

Evaluation of Foodbank WA's BHP Billiton Agreement in the East Pilbara Region

A MARKETING RESEARCH REPORT

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November 2014

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Executive Summary

The findings from the current research are consistent with previous research. Schools and stakeholders both provided overwhelmingly positive feedback on the *Healthy Food For All* initiatives delivered by Foodbank WA and highlighted the professionalism of Foodbank WA as an organisation and the excellence of Foodbank WA staff.

The feedback from both the online survey of schools and the phone interviews conducted with schools and partnering organisations was very positive across the board. Both schools and partnering organisations highly valued their partnership with Foodbank WA, strongly supported the continuation of the *Healthy Food For All* initiatives and showed great appreciation for the resources and support provided by Foodbank WA.

Several small suggestions were made for how Foodbank WA could potentially further improve its initiatives and processes, and these recommendations follow.

Overall recommendations

As a result of the quantitative and qualitative research process, a number of opportunities have been identified for Foodbank WA to potentially focus on:

- School Breakfast Initiative
 - Schools spoke very positively about the supplies and support received from Foodbank WA for the School Breakfast Initiative and acknowledged Foodbank WA's excellent planning, organisation and communication;
 - Similar to last year, the only suggestions for improvement related to the types of food provided to schools, with a number of schools requesting that a greater variety of foods be provided, including some perishable products. Another school suggested that Foodbank should provide products with less added sugar and salt;
 - One school mentioned that their School Breakfast Initiative had already benefitted from the support of local providers, who supplied them with bread. There remains an opportunity for Foodbank WA to establish partnerships with local supermarkets and suppliers to provide perishable items to geographically isolated schools on a regular basis.

- Food Sensations® Initiative
 - Feedback on the Food Sensations® initiative was overwhelmingly positive with regards to the training delivered within the region, the people delivering the training and the outcomes seen as a result of the training;
 - The only suggestion for improving Food Sensations® was to increase the frequency of Foodbank WA visits or possibly the length of each visit, as schools highly valued the initiative and felt that more frequent or extended visits would lead to even better outcomes; and
 - The new Superhero Food story (SFS) component of the Food Sensations® initiative introduced this year was received with unanimous favour among those aware of it. Schools and stakeholders thought the SFS enhanced the initiative and the leave-behind materials helped maintain and reinforce the messages of the initiative. There is strong support for the continuation of the SFS as an element of the Food Sensations® initiative.

- General initiative delivery and support
 - As in previous years, it is essential that Foodbank WA maintains its proactive and frequent communication with schools and partnering organisations. This is centrally important for facilitating the smooth delivery of *Healthy Food For All* initiatives, for providing schools and partner organisations with resources and support, and for preventing duplication or redundancy of services in the East Pilbara Region;
 - There is an opportunity for Foodbank WA to further promote the *Healthy Food For All* website and leverage it a tool for knowledge sharing and as a networking platform between schools, partnering organisations and Foodbank WA. Interest in the use of the website in this way exists for some schools, but the level of interest is mild and so if this were to succeed, Foodbank would need to be the driving force behind it;
 - Awareness of BHP Billiton Iron Ore’s funding of Foodbank WA’s *Healthy Food For All* initiatives has increased slightly in absolute terms over the past year. Attitudes towards BHP among those who are aware are positive, so continued promotion of BHP Billiton Iron Ore’s association with Foodbank WA could lead to more positive perceptions of the brand; and

- The consistency in findings between the current report and previous years' reports highlights that Foodbank WA has maintained an exceptional standard across the board in its delivery of *Healthy Food For All* initiatives. In addition, those aspects of the *Healthy Food For All* initiatives that are new this year (for example the SFS) have been received with great acclaim by schools and stakeholders, demonstrating that Foodbank WA continues to innovate and evolve its initiatives in ways that are relevant, meaningful, engaging and inspiring for students, staff, partners and stakeholders.

Background and methodology

Background to the research

Foodbank WA is a not-for-profit organisation which sources donated and surplus food from the food and grocery industry to distribute to welfare and community agencies that provide food assistance to people in need. Among the beneficiaries are schools in low socioeconomic areas of Western Australia, with Foodbank's initiatives focusing on two key areas – healthy eating and physical activity.

In late 2010, Foodbank WA entered into a funding agreement with BHP Billiton Iron Ore to support the delivery of Foodbank initiatives to schools and communities in the East Pilbara region. The focus was particularly on:

- The expansion of the **School Breakfast Initiative (SBI)** – whereby schools are provided with food supplies that enable them to provide their students with a nutritionally wholesome breakfast (where they might not have had access to one otherwise);
- The introduction of the **Food Sensations** initiative – a hands-on cooking and nutrition initiative in schools that aims to improve the knowledge and understanding of nutritious foods, and provide the skills to prepare them safely; and
- The introduction of the **Choose to Move** initiative – a physical activity initiative endeavouring to increase student physical activity through structured lessons and unstructured play during the school day

The initiatives are primarily aimed at school students, whilst school teachers, parents, and health care workers form a secondary target group.

