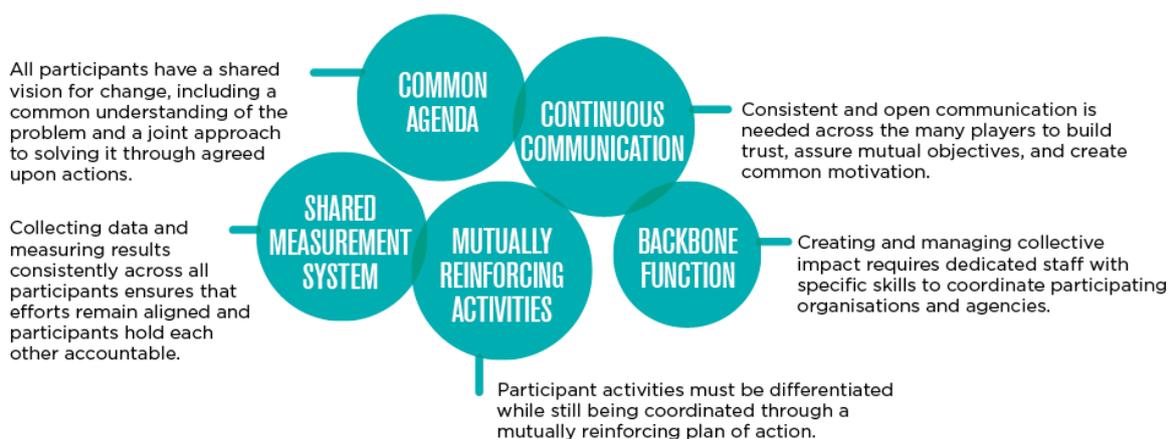


# Moreland Community Food Hub

## Food Leadership Action Group Brief

### 1. Background

Moreland Council commissioned the Moreland Community Food Hub Feasibility Study in 2020. The brief requested the study take Collective Impact Approach Shown in Figure 1, which is consistent with the principles of collaboration and community-led action underpinning the implementation of the Food System Strategy.



**Figure 1: Five conditions of collective impact** (Source: Preskill, Parkhurst, & Splansky Juster, 2014)

Consultation was undertaken with over 75 residents and local food group members in the north of Moreland during Feb – March 2020, including over 27 self-identified key stakeholders.

The study explored Councils role which has been defined as a partner, facilitator and investor in a community food hub that is planned and operated by invested community stakeholders. The study notes: ‘There are a large number of active, competent and leading players, who have all expressed a strong desire to be supported in independent collaboration. Consistent with Collective Impact 3.0, our proposed approach is to create and sustain a ‘container for change’ that resources community leaders to coordinate and facilitate the change’.

The study also failed to identify a clear ‘backbone organisation’ with the capacity and skills to facilitate collaboration among diverse stakeholders, facilitate a common agenda, source funds and form partnerships to deliver shared value. In the experience of David Lilly, senior advisor community impact at United Way Australia<sup>1</sup> ‘Many collective impact backbones also deliver services in the same community, which can fast track knowledge of community and connections, but cloud open-ended community engagement with the strategy and services offered by the backbone. Unintentional as this may be, it can limit the scope of dialogue,

<sup>1</sup> <https://probonoaustralia.com.au/news/2017/05/neutrality-matters-collective-impact-backbones/>

inhibit the emergence of new priorities and different ways of working, and reinforce existing power imbalances and tensions.

A neutral backbone facilitating collective impact enables free and open community dialogue about what the community wants to achieve, uninhibited by broader organisational strategy, funding cycles and politics, avoiding predisposition towards finding a home for funding or programs which may or may not align with community needs’.

Council has therefore resolved to establish a Food Leadership Action Group in 2021/22 as a first step towards establishing a Collective Impact 3.0 approach. Council has engaged a contractor to support the backbone organisation functions (Community Food Hub support contractor) on a fixed term basis until a more permanent solution is identified.

Council proposes to compensate FLAG members in non-funded positions for their contribution as ‘content experts’.

## **2. What is the role of the Food Leadership Action Group (FLAG)?**

The primary function of the FLAG is to agree on and progress the best collective approach and organisational structure to support the implementation of the Community Food Hub

FLAG will also play an advisory role to Food System funders and policy makers, including Moreland Council, in developing policy and programs to support food security in Moreland

Following the establishment of the FLAG via the EOI process set out in the Moreland FLAG Terms of Reference 2021, FLAG members will work with the Community Food Hub support contractor to:

