcare and Social Assistance; Public Administration and Safety, and Education and Training - have shown consistent growth between 2011 and 2014.[5] They also lie within the top ten GRP contributing industry sectors to the NSW Central West economy, in 2014.

5 A.P. SHEERE CONSULTING, NIEIR

An overview of institutions in the region and their size, as an indicator of the potential size of the institutional market in the region, is provided in Appendix A.

Based on available information,[6], the number of institutions across Central West NSW is:

- 4 Correctional and Detention Services
- 12 University / TAFE campuses
- 19 Hospitals/ Multipurpose Health Centres
- 39 Aged Care Homes & Disability Homes
- 122 Schools

Totalling: 196 Institutions in Central West NSW

Other infrastructure developments which may impact future demand for catering services and food produce, as well as recommendations for future research, are provided in Appendix A.

6 A.P. SHEERE CONSULTING via following sources : Universities — Google search and www.investnswcentralwest.com.au (work previously undertaken); Hospitals/Multipurpose Health Centres - www.myhospitals.gov.au ; Aged Care Homes & Disability Homes — www.agedcareguide.com.au and www.myagedcare.gov.au/ ; Correctional and Detention Services - NSW Corrective Services www.correctiveservices.justice.nsw.gov.au/ ; Schools — Australian Curriculum, Assessment and Reporting Authority My School website www.myschool.edu.au and various Council websites.

REGIONAL PERSPECTIVES ON THE NEED FOR THE FARM TO INSTITUTION PROJECT AND MOVEMENT

"This is the direction we need to go, both as a country but also as our local communities. And the fact that other people have done this before means that we're not reinventing the wheel.....We can take their ideas, mould them to fit our community, and I just think our country is crying out for this kind of thing whether we think about farmers, whether we think about health and nutrition in our nation....It's inspiring."

- Kate Bracks, cook, educator and former Masterchef winner

"Coming across today and learning about how a group can collaborate and put together the groundwork for a potential supply chain to have local supply into institutions that are getting their product from everywhere besides here, or including here. I think it's really exciting....."

- Ed Fagan, Mulyan Farms and 2016 NSW Farmer of the Year

"It's something very important for agriculture [and] local farmers……Taking anything local and using it local is fantastic. From a farmers perspective, anything that you can support for local agriculture is a benefit I think to all the community….it's a flow-on effect that could be endless."

– Heidi Rookyard, farmer and founder of Suburban Paddock

CONTEXTUALISING THE FARM TO INSTITUTION MOVEMENT

While the Farm to Institution, Central West NSW project is the first of its kind in Australia, it is not an isolated or localised initiative. It is tapping into food movements growing in the USA, Canada, France, and to some extent in Australia.

USA

Farm to Institution New England (FINE) are a six-state network of non-profit, public and private entities working together to transform their food system by increasing the amount of good quality, local food served in their region's schools, hospitals, colleges and other institutions. [7]

FINE are an established leader in the broader Farm to Institution movement, coordinating the National US Farm to Institution Metrics Collaborative. They have also developed a considerable number of unique initiatives, programs and support materials since their inception in 2010.

Central West NSW stakeholders heard directly from FINE staff Hannah Leighton (Research and Evaluation Manager) and Kaitlin Haskins (Communications Manager) via videoconference at the Farm to Institution pilot project workshop. Their presentation provided valuable insights into the FINE experience, their operations, regional engagement, programs, research and data gathering, and also allowed for a constructive discussion comparing US and Australian contexts.

CANADA

Canada has provided strong leadership to food movements throughout North America, through their work on Food Policy Councils. One example is the Toronto Food Policy Council established in 1991 to advise the City of Toronto Council on food policy issues and provide a forum for action to address associated issues.[8]

FRANCE

While further research is yet to be done regarding food movements in France, there is clear engagement nationwide from an institutional procurement perspective. In May 2018, the French Government introduced a Bill proposing that by 2022, at least 50% of food procured by public sector institutions would be required to be from organic or local farms. [9]

AUSTRALIA

This pilot project can be contextualised within, and has the potential to collaborate with, a number of related food movements and programs occurring in Australia:

- **Fair Food Challenge** — a student-led organisation focused on building fair, healthy and accessible food environments in Australian university campuses, including through learning about, producing, buying and selling 'fair' food. [10]
- **Food Connect Foundation** — a not-for-profit organisation supporting the development of regional food systems through initiatives such as social enterprises and community food hubs, farmer support programs and using public contracts to express public values and create markets for smaller producers. [11]
- **Stephanie Alexander Kitchen Garden Foundation** — assisting Australian schools to learn about, grow and nutritionally benefit from fresh, local food. [12]
- **Maggie Beer Foundation** 'Creating an Appetite for Life' aged care food program — focused on empowering both cooks and chefs as food-related decision makers in aged care institutions, to troubleshoot issues that may be hampering full flavoured,

7 Farm to Institution New England (FINE), 2018, https://www.farmtoinstitution.org/

8 Toronto Food Policy Council, 2018, www.tfpc.to

9 Government of France, Site of the Minister of Health and Agriculture, 2018, '#EGalim: l'Assemble nationale vote le projet de loi Agriculture et Alimentation', 30th May, http://agriculture.gouv.fr/egalim-lassemblee-nationale-vote-le-projet-de-loi-agriculture-et-alimentation

