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WOW FOOD! INNER WEST FOOD DONOR STUDY

Prepared for the NSW Environment Protection Authority
July 2021



WOW FOOD!

INNER WEST FOOD DONOR STUDY REPORT

Table of Contents

1.	Background	3
2.	Research Methodology	3
3.	Delivery of the Food Donor Study	5
	COVID-19 impact on results	5
	Research impact	5
	Information sharing and Food Alliance	6
4.	Summary of Findings	7
5.	Other Issues Raised	15
	References	16
	Glossary	16
	Appendix 1: Food Donor Study Process Plan	17
	Appendix 2: Food Donation Process	19
	Appendix 3: Donor Approach Record	20
	Romeo's IGA Food Hall, Summer Hill	20
	Banana Joe's Foodworks, Marickville	21
	Campbells Cash and Carry (Alexandria, Northmead)	22
	Impulse Trading	23
	QE Foodstores, (Camperdown, Randwick, Milson's Point)	24
	Vannella Cheese, Marickville	26
	Berger Ingredients, Condell Park	27
	The Fresh Basket, Newtown, Rozelle	28
	Lloyds Supa IGA, South Hurstville.	29
	ALDI, Inner West (Waterloo, Leichhardt, Broadway)	30

1. BACKGROUND

In 2017 Addison Road Community Organisation (ARCO) received a Food Donation Education grant under the NSW Environment Protection Authority (EPA), Waste Less Recycle More Initiative. This project was called the WOW Food! Inner West Project.

The four key elements of the project are:

- Inner West Food Donor Study
- Inner West Food Rescue Campaign
- Inner West Food Rescue Alliance
- Inner West (Food Waste) Resolution

The objective of the Food Donor Study is to provide a comprehensive understanding of the range of issues that prevent businesses from donating food, as well as the potential benefits that they can derive from being an active food rescue partner in their neighbourhoods. The outcome of the knowledge generated by the Food Donor Study is to be used to increase food donations to ARCO and other Food Rescue Alliance members in the Inner West Local Government Area.

2. RESEARCH METHODOLOGY

The Food Donor Study combined real-time activity, research and change implementation using a methodology called action research. The outcome of the methodology was to realise effective change both for the donor organisations and the lead food rescue organisation, ARCO. “Rational social management... proceeds in a spiral of steps, each of which is composed of a circle of planning, action and fact-finding about the result of action”. - Kurt Lewin

Key elements in action research are:

1. Unfreezing: Faced with a problem, the individual or group becomes aware of a need to change.
2. Changing: The situation is diagnosed, and new models of behaviour are explored and tested.
3. Refreezing: Application of new behaviour is evaluated, and if reinforcing, adopted.

Organisational action research methodology is similar in approach to the cyclical Plan Do Study Act or Shewhart Cycle of planning, acting, reflecting and changing. The process and feedback loops for change are illustrated in the figure below.