Research objectives

TNS Social Research was commissioned by Foodbank WA in order to evaluate the effectiveness of the SBI and Food Sensations® initiative against their set objectives and gain feedback to guide potential improvements:

- **Primary objective:** Evaluate the Food Sensations® and School Breakfast Initiatives in schools within the East Pilbara region to ensure a continuous improvement model.
 - Measure satisfaction with the initiatives and the processes which underpin them;

- Collect stakeholder feedback on the initiatives in relation to their perceptions of, and relationships with, Foodbank WA;
 - Understand perceptions of 'change' / 'improvements' in Foodbank WA's processes and delivery relative to the previous 12 month period;
 - Better understand how schools would like to network (for example, via the website); and
 - Measure satisfaction with partnership relationships.
- **Secondary objective:** Understand the impact of BHP's involvement in the initiatives on its reputation in the region in order to provide feedback to BHP.

The methodology

A multi-modal approach was taken to gather a depth of information and to ensure it was meaningful, appropriate and not intrusive to the participating schools, with results from each stage analysed together to ensure a holistic view.

Stage 1: Online survey

An initial quasi-quantitative online survey was sent to key contacts, including principals, SBI coordinators and teachers at 16 participating schools in the region to enable them to provide initial feedback on the initiatives and services provided by Foodbank WA. This survey sought to gauge satisfaction through a number of quantitative measures, as well as including qualitative open-ended questions to gather more detailed feedback on their experiences and any potential improvements that could be made. The survey took around 10 minutes to complete. Foodbank WA sent out a forewarning email to participating schools, providing them background on the research, its purpose and what it would involve, to garner their support. Further, reminder emails were sent to all key contacts, and Foodbank WA personally got in touch to encourage them to take the opportunity to provide feedback. To ensure maximum response, those who completed the survey were given the option to enter the prize draw to win a cutlery/crockery kit for their school. Recipients of the survey were also able to forward it on to others who might be interested in taking part. A total of 16 responses were received and the quantitative fieldwork was completed in November 2014.

Stage 2: School contact interviews

At the end of the online survey, respondents were asked to indicate whether they would be willing to have a confidential one-on-one discussion with a TNS researcher in order to better understand their school's needs and how Foodbank WA could help deliver on these needs. Eight of the 16 respondents surveyed were willing to participate in the one-on-one interviews, including a mixture of school principals, teachers and SBI coordinators. Respondents who were willing to participate were asked to provide their contact details to setup a time for a follow-up phone call to get some more in-depth feedback on the *Healthy Food For All* initiatives. Each person was called at least three times to give them the opportunity to take part in the research, and a total of six interviews were conducted. These mini in-depth interviews took around 15 minutes and were conducted at a time convenient for them (with participation entirely optional). These conversations gave us a better understanding of the context in which schools were operating, and helped us to probe and get more detailed feedback beyond what we got from the online survey. All interviews were conducted during October and November 2014.

Stage 3: Stakeholder interviews

TNS utilised a contact list provided by Foodbank WA to target relevant stakeholders for phone interviews, which lasted 20 minutes on average. Each stakeholder was contacted by TNS a number of times if initially unavailable to ensure participation, and as a result, all six intended stakeholders were interviewed. All interviews were conducted during October and November 2014.

Research findings

Identifying the need

The central need for Foodbank WA initiatives - including the School Breakfast and Food Sensations® initiatives - in schools in the East Pilbara region is due to a lack of awareness and understanding of the importance of good nutrition among students and families, and an observed lack of healthy eating.

The School Breakfast Initiative

As in past years, school contacts and key stakeholder continue to report a strong need for the SBI to be delivered in schools in the East Pilbara region. In participating schools throughout the region, it was often reported that many children were coming to school without eating a healthy breakfast and, in some cases, without eating any breakfast at all. The SBI enables those students who might not have access to an adequate breakfast at home to receive a nutritious breakfast before beginning their school day. The delivery of the SBI also carries additional social, educational and health benefits for the children and contributes positively to the attitudes of students and teachers alike.

"I think the SBI is essential for these kids because they don't get fed sometimes at home and if we weren't doing the initiative I think some of these kids would be in a bit of trouble, food-wise."

"When the kids have food in their tummy, they're lot better behaved and they concentrate."

The Food Sensations® Initiative

The Food Sensations® initiative provided by Foodbank WA was enthusiastically praised by both school contacts and stakeholders. It was reported to be very engaging for both students and staff and, as a result, was highly effective in educating them about the benefits of good nutrition and how to prepare healthy meals.

"FB have a really good way of taking the information and conveying it in a really user-friendly model that relates to whatever group they're working with."

"The students enjoyed the cooking classes and they enjoyed the meal that they created. Many students were surprised how delicious the food was and being healthy as well. The Foodbank staff were fantastic and were very hands on with the students."

The Food Sensations® initiative trains participants in a hands-on environment, where they are taught about nutrition, cleanliness and food safety, as well as learning how easy it is to prepare a variety of healthy meals. The hands-on and interactive nature of this initiative was highlighted by respondents as one of the core reasons for their enthusiasm and for the initiative's success.

