



How to guide: Food Supply Strategy for public organisations.



This guide provides a step-by-step process for developing a robust food supply strategy tailored for public organizations. It covers critical aspects such as defining your scale of action, analyzing the current food system, identifying legal frameworks, and creating actionable plans. Designed to help ensure a sustainable, resilient, and fair food supply, the guide draws on practical examples from cities across Europe.

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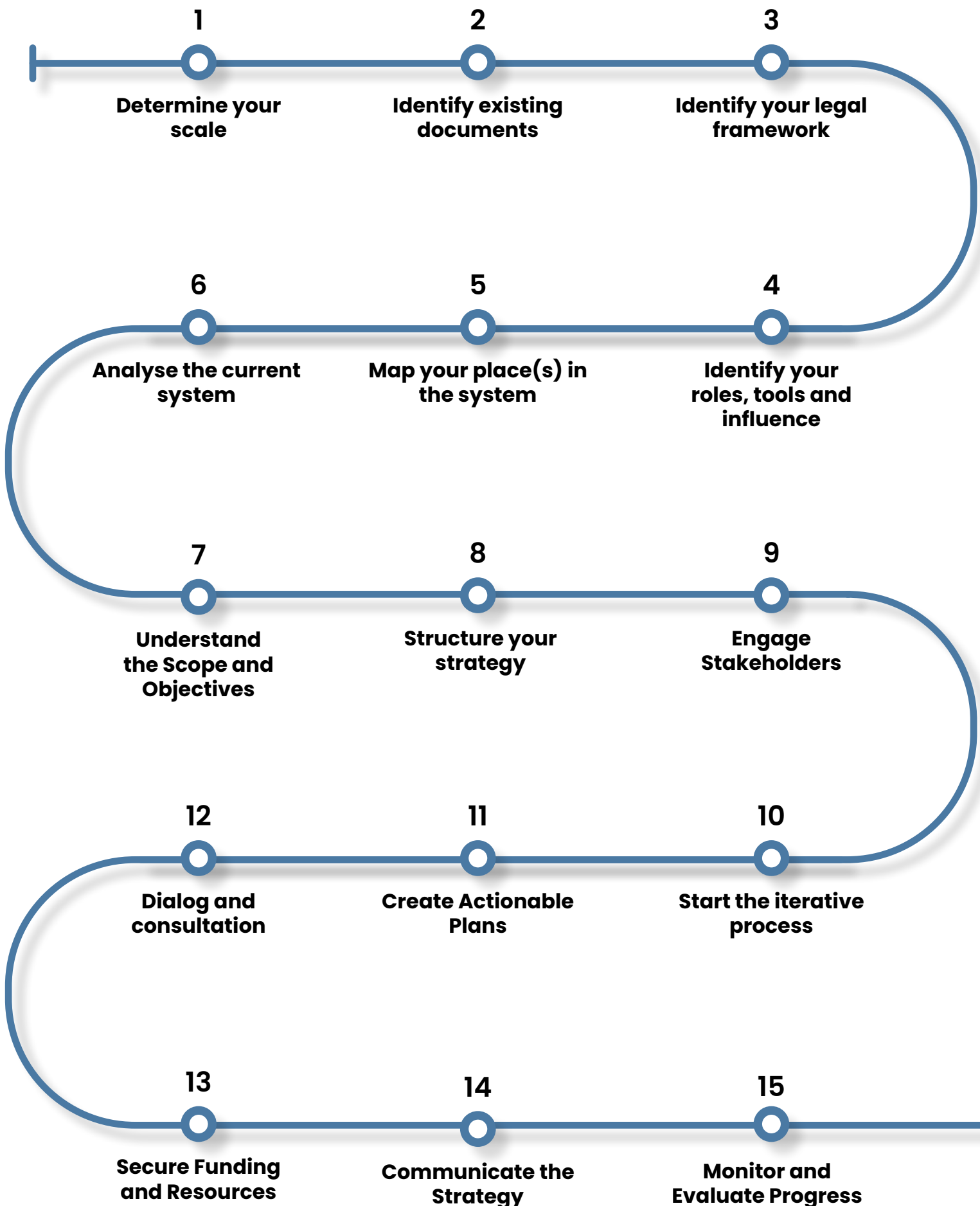
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Introduction

Food supply is a critical issue for cities across Europe and the world. With challenges such as climate change, population growth, and the vulnerabilities of global supply chains, municipalities must take a proactive approach to ensure their residents have consistent access to safe, nutritious, and affordable food now and in the future.

This guide is designed to help city officials develop a comprehensive food supply strategy that addresses local needs, builds resilience, and promotes sustainable practices.

The steps outlined in this guide are based upon over seven years of hard earned learnings writing, formulating and implementing [Södertälje municipality's Food Supply Strategy \(SV: Livsmedelsförsörjningsstrategi\)](#). Approved by the Södertälje Municipal Council in 2022, the strategy aimed to ensure *'a resilient and reliable supply of safe, healthy and sustainably produces food in sufficient quantities for a growing population, now and in the future'*. The strategy was the first of its kind in Sweden at the municipal level and is based on three areas of action.

1. **Urban planning and landuse management** (land use planning, water, energy, waste, infrastructure)
2. **Industry and municipal operational activities** (public meals, production, distribution)
3. **Crisis preparedness** (risk management and collaborative models)

The strategy also adressed these areas of action from two perspectives

1. **Sustainability and resilience under normal conditions**
2. **Crisis or war conditions**

The strategy should serves to guide all municipal urban planning and operational management to ensure that future food supply is not jeopardized. It aims to also facilitate cooperation, dialogue, and shared understanding among the various actors in the food system, including public, private, and non-profit sectors.