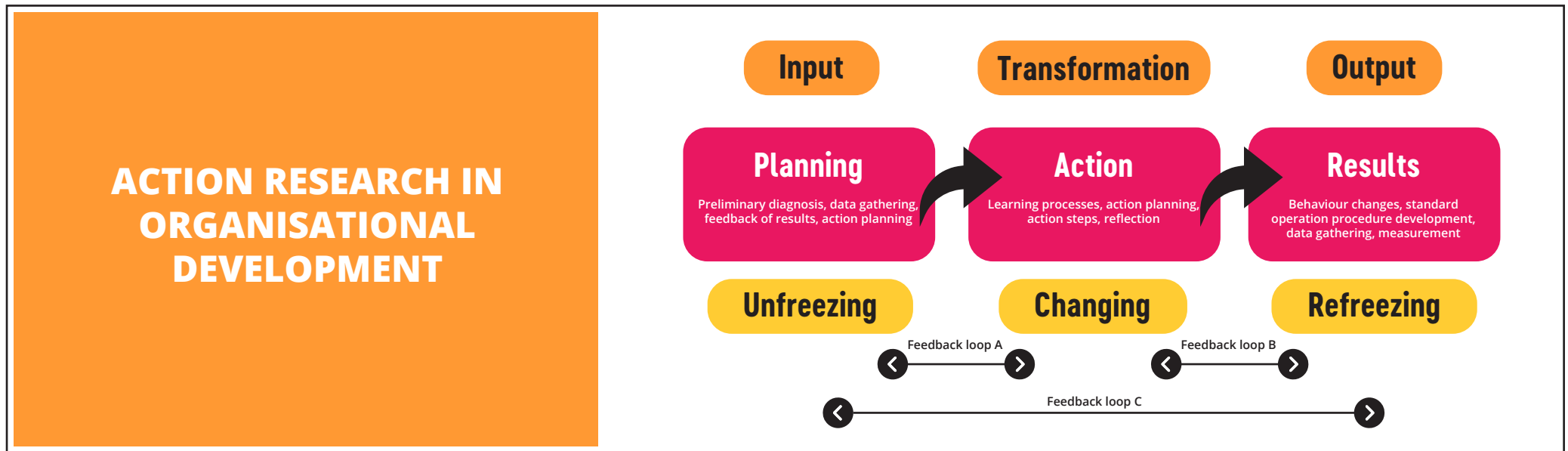


Figure 1. Action Research in Organisational Development System. Lewin (1958)

The Key Performance Indicators for the Food Donor Study were:

- Interview major food relief businesses to determine which businesses are and are not donating food in the Inner West
- Identify a minimum of 30 target grocery/wholesale or catering businesses for food donation behaviour change
- Work with 10 businesses over 15 weeks to document key challenges to donation
- Find solutions to determine evidence-based cost benefits
- Work with businesses over 10 weeks to implement solutions and recover surplus food before it goes to landfill
- Publish report on the Food Donor Study
- Event to launch the Study
- Deliver findings to industry bodies including chambers of commerce, EPA and local government
- Present findings at an Inner West Food Rescue Alliance meeting

The planned process for management of the project is detailed in Appendix 1. Food Donor Study Process Plan.

3. DELIVERY OF THE FOOD DONOR STUDY

COVID-19 IMPACT ON RESULTS

The Food Donor study was significantly impacted by the 2020 COVID-19 outbreak. Whilst the planned research methodology and engagement with the initial target organisations was not fully realised, much of the action research methodology was implemented with a broader group of donors and food redistribution partners in the context of an emergency food relief response. This resulted in a significant increase in food donation and redistribution. (This information is detailed in the final report).

Results were also influenced directly by changes made at ARCO during the study period. Some of these changes were a result of iterative action-learning associated with the study; however, others were a direct COVID response activity. Key changes during this time included:

- Donations tripled after an extra food rescue driver was employed by ARCO.
- Additional infrastructure (refrigeration, warehousing logistics and storage space) resulted in increased capacity to accept and recycle donated food, including fresh food.
- COVID response with ARCO staff and volunteers packing and distributing approximately 5,000 emergency food hampers each month during 2020 to more than 70 charity and civil groups.

RESEARCH PROGRESS

The WOW Food! Inner West Project Coordination and Implementation Officer (Addison Road Community Organisation's Partnerships Manager) lead the project and was responsible for engaging expert consultants to deliver key outputs. Unfortunately, the two consultants consecutively engaged by ARCO for the Food Donor Study element of the Project had to withdraw for personal reasons.

As a result, the Addison Road Community Organisation's Chairperson, along with the The impact of both consultant availability and the timing of COVID impacts resulted in a smaller-than-planned total of 16 direct Food Donor Study participants.

Their spread across business type is shown below.