10 Fair Food Challenge, 2018, www.fairfoodchallenge.com

11 Food Connect Foundation, 2018, http://foodconnectfoundation.org.au

12 Stephanie Alexander Kitchen Garden Foundation, 2018, www.kitchengardenfoundation.org.au

nutritious food being enjoyed in aged care homes across Australia. [13]

Food systems expert and Executive Director of Sustain, Dr Nick Rose, outlined at the Farm to Institution Central West NSW workshop a number of food movement initiatives from other Australian states which support community development:

- **WA Food Future Alliance** — a movement to ensure future generations have access to safe, healthy and local fresh food. They work with Landcare and Natural Resources Management agencies such as the WA Regenerative Farmers Network to support fresh food value chain accessibility. [14]
- **Edible Adelaide** — a collaborative initiative involving the Adelaide and Mount Lofty Ranges Natural Resources Management Board, aiming to establish a shared vision for a sustainable urban food system in Adelaide, including integrated city-wide planning to assist Adelaide to become more 'edible'. [15]
- **Alphington Community Food Hub** — a collaboration between Sustain and Melbourne Farmers Markets which aggregates produce and provides small producers access to larger markets such as restaurants, cafes and institutions, in order to increase their viability.[16]

13 Maggie Beer Foundation, 2018, www.maggiebeerfoundation.org.au

14 Food Future WA an initiative of Perth NRM, 2018, www.foodfuture.com.au/our-work/our-projects

15 Natural Resources Adelaide and Mt Lofty Ranges, 'Edible Adelaide', 2017, https://www.naturalresources.sa.gov.au/adelaidemtloftyranges/get-involved/urban-sustainability/edible-adelaide

16 Sustain, 2018, 'Alphington Community Food Hub', https://www.sustain.org.au/project/alphington-community-food-hub/

Methodology

In order to conduct the exploratory research for this pilot project, a range of qualitative and quantitative methodologies were used:

STAKEHOLDER CONSULTATIONS

Face-to-face and over the phone consultations were conducted with numerous stakeholders in 2017 and 2018, including producers and institutions of different sizes, markets and business models. In depth information was provided regarding stakeholder perspectives, experiences and aspirations for the future.

WORKSHOP

A Farm to Institution, Central West NSW half-day workshop was conducted on Tuesday 15th May 2018, at Canobolas Dance Hall (property of Caernarvon Cherry Co) near Orange. There were 13 attendees including producers, institutions, Government and industry representatives.

The workshop was facilitated by Dr Nick Rose, food systems expert and Executive Director of Sustain: The Australian Food Network, providing outside expertise, facilitating discussion and reporting on observations from the workshop. Discussions were noted throughout the day and workshop participant testimonies were captured via video.

EXPLORATORY INTERVIEWS

A small number of exploratory interviews were conducted with regional institutions, as follow-up to the workshop, in order to understand current procurement practices across the region. Initial insights were provided where relationships with catering managers could be established, with further follow-up work required.

ECONOMIC ANALYSIS

A.P. SHEERE CONSULTING provided economic analysis for the pilot project, in order to estimate the size and impact of the institutional market in the NSW Central West region.

While analysis was constrained by a number of factors, including data availability, the following indicators were able to be provided:

- Estimated number of institutions in the region
- Estimated size of these institutions
- Analysis of Gross Regional Product (GRP) data, 2014.
  - As an indicator of how much institutions contribute economically to the region GRP data, 2014 was analysed for the following three industry sectors (ANZSIC Level 1 — Public Administration and Safety; Healthcare and Social Assistance; Education and Training).

Future research is recommended to gather the necessary data for a more accurate assessment of the economic impact of institutional food procurement to the NSW Central West economy.

[See Chapter 2 and Appendix A for Regional Economic Analysis information].

Photo: DR NICK ROSE facilitating the Farm to Institution workshop

Findings and Results

BUILDING BLOCKS OF THE REGIONAL FOOD SYSTEM

The pilot project identified that the Central West NSW region has the building blocks and 'ingredients' to create a strong, effective and sustainable regional food system and Farm to Institution Network.

Assets of the Central West NSW region upon which a Network and movement can be built include:

- Human capital
- Strong institutional presence
- Diversity of regional produce
- A Regional Food Culture
- Supply chain infrastructure

HUMAN CAPITAL

The pilot project has shown that the necessary skills, expertise, innovative and collaborative thinking exist within the region to gain further momentum and grow the movement.

The region has a strong representation of food producers and value adders, institutional professionals, chefs, educators and health industry workers all with significant knowledge of different components of the Farm to Institution supply chain.

The Farm to Institution, Central West NSW workshop highlighted the breadth of expertise and knowledge of interested parties in the region evidence of this human capital was reported by food systems expert and facilitator Dr Nick Rose - "outstanding local champions of business model disruption and innovation included Heidi Rookyard (Suburban Paddock), Andrew Farley (Canoblas High School canteen), Matt Senyard (Milla Cordial), Kate Bracks [former Masterchef winner] and 2016 NSW Farmer of the Year Ed Fagan."

