

Alphington Community Food Hub

Consultancy – Business development & fundraising

April 2018

Sustain: The Australian Food Network is seeking applications from suitably qualified individuals to provide consultancy services in business development and fundraising at the Alphington Community Food Hub.

Background

A collaboration between Sustain and Melbourne Farmers Markets, supported by the Lord Mayor's Charitable Foundation, the Alphington Community Food Hub will be a place for everyone to connect to a healthy and flourishing local food system.

In the face of continued downwards pressure on prices from the supermarket duopoly, the Food Hub will provide small-to-mid sized producers with access to larger markets to increase their viability. It is also a place for individuals and groups to learn new food skills as well as to grow, share, buy, cook and make healthy, fair food.

Features of the Alphington Community Food Hub will include an accredited weekly farmers market, commercial kitchen, co-working offices, farmers' depot, aggregation and distribution network, marketing and branding services, urban agriculture, and a workshop and events space.

The Food Hub will be established at Melbourne Innovation Centre, directly opposite Alphington train station, and will kick off operations in June 2018. We are looking for a dynamic, highly organised and self-motivated individual with strong networks in the hospitality and food sector and demonstrated project management experience. Experience in start-ups and social enterprise are highly desirable.

With this project, we want to drive the creation of a collaborative multi-functional, multi-stakeholder exemplar site of a sustainable, healthy, and fair food system in Melbourne and Victoria. We aim to establish a transformative economic and social model for food distribution that can be adapted and replicated across Victoria and nationally, sustaining waves of positive food system change for decades to come. Like other pioneering initiatives such as CERES, it will provide inspiration for organisations and communities around the country. We hope its success will strengthen the case to local, state and federal governments, as well as the impact investor sector, for the potential of these emerging and innovative models to tackle the root causes of the food system crisis. Our goal is to contribute to the creation of an enabling rather than an inhibiting policy and regulatory environment.

Sustain is Australia's meta-food network, supporting the transition to a healthy, sustainable and fair food system that works for all Australians.

The start-up phase of the Alphington Community Food Hub has been financed with a two-year Innovation Grant from the Lord Mayor's Charitable Foundation.

Project philosophy

This initiative has been funded as a *Collective Impact* project, with Sustain as the *anchor* or *backbone* organisation, working together with MFM and multiple other key partners around a shared vision for change to achieve powerful results. Collective Impact requires collaborative working amongst all partners with five conditions for success:

- **A common agenda / shared vision for change**
- **Shared measurement systems** – documenting how we will measure and report on success
- **Mutually reinforcing activities** – each partner does what they do well to support and coordinate with each other within the agreed overarching plan
- **Continuous communication** – building trust, confidence and joint working
- **Backbone support organisation** – to coordinate the project as a whole and the multiple relationships within it

Purpose of the Business Development and fundraising consultancy

The role of the Business development and fundraising consultancy is to work with the Project Director, the Food Hub Manager and the MFM leadership team to establish the foundations for a successful and viable multi-functional and multi-stakeholder community food hub in Alphington over the medium-to-long term. These foundations include strategic partnerships with key institutional stakeholders, a range of financing and fundraising strategies with the philanthropic, government and business sectors, and a sound business model that includes a diverse mix of growing sales and revenue streams.

Scope of works - key deliverables

- Review the December 2017 SGS Economics and Planning business model developed for the Alphington Community Food Hub and revise / update as required, working closely with the Food Hub Manager and MFM leadership team
- Develop and implement an income generation and fundraising strategy
- Identify and develop relevant grant applications, tender bids, sponsorship opportunities and/or corporate partnerships
- Map and identify key stakeholders, develop and implement a key stakeholder engagement strategy together with the Project Coordinator and MFM leadership team
- Develop and implement a budget to manage the project
- Work with the MFM leadership team, Farmwall, Life Cykel and other existing and potential business partners to identify key marketing and sales opportunities to build a diversified and growing revenue base for the food hub

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- Work with MFM leadership team, the Food Hub Manager to develop and implement a marketing and branding strategy
- Review the Food Hub communications strategy to ensure alignment and consistency of key messages to key audiences and stakeholders
- Assist with the documentation and reporting on progress and milestones according to the agreed shared measurement systems and project indicators of success

Knowledge, skills and experience sought

We are seeking a commercially-minded and creative individual with extensive demonstrated (minimum 5 years+) experience, skills and a proven track record of success across the following areas:

- Strong writing skills
- Experience in preparation and successful implementation of a marketing and communication strategy aligned to the strategic positioning of an organisation
- Demonstrated success in sponsorship, grants/philanthropic organisations, government/institutional grants and tenders
- Business planning and strategy
- Budget management experience
- Networks within the food and/or hospitality industry

Desirable areas of experience include:

- Direct marketing, branding and sales
- Stakeholder engagement and partnership management
- Knowledge or experience in customer relationship management systems
- Start-ups and social enterprise
- Crowd-funding campaigns
- Collective impact project management

Place of work

It is expected that this role will involve a combination of meetings and remote working. A hot desk will be available at the Alphington site as required.

Payment

This consultancy is funded at \$30,000 over two years, commencing 15 May 2018. The aim is for the development and implementation of a fundraising strategy in the short term to source additional funding to potentially expand the consultancy into an ongoing role with a greater budgetary allocation.

To apply for this consultancy contract

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Send your CV (two references) with a cover letter setting out your interest in the project and how you would propose to achieve the deliverables to Nick Rose, Executive Director of Sustain: The Australian Food Network, by 24 April 2018: nick@sustainaustralia.org

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