



Regional Food Donation Coordinator Toolkit

Acknowledgement

Healthy Cities Illawarra Inc and Food Fairness Illawarra proudly acknowledge and pay our respects to the Traditional Custodians of the land on which we live and work. We recognize the importance of honouring the wisdom and knowledge of the Past, Present, and Emerging Elders. We also acknowledge the Traditional Custodians as the original agriculturalists who have continuously inspired us with their exemplary ecological land management practices.

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How to use this toolkit?

This toolkit is intended as a resource for a Regional Food Donation Coordinator (RFDC). It draws from the insights gained during the RFDC pilot conducted by Healthy Cities Illawarra, which was funded by the NSW Environment Protection Authority in 2023.

This resource is designed as a template to be changed to align with the needs of differing regions.

What tools are included?

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The Regional Food Donation Coordinator Position

Ultimately, the Regional Food Donation Coordinator (RFDC) could be responsible for implementing a collective impact approach to optimise the impact of food rescue and relief efforts and maximise food donations within a specific region. The coordinator will work collaboratively with a range of stakeholders, including food rescue organisations, food relief agencies, donors, local councils and government agencies, to develop and implement a regional action plan to help streamline and optimise the food rescue process. The role will require strong leadership, communication, and organisational skills, as well as a deep understanding of the collective impact approach. See [Appendix 1](#) for the Position Description and KPI's.

While the RFDC role and responsibilities will vary depending on the scope and needs of the region, the following four action areas and measurements provide an indication of possible responsibilities:

Overview:

1. Establish and update a comprehensive database of food rescue and relief sector stakeholders, including their contact information, services offered, and relevant connections, see [Appendix 2](#).
2. Create and maintain a community-focused directory of food relief agencies in the region to connect individuals in need with available services.
3. Conduct thorough assessments of the region's food rescue and relief landscape, identifying needs, gaps, barriers, opportunities, and existing partnerships.
4. Generate an overview of the complex food rescue and relief landscape to enhance stakeholders' understanding of its intricacies, interconnectedness and pathways. Several guides have been created to offer an overview of the food rescue, relief, and donation landscapes in differing regions e.g.,:
 - Food Fairness Illawarra, Guide to Food Rescue & Food Relief – in the Illawarra (2023) - [link](#)
 - Food Fairness Illawarra, Guide to Donating Food – in the Illawarra (2021) - [link](#)
 - North East Waste, Food Donation Tool Kit (2021) - [link](#)
 - Do Something Food Donation Toolkit (2018) - [link](#)
 - CRJO Food Donation Tool Kit (2021) - [link](#)

Collaboration:

1. Foster and maintain strong relationships with diverse stakeholders, including food rescue organisations, food relief agencies, donors, local councils, and government agencies. See [Appendix 3](#) for a New Stakeholder Email Template.
2. Coordinate and facilitate regular meetings, forums, and working groups to encourage networking, collaboration, open communication, and knowledge sharing. See [Appendix 4](#) for a Working Group Agenda Template.
3. Lead the co-design and implementation of a regional action plan to streamline and optimise regional food rescue and relief efforts. See [Appendix 5](#) for Action Plan Template
4. Facilitate communication and coordination among stakeholders. See [Appendix 6](#) on How to Setup a Food Rescue & Relief Email Network.
5. Foster productive collaborations among organisations and highlight opportunities for improvement.

Donations:

1. Demonstrate additional volumes food donations, with improved regional food donation data capture and monitoring.
2. Identify and engage potential food donors, including food businesses, farmers, and supermarkets to secure additional donations of surplus food. See [Appendix 8](#) for the Donor Engagement and Education Guidelines.
3. Develop and implement outreach and education activities with existing food donors to increase the quantity and quality of donated food. See [Appendix 8](#) for the Donor Engagement and Education Guidelines.
4. Develop and implement strategies to increase the quantity and diversity of food donations.
5. Explore innovative approaches, such as gleaning programs, to maximise food supply and minimise food waste.
6. Upskill food rescue and relief agencies to take part in the delivery of activities listed above.

Advocacy:

1. Provide a united voice to the food rescue and relief sector, by collaborating with government agencies and policymakers to inform policies and strategies related to food security, food waste, food safety and resilience.
2. Raise public awareness about food insecurity through campaigns and media engagement.
3. Educate stakeholders and the community about the benefits of food donation, including environmental sustainability, social responsibility, and community building.

Appendix 1: RFDC position description template

This template provides a general overview of the suggested responsibilities and qualifications for a RFDC. Noting this is a template only and may vary depending on the needs and context of a given region.

Job Title: Regional Food Donation Coordinator

Job Overview: The Regional Food Donation Coordinator (RFDC) is responsible for the implementation of collective impact approach to maximize the impact of food rescue and relief efforts in the region and promote sustainable and equitable food systems. The coordinator will work collaboratively with a range of stakeholders, including food rescue organisations, food relief agencies, donors, local councils and government agencies, to develop a regional action plan to help streamline and optimise the food rescue process. The role will require strong leadership, communication, and organisational skills, as well as a deep understanding of the collective impact approach.

Key accountabilities

- Establish and update a comprehensive database of food rescue and relief sector stakeholders, including their contact information, services offered, and relevant connections.
- Create a community-focused directory of food relief agencies in the region to connect individuals in need with available services.
- Conduct thorough assessments of the region's food rescue and relief landscape, identifying needs, gaps, barriers, opportunities, and existing partnerships.
- Generate an overview of the complex food rescue and relief landscape to enhance stakeholders' understanding of its intricacies, interconnectedness, and pathways.
- Foster and maintain strong relationships with diverse stakeholders, including food rescue organisations, food relief agencies, donors, local councils, and government agencies.
- Coordinate and facilitate regular meetings, forums, and working groups to encourage collaboration, open communication, and knowledge sharing.
- Lead the co-design and implementation of a regional action plan to streamline and optimise regional food rescue and relief efforts.
- Facilitate communication and coordination among stakeholders.
- Foster productive collaborations among organisations and highlight opportunities for improvement.
- Demonstrate additional volumes food donations, with improved regional food donation data capture and monitoring.
- Identify and engaged potential food donors, including food businesses, farmers, and supermarkets to secure additional donations of surplus food.
- Develop and implement outreach and education activities with existing food donors to increase the quantity and quality of donated food.
- Develop and implement strategies to increase the quantity and diversity of food donations.
- Explore innovative approaches, such as gleaning programs, to maximise food supply and minimise food waste.
- Provide a united voice to the food rescue and relief sector, by collaborating with government agencies and policymakers to inform policies and strategies related to food security, food waste, food safety and resilience.
- Raise public awareness about food insecurity through campaigns and media engagement.
- Educate stakeholders and the general public about the benefits of food donation, including environmental sustainability, social responsibility, and community building.