> ***" I was blown away by the wealth of expertise and experience in the room today and it's a little snapshot I guess of the assets in the region, the human capacity and the human capital in the region, here in the Central West."***
>
> **– Dr Nick Rose, workshop facilitator, food systems expert and Executive Director of Sustain: The Australian Food Network**

STRONG INSTITUTIONAL PRESENCE

The NSW Central West has a strong and growing institutional presence, with a number of institutions in the health and education sector in particular showing a keen interest and leadership in engaging in the Farm to Institution movement.

There are a diverse range of institutions operating across the region, including schools, universities, hospitals, aged care homes, disability homes and detention centres.

Institutional will to participate in the pilot project was strongest in particular among health and education institutions, motivated most strongly by nutrition, learning outcomes and social licence objectives.

Positive initial interest and leadership has been shown by Charles Sturt University (with campuses in Bathurst and Orange), Western NSW Local Health District (covering 39 Health Service facilities), Kinross Wolaroi School and Canobolas Rural Technology High School.

The strong institutional presence and early indications of institutional will to engage in the pilot project show great potential for the Farm to Institution movement in the region moving forward.

> ***"There's a really strong social conscience at the University"***
>
> **– Fiona Nash, Strategic Adviser-Regional Development, CSU**

The following Case Study outlining the 'Anchor Mission' employed by university hospitals in the US, is testament to the positive outcomes that can be achieved by institutions in driving the development of communities in which they operate.

THE ANCHOR MISSION : LEVERAGING THE POWER OF ANCHOR INSTITUTIONS TO BUILD COMMUNITY WEALTH

A Case Study of University Hospitals Vision 2010 Program Cleveland, Ohio

"In 2005, University Hospitals announced The UH Difference: Vision 2010, a five-year strategic growth plan. The most prominent "bricks and mortar" feature of Vision 2010 was the new construction of five major medical facilities, as well as the expansion of a number of existing facilities."

"The strategy was designed and implemented by the non-profit University Hospitals (UH) in close partnership with the Office of the Mayor and local building trade unions."

"The story of this effort by one anchor institution to alter its traditional business practices in order to deploy its economic power for community benefit suggests important possibilities for other anchors throughout the country."

"The UH initiative is a powerful model for how a place-based institution can fulfil its "anchor mission": to consciously apply the long-term, place-based economic power of the institution, in combination with its human and intellectual resources, to better the long-term welfare of the community in which it is located."

Source:

Serang, F, Thompson, J, Howard, T, 2013, 'The Anchor Mission: Leveraging the Power of Anchor Institutions to Build Community Wealth', https://community-wealth.org/content/anchor-mission-leveraging-power-anchor-institutions-build-community-wealth

DIVERSITY OF REGIONAL PRODUCE

The diversity of produce growing in Central West NSW points to a significant potential supply of food for institutions. Moreover, early interest from producers across a number of commodity sectors lays a strong foundation for further engagement to come.

A key characteristic of Central West NSW is the diversified production systems and the variety of landscapes and climates within the region, enabling a diverse range of quality produce to be grown. [17]

In total, agricultural production amounted to over $1 billion in product value in 2011 in the Central West NSW region. [18] Some of the greatest dollar value was generated by cereal crops ($485,429,257), meat ($251,736,508), fruit and nuts ($47,324,214) and vegetables ($37,353,657). [19]

A diverse range of primary producers and value adders across commodity sectors expressed interest in the pilot project, with foundational Farm to Institution Network members coming from the fruit, vegetable, meat and beverage industries.

A REGIONAL FOOD CULTURE

The NSW Central West region has a strong regional food culture, evident in the number of destination tourism events focusing on local food and wine (such as F.O.O.D Week, Wine Week, producer lunches and regional farmers markets).

Cafes and restaurants across the region regularly promote regional produce on menus, however this regional food culture is not yet evident in the region's institutions.

Building on the success of the strong regional food culture and local sourcing practices of many of the region's cafes, restaurants and retail stores, this could be expanded to

17 RDA Central West, 2016, 'Value Adding to Agriculture in Central West NSW', p. 45.

18 RDA Central West, 2016, 'Value Adding to Agriculture in Central West NSW', p. 47.

19 Ibid.

include institutions through the Farm to Institution movement.

SUPPLY CHAIN INFRASTRUCTURE

Feedback on supply chain infrastructure in Central West NSW is somewhat promising, however further work needs to be done to assess this in more detail.

While extensive work has not yet been undertaken to assess the supply chain infrastructure across the region, initial feedback from consultations and the Farm to Institution workshop note that some key infrastructure already exists within the region. This includes a number of local freight companies, food distributors, and also the dry and cold storage facilities in Orange mentioned as a key asset not available in all regions.

Other 'soft' infrastructure already operating in the region includes aggregation and e-commerce platforms, potentially capable of playing a part in the Farm to Institution supply chain. Cold chain logistics and processing capabilities remain to be seen.

PILOT PROJECT RESULTS

In its first year the Farm to Institution, Central West NSW pilot project has already resulted in the following tangible outputs which provide the drive and vision for the movement going forward;

- Formation of a regional Farm to Institution Network
- Creation of a Regional Food Charter .

FORMATION OF A FARM TO INSTITUTION NETWORK IN CENTRAL WEST NSW

Following the Farm to Institution, Central West NSW workshop in May 2018, attendees expressed an interest in staying connected and were invited to form an initial Farm to Institution Network in the region to drive the movement, guide the project, and develop collaborative initiatives into the future.