Why This Guide Matters

This guide outlines a general, step-by-step process for creating a food supply strategy, which can be adapted to the needs of your organisation. Whether you're addressing short-term crises like supply chain disruptions or planning for long-term food supply and landuse planning, the guide provides practical advice, key questions, and real-world examples from cities that have successfully implemented similar strategies. Each step builds on the previous one to create a holistic and effective approach to writing a food supply strategy.

How to Use This Guide

Understand the Process: The guide is divided into 15 steps, each with its own introduction, key questions to ask, and example answers. You'll also find considerations for each step to help you think critically about how the strategy applies to your specific context.

Navigate Step by Step: Each step focuses on a different aspect of the food supply strategy, from understanding your legal framework and identifying roles and tools, to securing funding and communicating with stakeholders.

While the steps are presented in a logical sequence, feel free to skip to the sections most relevant to where you are in the process.

Step 1. Determine your scale

Identifying and determining the scale of your food supply strategy is a fundamental decision that will shape all subsequent actions. Cities and public organisations can operate on different scales—city-wide, neighborhood-focused, regionally integrated or all of the above—depending on the particular topic of investigation, and organisational structure. Your scale will determine the geographical and demographic scope of the plan and inform resource allocation and stakeholder engagement.

In deciding the scale, consider the resources you have, your sphere of control and influence and how your city/organisation fits into the broader regional, national and global food system. A neighborhood-level focus allows for targeted interventions, but a city-wide or regional strategy may offer broader systemic changes.

By setting a clear scale, you can better allocate resources and design interventions that are both impactful and manageable.

Key Questions:

- Are we addressing food supply at a city-wide, district, or neighborhood level?
- How does your organisation fit into the larger regional or national food system?
- Should we focus on the urban core or include peri-urban and rural connections?

Example Answers:

- **City-wide focus:** The strategy will encompass the entire city, ensuring food supply for the 500,000 residents, with a special focus on vulnerable populations in low-income areas.
- **Regional collaboration:** The city imports 60% of its food from surrounding areas, so we will work closely with nearby municipalities and regional farmers to ensure supply chain resilience.
- **Neighborhood focus:** Two specific districts with high rates of food insecurity will receive targeted attention through urban farming projects and improved food access programs.

Considerations:

Balance the need for overarching policies with the specific needs of individual neighborhoods or districts. Consider the role of rural-urban linkages and wider regional connections.

Example:

Amsterdam's food policy operates both at the city-wide level, reducing food waste and promoting local sourcing, and at neighborhood levels with urban farming projects that address the needs of specific communities.

Step 2. Identify existing documents

Before drafting a new food supply strategy, it is vital to review existing strategies from other public bodies at different levels. This step helps ensure that your strategy complements existing frameworks rather than duplicating your costs and efforts. Analysing other documents, such as quality of life, sustainability or water strategies within your organization, helps create a more integrated approach to food supply.

By referencing successful strategies from similar institutions, you can build upon proven models. Understanding how your work fits into larger strategic goals also provides a foundation for collaboration and helps identify potential partners across different sectors.

Key questions:

- Are there existing food supply strategies at other levels of government?
- Do other public bodies at your level already have food-related strategies?
- What other strategies (e.g., water, energy, infrastructure) may intersect with food supply?

Example answers:

- **International examples:** The [EU's Farm to Fork Strategy](#) can serve as a guide for aligning with sustainability and food resilience goals.
- **Local focus:** If neighboring municipalities have a food plan, your organisation could collaborate for regional consistency.
- **Look internally:** An city's environmental strategy could influence food sustainability goals.

Considerations:

Mapping out existing strategies helps ensure alignment and prevents overlap. This also reveals potential partners and shared goals across other public departments (e.g., health or education strategies) that can integrate with your food supply plan.

Examples:

[Paris, France, aligns its food strategy](#) with broader sustainability efforts, integrating it with urban planning and environmental goals.

Step 3. Identify your legal framework

Understanding the legal framework is essential to ensure your food supply strategy complies with relevant laws and regulations. Different public bodies are bound by specific legal responsibilities that govern what actions they can take, such as public procurement laws, planning laws or crisis management protocols. Identifying these legal parameters early on will help you determine where your organization has the authority to act.

This step also reveals potential legal barriers that might limit your strategy. By identifying these hurdles, you can explore ways to navigate or address them, such as advocating for policy changes or adjusting your approach to stay within legal boundaries.

Key Questions:

- What existing laws and regulations govern food production, distribution, and safety in your organisation?
- Are there EU directives, national policies or local strategic documents that we must adhere to (e.g., comprehensive plans, rural development, infrastructure planning)?
- How much control and influence does your organisation have over land use for food production or food distribution?
- Are there any zoning restrictions, health codes, or food safety standards that need to be considered?

Example Answers:

- **Local laws:** The city is subject to strict zoning laws that limit the development of agricultural land within city limits, but there are no prohibitions on community gardens or rooftop farming.
- **National policies:** We must align urban agriculture plans with national environmental policies aimed at reducing pesticide use and promoting organic farming. In addition, national food safety laws govern the regulation of public markets and food businesses.
- **EU regulations:** The city must comply with EU directives on food waste, particularly Directive 2008/98/EC, which requires member states to reduce food waste at every stage of the food supply chain.

Considerations:

Review how existing legal frameworks may either support or hinder food supply stability and capacity.

Example:

Barcelona's Municipal Food Policy Strategy had to be carefully aligned with national food safety laws and EU sustainability regulations, which influenced their decision to promote organic urban farming initiatives rather than large-scale commercial agriculture.

Step 4. Identify your roles, tools and influence

Not every aspect of the food system may be within your direct control, however understanding the fields where your organization can exert influence is crucial. While laws may restrict some actions, there are often areas where public organizations can make decisions based on their own policies, such as setting standards for school meals or incentivizing local food production. Identifying the tools and levers your organisation can use—such as urban planning, financial incentives, or regulatory frameworks—can ensure the success of your food supply strategy.