Qualifications:

- Tertiary qualifications in a relevant field, such as community development, public health or sustainability or equivalent demonstrated experience.
- Experience in building and maintaining effective working relationships with a diverse range of internal and external stakeholders.
- Demonstrated understanding of the collective impact approach to addressing complex social issues, including experience working in collaborative partnerships.
- Effective communication and facilitation skills, with experience leading meetings and working with diverse stakeholders to build consensus.
- Experience developing and implementing strategic plans, and the ability to think creatively and innovatively to solve complex problems.
- Experience in planning and/or delivering, networking, social, and community programs.
- Strong organisational and project management skills, with the ability to manage multiple tasks and priorities simultaneously.
- Ability to work independently and as part of a team in a fast-paced environment.
- Valid driver's license.

Focus Capabilities:

Below is a list of potential capabilities and the level that may be required for this role, per the [NSW Public Sector Capability Framework](#). To be suitable for a role, candidates should use the Capability Application tool to demonstrate how they would meet the focus capabilities in the position description, for example:

- Value Diversity and Inclusion – Adept
- Work Collaboratively – Adept
- Influence and Negotiate – Adept
- Deliver Results – Adept
- Think and Solve Problems – Adept
- Project Management – Adept
- Inspire Direction and Purpose – Adept

Key Performance indicators

The key accountabilities above are aligned into four action areas as proposed priorities for the RFDC. Each responsibility has a corresponding measurement that allows for the long-term progress in each action area to be monitored and progress tracked.

Overview:

Responsibilities / Key Performance Indicators	Measurements
<ol style="list-style-type: none"> 1. Establish and update a comprehensive database of food rescue and relief sector stakeholders, including their contact information, services offered, and relevant connections. 2. Create and maintain a community-focused directory of food relief agencies in the region to connect individuals in need with available services. 3. Conduct thorough assessments of the region's food rescue and relief landscape, identifying needs, gaps, barriers, opportunities, and existing partnerships. 4. Generate an overview of the complex food rescue and relief landscape to enhance stakeholders' understanding of its intricacies, interconnectedness, and pathways. 	<ol style="list-style-type: none"> 1. A comprehensive database of food rescue and relief sector stakeholders, including # of stakeholders included. 2. Issuing an updated community-focused directory of food relief agencies in the region (every 6 months) 3. A comprehensive overview of the needs, gaps, barriers, opportunities, and existing partnerships. 4. Development of a “Guide to food Rescue, Relief and Donating for [insert region], including # reach distribution

Collaboration:

Responsibilities / Key Performance Indicators	Measurements
<ol style="list-style-type: none"> 1. Foster and maintain strong relationships with diverse stakeholders, including food rescue organisations, food relief agencies, donors, local councils, and government agencies. 2. Coordinate and facilitate regular meetings, forums, and working groups to encourage collaboration, open communication, and knowledge sharing. 3. Lead the co-design and implementation of a regional action plan to streamline and optimise regional food rescue and relief efforts. 4. Facilitate communication and coordination among stakeholders 5. Foster productive collaborations among organisations and highlight opportunities for improvement. 	<ol style="list-style-type: none"> 1. # stakeholders included in regular comms re the FR&R sector work, incl # new relationships fostered 2. # meetings, # Forums, # working groups facilitated, including # participants 3. Development of regional action plan, including # stakeholders participated 4. Establishment of the two-way communication channel, incl # participants and # uses 5. # additional collaborations achieved, # potential collaborations explores and # opportunities highlighted

Donations:

Responsibilities / Key Performance Indicators	Measurements
<ol style="list-style-type: none"> 1. Demonstrate additional volumes food donations, with improved regional food donation data capture and monitoring 2. Identify and engage potential food donors, including food businesses, farmers, and supermarkets to secure additional donations of surplus food. 3. Develop and implement outreach and education activities with existing donors to increase the quantity and quality of donated food. 4. Develop and implement strategies to increase the quantity and diversity of food donations. 5. Explore innovative approaches, such as gleaning programs, to maximise food supply and minimise food waste. 6. Upskill food rescue and relief agencies to take part in the delivery of activities listed above 	<ol style="list-style-type: none"> 1. Development of data collection tool, development of monitoring processes, data analysis and reporting 2. # donor outreach and education activities undertaken, including details 3. # donor outreach and education activities undertaken, including details 4. # strategies identified and implements, including outcome 5. # innovative approaches identified and implemented, including outcome 6. Develop online and/or in person competency modules for workers to complete

Advocacy:

Responsibilities / Key Performance Indicators	Measurements
<ol style="list-style-type: none"> 1. Provide a united voice to the food rescue and relief sector, by collaborating with government agencies and policymakers to inform policies and strategies related to food security, food waste, food safety and resilience. 2. Raise public awareness about food insecurity through campaigns and media engagement 3. Educate stakeholders and the community about the benefits of food donation, including environmental sustainability, social responsibility, and community building. 	<ol style="list-style-type: none"> 1. # advocacy opportunities, including detail 2. # reach education campaigns and # media engagement 3. # presentation at community events, #reach promotion campaigns and distribution "Guide to Food Rescue, Relief and Donations"

Appendix 2: Low cost & free meals directory template

This is a template that can serve as a starting point for your Low Cost & Free Meals Directory. Feel free to customise and adapt this template to suit your specific needs. Please note that only the light blue section is intended to be shared with the community, while the other columns are for internal and working group use. This is best managed if transferred to Excel, which allows you to print only “the selected cells”.

Disclaimer: This is not an exhaustive list, and regular changes may occur (updated [insert date]).