Supermarkets	11
Warehouse and wholesalers	3
Food manufacturers	2

INFORMATION SHARING AND FOOD ALLIANCE

Addison Road's Partnerships Manager established the Food Rescue Alliance and asked this group to share information about who was rescuing and donating food and to which charitable organisation/programs. Some of the members of the Food Rescue Alliance were willing to share this information, however most weren't prepared to share specific details. In addition, the Addi Road Food Pantry Manager approached OzHarvest (the major food rescue organisation in the Inner West) to try to understand who was donating to that organisation so that a broad picture of food rescue participation could help frame the WOW Food! project. Again, the organisation was not prepared to share this information, as it operates in a quasi-commercial environment/capacity. It is anticipated that Food Alliance members will take time to grow as a team. They will need to build a shared focus, commitment, and mutual trust. Patrick Lencioni (2002) described the pitfalls that new teams encounter as they 'grow together' in his book *The Five Dysfunctions of a Team*. Key issues identified as team dysfunctions were:

1. Lack of trust

Team members unable to be vulnerable and open with one another and instead investing in defensive behaviour. They are also reluctant to ask for help from – or assist – each other.

2. Fear of conflict

Teams that are lacking trust are incapable of having open, honest and passionate debate about important topics, causing team members to not say what they mean and hide their real thoughts.

3. Lack of commitment

Team members who do not commit and buy in to decisions, resulting in ambiguity and unclear action steps.

4. Avoidance of accountability

With non-committal teams, there is a lack of accountability i.e., team members do not hold each other accountable.

5. Inattention to results

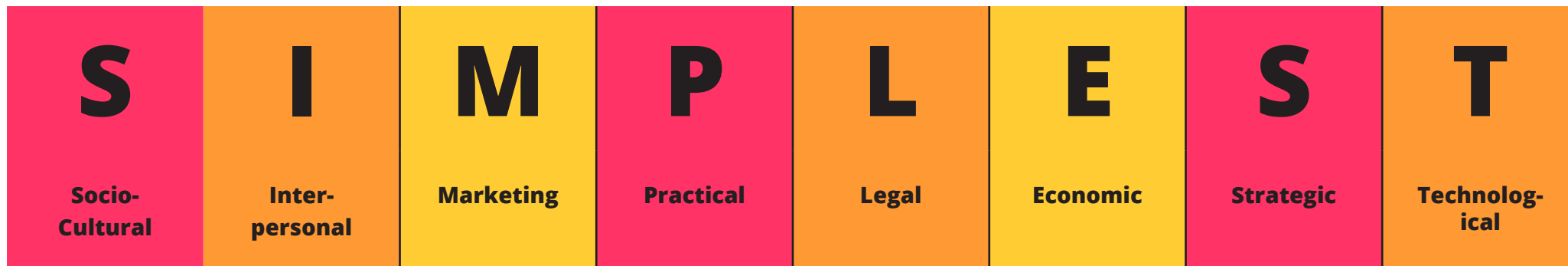
Teams that are lacking trust struggle to achieve a results-oriented focus for the greater good, rather than participation for self-interest.

The Partnership Manager for the Food Alliance program will actively take steps to work through and address such issues, that are typical of new teams, to realise the benefits of collaboration for the greater good.

4. SUMMARY OF FINDINGS

The issues identified in the donation process were documented in a SIMPLEST analysis.

This analysis allows issues and concerns to be categorised into groups (Socio-Cultural, Interpersonal, Marketing, Practical, Legal, Economic, Strategic and Technological), which can then be workshopped for resolution by topic experts within the organisation.



Strategies for addressing the issues are undertaken in an iterative manner i.e., the implementation process requires reflection to determine if participants have resolved the issue adequately and efficiently. If resolution has not occurred, then the strategy will be redeveloped.

The progress of implementation and reflection on strategies becomes part of 'business as usual' i.e., they will be discussed at management meetings on a regular basis.

The long-term outcome of this approach will be the development, documentation and implementation of tools and standard operational procedures for the organisation as well as the development of long-term changes in behaviours. The table below shows preliminary strategies identified for implementation.