This step helps define the roles you can assume, the tools you have to use and the levers you can pull within the system to make the most impact. Identifying areas of control and influence will clarify where your strategy can take bold action and where partnerships or advocacy will be needed to affect change.

Key Questions:

- What tools can your organisation use to influence food production, distribution, and access (e.g., land use planning, public procurement policies, financial incentives)?
- What role should the organisation play (e.g., facilitator, regulator, enabler, partner) in building a more resilient food system?
- What departments or municipal bodies need to be involved (urban planning, health, education, social services)?

Example Answers:

- **Policy tools:** The city can revise zoning and planning laws to promote urban agriculture, offer subsidies to local food producers, and introduce incentives for businesses that reduce food waste.
- **Public procurement:** We can prioritize local and sustainable food sourcing for public institutions like schools and hospitals, helping drive demand for local products.
- **Role of city departments:** Urban planning will identify suitable areas for food production, critical services such as mills and logistic hubs, while the public health department will lead food education campaigns in schools.

Considerations:

Think about how various city/organisation departments can contribute to the food strategy and ensure coordination across all relevant offices. The city/organisation may also play a critical role in facilitating collaboration between stakeholders and securing necessary funding.

Example:

In Toronto, the municipal government played a key role as both a policymaker and an enabler. Through its [Food Strategy](#), the city enacted public procurement policies for locally produced food and created financial incentives for businesses involved in food redistribution efforts.

Step 5. Map your place(s) in the system

Mapping your organization's role in the broader food system is vital for understanding how your strategy interacts with other public institutions, sectors, and levels of government. Public bodies often form part of a complex web of actors involved in food production, distribution, and regulation. Recognizing these interconnections allows for better coordination and resource-sharing between departments or organizations.

This step will help you identify key stakeholders and external partners, ensuring your strategy is well integrated into the wider food system. It also highlights opportunities for collaboration with regional or national actors who may be working toward similar goals.

Key questions:

- How does your organization's food supply responsibility interact with other public bodies?
- What are the broader local, regional, national, and global food system connections?
- How do we position ourselves in the local supply chain?

Example answers:

- **International examples:** Municipal food policies might need to align with national agricultural policies.
- **Global and local:** A city relying heavily on imported food will need to factor in global trade impacts.
- **Use what you have to get what you want:** A city with a strong agricultural base might prioritize local production, while an urban center may focus on distribution.

Considerations:

Food systems are complex, with many players operating at different levels. Mapping out where your organization fits helps identify opportunities for collaboration and coordination with other agencies. This will ensure that your strategy is both comprehensive and complementary.

Examples:

In 2014, the Mayor of Milan decided to launch an international protocol aimed at tackling food-related issues at the urban level, to be adopted by as many world cities as possible. The [Milan Urban Food Policy Pact](#) was signed on the 15 October 2015 in Milan by more than 100 cities.

Step 6. Analyse the current system

A thorough analysis of the current food supply situation is critical for developing a responsive and targeted strategy. This includes evaluating the geographic, environmental, and social factors influencing food production and access within your jurisdiction. Understanding current strengths and weaknesses allows you to address existing gaps, while a clear vision of the future will help you set ambitious yet achievable goals.

This step builds the factual foundation for your strategy. It helps ensure your plan responds to real needs and circumstances, providing a solid basis for decision-making. The analysis will guide both short-term actions and long-term strategies for food supply.

Key questions:

- What is the current state of food supply in your area (geographically, environmentally, socially)?
- What stakeholders are involved in the current food system?
- What are the current food supply challenges?

Example answers:

- **Food supply:** How do socio-economic factors impact food quality, access and distribution
- **Stakeholders:** Local farmers, wholesalers, community organizations, and residents and more..
- **Food supply:** Rising food prices, supply chain disruptions, or food waste.

Considerations:

A detailed situational analysis helps identify the strengths, weaknesses, opportunities, and threats within your current food system. This is crucial for developing a strategy that is responsive to real needs and current conditions.

Examples:

Brussels, Belgium, identified food waste as a key issue and developed programs to redistribute surplus food to those in need.

Step 7. Understand the Scope and Objectives

Defining the purpose and objectives of the strategy is crucial. Whether you aim to address an immediate crisis, such as supply shortages, or build long-term resilience, having clear goals will guide your actions.

Clarifying the scope of your strategy means deciding which areas of the food system you will focus on—food access, crisis preparedness, public meals, or urban planning, for example. In this step, you'll also define the overall objectives of your food supply strategy, ensuring that they address the specific challenges your organisation faces. This might include improving access to land for young farmers, promoting local food production, or reducing the environmental impact of your city's food system.

Objectives should be clear, realistic, and measurable. By setting specific goals such as reducing food insecurity by a certain percentage or increasing local food production over a set period, you provide a roadmap for the strategy's implementation. These goals should align with broader municipal priorities like sustainability or public health, helping integrate the food supply strategy into wider city planning efforts.

Key Questions:

- What is the primary purpose of the strategy (e.g., crisis management, long-term sustainability)?
- Are we focusing on food access, nutrition, waste reduction, or all of the above?
- What specific challenges does the city face, such as climate change impacts, food deserts, or reliance on imports?

Example Answers:

- **Purpose:** The goal is to improve long-term food sustainability by promoting local food production and reducing reliance on imports, particularly in response to climate vulnerabilities.
- **Challenges:** The city imports 80% of its food, creating vulnerability to supply chain disruptions. Additionally, food deserts in low-income neighborhoods limit access to fresh produce.
- **Focus:** We aim to reduce food waste by 25%, promote healthy diets by increasing access to fresh produce, and support local food producers by creating new urban farming zones.

Considerations:

Your goals should be clear, realistic, and aligned with your long-term vision. They should also be specific enough to guide the development of concrete actions and measurable to track progress over time. Align the food supply strategy with broader municipal goals, such as climate resilience or public health improvements.