Provider	Type of Service	When	Address	Notes	Updated	Contact	Phone	Email	Website	Facebook
E.g: Yum Yum	e.g. Community Lunch	e.g. Mon, Wed & Fri: 12 pm-1 pm	[address excl. postcode state]		[date]	[full name]	[Phone number]	[email]	[Link]	[Link]
E.g: Food rescuers	e.g. food rescue from coles									

Step-by-step Guide to Develop and Update

1. [Ask Izzy](#) provides a comprehensive database of services, including food resources, that can serve as a foundation for your directory. Complement this with desktop research and a call out through local networks, to generate a comprehensive list.
2. Look at the provider’s social media pages/website to see if they have listed their service details and complete the database as much as possible.
3. Reach out to each organisation through phone or email to verify their service details. Ask specific questions based on the information you found online, such as: Do you still run your pantry on Thursdays between 9am - 11am? Are there any other food relief activities you are currently running? Are there any upcoming changes to your services? Is the contact person listed still the best point of contact?
4. Make necessary updates to the database with any new service information or changes to contact persons/details.
5. Check the formatting of the database and ensure that it is consistent throughout including updating the “date” of updating.
6. Select the “Blue cells” to print or PDF a community version or select all filled-out cells to print or PDF an internal or working group version.

By following this process, you can keep your database up to date and ensure that both the community and working group has access to accurate and reliable information about food relief and rescue services

Appendix 3: Interview guide – food relief template

This interview is designed to better understand the food relief and rescue sector in [insert region] and identify how a Regional Food Donation Coordinator could support the existing efforts in the sector, build capacity, strengthen connections, and increase donations.

Thanks in advance for your time!

Organisation Details:

1. **Organisation:**
2. **Full Name:**
3. **Role:**
4. **Generic email address:**
5. **What service/activity does your organisation undertake in the food relief/rescue space? (Multiple can apply)**
 - Emergency relief (one-off support)
 - Food parcels/hampers (regular)
 - Community breakfast program
 - Community lunch (incl. mobile)
 - Community dinner (incl. mobile)
 - Food vouchers
 - Low-cost community shop (incl. mobile)
 - School-based food relief (breakfast, lunch & snacks)
 - Other ...
6. **Are you interested to listed in the “Low Cost & Free Meals Directory”?**
 - Yes, please confirm: [activity + day + times + address]
 - No
7. **Does your organisation provide other services/activities alongside food relief? (Multiple can apply)**
 - No
 - Provision of a safe community space
 - Information
 - Referral & assessment into other services
 - Advocacy
 - Chaplaincy
 - Personal Care services (e.g. laundry, showers)
 - Counselling
 - Skills based / development programs
 - Social activities (e.g. craft club)
 - Age care/home support services/transport (incl. meals on wheels)
 - Other...

8. **How is your organisation funded to provide food relief? And does it cover all your expenses? (e.g. core / longstanding funding, government funding (local, state or federal), one-off grants, donations, faith-based contributions)**
9. **How many staff (# + Hours) are involved in weekly food relief activities?**
10. **How many volunteers (# + hours) are involved in your food relief activities each week?**
11. **How many people do you feed on average per week (per activity)?**
Activity 1 #/week, accounting for # meals
12. **Do you ever turn people away? If so, why, and how many each week?**
13. **Do you mostly focus on particular demographics for our food relief service? (Multiple can apply)**
 - Male
 - Female
 - Single parents
 - Families
 - Young adults aged 18-24
 - unemployed/looking for work
 - Homeless
 - Fulltime students (+18)
 - Retired / aged pension
 - Disability pension/carer
 - Cultural and Linguistically Diverse community
 - Aboriginal and Torres Strait Islander people

Food Sourcing

The following few questions will focus on food sourcing.

14. **What is the food source used in your food relief activities? (approx. percentage)**
 - .. % Rescued (incl. foodbank, OzHarvest & SecondBite)
 - .. % donated (incl. food drives)
 - .. % purchased (from, e.g. supermarkets, local grocery stores, or Yume?)
15. **Focusing on the just rescued food segment?**
 - ..% through OzHavrest?
 - ..% through FoodBank?
 - ..% through the Second bite
 - ..% through one of our staff or volunteers
 - ..% Delivered by the donor or donor's contact
 - Other
16. **Are there any items you purchase that could be rescued instead? (e.g., protein, allergy-based foods, culturally appropriate foods)**
17. **Would additional food donations enable you to feed more people / plate more meals? Is that within current activities or by introducing new food support activities?**

18. Have you undertaken any activities in the last 12 months to increase food donations? (e.g., reached out to local grocery shops or bakeries, online campaign)
19. Are any other barriers stopping you from feeding more people? (e.g., storage facilities, staff, volunteers, cooking facilities, funding, space limitations, vehicles etc.)
20. What works well? What tools, resources etc., enable you to work efficiently? E.g., using crates could be standardised forms or documents when handling food.

Regional Food Donation Coordinator

As mentioned in the introduction, we are exploring how the Regional Food Donation Coordinator can support the existing efforts, build capacity, strengthen connections, and increase donations across the food relief and rescue sector.

21. To gauge the current landscape (baseline) could you please rate the following statements? (1 poor, 2 fair, 3 good, 4 very good, 5 excellent)
 - Are you aware of all the region's other food rescue & relief services?
 - Are you aware of what all the other food rescue & relief services offer?
 - Do you share information, knowledge, and resources with the other food relief agencies?
 - Do you collaborate with other food rescue & relief agencies, e.g. pool resources?
 - Do you feel there is a united voice for the food rescue and relief sector?
22. Could you please rate the expected benefits of the following activities? (0 no use at all – 10 beneficial)

Note, the Net Promoter Score (NPS) of 0-10 was used here, and alternative scale could be 1-3 e.g., (1) Not useful, (2) Useful and (3) Very useful