It is envisioned that this Network will be grown to connect with a broad range of community members in subsequent years.

CREATION OF A REGIONAL FOOD CHARTER

This document articulates the consensus view which was reached between workshop attendees and endorsed by the Farm to Institution Network, outlining the vision, aims, and values to guide the movement in Central West NSW.

[See Chapter 1 for the Regional Food Charter document]

Workshop facilitator Dr Nick Rose made the following observation:

> *"The draft FIN [Farm to Institution] Central West Charter was distributed and met with broad approval and agreement from those attending [the workshop]. Everyone agreed that the concept of a FIN had great merit and potential, in terms of enhancing viability and creating expanded market opportunities for local farmers, and expanding access to the region's great produce for its residents, in particular the most disadvantaged."*

This agreement to principles is essential in building consensus and collective action moving forward. It is envisioned that the Charter will be subject to periodic review by Network stakeholders and updated as necessary.

Next Steps

HOW TO ORGANISE A MOVEMENT FOR COLLECTIVE IMPACT

The pilot project has so far aligned its thinking with the 'Collective Impact'[20] guidance on how to organise a movement for effective impact, (as outlined in the Stanford Social Innovation Review). This research showed that collaborations which are capable of effectively solving complex and large-scale social problems, rather than achieving isolated results, have satisfied these five conditions for collective success:

	The Five Conditions of Collective Impact
Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.
Shared Measurement	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
Backbone Support	Creating and managing collective impact requires a separate organisation(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organisations and agencies.

/ Source: Stanford Social Innovation Review, 2012, 'Channelling Change: Making Collective Impact Work' [21]

The Farm to Institution, Central West NSW Network and movement could most effectively channel change into the future by satisfying these conditions for Collective Impact success across all activities.

20 Kania, J & Kramer, M, 2011, 'Collective Impact', Stanford Social Innovation Review, https://ssir.org/articles/entry/collective_impact

21 Hanleybrown, F; Kania, J; Kramer, M; 2011, 'Channeling Change: Making Collective Impact Work', Stanford Social Innovation Review, https://ssir.org/articles/entry/channeling_change_making_collective_impact_work

PRIORITY ACTIVITIES

Next Steps for the movement, informed by the region's producers, institutions and Farm to Institution Network, have been identified under the following three themes: Research, Education, Connection and Collaboration.

#1.

Research **— developing a joint research agenda which can be informed by stakeholders to facilitate evidence-based decision making, benchmarking, and filling knowledge gaps.**

- Key research questions identified at the workshop included finding out more about the region's Farm to Institution supply chain in the following areas:
  - Mapping the region's 'institutional market/s' and their buying requirements (including the different types of institutions and their clientele; size of the market/s; safety, regulatory and buying requirements for each — such as volumes, distribution, delivery, storage and seasonality)
  - Mapping regional produce and supply capabilities
  - Mapping out gaps in supply chain infrastructure (such as processors, food hubs or storage facilities)

It was recommended by food systems expert and workshop facilitator Dr Nick Rose, that this supply chain research be conducted as a collaborative mapping exercise:

"This requires a mapping process of all the institutions in the region that would potentially be amenable to an approach from a FIN central west, together with mapping the regulatory and quality / certification frameworks within which they operate. This mapping could then be correlated against existing data and surveys to be conducted regarding the supply available in the region to potentially meet a percentage of the institutional food purchasing requirement."

- Comparative Analysis — of American and French Farm to Institution models
- While some initial learnings from the US experience have been formative, in particular via the Farm to Institution New England (FINE) Network, further work is needed to understand French models further.
- Benchmarking — the amount of regional food currently procured in key regional institutions and tracking these metrics over time.
  - Once these volumes are understood, Regional Food Procurement Targets could be developed by individual institutions and aspirationally for the region as a whole, to encourage increases in regional food procurement over time. .

"I look at this and think 'me on my own this would be totally overwhelming'. But that's the thing, we are not working on our own. We can work collaboratively, and I think there's enormous potential to bring about massive change that has so many benefits."

-Kate Bracks, cook, educator and former Masterchef winner

#2.

Education **— of consumers, buyers and suppliers in the Farm to Institution supply chain to make more informed choices for the sustainable economic development, health and resilience of the region.**

- Support materials for buyers and suppliers — to assist institutional buyers and regional producers to better understand and make informed choices regarding regional producer capabilities, seasonal supply, institutional buying requirements and appetite for new products.
  - Developing platforms such as a 'producer directory' or 'regional online ordering system', could foster closer connections and greater understanding in the supply chain.
  - Making support programs and personnel available, such as 'Local Coordinators' or Maggie Beer's existing 'Creating an Appetite for Life' aged care food program. This support could assist in empowering and upskilling catering decision makers to make more informed regional food choices. Additionally similar assistance could be made available for producers wanting to bid for institutional food service contracts.
- Learning Opportunities — for students within institutions, to foster educational benefits beyond the immediate health or economic outcomes.
  - Primary, secondary or tertiary educational institutions may consider involving students in the producing, preparing or sourcing of regional produce.
- Labelling — to assist institutional clientele in understanding where their food comes from and making more informed food choices.
  - This may include labelling or advertising to promote regional food options to institutional clientele, especially those with choices such as in schools and universities.

#3.