Example:

[Copenhagen's City Vision for Food 2030](#) sets out a clear, multi-pronged approach focusing on food waste reduction, local sourcing, and promoting healthy, sustainable diets.

Step 8. Structure your strategy

The next step is to organize your findings into a coherent structure that outlines the main fields for action. By this point, you will have a clear understanding of your objectives, legal frameworks, and areas of influence. Now, you need to define specific fields of action, such as food production, distribution, access, and sustainability.

Structuring your strategy ensures it addresses all identified challenges and opportunities in a logical and actionable way. This step also aids in communicating the strategy to stakeholders and decision-makers, making it easier to implement.

Key Questions:

- What format is best for your needs?
- What are the main fields of action for the strategy and who is responsible for them?
- How should the strategy be organized to address identified challenges?

Example Answers:

- **Format:** An action plan, a presentation, a booklet or flyer or longformat document, or something else. You decide.
- **Actions and responsibilities:** Keep the reader in mind and structure information to fit their needs.
- **Organise:** Dividing it into sections such as urban planning, public meals and crisis preparedness allow readers to navigate and find relevant information.

Considerations:

Building a clear structure ensures your strategy is comprehensive and logical. This makes it easier to implement and communicate to stakeholders and decision-makers.

Example:

Södertälje, Sweden structured its food strategy around three areas of action: urban planning, industry and operational activities, crisis preparedness.

Step 9. Engage Stakeholders

Involving stakeholders at an early stage is crucial for ensuring the strategy is inclusive and representative. This step brings together various actors in the food system to contribute their expertise and experiences.

Stakeholder engagement is critical to developing a food supply strategy that reflects the needs and expertise of the entire community. This includes farmers, food distributors, retailers, NGOs, and residents. Engaging these groups from the outset ensures that diverse perspectives are considered, and solutions are designed with broad input, which increases the likelihood of success.

In this step, you'll convene stakeholders through workshops, consultations, or public forums to gather insights and build partnerships. These stakeholders will not only help in shaping the strategy but also play a key role in its implementation. Early involvement fosters a sense of ownership and ensures that the strategy is practical and responsive to the local context.

Key Questions:

- Who are the main stakeholders (farmers, retailers, NGOs, community groups)?
- How will residents be involved in the planning process?
- What partnerships are essential for the strategy's success?

Example Answers:

- **Stakeholders:** Urban farmers, local retailers, school administrators, public health officials, food banks, and low-income community representatives will all participate.
- **Inclusion:** Special consultations will be held in different districts to ensure the voices of as many groups possible are heard.
- **Partnerships:** Partnerships will be established with local food producers, food cooperatives, and the private sector to strengthen local supply chains and food access.

Considerations:

Stakeholder engagement is critical to the success of the strategy. Involving partners early ensures their buy-in, while their expertise can enrich the strategy's design and implementation.

Example:

Melbourne's Food Policy 'Food City 2024–34' is founded on a strong evidence base and extensive consultation with the community and other food system experts nationally and internationally.

Step 10. Start the iterative process

Food systems are dynamic, and your strategy should reflect that by allowing for regular revisions and updates. This is also true during the drafting phase. The iterative process involves reviewing and refining your strategy based on feedback from stakeholders and new data. Regular revisions ensure that the strategy remains relevant and responsive to changing circumstances.

This step creates flexibility within your strategy, allowing you to adapt to unforeseen challenges or opportunities. An iterative approach ensures continuous improvement and allows for adjustments based on real-world outcomes.

Key Questions:

- How will you draft your document
- Is the drafting of the document reliant on too few (or too many people)?
- What flexibility should be built into the strategy to adapt to changing circumstances?

Example Answers:

- **Drafting:** Ensure people can be included in the drafting process. New eyes on old problems can see answers you may have missed.
- **2 is company, 3's a crowd:** Balance the amount of people involved in the process. You want to find a 'goldilocks level' – not too many, not too few – just right!
- **Flexibility:** Food systems need to be resilient and flexible...your drafting process needs to be too.

Considerations:

Food systems are dynamic, and your strategy should be adaptable to changes. Regular review and iteration allow for continuous improvement and responsiveness to evolving challenges or opportunities.

Example:

Dublin, Ireland, uses an iterative approach, updating its food strategy in response to community feedback and data on food supply.

Step 11. Create Actionable Plans

Turning goals into action requires specific, concrete steps. Action plans should include timelines, responsibilities, and resource allocations for each initiative.

Once you've set clear goals, you'll need to develop actionable plans to achieve them. This involves breaking down each goal into specific tasks, assigning responsibility to various departments or stakeholders, and establishing a timeline for implementation. These action plans should include both short-term initiatives and long-term projects, ensuring that your city can make immediate improvements while also working towards future sustainability.

Each action should be detailed, outlining what resources are needed, who will lead the initiative, and how success will be measured. This is where the strategy moves from ideas to concrete steps, ensuring that each goal is backed by a realistic, achievable plan with clear accountability.

Key Questions:

- What specific actions will be taken to achieve the goals?
- Who will be responsible for implementing each action?
- What is the timeline for each initiative?

Example Answers:

- **Actions:** The city will establish five new leases for young farmers within two years and launch a city-wide food waste reduction campaign.
- **Responsibility:** The urban planning department will oversee the development of urban farms, while the public health department will manage the food waste campaign.
- **Timeline:** The food waste campaign will launch in six months, while urban farms will be fully operational within two years.

Considerations:

Assign clear responsibilities and create realistic timelines for each initiative. Ensure that actions are aligned with available resources and legal frameworks.