- Inclusion and regular update of the Low Cost & Free Meals - Directory (web & print version)
 - A regional guide for Food Rescue, Relief and donations to provide an overview of the complex landscape.
 - A regional food rescue and relief forum/networking event to connect stakeholders.
 - Quarterly Food Rescue and Relief Working group meetings to foster open communication within the Food Relief & Rescue Sector, to share practical knowledge and learnings and ensure a coordinated response.
 - A two-way Food Rescue and Relief email distribution list to support open communication and collaboration.
 - A shared action plan to guide the direction of the collective efforts of the FR&R sector.
 - Active donor engagement and education to increase the quality and quantity of food donations.
 - Collective advocacy to promote policy and planning developments to assist the food rescue and relief sector and raise awareness about food insecurity and food waste.
23. We have thought of several activities that a Regional Food Donation Coordinator could undertake. Could you please rank the top 3 –5 benefits of these activities?
 - **Overview** - Identity who does what
 - **Collaboration** - Networking, working groups and communication
 - **Donations** - Help to get more donations

- **Volunteers** – Help with volunteer recruitment
- **Advocacy** – Offer a collective voice to the food relief sector
- **Funding** – Support funding applications (where possible)
- **Training** – Support shared training opportunities (needs-based)
- **Resilience** – Identify and problem-solve issues in the local food relief system

24. What other activities could a Regional Food Donation Coordinator undertake to support your organisation in increasing rescued food donations?

25. What other activities could a Regional Food Donation Coordinator undertake to strengthen connections and increase donations across the food donation sector? (Give us as much possible detail as to what this look like)

- a. And what connections would you like to strengthen?
- b. What additional collaborations would be of benefit?

26. Are there any other comments that you would like to add?

Thanks again for your time, insight and knowledge!

Appendix 4: New stakeholder welcome email template

Note: Customise and adapt this Welcome Email to fit the specific needs and context of your community.

Dear...

I have become aware of your great work in the community.

Here at [incl. organisation], we recognise that working together can achieve more significant outcomes and create positive change for those experiencing food insecurity in our community.

Please find below several opportunities to get involved and connected:

Join the Low Cost & Free Meals Directory

This valuable resource [add in link to the resource] provides an overview of our region's food relief services, making it easier for our community members in need to connect with the available services.

How to join: Email [insert email] with the specific activities, days, times and any other relevant info, as well as the best contact details.

Join the Food Rescue & Relief Working Group

These [occurrence] meetings are hosted by [incl. organisation] to foster open communication within the Food Relief and Rescue Sector, to share practical knowledge and learnings and ensure a coordinated response. A shared action plan will be/has been developed to provide a roadmap for collective impact in this space. To join the quarterly meetings, email [incl. email]

Join the Food Relief & Rescue Email Network

The food rescue and relief network is a two-way distribution email created to foster communication and collaboration among food rescue and relief organisations in [region]. The distribution list aims to share information and resources that can contribute to the sector's collective efforts, including surplus food donations, spare resources, upcoming opportunities, information provision, the need for specific resources and more.

Note: The food rescue and relief network is intended for relevant, meaningful, and respectful discussions and should not be used for spamming or sharing irrelevant information.

How to join:

1. Email [insert email]
2. A welcome email will be sent once the administrator has actioned your request to join.
3. For easy access, add the email to your contacts and save the welcome message in your inbox so you can refer to it.

How it works:

1. Email [insert email]
2. This is a private list; only approved members will receive your message.
3. To streamline communication and reduce back-and-forth exchanges, we encourage you to provide clear instructions and only respond if you are interested or have something to contribute.

For example:

All,

I have an urgent surplus of 4 crates of Apples that I need to find a home for. If you or anyone you know is interested in them, please let me know as soon as possible.

Pickup can be done during office hours at our Healthy Cities Illawarra Office at 6-10 Princess Highway, Fairy Meadow. The crates will need to be picked up by Friday at 4 pm.

To express your interest, please respond to this email with the number of crates you want to pick up and the preferred pickup time.

Thank you in advance for your prompt response.

Audience:

All interested stakeholders in the food rescue and relief sector, including:

- food rescue representatives
- food relief representatives
- (optional) other stakeholders who have a vested interest, e.g., local Councils, Department of Community and Justice, Illawarra Shoalhaven Local Health District



Let's work together to make the Food Rescue and Relief network a valuable platform for communication and collaboration within our food rescue and relief sector!

Check out our [Guide to Food Rescue, Relief and Donation Guide](#)

Providing a comprehensive overview of the region's food rescue, relief and donation landscape, including opportunities for collaboration, practical tools and strategies to increase food donations, food safety and things to consider when establishing a food relief program [insert link or attach guide].

Please reach out if you have any questions and hope to see you at our next Working Group meeting.

Regards,

Appendix 5: Working group meeting agenda template

Note: Customise and adapt this Agenda to fit the specific needs and context of your community.

Date: [Insert] **Chair:** [Insert] **Minutes:** [Insert]

Aim: To ensure a coordinated response, foster open communication within the Food Rescue & Relief Sector to share practical knowledge and learnings.

Name (+ Organisation – if applicable)	Name (+ Organisation – if applicable)

Item	Discussion points & outstanding actions	New actions
Welcome	<ul style="list-style-type: none"> Including acknowledgement to country and aim of the meeting 	
Apologies		
Around the table	<ul style="list-style-type: none"> Who are you and your organisation? What do you or your organisation do within the food relief and rescue space? Are there any challenges or opportunities you would like to share that we might be able to help with? 	
Overview	<ul style="list-style-type: none"> Check in on Low Cost & Free Meals Directory (including any changes) Check in on the FR&R network performance, including any adjustment required 	
Collaboration	<ul style="list-style-type: none"> Share any new collaborations or opportunities for collaboration 	
Donations	<ul style="list-style-type: none"> Identify potential opportunities for donor engagement and education activities 	

Advocacy	<ul style="list-style-type: none">• <i>Identify potential opportunities for collaborative advocacy, funding or education etc.</i>	
Action plan	<ul style="list-style-type: none">• <i>Update on shared action plan progress and next review</i>	
Next Meeting	<ul style="list-style-type: none">• <i>Bi-monthly or Quarterly {[insert date]}</i>	

Appendix 6: Action plan template

This Template Action Plan provides a framework to develop a regional strategy for food rescue and relief. This template is intended to be customised and adapted to meet the needs and context of a given region.