SOCIO-CULTURAL

ISSUES

STRATEGIES

<div data-bbox="114 284 168 357">S</div> <div data-bbox="201 279 340 357">Socio Cultural</div>	<ul style="list-style-type: none"> • Donor organisations do not have KPI's for food donation. • Lack of awareness of the socio-cultural / economic issues of local Inner West community. • Lack of awareness of how donor involvement in the program directly impacts groups in their community. • Some key personnel at donor sites are not fluent in English. • Donor organisations have a desire to support only specific socio-cultural groups within the region. 	<ul style="list-style-type: none"> • Influence leadership team in relevant organisations regarding staff KPI's on benefits of diverting to food donation vs. food waste. • Provide information to direct contacts and donor organisations on the impact of their donations i.e., how they have helped. • For larger organisations reporting on social responsibility publicly, identify what they need for their reporting i.e., volume of food rescued by store. (Scheduled reporting). • Provide information and updates on the socio / cultural / economic issues of the area to local businesses. • Provide project-motivation information and training resources on food storage and handling that are suitable for donor staff who are not fluent in English. • Build relationships between donor organisations and socio-cultural groups and facilitate food rescue activities for donors to participate in, where appropriate.
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INTERPERSONAL

ISSUES

STRATEGIES

<div data-bbox="129 292 159 360">I</div> <div data-bbox="203 284 349 360">Inter Personal</div>	<ul style="list-style-type: none"> • No consistent long-term focus for donor relationship management. • Relationship with key personnel in donor organisation not established. • Store teams and donor organisation management are time-poor. • ARCO not front-of-mind when donors consider waste / food donation. • Key decision-makers are often only available out of office hours. • Unplanned 'drop-in' style approaches are less successful than planned approaches. 	<ul style="list-style-type: none"> • Identify key soft skills required for 'engagement staff' to build long-term relationships. • Staff training on relationship development for all face-to-face staff i.e. Pick-up staff resourced and trained on PR & problem solving. • Continue to keep contact with key donor personnel. (Schedule in the CRM). • Understand and document the leadership structure / key personnel in donor organisations. • Ensure personnel developing donor relationships are available to contact donors out of office hours if needed. • Arrange a visit at a convenient time for the donor contact to talk about the Addi Road Food Pantry and Food Rescue program. • Offer an Addi Road Food Pantry visit to donors / employees to develop engagement. • Develop and follow an "approach" process. (See Appendix 2)
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MARKETING

ISSUES

STRATEGIES

M

Marketing

- Resources to assist donor organisation marketing opportunities in local community not widely available.
- No pre-prepared 'marketing pack' of resources for donor organisation.
- Marketing release restrictions in donor organisations.
- Information not readily available for potential donor organisations seeking a food rescue partner.
- Credibility of food rescue organisation (ARCO) is impacted by insufficient branding and information.
- Marketing not tailored to donor organisations.
- Lack of awareness of environmental, economic and social benefits of food donation.
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- Support donor organisation marketing campaigns regarding their support to the community i.e., provide information on how their food donations have supported the community so they can post on social media.
- Develop a 'marketing campaign' pack that donor organisations have access to e.g., photo shoot, resource material, etc.
- Confirm clearance requirements for releasing marketing materials for donor organisations. Build a direct relationship with relevant marketing contact and create marketing opportunities with/for them.
- Provide online resources for organisations seeking information about food donation with ARCO.
- Develop branding and credibility with information about the organisation and its role in food rescue and distribution, e.g., a professional, attractive, current and informative website.
- Understand key motivators for the donor organisation (environmental – saving waste from landfill; social – feeding needy people; economic – reducing waste costs etc.) and tailor marketing communications accordingly.
- Develop marketing plans, materials and activities that communicate the environmental, economic and social benefits of food donation.