"The ladies engaged the kids and delivered such great information in a way the kids understood and still talk about"

Satisfaction with the initiatives on offer

The *Healthy Food For All* initiative

As in previous years, there was overwhelmingly positive feedback in terms of both Foodbank WA as an organisation, its staff and the *Healthy Food For All* initiative. School contacts and key stakeholders spoke very highly of Foodbank WA's initiatives and the level of support that they provide.

"I find Foodbank to be a wonderful, supportive organisation."

"I'm very happy with FB and I think they play a very important role in the region".

"We can't speak highly enough of Foodbank"

When asked to rate how they would talk about the *Healthy Food For All* initiative in social situations, three-quarters of the schools surveyed said that they would speak 'extremely favourably' about the initiative, with the remainder saying they would speak 'favourably' about the *Healthy Food For All* initiative.

In addition to the initiatives, both schools and stakeholders were universally impressed with Foodbank staff and, particularly, the WA coordinators and trainers working with schools in the East Pilbara region. These coordinators were described as “professional”, “knowledgeable”, “encouraging”, “enthusiastic” and “approachable”.

“They come out, they’re enthusiastic and they give us new ideas and it’s a big ask for them to come all the way out where we live.”

“They’re just a remarkable team. I can’t think of anything that they could be doing more to improve what they’re already doing.”

More specific feedback follows at an initiative level.

The School Breakfast Initiative

The SBI received consistently positive feedback from schools, who reported that the initiative is highly valued, to the point of being seen as essential, and felt that it had a positive effect not only on the health and wellbeing of students, but also on their school attendance, attention and behaviour in class, and subsequently, their overall academic performance.

“Please continue the valuable service, we depend on it so much.”

“If kids don’t have breakfast, there’s not much going to happen during the day. You’ve got to start them off well feed before you could make them do any school work.”

“Some of the kiddies come to school really dishevelled and we have to get them into uniforms and clean them up - they’re tired and with the breakfast program we’re able to help them start the day on a good note. They get tucker in their tummies and a nice drink ... it just props them up psychologically, mentally and emotionally to put them in the right frame of mind for the day.”

When schools were asked to rate their satisfaction with the processes and assistance provided by Foodbank WA in relation to the SBI, 14 of the 16 schools surveyed reported that they were ‘very satisfied’ while the remainder were ‘satisfied’. With regard to the supplies provided by Foodbank WA for the SBI 12 schools reported being ‘very satisfied’ while the remaining 4 were ‘satisfied’.

"The SBI meets our needs. Foodbank are very supportive of the school."

"I think it is a great initiative and certainly supports those students in need."

The only suggestions for improvement to the SBI related to the specific food supplies available. These suggestions will be covered in detail in a later section.

The Food Sensations® initiative

All of the 16 schools surveyed in the East Pilbara region reported being recently visited by Foodbank WA to deliver the Food Sensations® initiative. When asked to rate their satisfaction with the visit, 15 of the schools were 'very satisfied' and the remaining school 'satisfied'. Similarly, of the 5 schools that had received the Food Sensations® teacher training all were 'satisfied' or 'very satisfied' with the training provided.

"Foodbank deliver a friendly, health focussed initiative which all the children and staff enjoy."

"It was relevant, helpful, great ideas, general professional discussions took place, positive interactions."

Schools reported extremely positive feedback on all aspects of the Food Sensations® initiative, with all saying that it is an excellent initiative for students and coordinators. The initiative was praised for being both engaging for students and effective in teaching them about good nutrition and healthy food preparation.

"They interacted very well with the indigenous children. The activities were fun and well conducted."

"Staff and students gained education in an engaging, informative, relevant, non-judgemental manner."

The hands-on nature of Food Sensations® initiative was highlighted by schools as one of its best aspects, with students both enjoying and engaging with the initiative at a higher level because of its interactive aspects. The hands-on aspects of the initiative were reported to reinforce the educational messages and gave students practical skills they could take away with them and apply at home.

"Foodbank cook healthy food in our school and they show [the students] how to cook, and the kids like it."

"Great opportunity for students to be involved in the preparation of healthy food alternatives."

"They come every year which is fantastic. The kids absolutely love it and the recipes are appropriate."

Schools were pleased with Foodbank's efforts in making sure the Food Sensations® initiative was pitched to the target group, with an appropriate mix of instruction and hands-on learning.

"FB have a really good way of taking the information and conveying it in a really user-friendly model that relates to whatever group they're working with."

"The lesson involved hands on, no-fail, great recipes which we can do at school"

Schools, as well as key stakeholders, were impressed that the initiative was so tailored to the needs and circumstances of the East Pilbara region. Given the remoteness of many schools in the region, certain food products are not readily available (e.g. fresh fruit and vegetables). A number of schools were pleased that the course took their remote location into account and had presented recipes that used products that could be easily sourced locally. Respondents were also pleased that the local cost of products was taken into account by Foodbank and that recipes and budgets had been adapted to suit local circumstances.