Step 1: Situation Analysis:

Begin by evaluating the current state of food rescue and relief in the region. Conduct interviews and gather insights to understand the challenges and opportunities at hand. Use this information to identify key areas and groups (target audiences) that may need support in the region.

Step 2: Shared Goal Setting:

Facilitate a planning session with your Food Rescue and Relief working group to establish a shared goal or long-term vision for the region. Encourage the group to think big and come up with a goal that resonates with everyone. Examples include combating food waste to feed those in need, nourishing communities by reducing food waste, ensuring food security for all while combating food waste, or feeding people while fighting food waste. This shared goal will serve as the guiding principle for the action plan.

Step 3: Establish aligned objectives

These objectives will serve as the steppingstones towards achieving the overarching goal. Encourage open discussion and creative thinking to generate a range of ideas for objectives. Review the ideas generated, categorise and prioritize each based on relevance and potential impact. Choose objectives that align closely with the shared goal and have the potential to address the key challenges identified in the situation analysis. Ensure the objectives are measurable to demonstrate impact.

Step 4: Identity Actions, Responsibilities, Risks and Measurement:

Identify the actions that will help you achieve the aligned objectives and the audiences they should be targeted towards. Ensure each action has a designated responsible party and define how each will be measured to track progress and the frequency with which this data will be recorded. As part of each action plan, risk mitigation strategies should be identified.

Consider metrics such as the number of food donation partnerships established, the reduction in food waste relative to a baseline for the region, or the increase in meals served to those in need. By identifying actions, assigning responsibilities, and establishing measurement criteria, you create a clear path forward to implement your action plan and drive progress towards your objectives.

The template below is intended to be customized and adapted to align with the specific needs and resources of your community.

Step 5: Monitor, Evaluate and Adapt:

Regularly review and reassess your plan to stay responsive to evolving challenges and opportunities. Ensure that any learnings and feedback gained from your measurements and/or reviews are integrated into the next iteration of your action plan.

Shared Goal (Step 2): [Goal]

Objectives (Step 3) <i>What are ways we can together work towards this overarching goal? Think about how?</i>	Strategies / Action (Step 4) <i>What specific actions can we each take to achieve this objective?</i>	Responsibility / Role (Step 4)	Measures (Step 4)	Outcomes (Step 5)
e.g. Enhance communication and collaboration among FR&R stakeholders through the FR&R Working group meeting and the FR&R network.	Host quarterly FR&R working group meetings.	RFDC	# meetings hosted	e.g.: potential uses for surplus foods are found quickly and transported promptly, ideally on the same day to fulfill a need.
e.g. Enhance communication and collaboration among FR&R stakeholders through the FR&R Working group meeting and the FR&R network.	Actively participate in the quarterly FR&R working group meetings.	Food Rescue Organisations Food Relief Agencies Other interested stakeholders	# participants Level of engagement/discussion	e.g.: potential uses for surplus foods are found quickly and transported promptly, ideally on the same day to fulfill a need.
e.g. Enhance communication and collaboration among FR&R stakeholders through the FR&R Working group meeting and the FR&R network.	Actively share resources, information, and request for support via the Food Rescue and Relief Network in between meetings	Food Rescue organisations Food Relief Agencies Other interested stakeholders	# uses of the FR&R network # of successful interactions	e.g.: potential uses for surplus foods are found quickly and transported promptly, ideally on the same day to fulfill a need.
e.g. To create visibility and increase access to food through the Low Cost & Free Meals Directory.	Actively update the web-based Low Cost & Free Meals Directory to ensure service provision information is kept up to date	Food Rescue Organisations Food Relief Agencies	# Agencies updated	e.g. Proportion of community organisations and members accessing food as a result of the Directory
e.g. To create visibility and increase access to food through the Low Cost & Free Meals Directory.	(Bi) Yearly run a print run of the Low Cost & Free Meals Directory???	Councils, LHD & DCJ	# Print runs	e.g. Proportion of community organisations and members accessing food as a result of the Directory
e.g. To increase the knowledge and awareness regarding quantity and quality of food donations through enhanced donor engagement	Utilise and share the Guide to Food Rescue & Relief: - Donor education - Donor engagement - Donor outreach	Food Rescue Organisations Food Relief Agencies Other interested stakeholders	# stakeholders used the guide Nature and number of stakeholder initiatives with RFDC (or in general)	e.g. Increase in usable food donations for human consumption
e.g. To increase the knowledge and awareness regarding quantity and quality of food donations through enhanced donor engagement	Utilise and promote the Guide to Donating Food	RFDC Councils & ISLHD Food Rescue organisations Food Relief Organisations Other interested stakeholders	# additional donors engaged	e.g. Increase in usable food donations for human consumption

Together, we can make a difference in addressing food insecurity and reducing food waste in our community.

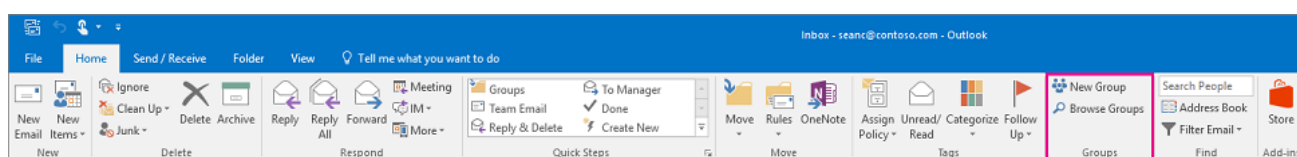
Appendix 7: How to set up a Food Rescue & Relief Network (Microsoft Outlook Only)

Create a group in Outlook

A Microsoft 365 group is different from a contact group (formerly called a distribution list). A contact group is a set of email addresses you can use to send an email message or meeting invitation to everyone at once.

Watch this [short video](#) about creating a group to be used as a company email address.