Example:

The food council of Berlin ([Ernährungsrat Berlin](#)) represents a broad coalition. From this platform the participating consumers, farming producers, urban gardeners, food rescuers, representatives of the local gastronomy and food economics, scientists, representatives of associations, clubs, and educational institutions and others develop their common goals and strategies and turn them into political activities and actions

Step 12. Dialog and consultation

The final step before you approve and publish your strategy is to engage in formal dialogue and consultation to gain political, bureaucratic, and community approval for the strategy. Depending on your organization's policies, this might involve several rounds of review with civil servants, political leaders, external actors, and the public.

This process ensures transparency and builds trust, which is essential for the successful adoption and long-term implementation of the strategy. Regular consultation helps maintain momentum and allows stakeholders to provide ongoing feedback.

Key Questions:

- What political or bureaucratic approvals are needed to finalize the strategy?
- How can we ensure ongoing consultation with the community and stakeholders?
- How do we foster transparency and trust throughout the process?

Example Answers:

- **Political ownership:** Presenting the plan to the city council for formal adoption.
- **Committees:** Creating a steering committee made up of diverse stakeholders.
- **Updates:** Publishing regular progress updates and holding public forums.

Considerations:

Consultation and dialogue are essential for the adoption and successful implementation of your strategy. Political approval may be necessary, and continued dialogue with stakeholders ensures ongoing support and accountability.

Example:

Ghent, Belgium, conducted extensive consultations with both local farmers and residents to ensure its food strategy had broad-based support.

Step 13. Secure Funding and Resources

To implement the strategy successfully, you need to secure the necessary funding and resources. This involves exploring various financial sources and ensuring the equitable distribution of resources.

A successful food supply strategy requires adequate funding and resources to implement. In this step, you'll estimate the financial needs of your plan, identify potential funding sources such as municipal budgets, grants, or private sector partnerships, and ensure equitable distribution of resources. Having a clear understanding of the financial landscape will allow you to plan realistically and prioritize projects based on available funding.

Diversifying funding sources is critical, as relying solely on municipal budgets can limit the scope of your strategy. Explore opportunities for collaboration with businesses, apply for EU or national funding, and consider public-private partnerships that can provide additional resources. Ensuring that funding is allocated transparently and equitably will build trust and support from the community.

Key Questions:

- What are the estimated financial requirements for implementing the strategy?
- What funding sources can we tap into (municipal budgets, EU funds, private sector)?
- How will we ensure that funding is distributed equitably?

Example Answers:

- **Budget requirements:** The strategy will require €300,000 annually, with the bulk allocated to investment in farming infrastructure and public meals.
- **Funding sources:** We plan to apply for EU Green Deal funding, secure partnerships with local businesses, and allocate 2% of the annual municipal budget toward food supply.
- **Equity:** Priority funding will be directed to the districts most affected by food insecurity, ensuring fair access to resources.

Considerations:

Diversify funding streams to ensure sustainability, including public-private partnerships and grants
Allocate resources transparently to build trust and ensure fairness.

Example:

Milan secured significant EU funding for its Urban Food Policy Pact, helping to finance local food initiatives and urban agriculture projects that promote sustainability.

Step 14. Communicate the Strategy

Effective communication is essential for mobilizing public support, raising awareness, and ensuring the strategy's success. This involves public outreach and ongoing engagement with key stakeholders.

Effective communication is essential to the success of your food supply strategy. This step involves creating a comprehensive communication plan to inform the public and stakeholders about the strategy's goals, progress, and benefits. Use a variety of platforms, from social media and local media outlets to community meetings, to reach a broad audience and raise awareness.

In addition to one-way communication, it's important to foster ongoing dialogue with the community. Encourage residents to participate in food initiatives, provide feedback, and stay informed about progress. Clear and regular communication helps build public support, increases participation, and creates a sense of ownership over the strategy's success.

Key Questions:

- How will we inform the public about the strategy and its benefits?
- What platforms (social media, newsletters, public forums) will we use to share updates and gather feedback?
- How will we create a sense of ownership among the community?

Example Answers:

- **Communication plan:** We will launch a communication plan, including social media, education programs, and community meetings to inform about the Food Supply Strategy
- **Platforms:** Regular updates will be shared through the city's website, social media channels, and a dedicated food policy newsletter.
- **Community engagement:** Residents will be invited to participate in urban farming initiatives, with opportunities for volunteerism and co-management of community gardens.

Considerations:

Use clear, accessible language and a range of platforms to reach diverse audiences. Ensure that communication is two-way, allowing for feedback and participation.

Example:

FoodLink, the network for food transition in the Lisbon metropolitan area, was officially presented in 2022. The network, which currently has around 30 organizations, intends to expand its number of partners to include a wider range of players in the metropolitan food system.

Step 15. Monitor and Evaluate Progress

Ongoing monitoring and evaluation are crucial to ensuring the strategy's success. Regular reviews will help identify areas for improvement and keep the strategy on track.

Effective strategies require continuous monitoring and evaluation to ensure they stay on track. In this step, you'll establish a system for tracking progress, using the indicators set in the previous stages. Regular reviews—whether annually or bi-annually—allow you to assess what's working, identify challenges, and adjust the strategy as needed based on new data or emerging issues.

Evaluation also involves engaging stakeholders in the review process to gather feedback and ensure that the strategy remains relevant and responsive to changing needs. Regular monitoring keeps the strategy dynamic, allowing for course corrections and continuous improvement over time.

Key Questions:

- How will we track the strategy's progress?
- What indicators will be used to measure success?
- How often will the strategy be reviewed and updated?

Example Answers:

- **Tracking progress:** An annual report will be prepared, outlining key achievements and challenges, using data on food production, distribution, and access.
- **Indicators:** Success will be measured by the number of urban farms created and increases in local food production.
- **Review cycle:** The strategy will be reviewed every two years, with adjustments made as necessary based on new data and stakeholder feedback.

Considerations:

Use both qualitative and quantitative indicators to track progress. Involve stakeholders in the review process to ensure that the strategy remains relevant.