PRACTICAL

ISSUES

STRATEGIES

<div data-bbox="118 288 168 359">P</div> <div data-bbox="208 284 349 316">Practical</div>	<div> <ul style="list-style-type: none"> Physical space for storing donations at donor sites pre-pick up. Number of pick-up drivers limiting collection frequency. Limited capacity for large perishable donations. Lack of clarity on efficient pick-up protocols. Existing commitment to other food rescue organisations such as OzHarvest (i.e., Woolworths & Woolworths suppliers). No direct relationship with the corporate supermarket leadership teams (decision-makers). Lack of awareness of the types of foods that can be rescued and how to store them for pick up. Smaller local boutique food producers can only supply on an ad hoc basis (i.e., after events or production-run issues). End-to-end donor process not clear. </div>	<div> <ul style="list-style-type: none"> Confirm capacity for pick up frequency requirement prior to committing to donor organisations. Build driver pick-up capacity plan to respond quickly with new requirements. Utilise contract pick-up transport for large donations if internal capacity is not adequate. Develop infrastructure and management plans for large perishable donations. Clear, agreed and documented pick-up arrangements and processes – quick problem resolution with each donor. Identify what ‘is’ working and ‘isn’t’ working with other donation organisations to create a strategic point of difference for ARCO. Build a direct relationship between the large retailers’ corporate responsibility / sustainability manager and/or NSW operations directors & area managers. Identify mechanisms to become a ‘back-up’ food donation organisation (e.g., pick up on odd days) where a relationship already exists with another food rescue organisation. Provide training & resources (posters for stock rooms) on what types of foods can be rescued and how to store them (perishables). Training & resources to be translated where appropriate. Implement on a one-month trial. </div>
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ISSUES

STRATEGIES

Practical Cont.

- Interstate perishable shipments not targeted.
- Limited relationship with other food rescue organisations.

- Undertake contingency planning for managing large quantity perishable donations.
- Develop training resources and tools for supermarket area managers.
- Document & implement a process for every step of the food donation process – from initial research to reporting back and ongoing relationship management.
- Develop a relationship with fresh suppliers who ship interstate to retailer distribution centres in NSW. If a shipment is rejected in NSW, provide a food donation alternative.
- Develop relationships with other food rescue organisations (Food Rescue Alliance) and manage food-matching more widely.

LEGAL

ISSUES

STRATEGIES

L	Legal	<ul style="list-style-type: none"> • Unsure of the legal issues surrounding food donation. • Concerns regarding ARCO's operating terms. • No regulatory requirement to minimise waste. 	<ul style="list-style-type: none"> • Review legal documentation (Operating Terms) to ensure they are user-friendly. • Incorporate the operating terms into the 'Welcome pack'. • Continue to provide information to donor organisations on the changing environment globally and locally in waste regulation.
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ECONOMIC

ISSUES

STRATEGIES

E	Economic	<ul style="list-style-type: none"> • Financial donations not tax deductible. • Lack of information on the cost of waste disposal vs. food donation. • Pricing policy confusion – clarify ARCO charges on donated food. 	<ul style="list-style-type: none"> • Seek Deductible Gift Recipients (DGR) status with the ATO. • Provide financial analysis of the cost saving of food donation vs. waste disposal. • Develop a pricing policy statement (for the Addi Road Food Pantry) and clearly communicate / advertise to stakeholders.
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STRATEGIC

ISSUES

STRATEGIES

S Strategic	<ul style="list-style-type: none"> • Opportunity cost of lead follow-up on non-target products / locations. • Lack of alignment with food donation needs and donor organisations. 	<ul style="list-style-type: none"> • Develop a strategic approach/framework regarding • Target products • Target suppliers of products • Target sourcing geography (logistics considerations) about what you need, and who you need to approach to get it • Undertake research on potential donor organisations prior to contact.
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TECHNOLOGICAL

ISSUES

STRATEGIES

T Techno-logical	<ul style="list-style-type: none"> • Ad hoc communication with donation agency about donations. • Difficult communication process for arranging donations. • Donor personnel do not have contact details on hand for arranging ad hoc food donations. • Non-technical solution for donation matching with community need. • Poor system for the collection and maintenance of donor information. 	<ul style="list-style-type: none"> • Develop an electronic donor pick-up alert/app or have a 'hotline'. • Develop food-matching technology. • Send an electronic business card (with pick-up hotline number) to all relevant donor personnel mobiles so they don't have to search for the ARCO number when they have an ad-hoc donation opportunity. • Develop database (CRM) to document information about and identify the needs of donors, their personnel and their time constraints, i.e., which days, when and who to contact.
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OTHER ISSUES RAISED

The case studies raise several issues as barriers to increasing food donations to Addison Road's Food Justice Program.