1. Open Outlook for Windows.
2. Select **Home > New Group**.



3. Don't see **New Group** in your ribbon? Your IT department might not have enabled Groups for your organisation. Contact them for assistance.
3. Fill out the group information.
 - **Group name:** Create a name that captures the spirit of the group. Once you enter a name, a suggested email address is provided. "Not available" means the group name is already in use and you should try a different name. Note that once you choose a group name, it cannot be changed.
 - **Description:** Optionally, enter a description that will help others understand the group's purpose, such as:
 - The food rescue and relief network is a two-way distribution email created to foster communication and collaboration among all stakeholders in the food rescue and relief sector of [region]. The distribution list aims to share information and resources that can contribute to the sector's collective efforts, including surplus food donations, spare resources, upcoming opportunities, information provision, the need for specific resources and more.
 - This description will be included in the welcome email when others join the group.
 - **Privacy:** By default, Groups are created as Private. This means only approved members can see what's inside the group. Anyone else who is not approved cannot see what's in the group or email the group.
 - **Send all group conversations and events to members' inboxes** Check this box to enable members to see all group conversations and events in their inbox.
 - Select **Create**.
4. Invite your stakeholders to join the Food Rescue & Relief Network, see example wording in [Appendix 4 – New Stakeholder Welcome Email](#).

Appendix 8: Food Relief & Rescue Email Network – Guidelines

The food rescue and relief network is a two-way distribution email group operated by Food Fairness Illawarra to foster increased communication and collaboration among all stakeholders in the Illawarra food relief and rescue sector. The email group aims to share information and resources that can contribute to the sector's collective efforts, including surplus food donations, spare resources, upcoming opportunities, and more. **Note:** The food rescue and relief network is intended for relevant, meaningful, and respectful discussions and should not be used for spamming or sharing irrelevant information.

How to join:

4. Email mail@foodfairnessillawarra.org.au
5. A welcome email will be sent once the administrator has actioned your request to join.
6. For easy access, add the email to your contacts and save the welcome message in your inbox so you can refer to it.

How it works:

4. Email Foodrescue-discuss@healthyillawarra.org.au.
5. This is a private list; only approved members will receive your message.
6. To streamline communication and reduce back-and-forth exchanges, we encourage you to provide clear instructions and only respond if you are interested or have something to contribute. For example:

All,
I have an urgent surplus of 4 crates of Apples that I need to find a home for. If you or anyone you know is interested in them, please let me know as soon as possible.

Pickup can be done during office hours at our Healthy Cities Illawarra Office at 6-10 Princess Highway, Fairy Meadow. The crates will need to be picked up by Friday at 4 pm.

To express your interest, please respond to this email with the number of crates you want to pick up and the preferred pickup time.

Thank you in advance for your prompt response.

Audience:

All interested stakeholders in the food rescue and relief sector, including:

- food rescue representatives
- food relief representatives
- (optional) other stakeholders who have a vested interest, e.g., local Councils, Department of Community and Justice, Illawarra Shoalhaven Local Health District

How to unsubscribe:

There are several ways to leave an Outlook.com group.

1. Use the "Leave group" option in the list's welcome email message.
2. If you've been added to the list with your Outlook.com, Hotmail.com, or Live.com email addresses, you can leave the group. > Leave the group from the Group Settings pane > In the left pane, under Groups, select the group you want to leave. > At the top of the message list, select *** > Settings. > Select Leave group, or. email the administrator at mail@foodfairnessillawarra.org.au.

Appendix 9: Donor engagement and education guidelines

The Donor Engagement and Education Guidelines provided below have been developed in partnership with OzHarvest's Food Rescue Engagement Lead and SecondBite's State Operations Manager for NSW/ACT.

The importance of donor engagement and education

According to the NSW Waste and Sustainable Materials Strategy 2041, 8% of the available food from supermarkets is currently being donated. This confirms the significant opportunity for additional food donations. Additionally, a pilot program conducted by OzHarvest demonstrated that implementing active on-the-ground food donor engagement and education initiatives can result in a remarkable 37% increase in food donation kg's¹.

The following guide aims to support donor engagement and education to address food waste and food insecurity in a region. By implementing the steps outlined below, the RFDC could significantly increase the quantity and quality of food donations in a region.

Step-by-step guide for potential donors:

1. **Identify potential donors:** Research local grocery stores, farmers, retailers, restaurants, cafes, catering services, and food manufacturers in your area as potential food donors. Take note of the appropriate contact person and determine the most effective method of approaching them.
2. **Prepare your communications messages:** Craft a compelling message communicating the benefits of food donation and its impact on addressing food insecurity and reducing food waste. **For example,** the Donor Outreach email template in [Appendix 9](#). Identify key stakeholders within each potential food donor organisation, prioritising higher-level individuals in larger organisations. Determine the best methods to obtain the correct contact information for reaching out.
3. **Address concerns and obstacles:** Be prepared to address common concerns and obstacles potential food donors may raise, such as liability issues or logistics challenges. Offer solutions and alternatives to overcome these obstacles, emphasising the benefits of food donation and the support your organisation can provide.
4. **Establish contact:** Identify the appropriate contact before reaching out to contact potential food donors through phone and email to schedule an in-person visit. Note that setting up this introduction visit may require multiple follow ups and a variety of communication methods. Explain the benefits of food donation to the business, food relief agency's mission, goals, and impact to demonstrate the significance of food donations. Highlight existing partnerships and success stories to build trust and credibility.
5. **Customise partnership options:** Tailor partnership options to meet the specific needs and capabilities of each potential food donor and the receiving food relief agency. Discuss donation schedules and pick-up arrangements.
6. **Establish documentation and agreements:** Develop clear agreements or memorandums of understanding (MOUs) with new food donors, outlining responsibilities and expectations. Use [Appendix 10](#) for an MOU template. Include details such as donation frequency, quantity, quality standards, and reporting requirements.
7. **Provide information and education:** Offer to install food donation signage and to provide a mini-education session at the next team meeting, including food safety practices, liability protection, and tax incentives. Use [Appendix 11](#) and [Appendix 12](#) as relevant guides. Explain the process of food sorting, storage, and collection to address any concerns or misconceptions.