"Working in our remote schools, [Foodbank] have a lot of really tailored resources that are appropriate for the schools and areas where they are working. For example, some of the recipes have been modified and developed over time to make sure that the food that is made in the sessions is relevant to the community. So it's something they can purchase locally or have available locally and is low cost, but healthy and tasty as well."

"They know what the community want and delivers to that and being realistic to that as well."

"The resources that they have developed have been fantastic"

Stakeholders and partnering organisations were impressed with the quality and innovativeness of the materials and resources provided by Foodbank. Foodbank were praised for their continuing efforts to keep resources up to date and fresh with new ideas and keeping abreast of the latest health and nutrition information available.

"I know from some of the staff that Foodbank have modified some of their training to be more applicable to the Pilbara region and that's fantastic. Often activities, like looking at shopping docket, use prices from Perth and the prices are completely different to anything you would get here. Foodbank have actually taken that time to think about the regional situation and make their training adapted to that."

"I've taken part in [the Food Sensations] training twice and I've found each time they've developed new resources and have expanded what they have to offer."

Initiative delivery was considered to be outstanding across the board, with several schools and stakeholders praising the enthusiasm and expertise of Foodbank WA staff.

"[The Food Sensations Trainers] are extremely professional, polite and supportive – a real delight to interact with."

"The presenters have been great. It's a very positive program - we've got a lot out of it, especially the [school] staff."

"The program and the ladies were just fantastic, interesting and had so much knowledge to offer"

"Personnel are professional, knowledgeable, encouraging and approachable. It is always a delight to have them in our school."

"They're very positive people, very professional, very organised, and they listen."

The only down-side attached to the universal appreciation of the Food Sensations® initiative was that it was deemed so engaging, enjoyable and effective that schools wished they could have the initiative run for them more often, or to be run for a greater duration each time.

"If I was looking at what they were delivering and how it's received it would definitely be a 10/10 and I would only put it back to an 8/10 because I would always like more services in our region...The more time the staff could spend in our region would always be a benefit to our communities."

"We would love them to visit us every semester - twice a year!!!"

"Even just an extra day would be great."

However, it was also well-understood by all schools that there were limits on time and budgets that made it difficult to have more frequent visits and acknowledged the efforts of the Foodbank staff in being in the region as often as they were.

"The frequency that they get out to the Pilbara is fantastic - I would always be happy for more, but they work really hard and it's not very often they're in the office in Perth - they are getting out across the state to visit lots of people."

"It's something you'd like to happen more often, but obviously the cost is a thing that stops that sort of thing from happening."

The "Superhero Food" Story

In 2014, Foodbank WA introduced the 'Superhero Food' story (SFS) to the Food Sensations® Initiative. This component of the initiative shows several different healthy foods depicted as cartoon superhero characters. These characters are used in the initiative to educate students about healthy eating and healthy lifestyle behaviours.

Of the 16 schools surveyed, 10 were aware that the SFS is now a component of the Food Sensations® Initiative. 9 out of the 10 schools who were aware of the SFS thought it helped to educate children about healthy eating and lifestyle either “extremely” or “very” well and also reported that they would consider it “extremely” or “very” useful going forward. The remaining school reported the SFS helped to educate children “fairly well” and would be “fairly useful” as a teaching tool going forward.

“It is engaging for students”

“It gives the children a better understanding of the importance of healthy food.”

The new inclusion of the SFS was viewed positively by all of those aware of it, with schools reporting that it was engaging for the students, that they remembered the characters and referenced the materials well after the completion of the Food Sensations® Initiative in their school. It was also felt to have the potential to be useful for teachers within the school, who could adopt the strategy and transfer it to the classroom.

“To be honest, Foodbank tend to blow us away with their cool new ideas – I really like the superhero idea and that seems to be really well received by students and that language seems to resonate with the different year levels as well. Often you’ll hear them recalling what they’ve learnt with the different foods as well.”

“The kids love cartoons - I think that they were great.”

“The teachers could use those characters when talking about food; they can be brought into the class room quite easily.”

The SFS was felt to be very useful for educating the students about healthy eating and healthy lifestyle behaviours as it was age and interest-appropriate.

“The health message is of great benefit, and the ‘healthy eating’ message is pitched at the right audience”

“Most of the kids like superheroes, so it’s very useful”

"The healthy eating message is well supported through great visuals. The kids love looking at the pictures and artwork, and particularly love finding 'baby broc' in all the pictures. It is an engaging resource and appropriate for students of all ages."

"Children can easily identify with a 'superhero' style model."

Schools were also appreciative of the SFS leave-behind materials and felt the students really enjoyed them, as well as engaging with the healthy messages they promote. There was a strong perception that the use of the SFS characters helped maintain and reinforce the messages of the Food Sensations® Initiative.

"It's great for the story to be fun, colourful and practical for use in the breakfast clubs. Our students love the placemats, they read them and look at the activities as they are having breakfast. This in return is showing the students the importance of eating a healthy breakfast."