Connection and Collaboration **— including building a groundswell of support, community advocacy, collaboration to bring about change, and building closer connections between people, their food sources and their stories.**

- Branding and Publicity — to clearly identify the movement, member institutions and give community stakeholders the opportunity to support and join the movement.
  - Developing a dedicated website and social media presence could facilitate wider engagement with the region's communities.
- Growing the Farm to Institution Network and movement — beyond producers and institutions to include more community organisations, health advocates, indigenous stakeholders (including producers and institutions), food waste bodies, clientele of institutions and other stakeholders in the Farm to Institution supply chain.
  - Holding annual workshops or regular events which allow community stakeholders, businesses and organisations to join the movement, make connections and form new collaborative partnerships could help to ignite further action.
  - Forming separate working groups across different types of 'like' Institutions (such as Farm to School/Campus/Hospital groups) to facilitate the development of key messaging, coordination of activities and communities of practice.
- Engagement in smaller regional centres — with important principles discussed by the Network as being able to engage with existing supply chains in small towns where sourcing regional produce becomes more difficult (including retailers such as IGA's and butchers for example).

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Appendix A — Regional Economic Analysis

REPORT PROVIDED BY A.P. SHEERE CONSULTING

INTRODUCTION

RDA Central West engaged A.P. SHEERE CONSULTING to develop a report that provides a brief economic analysis regarding:

- Quantifying the potential economic impact of institutions in the NSW Central West region (11 LGAs). These institutions include:
  - Universities
  - Hospitals/Multipurpose health centres
  - Aged care homes & Disability homes
  - Correctional and Detention Services
  - Schools

The RDA Central West region comprises the following 11 Local Government Areas: Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow, Oberon, Orange, Parkes and Weddin.

METHODOLOGY

This analysis was impacted by constraints in terms of data availability, budget and the specific focus of the project, however, the following methodology provides a basis for initial market assessment:

1. Estimate the number of institutions (as listed by RDA Central West) within the region — 11 LGAs
2. Estimate the size of these institutions
3. Economic impact:
   - Analyse 2014 GRP data for three ANZSIC level 1 industry sectors (Public Administration and Safety; Healthcare and Social Assistance; and Education and Training). Provide a total for the RDA Central West region (taken from 2014 RDACW Economic Profile work undertaken previously)
4. Provide some dialogue which identifies future growth in these sectors specific to the region as a whole
5. Provide recommendations for future research

SOURCES USED TO IDENTIFY INSTITUTIONS

Various sources were used to identify the institutions. These are listed below:

- Universities — Google search and Invest Central West — www.investnswcentralwest.com.au (work previously undertaken)
- Hospitals/Multipurpose Health Centres - www.myhospitals.gov.au
- Aged Care Homes & Disability Homes — www.agedcareguide.com.au and www.myagedcare.gov.au/
- Correctional and Detention Services - NSW Corrective Services www.correctiveservices.justice.nsw.gov.au/
- Schools — Australian Curriculum, Assessment and Reporting Authority My School website www.myschool.edu.au and various Council websites

ECONOMIC IMPACT

GRP DATA ANALYSIS

The 2014 Gross Regional Product data for the three ANZSIC level 1 industry sectors (Public Administration and Safety; Healthcare and Social Assistance; and Education and Training) are provided in the table below. The industry sectors documented in this report fall within these three ANZSIC codes and provide an indicator of how much they contribute economically to the region in terms of GRP.

Industry sectors of the institutions assessed	GRP 2014 $M	% of total GRP
Healthcare and Social Assistance	$703.81	7.3%
Public Administration and Safety	$587.85	6.1%
Education and Training	$581.98	6.0%

Source: 2014 RDACW Economic Profile

It should be noted that these three sectors lie within the top ten GRP contributing industry sectors in 2014 and have shown consistent growth between 2011 and 2014.

FUTURE GROWTH

There are a number of major infrastructure developments underway in the Central West including the physical expansion of some of the institutions listed in this report. Some examples of activities that are likely to impact upon the demand for catering services and demand for food produce are listed here:

- Expansion of Lithgow Aged Care Centre
- Expansion of Lithgow TAFE
- Expansion of Oberon Paper Mill
- Private Hospital and Medical Precinct to be constructed in Orange
- Establishment of Multi-Purpose Services at Molong, Coolah and Rylstone

It should further be noted that some of the major businesses in the region may also provide in-house catering services. The above list is a very small sample of activities likely to affect the demand for catering services and the demand for the supply of food produce.

OVERVIEW OF INSTITUTIONS

Identified institutions and size indicators

The institutions identified as part of this analysis are listed below:

- Universities
- Hospitals/Multipurpose health centres
- Aged care homes & Disability homes
- Schools
- Correctional and Detention Services

Tables 2.1 — 2.11 list these institutions by each LGA and provides an indication of the size of each establishment where possible. The LGAs covered are: 11 local government areas (LGAs) of Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow, Oberon, Orange, Parkes and Weddin.