Example:

[Glasgow's Food and Climate Action Plan](#) includes annual reviews, allowing the city to adjust its approach based on changing circumstances and feedback from community stakeholders.

Conclusion

Crafting a food supply strategy for your public organisation requires thorough planning, legal awareness, and stakeholder collaboration. By following the outlined steps—analyzing legal frameworks, identifying tool and roles, determining the scale, defining objectives, engaging stakeholders, and securing resources—your organisation can build a resilient, inclusive food system that provides healthy food now and for the future.

Appendix 1 – Communication Plan

Introduction

The document provides a short description of relevant activities, steps and processes connected to the communication plan for Södertälje municipality's Food Supply Strategy.

The aim of the communication plan is to enhance the reach, adoption and understanding of the Food Supply Strategy within the municipality and beyond.

This plan outlines the various communication activities that have been undertaken to ensure that all relevant stakeholders are informed about the strategy's objectives, implementation process, and expected outcomes.

The communication plan was originally conceived as an internal document to increase the level of understanding with the municipal organisation. Throughout the process however, there was more and more interest expressed from external actors – public organisations, food system stakeholders and other regional groups who expressed both interest in the document and its implementation.

The implementation of the communication plan has been carried out by the responsible office in collaboration with the officer who developed the strategy and other process leaders.

This is not meant to be a definitive guide to communication plans or the implementation of strategic documents. Please use this guide as inspiration in your own processes and make sure you **adapt** to your context rather than adopt steps without critical reflection.

Internal communication

1. Strategy launch

Effective internal communication is crucial for the successful adoption of the Food Supply Strategy within the municipal organization. It ensures that all relevant stakeholders, including politicians, officials, and various departments, are well-informed about the strategy's objectives, implementation process, and expected outcomes.

By fostering a clear and consistent flow of information, internal communication helps to align the efforts of different teams and departments. This alignment is essential for addressing any questions or concerns that may arise and for ensuring that everyone understands their role in the strategy's implementation.

Goal:

- Launch and open general presentation internally within the municipality.
- Create awareness of the strategy's existence and content within the organization.
- Connection to other strategies.

Target group:

Politicians and officials within the organization, special invitation to the relevant committees and offices.

Channel/place:

Physical event in a larger venue in the City Hall/own premises.

Communication method:

Oral presentations with PPT, at least two hours, with a break and preferably coffee.

Responsible:

The client of the strategy and the officer who implemented it, organized by the responsible office.

Timeline:

Within three months after the adoption of the strategy.

2. Events for each area of action

Effective internal communication specific to each area of action is essential for the successful implementation of the Food Supply Strategy. Within the municipality, there are various departmental roles and specializations, each contributing unique expertise and perspectives related to the Food Supply Strategy. By fostering strong communication channels, departments can collaborate more effectively, ensuring that all aspects of the strategy are addressed comprehensively. This collaboration is crucial for clarifying questions, resolving uncertainties, and aligning the strategy with other municipal initiatives.

Moreover, the need for departments to work together within and across the entire organization cannot be overstated. By engaging in regular communication and joint activities, departments can share insights, best practices, and feedback, which are vital for the continuous improvement of the strategy. Workshops, hybrid events, and digital meetings provide platforms for these interactions, enabling a cohesive approach to the strategy's implementation. Through such collaborative efforts, the municipality can ensure that the strategy is not only adopted but also effectively integrated into the daily operations of all relevant departments

Goal:

- To create action!
- Clarify questions and connections to other strategies.

Target group:

Relevant committees, offices, units, officials, and politicians.

Channel/place:

Physically on-site in own premises and possibly also digital streaming.

Communication method:

Hybrid event digitally and physically with oral presentations and PPT in the first part, second part only physically with workshops on specific areas of action.

Responsible:

Responsible office in collaboration with the officer who developed the strategy and other process leaders.

Timeline:

In Södertälje's case; three different events with a few weeks/months apart during the first year after adoption.

3. Follow up 1 – implementation

For many reasons, this follow-up activity was never conducted. Change in political and public servant leadership in the municipality and other priorities have meant that this step was paused.

This step will instead form the first step in the revision of the Food Supply Strategy with work planned to commence in 2025.

Purpose:

- Follow up on how the implementation has gone within the various areas of intervention.

Target group:

Relevant committees, offices, units, officials, and politicians.

Channel/place:

Digital meeting.

Communication method:

Conversation, discussion questions led by process leader.

Responsible:

Responsible office in collaboration with (the officer who developed the strategy and) other process leaders.

Timeline

About a year after adoption.

4. Follow up 2 – updating the strategy

The Södertälje Food Supply Strategy is planned to be revised by the end of 2025. Although much of the strategy is still relevant, the changes in global, national, regional and local contexts demand that the strategy be revised with critical perspectives. War, global pandemics, inflation and recessions have all impacted on the global and local food system. A good strategy is flexible and robust. By involving researchers at KTH we were able to have an outsiders perspective on the success of implementation, with the findings creating the starting point for the revision process.

Purpose:

- Follow up on how the implementation has gone, and prepare for updating the strategy.

Target group:

Mainly officials within the organization, special invitation to the relevant committees and offices, but also politicians.

Channel/place:

Physically in own premises.

Communication method:

Oral summary of the strategy with ppt, presentation of survey on how the implementation has gone from survey and/or consultant or student survey, with ppt or other visual or written material. Plenty of time for discussion and questions.

Responsible:

Responsible office in collaboration with the officer who developed the strategy and other process leaders.

Timeline:

:Two–four years after adoption.

External communication

1. Regional public actors

By sharing our insights and experiences, we not only educate others but also deepen our own learning. By sharing our learnings with regional public actors we are able to strengthen regional ties, both at an organisational and thematic level.

By doing so, we not only foster awareness and interest in food issues and crisis preparedness but also build a collaborative framework that strengthens our collective resilience. Engaging with other public actors enhances our understanding and opens the door to innovative solutions that benefit all involved.