"It engages the students in the morning and reinforces the importance of having a healthy breakfast."

"It supports childrens' understanding of healthy choices. The story reinforces the healthy choices message."

Kitchen Garden Initiative

Four of the schools surveyed had accessed the Pilbara Kitchen Garden website, half of which found it to be 'very useful' and the other half "fairly useful". There was no mention of the Kitchen Garden Initiative by respondents interviewed qualitatively this year.

Process and supplies

Processes involved and support given

As in previous years, the current processes involved in liaising with Foodbank WA and accessing the various initiatives available were reported by schools and stakeholders to be simple, straightforward and appropriate, with Foodbank WA staff assisting across a range of functions, namely:

- Managing the process end-to-end, from signing schools up to having a truck deliver the food directly to the schools for free at the start of term;
- Minimising the paperwork for schools to complete;
- Allowing sufficient time for schools to place orders, and proactively sending reminders and following up with schools who have not submitted their orders; and
- Being flexible in terms of the timings for food deliveries and the amount of food ordered.

"We're very grateful to Foodbank for their service to this remote region."

"Really good communication. The food comes when they say that it's going to come."

Schools spoke very positively about the support received from Foodbank WA throughout the process, and highlighted Foodbank WA's professionalism, availability, clear communication and friendliness.

"Foodbank provides a free, reliable service, which we as staff depend on to run the school breakfast program everyday and provide students with emergency lunches everyday. Communication from Foodbank is clear, informative, timely and friendly. Foodbank staff are approachable and always ready to help with any inquiry."

"Food and initiatives are delivered in a timely way. Children enjoy participating in the Breakfast Club and Food Sensations initiatives. Food bank staff are always easy to contact and helpful."

Schools found there to be no major changes in service and initiative delivery by Foodbank WA over the past 12 months – either for the better or for worse. It was widely acknowledged by schools that Foodbank WA has maintained its high standard of service delivery over that time and schools could not identify any gaps or areas for improvement in terms of processes.

"A very professional and well organised service"

"Communication, food and delivery are all exceptional."

"Generally we are happy with the services provided by Foodbank"

Supplies provided to schools

Schools felt that the food received from Foodbank WA was of a high standard and more than sufficient quantity, with a good mix of fruit, carbohydrates and potentially hot meals.

"The food is delivered on time and is easily accessed by the school. The children love the breakfasts we provide as a result."

Whilst all schools were positive towards the supplies provided by Foodbank WA, several schools thought that the initiatives could be further enhanced if more variety could be introduced, particularly perishable items. Further, one school noted that it would be good to have less food with less added sugar and salt.

"More varieties of food for regional areas"

"Provision of another cereal option besides wheatbix (either as an additional item or as an alternative). Some students access the breakfast initiative every day of the year and it would be good to provide another cereal option, particularly in the hot months of the year when porridge is not appropriate."

"We don't have any access to the perishables. It would be really nice if we have access to that."

The role of partnerships

From the school's perspective

Of the school contacts that were spoken to, the level of community links and strength of external partnerships varied greatly. Although support was received in many different ways, Foodbank WA plays the main role in sustaining the initiative.

"If Foodbank no longer existed, I don't think we would be able to run the Breakfast Program, and if we did continue the breakfast program, it would be in a very limited way... So it's a high level of involvement from Foodbank."

The majority of schools do not currently partner with any schools that are involved with the initiative, external agencies or organisations. Main barriers and reasons why schools chose not to have any associations with external parties were due to the small community population and isolation from other towns where more support and resources are available. Some coordinators felt that the initiative was already working well within their school and did not require additional support or resources in delivering the initiative.

"We do it [delivering the initiative] ourselves because we're the only ones here. It's not like we live in a town where there's companies and other people that you can use. It doesn't work like that out here."

One school mentioned they already have already established links with organisations and the community. Partnerships with these organisations have benefited the school, as they provided additional resources such as funds and bread, to assist with initiative delivery. Moreover, these partnerships have assisted in building stronger ties within the local community.

"They have an excess of bread and they give it to us. That's a great partnership. If I have an excess of bread, I give it into the community - to the Department of Aboriginal Affairs and another Aboriginal agency. I take excess bread to them so that helps those communities' relationships as well."

From the partner's perspective

Partnering organisations were very positive in their feedback on Foodbank WA and are strong advocates for the work that Foodbank WA does throughout the East Pilbara region.

"I'm very happy with Foodbank WA and I think they play a very important role in the region. I'd definitely support it continuing."

"I would be really happy to write a reference."

A number of organisations noted that a key reason for partnering with Foodbank WA was to avoid duplication. This was because their core objectives and strategies were similarly aligned and Foodbank WA has already established a presence in the East Pilbara region. Further, a number of organisations also felt that partnering with Foodbank WA enabled more efficient use of their limited resources through sharing resources and reducing travel and logistical costs, so that more funds could be directed towards initiatives.

