

# **Albury Wodonga Regional FoodShare**

## **Strategic Directions 2025-2028**

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## Our Vision

No-one goes hungry in our communities.

## Our Purpose

To improve food security in our local communities by ensuring access to sustainable, nutritious and culturally appropriate food.

## Our Mission

To improve food security for our communities by ensuring:

- Stability, efficiency and sustainability of food supply
- Building food resilience
- Accessibility and connectivity of food relief services
- Strong advocacy

## Our Values

- **Access to food is a human right:** Everyone deserves access to nutritious and culturally appropriate food as part of our mission to deliver food security.
- **Waste nothing:** We are focused on optimising all resources and reducing waste to deliver the best outcomes for our community.
- **Teamwork wins:** Collaboration is key as we build mutually beneficial partnerships to achieve common goals and to raise food security awareness.
- **Be our best selves:** To be the best we can, we act with honesty and responsibility in all our dealings, foster trust, embrace diversity, and ensure well being first.
- **Benefit for all:** We strive for social justice by giving to the community, being part of the community, and receiving back from the community.

## Our Functions

- Source, store and distribute food
- Local resilience building
  - Operate a social supermarket
  - Market and fundraise
  - Educate and empower people to be food secure
  - Link people to wrap around support services
- Being the recognised, legitimate voice and leader of local and regional food security
- First responder and rapid mobiliser

## Our Goals

In five years, we will be:

- Financially secure, including proportional investment from all three levels of Government
- Food secure
- In a fit for purpose facility
- Seated at the table with all levels of Government for NSW and Vic
- Operating a network of social supermarkets in priority areas
- With a thriving volunteer and paid workforce
- Recognised by our communities as an essential community asset
- A key member of established regional food security networks in NSW and Vic

## Our Strategic Plan

<b>Priority Area:</b> Community Food Security and Resilience
<b>Objective:</b> To strengthen community food security
<b>Strategies 2025-2028</b>
Deliver a food rescue and supply service that is responsive to need by: <ul style="list-style-type: none"> <li>● Developing a network of food suppliers in NSW that rescues 5,000 kg per week that is shared with at least 10 food relief providers in NSW</li> <li>● Strengthening and expanding relationships with food suppliers in Victoria</li> <li>● Extending our geographic reach to address food supply gaps in our region and in accordance with our grant commitments (especially in our NSW communities)</li> <li>● Providing effective crisis response to emergencies</li> </ul>
Partner to develop strategies to improve food security through: <ul style="list-style-type: none"> <li>● access to food education; and</li> <li>● wrap around support services</li> </ul>
Provide sustainable direct services that are culturally appropriate and provide dignity and choice
<b>Priority Area:</b> Operational Sustainability
<b>Objective:</b> To ensure operational sustainability
<b>Strategies 2025-2028</b>
Secure reliable and affordable food supplies locally
Strengthen partnerships with food suppliers outside our region through the RFSA
Acquire facilities to enable effective and efficient operations (social supermarkets, warehouse, transportation)
Actively support regional networks (Vic and NSW)
Evaluate the effectiveness, and reach of our existing operations

**Priority Area:** Financial Sustainability

**Objective:** To ensure financial sustainability

**Strategies 2025-2028**

Secure recurrent proportional investment from all three levels of government

Develop a diversified sustainable income from social enterprises, grants and philanthropic, fundraising initiatives and donations

Continue to grow the Community Pantry program

Develop a three-year capital plan to for expansion of the Community Pantry program

Leverage income and reduce expenses through opportunities with the RFSA

**Priority Area:** Our People and Capability

**Objective:** To ensure we have the right people and the resources they need, to deliver on this plan and our grant commitments

**Strategies 2025-2028**

Ensure FoodShare's operations are supported by a thriving volunteer and paid workforce

Ensure we have effective online management systems (volunteer management, stock/logistics and integrated CRM)

Acquire an appropriate warehouse facility and vehicles

**Priority Area:** Advocacy and Engagement

**Objective:** For the work of FoodShare to be understood, valued and supported by our communities, funders and supporters

**Strategies 2025-2028**

Evidence of success through shared projects with RFSA (income, expenses and resources)

NSW government recognises the need for recurrent funding

Evidence that we are recognised as an essential community asset in our community

**Priority Area:** Governance and Risk

**Objective:** To enhance governance and risk management processes and capability to reflect the increasing complexity of the organisation

**Strategies 2025-2028**

Board recruitment and development to ensure an appropriate skill mix

Risk register and governance processes working effectively and aligned to planned priorities