- Develop the FLAG governance structure and processes
- Build on the Community Food Hub Feasibility Report outcomes and recommendations to develop a vision, strategy and business case for the implementation of the Community Food Hub
- Contribute to development of the Collective Impact Measurement Framework (CIMF) to help the FLAG make smart, data-driven decisions and enable accurate observation and successful interventions;
- Mobilise funds for the implementation of the Community Food Hub and determine how / where collective funds will be held once the contractor finishes
- Provide oversight for funding allocation to community food enterprises and organisations in Moreland in a strategic way to build the business case for the implementation of the Community Food Hub
- Design a participatory budget process for the allocation of funding to advance the Community Food Hub vision / model and address food security. Includes an Expression of Interest / pitch process for food system participants to access funding
- Decide how business proposals/ plans will be developed for key food hub elements e.g. Logistics Hub

- Develop a clear shared governance and ownership model for key food hub elements e.g. Logistics Hub
- Implement the Collective Impact Measurement Framework (CIMF)
- Coordinate the collection and collation of data generated through the CIMF
- Oversee the development of Community Food Hub Monitoring and Evaluation reporting processes

The Community Food Hub support contractor will work with the FLAG for 6 – 8 months to develop the FLAG structure and processes to enable it to function effectively into the future. This includes looking at nominating a member organisation and/or contracting an external party to undertake the backbone organisation functions at the end of the contractors term.

### **3. How will the FLAG work?**

Council is appointing a Community Food Hub support contractor to establish the FLAG and enable community leaders to collaborate independently to drive the implementation of the Community Food Hub, with Council acting as a partner and facilitator in the project.

Refer to the FLAG Terms of Reference for the FLAG structure, working arrangements, time commitment, remuneration, responsibilities and accountabilities of FLAG members

#### **Principles / non-negotiables**

The FLAG will be made up of a range of stakeholders supporting food security in Moreland, to best represent the food security needs of the Moreland community. Members will be chosen to ensure the FLAG represents a diversity of:

- Places / locations across Moreland
- Food security sector views and experiences
- Food insecure people / groups in Moreland

FLAG membership is conditional on demonstrating a collective commitment to achieving the best outcomes for the local community, now and into the future.

The FLAG will develop a code of conduct (or similar) to ensure decisions and actions carried out under the direction of the FLAG are based on the evidence of what is in the best interests of the community, rather than to advance any one or more stakeholder(s) / organisation(s) interests.

#### **Decision making powers / responsibilities**

Decisions will be made based on Consent<sup>2</sup> model

Decisions will be made according to the principles / not negotiables outlined above.

FLAG members will work with the Community Food Hub support contractor by contributing their advice, experience and local food security knowledge to co-ordinate strategic funding allocation in a way that builds the case for a Community Food Hub in Moreland

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<sup>2</sup> <https://patterns.sociocracy30.org/consent-decision-making.html>

Responsible for collectively developing a vision, strategy and business plan for the Community Food Hub

#### **4. What are the benefits of being a Moreland FLAG member?**

The structured collaboration supported by this model will strengthen the food security network and facilitate the sharing of resources to support the ongoing food security efforts across Moreland

Reduces inefficiencies and doubling up of efforts between food security stakeholders

Reduces the burden of individual groups developing and implementing impact measures. Implementing standardised collective measures helps generate strong data supporting the benefits of food security initiatives which will attract further support and funding

Provides a strong collective voice to advocate for the food system change needed to support food security over the long term

#### **5. What outputs / outcomes will the FLAG deliver?**

With support from Council and the Community Food Hub Support contractor, the FLAG will deliver the following in the first 12 months:

- Vision, strategy and business plan for the Community Food Hub developed
- Plan underway and progress made towards the establishment of the Community Food Hub
- Future sources of funding identified, and a process implemented to manage collective funds
- Participatory budget process designed and ready to deploy when funds available
- Collective Impact Measurement Framework (CIMF) incorporated into Community Food Hub operations.
- CIMF data collection and collation processes established and informs reporting on the progress and achievements of the Community Food Hub

#### **6. Review of the FLAG**

The role and function of the Food Leadership Action Group will be independently reviewed 12 months after becoming fully established. FLAG members and broader food system stakeholders will be surveyed to understand how effective the FLAG has been in supporting the implementation of the Community Food Hub and building a collective movement for food security in Moreland.

#### **7. Supporting documentation**

- FLAG Draft Terms of Reference 2021

## **8. Key steps and Timeline**

- FLAG Recruitment – November / December 2021
- Group establishment meeting – February 2022
- CIMF Co-design Workshop – February 2022
- FLAG meetings – from March 2022 (May, July, September, November 2022)

### **References:**

<https://aifs.gov.au/cfca/publications/collective-impact-evidence-and-implications-practice>

<https://www.tamarackcommunity.ca/library/collective-impact-3.0-an-evolving-framework-for-community-change>

<https://probonoaustralia.com.au/news/2014/01/the-role-of-backbone-organisations-in-collective-impact-initiatives/>