"We're looking at inspiring healthy communities. As part as of 'healthy', we consider nutrition as an individual component and it really complements with our programs and added a lot more to what we're offering"

Partnering organisations saw Foodbank WA's ability to connect with other organisations that work with schools as a key strength. These relationships provided opportunities for partnering organisations to work with families, schools, other organisations and connect with the Region. More importantly, it has boosted organisations' legitimacy within the community and increased awareness around nutrition and the key messages the initiative and partnering organisations aim to communicate.

"I find that, trying to independently contact schools doesn't work... Anywhere that they're [Foodbank WA] networking, that's where we try and springboard off that."

Partnering organisations also saw Foodbank's ability to connect with organisations other than schools as a key strength. Many stakeholders reported that Foodbank WA is very inclusive of community organisations and excellent at creating partnerships.

"It has strengthened our reputation and our impacts with the community being related with Foodbank and our target organisations"

"We've also welcomed partnerships with other organisations... and what we do is try and help them with the social or cultural and practical issues, and support them in different ways."

Ongoing communications ensure that all parties can work at their best and support each other in delivering the initiative effectively, as well as allocating resources efficiently. Partnering organisations widely reported that Foodbank WA proactively communicate with them prior to visits, sending itineraries through early so as to provide them with an opportunity to build on what is planned and add value to initiatives.

However, it was noted in some cases there was a lack of clarity in setting roles and communicating that amongst Foodbank WA and partnering organisations. Regular contact and clear communication were seen as key drivers of the successful partnerships that Foodbank WA has forged with all of the external agencies that were interviewed. Collaboration in setting targets and objectives, such as the number of trips and coordinated efforts, and keeping one another informed, can help develop and maintain relationships.

"If Foodbank was the leader, they would have to take the lead and we fill in the gaps. We have to say what our roles are and be clear with the community, with the schools and with Foodbank of why we're there and our supportive role."

Trying to meet increasing community demands are difficult when there is a lack of assistance and support staff organisations can provide, especially organisations that rely on voluntary staff. This was a similar issue in previous years. Staffing resources, funding and sharing of intellectual property were named as potential barriers to ongoing support by partnering organisations. It was acknowledged that it can sometimes be difficult to align initiative timeframes with Foodbank WA, as volunteers need to schedule trips around their work. That said, organisations noted that Foodbank WA are very accommodating in terms of planning.

"The staff are always really prepared and organised, so we know well in advance of their travel calendars and that really helps us with planning. They're lovely and approachable and they keep in close contact with us, supply us with education resources. I'm really impressed with the work FB has done and they have a pretty good reputation up this way."

Communication methods

Telephone and email were the main forms of communication between Foodbank WA and schools. The majority of schools were very satisfied (14 out of 16 schools) with these methods, as they are efficient, accessible, and reliable. The frequency and level of contact with Foodbank WA were also key factors in making schools feel very satisfied, noting that Foodbank WA are proactive in initiating contact and in the provision of information and resources, whilst not being excessive. Schools felt that there were no areas in their current communication methods with Foodbank WA that required improvement.

"Communication from Foodbank is clear, informative, timely and friendly. Foodbank staff are approachable and always ready to help with any inquiry"

Whether it was through email, telephone or face-to-face contact, regular communication between Foodbank WA and schools helped to enhance relationships, and made schools feel that they were valued.

"I like their two-way communication - they make us feel valued"

Foodbank WA's *Healthy Food for All* website is primarily used to look for different menus and recipes for information in what schools could serve to students, updates on the initiative, information and teaching materials.

"We've used it to get resources...but I can't say that we spend a great deal of time there [Healthy Food for All website]; mostly resources and now and then we'll look to see what's happening."

There were mixed responses when schools were asked if they would be interested in using the *Healthy Food for All* website to network with Foodbank WA and other schools. Schools that were interested saw the benefits of the website being used as a platform to share ideas, opinions and content with school coordinators, as well as an opportunity to see how initiatives are ran through other schools for future improvements. It is worth noting, however, that interest levels in this option were mild and it would require Foodbank to be the driving force if it were to succeed.

There were a few other schools that did not see the need to access the Foodbank website, as they felt current processes were running smoothly and worked well for their schools. External organisations thought using the website to network would not add value to their existing relationships with Foodbank WA, schools and other organisations. This is because a lot of the time they are already using the same networks as Foodbank WA in delivering services to schools.

"People are able to share their ideas in what they do and how they run their initiatives to how we run ours."

"We have a rough idea on what they're [other schools] doing but really, there are no real input on meals and what we're doing."

"Often we would contact them [schools] together with Foodbank."

Unlike in past years, this year there were no mentions of schools or stakeholders receiving Foodbank WA's newsletter, The Morning Toast. A few external organisations mentioned that they would like to receive regular updates from Foodbank WA, indicating an opportunity for Foodbank WA to better utilise email communications to develop and maintain relationships, and to ensure all stakeholders and partner organisations are receiving The Morning Toast.

"I can't remember seeing a newsletter or an article about them [Foodbank WA] where they're telling everybody about the different projects."

"A regular stakeholder newsletter would be really useful for us."