External information/launch to other public actors within the nearby region. This was done in connection with the strategy being adopted, at the invitation of the County Administrative Board, at their Preparedness Conference in May 2022.

Goal

- To create awareness that the strategy exists and raise interest in food issues and crisis preparedness in general.

Target group:

Municipalities in the same county, county administrative board, region, authorities.

Channel/place:

Physically in connection with other activities that gather this target group, alternatively digital meeting.

Communication method:

Oral presentation and ppt.

Responsible:

Responsible office in collaboration with another authority, e.g., county administrative board or region. Conducted by the officer who developed the strategy, possibly with other parties within the municipality working with meals, security, etc.

Timeline:

Within a year after adoption.

2. Regional stakeholders

External communication with diverse stakeholders within a regional geographical area is a vital component of the Food Supply Strategy, aimed at creating awareness and fostering interest in food issues and crisis preparedness among a broader audience. This communication targets various external stakeholders, including businesses, academia, civil organizations, and the general public. By engaging these diverse groups, the strategy seeks to build a network of informed and interested parties who can contribute to and support the strategy's objectives.

Goal:

- To create awareness that the strategy exists and raise interest in food issues and crisis preparedness in general.

Target group:

Business, academia, civil organizations, and the public within the nearby geographical area.

Channel/place:

Physically at an accessible location in the municipality.

Communication method:

Oral presentation and ppt.

Responsible:

Responsible office in collaboration with the officer who developed the strategy, and other parties within the municipality working with meals, security, etc.

Timeline

Within a year after adoption.

3. Neighboring municipalities

Throughout the process of the project, a number of neighboring municipalities contacted Södertälje to learn more about the Food Supply Strategy. In collaboration with activities from Bio-distrikt Sörmland, we ran a workshop and lecture on the municipalities role in the Food Supply, with focus on sharing our knowledge, mistakes and successes.

Purpose:

- To share with others who are interested in developing a similar strategy themselves.

Target group:

Other municipalities or public organizations + researchers and students.

Channel/place:

Physically/digitally, preferably in connection with another event where this target group meets.

Communication method:

Oral presentation and ppt, plenty of time for questions and discussion, possibly workshop if meeting physically.

Responsible:

Responsible office in collaboration with the officer who developed the strategy and other process leaders.

Timeline:

Whenever demand arises, preferably when there is some experience of how it is applied, e.g., one-two years after adoption.