- *Note that without contacting each institution directly it is not possible to confirm whether these institutions offer in-house catering. It does appear that most, if not all public schools provide this service even the very small ones.*

TABLE 2.1 BLAYNEY LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
	n/a		0
Hospitals/Multipurpose health			
1	Blayney Multipurpose Service Regional hospital with an emergency department	Number of beds: 50 or less	1
Aged care homes & Disability homes			
1	Blayney Multipurpose Service — Aged care	Number of beds: 20	
2	Lee Hostel Blayney — Respite Care, Pallative care	Number of beds: 25	
3	Uralba Retirement Village, Carcoar Respite Care	Number of beds: 22	3
Boarding/Independent Schools			
1	St. Joseph's Catholic Primary School	Enrolments: 114	1
Public schools			
1	Blayney High School	Enrolments: 359	
2	Blayney Public School	Enrolments: 300	
3	Carcoar Public School	Enrolments: 9	
4	Lyndhurst Public School	Enrolments: 28	
5	Mandurama Public School	Enrolments: 10	
6	Millthorpe Public School	Enrolments: 287	
7	Neville Public School	Enrolments: 19	7
Correctional and Detention Services			
	Nil		

TABLE 2.2 BATHURST LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/TAFE			
1	Charles Sturt University, Bathurst	Number of students = 37,000 plus	
2	University of Western Sydney Bathurst Clinical School	Number of students = unknown	
3	Bathurst Tafe	Number of students = unknown	3
Hospitals/Multipurpose health centres			
	Bathurst Base Hospital	Number of beds: 100–199	
	Bathurst Private Hospital	Number of beds: 16 beds	2
Aged care homes & Disability homes			
1	Opal Specialist Aged Care (Pallative)	73 beds	
2	Catholic Healthcare Macquaries Health Care Centre	55 beds	
3	Catholic Healthcare St Catherines Residential Aged Care, Bathurst	130 beds	
4	RBI Bathurst Masonic Village Respite Care	45 beds	
5	The Whiddon Group Kelso Dementia Care, Pallative	111 beds	5
Boarding/Independent Schools			
1	The Scots School	Enrolments 277	
2	St Philomena's Primary School	Enrolments: 192	
3	Holy Family Primary School	Enrolments: 368	
4	Cathedral Catholic Primary School	Enrolments: 359	
5	Assumption Primary School	Enrolments: 365	
6	All Saints' College	Enrolments: 415	
7	Mackillop College	Enrolments: 596	
8	St Stanislaus' College	Enrolments: 575	8
Public schools			
1	Bathurst Public School	Enrolments: 562	
2	Denison College of Secondary Education, Kelso	Enrolments: 756	
3	Carenne Public School (Special Needs) Bathurst	Enrolments: 105	
4	Eglinton Public School	Enrolments: 480	
5	Kelso Public School	Enrolments: 264	
6	O'Connell Public School	Enrolments: 79	
7	Meadow Flat Public School	Enrolments: 45	
8	Perthville Public School	Enrolments: 135	
9	Raglan Public School	Enrolments: 273	
10	Rockley Public School	Enrolments: 21	
11	Sofala Public School	Enrolments: 10	
12	South Bathurst Public School	Enrolments: 259	
13	Wattle Flat Public School	Enrolments: 25	
14	West Bathurst Public School	Enrolments: 431	14
Correctional and Detention Services			
1	Bathurst Correctional Complex is a medium/ minimum facility for male offenders	Capacity: 650	
2	Kirkconnell Correctional Complex is a minimum security facility	Capacity: 250	2

TABLE 2.3 CABONNE LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
		N/A	0
Hospitals/Multipurpose health centres			
1	Molong Hospital	Number of beds: 50 or less	
2	Canowindra Hospital	Number of beds: 50 or less	
3	Cudal Health Service	Number of beds: 50 or less	
4	Eugowra Multipurpose Service	Number of beds: 50 or less	4
Aged care homes & Disability homes			
1	Prunus Lodge Residential Aged Care facility Molong	Number of beds: 28	
2	Moyne Aged Care Plus Canowindra Pallative care	Number of beds: 63	
3	Eugowra Memorial Multipurpose Service Residential Aged Care, Pallative and Respite Care	Number of beds: 12	3
Boarding/Independent Schools			
1	St Joseph's Catholic Primary School, Molong	Enrolments:46	
2	Sr Edward's Catholic Primary School, Canowindra	Enrolments:74	
3	St Joseph's Catholic Primary School, Eugowra	Enrolments:31	
4	St Joseph's Catholic Primary School, Manildra	Enrolments:23	
5	St Columbus Catholic Primary School, Yeoval	Enrolments: 26	5
Public schools			
1	Molong Central School	Enrolments: 359	
2	Canowindra High School	Enrolments: 246	
3	Canowindra Public School	Enrolments: 217	
4	Cuddal Public School	Enrolments: 77	
5	Manildra Public School	Enrolments: 43	
6	Borenore Public School	Enrolments: 40	
7	Cargo Public School	Enrolments: 22	
8	Cumnock Public School	Enrolments: 54	
9	Eugowra Public School	Enrolments:29	
10	Mullion Creek Public School	Enrolments: 55	
11	Nashdale Public School	Enrolments: 119	
12	Yeoval Central School	Enrolments: 120	12
Correctional and Detention Services			
Nil			