One school mentioned utilising more online intermediary platforms such as Skype and YouTube to deliver the Food Sensations® and other training. Schools and organisations can use videos, for example cooking demonstrations, as a teaching resource to build more skills and knowledge and help enforce the initiative's messages. Online material would be of particular benefit for schools located in more remote areas and where there is low face-to-face contact with Foodbank WA. These means of communicating could increase student engagement and reduce pressures in allocating resources across the Region.

"It's about establishing a more online learning as the initiative grows, we're kind of exploding out of the ability to deliver training in as many regions as we like, and you know funding is always critical."

Perceived risks to the continuation of Foodbank WA's initiatives in schools

Similar to previous years, schools did not see any risk or harm in continuing their involvement with Foodbank WA's initiatives in their schools. They tended to focus on external risks as opposed to internal. Of all the schools interviewed, the initiative was highly valued throughout by teachers and students. This reflected schools' commitment to the continuation of their relationship with Foodbank WA and their participation in the Healthy Food for All initiative, and that they did not foresee any reasons withdrawing from the initiative. Conversely, if Foodbank WA was not present in schools, it would be a big risk, primarily due to the limited funds and support they can access to run their School Breakfast Initiative.

"Unless FB shuts their door, I can't see any issues [in continuing with the initiative]"

"We have very limited funds... Any help that we could get to provide service for our students is very welcomed."

Similar to schools, many partnering agencies did not foresee any need for their organisation to withdraw from the partnership, instead acknowledging that the only real barriers to continuation would be if funding were lost from a Foodbank WA perspective.

"We can't speak highly enough of Foodbank...They have helped us a lot in being able to deliver further nutrition sessions throughout the region and just equipped us with the capacity and the tools to do that. We're very happy with the partnership we have with them."

BHP Billiton Iron Ore's corporate reputation

There was moderate awareness in schools of BHP Billiton Iron Ore's involvement in the Healthy Food for All initiative; with eight out of the 16 schools spoken to reporting that they were aware of BHP's involvement. Whilst this is a marginal improvement on last year in absolute terms (only n=7 schools were aware in 2013), there is still potential for the Healthy Food For All initiative to further promote BHP Billiton Iron Ore as its key contributor.

In the online survey, of the eight schools that were aware that BHP Billiton Iron Ore provides funding to Foodbank WA, all said they would speak favourably about BHP, think BHP fulfils its role as a responsible mining company, and is at least somewhat better than other mining companies in the area.

Of the remaining eight schools that were not aware that BHP Billiton Iron Ore provides funding to Foodbank WA, once having been made aware by the survey that this was the case, all similarly reported they would speak favourably about BHP, think BHP fulfils its role, and is at least somewhat better than other mining companies.

In the interviews with schools and stakeholders, there were slightly more varied responses in terms of how BHP's involvement impacted on people's perceptions. A few schools and stakeholders were made to think more positively about BHP due to its provision of funding to Foodbank WA. However, the majority already held positive views of BHP and while the funding provided to Foodbank did not change their opinion of BHP, it provided further support for their already positive disposition. Respondents of this opinion reported that BHP was well-known for 'giving back' to the community and that their funding of Foodbank was just one example, or further evidence of this.

"The school has a strong partnership with BHP. BHP has been incredibly generous to the school in many, many ways."

TNS

"They do their bit to help the community ... they try their hardest"

"It is good of them to help."

"I think it's great that BHP gets on board and helps action initiatives"

APPENDIX: Quantitative online survey data tables

Quantitative online survey frequency counts (n)	
A1 : How many students attend your school?	
Less than 50	3
51-100	4
101-300	3
More than 300	6
Total	16
<i>Base: All Respondents</i>	
A2 : For how long have you been accessing Foodbank WA's services?	
Less than 6 months	0
6-12 months	0
1-2 years	2
More than 2 years	14
Total	16
<i>Base: All Respondents</i>	
B1 : How would you rate your satisfaction with the processes?	
Very satisfied	14
Satisfied	2
Neither satisfied nor dissatisfied	0
Dissatisfied	0
Very dissatisfied	0
Total	16
<i>Base: All Respondents</i>	
B1 : How would you rate your satisfaction with the supplies?	
Very satisfied	12
Satisfied	4
Neither satisfied nor dissatisfied	0
Dissatisfied	0
Very dissatisfied	0
Total	16
<i>Base: All Respondents</i>	

B1 : How would you rate your satisfaction with the assistance?	
Very satisfied	14
Satisfied	2
Neither satisfied nor dissatisfied	0
Dissatisfied	0
Very dissatisfied	0
Total	16
<i>Base: All Respondents</i>	
B3 : Has your school received a visit from Foodbank WA staff to deliver the Food Sensations® initiative?	
Yes	16
No	
Total	16
<i>Base: All Respondents</i>	
B4 : How recent was the visit you received?	
Less than 2 months ago	2
3-5 months ago	8
6-12 months ago	3
More than a year ago	3
Total	16
<i>Base: Those who received a visit by Foodbank WA staff to deliver FS</i>	
B5 : How would you rate your satisfaction with your Foodbank WA visit?	
Very satisfied	15
Satisfied	1
Neither satisfied nor dissatisfied	0
Dissatisfied	0
Very dissatisfied	0
Total	16
<i>Base: Those who received a visit by Foodbank WA staff to deliver FS</i>	
B31a : Before today, were you aware of the 'Superhero Food' story as a component of the Food Sensations Initiative?	
Yes	10
No	6
Total	16
<i>Base: All Respondents</i>	