Two other 'highlight' issues raised during the Food Donor Study are:

Other food rescue organisations being unwilling to share information about their operations. This made it very difficult for Addison Road Community Organisation to know who to approach to become potential donors (based on an understanding of who was already donating).

ARCO therefore took a decision to assume all food manufacturers and retailers were potential donors and could be approached. As a result, several of the case studies involved some of the potential donors we approached that were already donating – to OzHarvest in particular.

Most of the services who provide food relief do not have the resources to undertake food rescue. For example, of the only Food Rescue Alliance members who rescue food are The Exodus Foundation, Newtown Mission, and the Asylum Seekers Centre. Most other organisations rely on purchases from Foodbank and focus on the distribution rather than the rescue of food.



REFERENCES

Lewin, Kurt (1958). Group Decision and Social Change. New York: Holt, Rinehart and Winston. p. 201.
Lencioni, P. M. (2002). The five dysfunctions of a team. Jossey-Bass.

GLOSSARY

Action Research	Action research is a philosophy and methodology of research which seeks transformative change through the simultaneous process of acting and doing research, which are linked together by critical reflection.
ARCO	Addison Road Community Organisation
Customer Relationship Management (CRM)	A CRM system provides a central place to store donor and prospective donor data, track interactions, and share this information with operations and engagement staff. It allows businesses to manage relationships with donors, helping the business to work more efficiently with donors and to grow.
Deductible Gift Recipients (DGR)	The Australian Taxation Office (ATO) is responsible for decisions on DGR endorsement. DGRs are organisations can receive donations that are tax deductible. If a donation is tax deductible, donors can deduct the amount of their donation from their taxable income when they lodge their tax return.
Food Rescue	Food rescue, also called food recovery or food salvage, is the practice of gleaning edible food that would otherwise go to waste from places such as restaurants, grocery stores, produce markets, or dining facilities and redistributing it for food relief purposes.
Operating Terms	A document detailing the terms and conditions of participation in a program. They form a legal agreement between a service provider (ARCO) and an entity that wants to use that service (Food Donor).

APPENDIX 1: FOOD DONOR STUDY PROCESS PLAN

Survey

ARCO (via a consultant) will survey major food relief organisations and businesses to determine levels of food donation participation in the Inner West.

A list of potential new donors (minimum 30), including supermarkets, wholesalers and caterers will be created. This list will identify the target audience for the campaign and 10 businesses will be approached to participate in the Study and feature in the campaign.

Donor Engagement/Study Development

ARCO's consultant will contact businesses to invite them to participate in the Study

Development of the Study – based on initial feedback from participants, to achieve mutually effective and beneficial results with minimal impact on businesses.

ARCO's consultant will present an outline of the Study to ARCO's Food Justice Committee, and the EPA, for feedback and comment.

Study

ARCO's consultant will work with the 10 target donors to:

Explain the benefits of taking action on food waste, covering the economic, environmental, and social benefits of donating surplus food to food rescue organisations.

Collect data on the volume of edible food going to landfill from each of the target businesses.

Work with target businesses to more deeply understand key challenges that hinder donations, such as storage, staffing, and logistical issues.

Work with the target businesses to find cost-effective, practical and flexible solutions to these challenges.

Implement Solutions

Over 10 weeks, ARCO will work with businesses and the Inner West Food rescue Alliance to implement solutions developed through action research to recover surplus food before it enters landfill. Benefits and attitude changes in the target businesses will be documented, visually and statistically. Experiences, processes, and strategies that are found to be beneficial will be communicated to other potential donors and food rescue groups.

Create Report

The report will include the results of studying and working with the 10 target businesses, including key issues that prevent food donation; tested solutions; recommendations; documentation of behaviour and attitude changes; the number of businesses donating, and the volume of food being rescued; financial savings for businesses; customer perception of the business' role in the community as a result of their participation in food rescue.

Distribute Report

The report will be shared with the EPA, industry and rescue organisations so that its findings may be used to improve levels of participation in food donation beyond the study area.