Appendix 2 – Working with food – Södertälje’s history

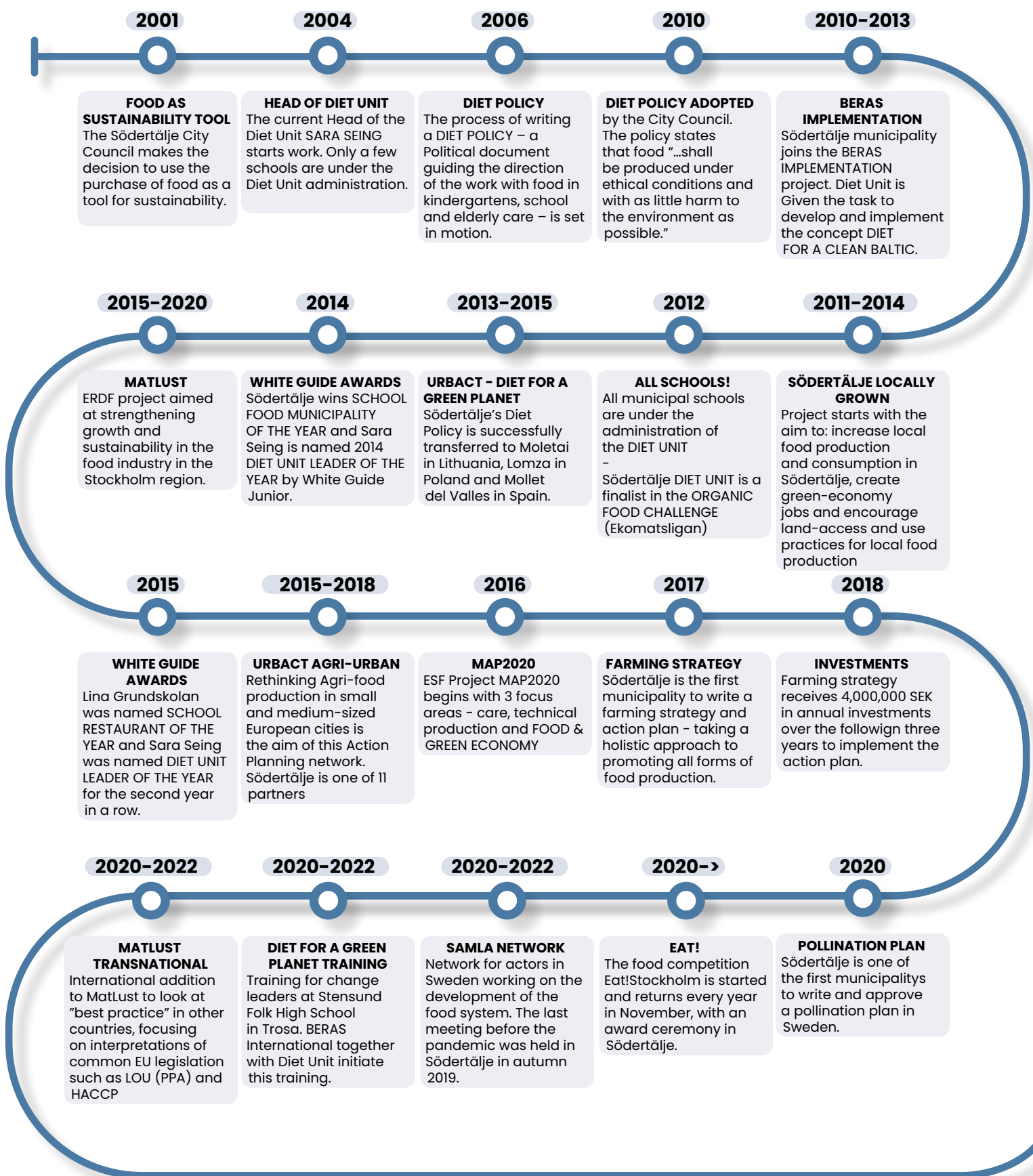
Looking back & looking forward

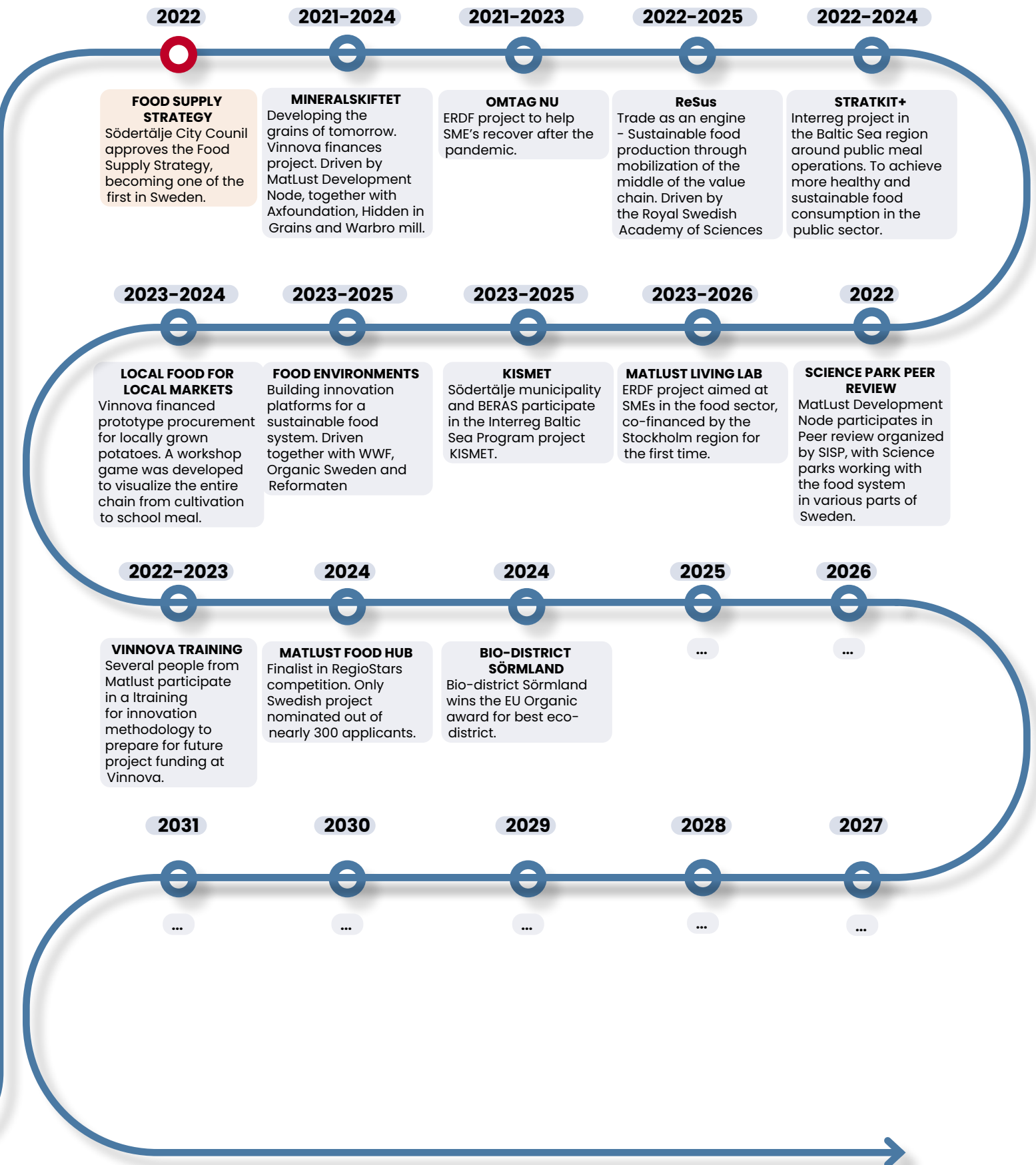
On the following two pages you will find a short history of Södertälje municipality's work with food. Starting in 2001, it documents major milestones, awards, achievements and collaborations that have formed how and why we work with food.

Please pay close attention to the fact that it was only after 21 years of working with food on a strategic level that Södertälje adopted a Food Supply Strategy. It is easy to view certain achievements as 'overnight successes' while the truth of the matter is there have been many people working in many kitchens, schools, board rooms, meeting rooms, airports, elderly homes, vegetable gardens and farms for over a quarter of a century to make this work at times feel like an overnight success.

Since food is an essential part of our daily lives, influencing not only our physical health but also our cultural practices and social interactions, it provides a powerful lever for systemic change, making it a compelling entry point for collaborative efforts toward sustainability.

The integration of food into municipal planning and operation isn't just about creating local food systems but also about rethinking how cities use land, manage waste, foster economic opportunities, and create more inclusive spaces. The way we produce, distribute, and consume food has a direct impact on land use, carbon footprints, and waste management. Sustainable food systems can revitalize urban areas by promoting urban agriculture, supporting local food businesses, and reducing reliance on long supply chains that contribute to environmental harm. With food, cities have a unique opportunity to create meaningful, tangible improvements in the lives of their residents while advancing broader environmental goals—ultimately making it possible to do good work on something that touches everyone.







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CIRCULAR ECONOMY



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