TABLE 2.4 COWRA LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
	TAFE Cowra College	Unknown	1
Hospitals/Multipurpose health centres			
1	Cowra Health Service (small hospital) Aged care homes & Disability homes	Number of beds: 50 or less	1
Aged care homes & Disability homes			
1	Weeroona Aged Care Residence, Cowra Dementia, Respite, Palliative	Number of beds: 95	
2	Bilyara Hostel, Cowra Dementia, Respite, Palliative	Number of beds: 52	2
Boarding/Independent Schools			
1	St Raphael's Catholic School	Enrolments:415	1
Public schools			
1	Cowra High School	Enrolments: 549	
2	Cowra Public School	Enrolments: 396	
3	Holman Place School, Cowra	Enrolments: 53	
4	Holmwood Public School	Enrolments: 47	
5	Mulyan Public School	Enrolments: 306	
6	Woodstock Public School	Enrolments: 21	
7	Gooloogong Public School	Enrolments: 21	7
Correctional and Detention Services			
Nil			

TABLE 2.5 FORBES LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
	Forbes TAFE College	Unknown	1
Hospitals/Multipurpose health centres			
1	Lachlan Health Service — Forbes (hospital)	Number of beds: 50 or less	1
Aged care homes & Disability homes			
1	Catholic Healthcare Mater Aged Care Dementia, Pallative	Number of beds: 36	
2	Catholic Healthcare Jemalong Residential Aged Care	Number of beds: 91	
3	Eugowra Memorial Multipurpose Service Respite, Pallative	Number of beds: 12	3
Boarding/Independent Schools			
1	Red Bend Catholic College	Enrolments:725	
2	St Lawrence's Catholic Primary School	Enrolments:323	
3	St Joseph's Catholic Primary School	Enrolments:31	3
Public schools			
1	Forbes High School	Enrolments: 378	
2	Forbes North Public School	Enrolments: 283	
3	Forbes Public School	Enrolments: 291	
4	Eugowra Public School	Enrolments: 29	4
Correctional and Detention Services			
Nil			

TABLE 2.6 LACHLAN LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
1	Condobolin TAFE College	Unknown	1
Hospitals/Multipurpose health centres			
1	Condobolin Health Service Hospital	Number of beds: 50 or less	
2	Lake Cargelligo Multipurpose Service Hospital	Number of beds: 50 or less	
3	Tottenham Multipurpose Service	Number of beds: 50 or less	3
Aged care homes & Disability homes			
1	William Beach Gardens, Condobolin Dementia, Pallative	Number of beds: 82	
2	Lake Cargelligo Multipurpose Service Pallative	Number of beds: 16	
3	Tottenham Multipurpose Health Service Pallative	Number of beds: 6	3
Boarding/Independent Schools			
1	St Joseph's Primary School Condobolin	Enrolments:119	
2	St Francis Xavier Primary School Lake Cargelligo	Enrolments:39	2
Public schools			
1	Condobolin High School	Enrolments: 205	
2	Condobolin Public School	Enrolments: 284	
3	Lake Cargelligo Central School	Enrolments: 246	
4	Tottenham Central School	Enrolments: 88	4
Correctional and Detention Services			
Nil			

TABLE 2.7 LITHGOW LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
1	Western Sydney University College	140 students capacity	
2	The University of Notre Dame Australia	10-20 students capacity	
3	TAFE Western — Lithgow College	Unknown	3
Hospitals/Multipurpose health centres			
1	Lithgow Hospital	Number of beds: 46	
2	Portland Tabulam Health Centre	Number of beds: 50 or less	2
Aged care homes & Disability homes			
1	Lithgow Aged Care	Number of beds: 95	
2	Portland Tabulam Cottages residential aged care	Number of beds: 22	
3	Three Tree Lodge residential aged care	Number of beds: 54	3
Boarding/Independent Schools			
1	La Salle Academy, Lithgow	Enrolments:237	
2	St Patrick's Catholic Primary School, Lithgow	Enrolments:286	
3	St Joseph's Catholic Primary School	Enrolments: 37	
4	The Scots School — Lithgow Campus	Enrolments: ?	4
Public schools			
1	Cooerwull Public School, Lithgow	Enrolments: 355	
2	Lithgow High School	Enrolments: 782	
3	Lithgow Public School	Enrolments: 444	
4	Zig Zag Public School	Enrolments: 97	
5	Wallerawang Public School	Enrolments: 299	
6	Portland Central School	Enrolments: 146	

7	Capertee Public School	Enrolments:14	
8	Cullen Bullen Public School	Enrolments:30	
9	Hampton Public School	Enrolments: 6	
10	Kandos Primary School	Enrolments: 143	
11	Meadow Flat Public School	Enrolments: 45	
12	Kandos High School	Enrolments: 220	12
Correctional and Detention Services			
1	Lithgow Correctional Centre is a maximum security	Unknown	1

TABLE 2.8 OBERON LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
	Nil		
Hospitals/Multipurpose health centres			
1	Oberon Multipurpose Service	Number of beds: 50 or less	1
Aged care homes & Disability homes			
1	Oberon Village Dementia, Palliative Care	Number of beds: 70	
2	Oberon Multipurpose Service Palliative Care	Number of beds: 10	2
Boarding/Independent Schools			
1	St Joseph's Catholic Primary School	Enrolments:98	1
Public schools			
1	Oberon High School	Enrolments: 219	
2	Oberon Public School	Enrolments: 242	
3	Black springs Public School	Enrolments: 10	3
Correctional and Detention Services			
1	Oberon Correctional Centre is a minimum security	Unknown	