A public event at Addison Road Community Organisation to formally release the Study and present its key findings to stakeholders and interested community groups and individuals.

The report will be made available on the ARCO website and 100 copies will be printed for targeted distribution, as well as being presented to the Inner West Food Rescue Alliance and the local Chamber of Commerce.

APPENDIX 2: FOOD DONATION PROCESS



INITIAL APPROACH

Approach template (e. mail and hard copy), with link to website.

Food Donor 'Welcome Pack' with Operating Terms

Food Donor FAQ's including information about marketing opportunities.



SIGN UP

Make an appointment to meet

Provide 'sign up' documentation and email confirmation of functional details, logistics etc.



RELATIONSHIP DEVELOPMENT/MAINTENANCE

Food Donor Database

Prospects approached, contact details, records of contact, site requirements and opportunities.

Donor Marketing Plan

Facebook, media stories, acknowledgement on website, etc.

Reporting to Donors

Template email with scheduled reporting on food rescue data.

Thank-you activities

Events, donor volunteering (team building) opportunities.



APPENDIX 3: DONOR APPROACH RECORD

Name of Organisation	Romeo's IGA Food Hall
Shop 5/1-11 Hardie Ave, Summer Hill NSW 2130	
Contact Name/Role	Robert
Contact Position	Store Manager
Approach(es)	In person, several emails, telephone, commencing March 2019
Response	Initial response when first visited the store, Robert seemed semi-interested. He understood the concept of food rescue and has worked with a large supermarket chain previously. He thought we were asking for money.
Challenges/issues to overcome	Haven't shown interest in our food rescue program but have never explained why. No response to various forms of communication. I have emailed the owners in South Australia and have never had calls nor emails returned. How to get a meeting with store owners or Area Manager- the decision makers. Had no printed donor information about Addi Road Food Pantry to give him. Directed him to the website.
Strategies proposed/negotiated	Another store visit and an email every month. However, the parent group has just announced their own food waste rescue program. Send a donor pack and poster once developed.
Outcome	Have not said no so try again; pipeline 3-6 months.

Name of Organisation	Banana Joe's Food works; 258 Illawarra Rd, Marrickville NSW 2204
Phone 02 9559 7064	Email sales@bananajoesfoodworks.com.au
Contact Name/Role	Ajay - Store Manager
Approach(es)	In person, follow-up emails, follow up telephone calls beginning in March 2019
Response	Spoke to Store Manager Ajay – he listened and gave us time to explain the Food Rescue program. Not sure if he fully understood the concept. Response was that it seemed to be too hard to incorporate into their daily workings. No incentive to participate. Subsequent emails and telephone calls were not returned. Invited to WOW Food! Launch but no response. Sent invitation 3 times.
Challenges/issues to overcome	Some of the staff did not have strong English-language skills. Need to coordinate a meeting to properly explain the Addi Road Food Pantry. Lack of interest. Educate them about benefits to donors. Need to coordinate a time outside their busy period for a meeting. Did not accept invitation to visit Addi Road Food Pantry. Need to meet owner to enter food rescue discussion. Didn't have any marketing material to showcase the Addi Road Food Pantry and food rescue – only website which I directed them to.
Outcome	Pipeline; contact 1-3months

Name of Organisation	Campbells Cash and Carry, 55 Bourke Road Alexandria
Contact Position	Sarat Lingham - Store Manager
Approach(es)	Initial telephone call, in-store meeting, emails starting April 2019
Response	<p>First spoke with staff member Rachel; Sarat was on leave. Explained the Addi Road Food Rescue program and she was open and interested in knowing more. She explained that they had no existing relationship with any food rescuers and suggested a meeting when Sarat returned.</p> <p>Met with Sarat – he was receptive to the idea but non-committal. Suggested a trial run but he needed to review his stock. Sent follow up email and video of Craig Foster at Addi Road. Invited to WOW Food launch but no response.</p>
Challenges/issues to overcome	<p>No marketing materials to promote Addi Road Food Pantry. The Alexandria store closed in October 2019. Don't know where Sarat or Rachel have moved to.</p> <p>Closest store is now in Northmead, north-west Sydney. Have contacted the Northmead store manager and invited to WOW Food launch.</p> <p>However logistically it becomes very difficult to develop a relationship, given Addi Road Food Pantry has one driver and doesn't do food rescue picks up after 3pm.</p>
Strategies proposed/negotiated	<p>The current Addi Road Food Pantry pick-up schedule cannot accommodate a regular pick-up but will approach again and suggest a monthly pick-up.</p> <p>Send WOW Food campaign film and new donor pack. Organise a meeting with Northmead Manager, Andrew, in February 2020.</p>
Outcome	Contact in February 2020