¹ Department of Planning, Industry and Environment, 2021. NSW Waste and Sustainable Materials Strategy 2041, https://www.dpie.nsw.gov.au/data/assets/pdf_file/0006/385683/NSW-Waste-and-Sustainable-Materials-Strategy-2041.pdf

8. **First collection/delivery assessment:** Schedule a first collection or delivery assessment to evaluate the quality and quantity of the donation. Confirm logistics, types of food to be donated, frequency of donations, and any special handling instructions. Express gratitude and reinforce the impact of their contribution to the community.
9. **Ongoing support and recognition:** Encourage regular communication between the food relief agency and donors to address issues, provide updates, and offer support. As well as recognise and appreciate food donors publicly through social media shoutouts, newsletters, or annual events. See [Appendix 13](#) – Thank you flyer.
10. **Evaluate and improve:** Continuously evaluate the effectiveness of your food donor engagement and education efforts. Seek feedback from food donors and food relief agencies to identify areas for improvement and implement necessary changes to enhance the partnership experience.

Step-by-step guide for existing donors:

1. **Identify existing donors with room for improvement:** Collaborate with the food relief agency to assess which donors could benefit from additional engagement and education based on the quality or quantity of their contributions. Determine areas for enhancement and opportunities for improvement.
2. **Develop an outreach strategy:** Collaborate with the food relief agency to develop a compelling message that communicates the benefits of food donation, its impact on addressing food insecurity and reducing food waste and addresses any concerns regarding their current performance. Utilise the provided Donor Outreach email template in [Appendix 9](#) as a reference for crafting your message. Identify key stakeholders within the existing donor organisation, prioritising higher-level individuals in larger organisations. Determine the best methods of contact for reaching out to these key stakeholders.
3. **Make contact:** Contact the food donors through phone calls and emails to (ideally) set up an in-person visit. Facilitate a discussion between the existing donor and the receiving food relief agency during the visit. Review current practices and explore opportunities for improvement, such as re-installing signage, adjusting collection schedules, or offering a refresher education session at the next team meeting.
4. **Address identified barriers:** Address any barriers or obstacles identified during the conversation. Develop strategies and solutions to overcome these challenges, tailored to the specific needs of each donor.
5. **Reinstate regular communication:** Encourage regular communication between the food relief agency and donors, including thank-you notes from the food relief agency to reinforce the importance of their contributions.
6. **Evaluate and improve:** Continuously evaluate the effectiveness of your food donor engagement and education efforts. Seek feedback from food donors and food relief agencies to identify areas for improvement. Implement necessary changes to enhance the partnership experience and ensure ongoing donor engagement and education improvement.

By following these step-by-step guidelines, the RFDC can effectively engage and educate food donors, fostering strong partnerships to support the food rescue and relief efforts.

Appendix 10: Donor outreach – email template

Note: Customise and adapt this Template to fit the specific needs and context of your community.

[Insert Logo]

[Insert the name of potential donor organisation]

[Insert address details]

Dear [Insert Donor Name],

RE: Become a food donor, fight food waste

We are contacting you because your business may be interested in supporting our efforts through food donations. Partnering with us as a food donor will help reduce your food waste while supporting our community's well-being.

Did you know that 1 in 5 Australian households (21%)² experienced severe food insecurity in 2021/22? This translates to 65,000 Illawarra households being unable to access food that meets their health and cultural needs. Meanwhile, a staggering amount of edible food ends up in landfill every week.

As a local non-profit organisation committed to [insert mission + food relief activity], we have witnessed a significant increase in the demand for food relief in our community [or insert specific community]. However, we need help to keep up with our current food donations.

We understand that you may already be working with other community organisations. If this is the case, we are only interested in partnering if you have additional capacity. We will work with you to develop a donation program that fits your business's needs, whether for one-time donations or regular pickups of surplus food.

We would be honoured to have your business as a partner in our mission to alleviate food insecurity in our community. Together, we can make a difference in the lives of those who need it most.

Why donate surplus food:

- **It can benefit your business**
As a business or organisation, donating your surplus food can provide the added perk of an eligible tax deduction.
 - The donation is made to an organisation with deductible gift recipient (DGR) status.
 - The business donor keeps a record of the donation, generally a receipt from the gift recipient. For more information, visit the Australian Taxation Office website (www.ato.gov.au).
- **It can save you money**
Donating food can save you money on waste disposal costs as a business
- **You're helping those in need**
Donating food is the most direct way to support vulnerable community members.
- **It's better for the environment**

² Foodbank Hunger Report 2022, <https://reports.foodbank.org.au/wp-content/uploads/2023/03/Foodbank-Hunger-Report-2022.pdf>

Reduce your food waste – donating surplus food combats climate change by reducing the greenhouse emissions associated with food waste rotting in landfill.

Also, as a food donor, you are protected under the Civil Liability Amendment (Food Donations) Act 2002. This act limits the liability of individuals and businesses that donate food, providing certain food safety conditions have been met.³

What types of food you can donate:

- Surplus food from supermarkets, greengrocers, bakers, butchers, markets, cafes, catering etc.
- Blemished or imperfect produce
- Products close to their **use by date**
- Products close or past their **best before date**
- Excess and slow-moving stock or deleted lines
- Products that have incorrect, damaged or no labelling and damaged packaging
- Sample size and bulk products
- Leftover unused portions of food that have not been served to customers, e.g., salads, sandwiches, muffins, and cakes.
- Food grown at farms that do not meet the size or cosmetic criteria set by supermarkets.

Thank you for your time, and we look forward to working with you towards a more sustainable and equitable food system.

Best regards,

[Your Name]

[Your Organisation Name]

³ Food Donation Tool Kit 2012, <https://www.lovefoodhatewaste.nsw.gov.au/sites/default/files/2018-06/Food-Donation-Toolkit.pdf>

Appendix 11: Memorandum of Understanding template

Please note that (a) this template was not utilised in the pilot, it has been adapted from the NE Waste Food Donation Tool Kit; and, (b) It is recommended you source legal advice when creating your Memorandum of Understanding.

Memorandum of Understanding

Between

..... (Partner 1)

And

..... (Partner 2)

This Memorandum of Understanding (MOU) sets the terms and understanding between (partner 1) and the (partner 2) to donate and accept food for the purpose of feeding those in need.

Background

Establishing an understanding between food donors and food donation agencies will help to ensure each party is aware of the other's needs and ensure they adhere to the requirements set out by each organisation.