B31c : Overall, how well do you think the 'Superhero Food' story helps to educate children about healthy eating and healthy lifestyle behaviours?	
Extremely well	2
Very well	7
Fairly well	1
Not very well	0
Not at all well	0
Total	10
<i>Base: Aware of Superhero Food Story</i>	
B31d : Moving forward, how useful do you think the 'Superhero Food' story will be for educating children about healthy eating and healthy lifestyle behaviours?	
Extremely well	2
Very well	7
Fairly well	1
Not very well	0
Not at all well	0
Total	10
<i>Base: Aware of Superhero Food Story</i>	
B7a : Has your school participated in the Food Sensations® teacher training provided by Foodbank WA?	
Yes	5
No	11
Total	16
<i>Base: All Respondents</i>	
B7b : How would you rate your satisfaction with the Food Sensations® teacher training provided by Foodbank WA?	
Very satisfied	3
Satisfied	2
Neither satisfied nor dissatisfied	0
Dissatisfied	0
Very dissatisfied	0
Total	5
<i>Base: Those who received FS training</i>	
B9 : In a social situation, if you were asked your opinion of the SBI / Healthy Food For All Initiative, would you speak favourably or unfavourably about it?	
Extremely favourably	12

Very favourably	4
Fairly favourably	0
Not very favourably	0
Not at all favourably	0
Total	16

Base: All Respondents

B12 : What is your preferred method of contact for networking with other schools and people involved in Foodbank WA initiatives?

Through the Healthy Food For All website	1
By email	14
By telephone	0
Face-to-face meetings	1
I don't network with other schools/people involved in FB initiatives	0
Total	16

Base: All Respondents

B13 : How would you rate your overall satisfaction with the services provided by Foodbank WA?

Very satisfied	14
Satisfied	2
Neither satisfied nor dissatisfied	0
Dissatisfied	0
Very dissatisfied	0
Total	16

Base: All Respondents

B17 : In a social situation, if you were asked your opinion of BHP Billiton Iron Ore within your community, would you speak favourably or unfavourably about them?

Extremely favourably	2
Very favourably	8
Fairly favourably	6
Not very favourably	0
Not at all favourably	0
Total	16

Base: All Respondents

B18 : Overall, how well do you think BHP Billiton Iron Ore is fulfilling its role as a responsible mining company in the Pilbara community?



Extremely well	3
Very well	6
Fairly well	7
Not very well	0
Not at all well	0
Total	16

Base: All Respondents

B19 : Compared to other mining organisations that operate in the Pilbara, would you say BHP Billiton Iron Ore is ...

One of the best ones	7
A lot better than others	2
Somewhat better than others	7
Somewhat worse than others	0
A lot worse than others	0
Total	16

Base: All Respondents

B20 : Before today, were you aware that BHP Billiton Iron Ore provides funding to Foodbank WA to deliver the Healthy Food for All initiative (including the SBI to deliver the Healthy Food for All initiative (including the SBI, Food Sensations® and Choose to Move) in the East Pilbara?

Yes	8
No	8
Total	16

Base: All Respondents

B25 : Have you accessed the Pilbara School Kitchen Garden website?

Yes	4
No	12
Total	16

Base: All Respondents

B22 : In a social situation, if you were asked your opinion of BHP Billiton Iron Ore within your community, would you speak favourably or unfavourably about them?

Extremely favourably	2
Very favourably	1
Fairly favourably	5
Not very favourably	0
Not at all favourably	0

Total	8
<i>Base: Not aware of BHP's funding</i>	
B23 : Overall, how well do you think BHP Billiton Iron Ore is fulfilling its role as a responsible mining company in the Pilbara community?	
Extremely well	1
Very well	4
Fairly well	3
Not very well	0
Not at all well	0
Total	8
<i>Base: Not aware of BHP's funding</i>	
B24 : Compared to other mining organisations that operate in the Pilbara, would you say BHP Billiton Iron Ore is ...	
One of the best ones	3
A lot better than others	0
Somewhat better than others	5
Somewhat worse than others	0
A lot worse than others	0
Total	8
<i>Base: Not aware of BHP's funding</i>	
B26 : How useful did you find the Pilbara School Kitchen Garden website?	
Extremely useful	0
Very useful	2
Fairly useful	2
Not very useful	0
Not at all useful	0
Total	4
<i>Base: Those who have visited the website</i>	
B27 : What is your role?	
Principal	3
Vice Principal	4
Teacher	6
School Breakfast Initiative Coordinator	4
Other	1
Total	16



Base: All Respondents