TABLE 2.9 ORANGE LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
1	The University of Sydney School of Rural Health		
2	Orange Tafe College		2
Hospitals/Multipurpose health centres			
1	Dudley Orange Private Hospital	Number of beds: 57	
2	Orange Health Service Regional Hospital	Number of beds: 200-500	2
Aged care homes & Disability homes			
1	Calare Aged Care, Orange	Number of beds: 59	
2	Catholic Healthcare St Francis Aged Care, Orange	Number of beds: 53	
3	Gosling Creek Aged Care, Orange	Number of beds: 77	
4	Opal Cherrywood Grove Aged Care, Orange	Number of beds: 99	
5	Uniting Parkwood Orange Transition Care	Number of beds: 16	
6	Uniting Wontama Orange Dementia Care, Respite Care	Number of beds: 160	
7	Ascott Gardens, Orange Dementia Care, Respite Care, Palliative Care	Number of beds: 62	
8	Benjamin Short Grove, Orange Palliative Care	Number of beds: 60	8
Boarding/Independent Schools			
1	Anson Street School, Orange	Enrolments:122	
2	Catherine McAuley Catholic Primary School	Enrolments:532	
3	James Sheahan Catholic High School, Orange	Enrolments:1001	

4	Kinross Wolaroi School, Orange	Enrolments:1083	
5	Orange Anglican Grammar School	Enrolments:345	
6	Orange Christian School	Enrolments:339	
7	St Mary's Catholic Primary School, Orange	Enrolments:392	7
Public schools			
1	Bletchington Public School	Enrolments: 615	
2	Bowen Public School	Enrolments: 216	
3	Calare Public School	Enrolments: 634	
4	Canobolas Public School	Enrolments: 109	
5	Canobolas Rural Technology High School	Enrolments: 609	
6	Glenroi Heights, Public School, Orange	Enrolments: 209	
7	Orange East Public School	Enrolments: 265	
8	Orange High School	Enrolments: 1062	
9	Orange Public School	Enrolments: 665	9
Correctional and Detention Services			
Nil			

TABLE 2.10 PARKES LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
	Parkes TAFE College		1
Hospitals/Multipurpose health centres			
1	Lachlan Health Services -Parkes Hospital	Number of beds: 50 or less	1
Aged care homes & Disability homes			
1	Baptist Care Niola Centre, Parkes Dementia, Respite, Palliative, Transition Care	Number of beds: 48	
2	Rosedurnate Aged Care Plus Centre, Parkes Palliative Care	Number of beds: 70	
3	Southern Cross Care Parkes Residential Aged Care	Number of beds: 62	
4	Frazer Court Hostel, Peak Hill	Number of beds: 10	
5	Trundle Multipurpose Centre Palliative Care	Number of beds: 9	
6	Tullamore Multipurpose Health Service Palliative Care	Number of beds: 12	6
Boarding/Independent Schools			
1	Parkes Christian School	Enrolments:201	
2	St Joseph's Primary School	Enrolments:21	
3	St Patrick's Primary School	Enrolments:24	3
Public schools			
1	Holy Family Primary School, Parkes	Enrolments: 246	
2	Middleton Public School	Enrolments: 269	
3	Parkes East Public School	Enrolments: 295	
4	Parkes High School	Enrolments: 595	
5	Parkes Public School	Enrolments: 418	
6	Peak Hill Central School	Enrolments: 136	
7	Tullamore Central School	Enrolments: 77	
8	Trundle Central School	Enrolments: 113	
9	Bogan Gate Public School	Enrolments: 12	9
Correctional and Detention Services			
Nil			

TABLE 2.11 WEDDIN LGA

Institution with likely in-house catering	Institution name	Size of institution	Total number in LGA
Universities/Tafe			
1	Tafe Western Grenfell College	Unknown	1
Hospitals/Multipurpose health centres			
1	Grenfell Multipurpose Service Hospital	Number of beds: 50 or less	
Aged care homes & Disability homes			
1	Grenfell Multipurpose Service Palliative, Respite Care	Number of beds: 34	1
Boarding/Independent Schools			
1	St Joseph's Primary School	Enrolments: 49	1
Public schools			
1	Grenfell Public School	Enrolments: 194	
2	The Henry Lawson High School	Enrolments: 174	
3	Caragabal Public School	Enrolments: 27	
4	Greenethorpe Public School	Enrolments: 11	
5	Quandialla Public School	Enrolments: 26	5
Correctional and Detention Services			
Nil			

RECOMMENDATIONS FOR FURTHER REGIONAL ECONOMIC ANALYSIS RESEARCH

The following recommendations are provided for consideration by RDA Central West:

1. Survey of institutions listed to confirm whether they do in fact provide catering services
2. Survey of institutions listed to estimate the amount of revenue spent per annum to provide catering services
3. Survey of institutions listed to assess where they purchase their food supplies from and what their requirements are to become a supplier
4. Estimate the value of the food supply sector in the region
5. Identify any issues associated with using local suppliers by the institutions listed
6. Identification of local food suppliers/farms in the RDACW region and discussions commenced to see whether additional opportunities exist for them to supply to local institutions
7. Identify which businesses also provide catering services for staff
8. Further research to identify other activities/developments likely to impact upon the supply and demand for food produce from local farms