Purpose

This MOU will [Insert purpose/goals of partnership]

The above goals will be accomplished by undertaking the following activities:

- [Insert planned activity 1 incl. who will do what, the quality and frequency]
- [Insert planned activity 2 incl. who will do what, the quality and frequency]
- [Insert planned activity 3 incl. who will do what, the quality and frequency]

Reporting

[Insert who will evaluate effectiveness and adherence to the agreement and when the evaluation will happen]

Funding

This MOU is not a commitment of funding.

Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from [insert partners]. This MOU shall become effective upon signature by the authorised officials from the [insert partners] and will remain in effect until modified or terminated by any one of the partners by mutual consent. In the absence of mutual agreement by the authorised officials from [insert partners] this MOU shall end on [insert end date of partnership].

Contact Information

[Insert Partner 1 name]
[Insert Partner representative]
[Insert Position]
[Insert Address]
[Insert Telephone]
[Insert E-mail]

[Insert Partner 2 name]
[Insert Partner representative]
[Insert Position]
[Insert Address]
[Insert Telephone]
[Insert E-mail]

_____ Date: [Insert date]
[Insert Partner 1 Signature]
[Insert Partner name, organisation, position]

_____ Date: [Insert date]
[Insert Partner 2 Signature]
[Insert Partner name, organisation, position]

Appendix 12: SecondBite-Coles donation guide

Give food a second chance

How it works: Ask yourself – Would I eat it?

FRESH

GROCERY

MEAT

BAKERY

Items we CAN donate	Items we CAN donate	Items we CAN donate	Items we CAN donate
 <p>Edible Fruit and Vegetables It's still okay to donate if it's slightly discoloured, marked or wilted.</p>	 <p>Packaged Grocery Grocery items where primary packaging is intact: eggs with in-use or date (some bakery), items up to 3 months beyond best before date.</p>	 <p>Edible Meat Please freeze for 48 hours before donating.</p>	 <p>In store and Coles Brand Bread Available in store and Coles Brand bakery products.</p>
Items we CANNOT donate	Items we CANNOT donate	Items we CANNOT donate	Items we CANNOT donate
<p>Spoiled Fruit and Vegetables, Pre-cut Fruit e.g. broken skin, mouldy, slimy or past use by date (e.g. lettuce, cabbage leaves).</p> 	<p>Damaged Packaging Grocery items with damaged primary packaging (e.g. opening bag of flour, leaking bottles) or past use by date.</p> 	<p>Seafood, Deli, Precooked and Kangaroo meats As well as slimy, discoloured and blown packaging.</p> 	<p>Bakery Items with Meat, Dairy or Olives, Brand-name Items that are returned for credit.</p> 

© 2019 Coles

Good things. Great value.

Appendix 13: Donation guide text templates

The below table has been adapted from the OzHarvest Guidelines.

Fruit And Vegetables	All edible fruit and vegetables. We will not collect damaged products, e.g., mouldy, leaking, cuts and bruises.
Meat	Up to Use By date or Best Before date - Please remove unsold items from your shelves and store them in the cool room or freeze ready for collection). The sealed inner packaging must be intact.
Dairy, e.g., milk, yoghurt, cream, Cheese	Up to Use By date or seven days past Best Before date - Please remove unsold items from your shelves and freeze them immediately in the cool room ready for collection.
Eggs	Up to Use By date or seven days past Best Before - Chilled or ambient only Please do not freeze the eggs
Prepared Meals, Packaged Deli Products	Up to Use By date or seven days past Best Before - Please remove unsold items from your shelves and chill or freeze them immediately. The sealed inner packaging must be intact.
Dry Goods (Shelf-Stable Groceries)	Up to 3 months / 90 days past Best Before. Packaging can be battered, but the seal protecting the food must be protected.
Baked Products	Cakes, muffins, bread, pastries etc. Please remove unsold items from your shelves and store them in the cool room ready for collection. Charities may only sometimes take all the fresh bread as they only take what they need.
Drinks, e.g., water, dairy, soft drinks (no alcohol)	Up to 3 months past Best Before. Chilled dairy drinks – Up to Use By date or seven days past Best Before
Other Products in the Store	I.e., pans, socks, toiletries, nappies etc These items can also be taken, as long as there is room in the transport vehicle.

Appendix 14: Thank You Flyer

Frontside:

THANK YOU

From



True Hearts Community
Helping those in need



True Hearts Community would like to send a BIG THANK YOU to Coles Shellharbour for providing essential food to community members that would have otherwise gone hungry.

Our community members acknowledge the hard work done by your organisation to make this happen, and without the help from the valuable staff in store, this wouldn't be possible.

Week after week, we are able to provide nourishment for approximately 375 local community members, taking into account the significant rise in demand since the onset of the COVID-19 pandemic and the escalating cost of living.

During challenging times, we all encounter moments where a helping hand becomes indispensable. Your generous donations of food to our service ensure that countless families, hidden in the background, are able to express their heartfelt gratitude to you.

Thank you!

Flip side:

Give food a second chance

How it works: Ask yourself – Would I eat it?

FRESH

Items we CAN donate



Edible Fruit and Vegetables
In all sizes to donate. If it's slightly discoloured, misshapen or wilted.

Items we CANNOT donate

Spoiled Fruit and Vegetables, Pre-cut Fruit
e.g. broken skin, bruised, slimy or other use-by date, loose water, or rotting/soaked.

GROCERY

Items we CAN donate



Packaged Grocery
Grocery items where primary packaging is intact: eggs, white rice, pasta, instant noodles, tinned soups, 12 months beyond best before date.

Items we CANNOT donate

Damaged Packaging
Grocery items with damaged primary packaging: e.g. open bags of rice, leaking tins, or past use-by date.

MEAT

Items we CAN donate



Edible Meat
Please freeze for 24 hours before donating.

Items we CANNOT donate

Seafood, Deli, Precooked and Kangaroo meats
As well as items in discoloured or broken packaging.

BAKERY

Items we CAN donate



In store and Coles Brand Bread
Ambient in store and Coles Brand bakery products.

Items we CANNOT donate

Bakery Items with Meat, Dairy or Olives, Brand-name items that are returned for credit.



coles | Good things. Great value.



**Healthy
Cities
Illawarra**