Name of Organisation	Impulse Trading
Suite 1717 The Entertainment Quarter Building 17, Moore Park NSW 2021	
Contact Name/Role	Matt Meggison - New Business Manager
Approach(es)	Sent in new customer request form online, follow up call, several emails.
Response	<p>Initial contact was through completing a new business request form online In March 2019.</p> <p>Matt called me back promptly. Explained our food rescue program to him.</p> <p>Impulse Trading is very familiar with food rescue as already work with OzHarvest in Melbourne. Their main warehouse is in Melbourne so no opportunity for Addi Road to pick up food.</p> <p>The CEO of Impulse Trading participates in the OzHarvest CEO Cook Off every year.</p> <p>Asked about their Sydney customer base and where they are located and highlighted that Addi Road sits in the Inner West.</p> <p>Matt reiterated their strong relationship with OzHarvest and that there are no current opportunities for Addi Road.</p> <p>Invited to WOW Food! launch but no response.</p>
Challenges/issues to overcome	<p>Strong relationship with OzHarvest.</p> <p>Warehouse based in Melbourne.</p> <p>No marketing materials available to promote Addi Road Food Pantry.</p>
Strategies proposed/negotiated	<p>Send WOW Food! campaign film</p> <p>Offer to take Sydney-based returns, if possible</p>
Outcome	No – follow up in 3 months in case anything has changed.

Name of Organisation	QE Foodstores, various locations across Sydney.
Contact Position	Narinder Singh - CEO
Approach(es)	Several emails, telephone call across several stores, instore visit commencing April 2019.
Response	<p>Tracked down CEO Narinder Singh after speaking to 4 members of staff at various stores and sending 3 emails over 4 weeks. Narinder called me back in May at 6pm. He is an extremely busy man. QE already works with OzHarvest - they pick up daily from the Camperdown Hub.</p> <p>Explained what Addi Road Food Pantry does and how we are developing local relationships to stock the Addi Road Food Pantry to support Inner West community. He liked the program. Invited him to visit.</p> <p>Asked if there were any stores which did not have food being rescued – he suggested Milsons Point and I asked for Randwick too. He agreed to a trial run for those once he had reviewed our terms. Emailed him the existing Addi Road Food Pantry terms which he had reviewed by his legal team.</p> <p>Trial commenced for Milsons Point QE Monday pick-ups and Randwick Tuesday and Thursday pick-ups in July 2019. ARCO driver incorporated this into his Monday schedule, once Addi Road Food Pantry manager agreed to schedule. Randwick pick-ups were done initially by ARCO Partnerships Manager en route to work.</p>
Challenges/issues to overcome	<p>All telephone calls took place before 8am or after 5.30pm when Narinder was available. During normal business hours he is hard to reach.</p> <p>All telephone calls took place before 8am or after 5.30pm when Narinder was available. During normal business hours he is hard to reach..</p> <p>Addi Road Food Pantry logistic constraints with one driver. Narinder very busy – invited to WOW Food! Campaign but did not attend.</p> <p>Trying to incorporate the weekly pick up into the existing schedule with only one driver delayed the start date.</p>
Strategies proposed/negotiated	Regular contact with store managers.
²⁴ Outcome	Yes – Became a donor and Narinder visited Addi Road Food Pantry.

Name of Organisation	Vannella Cheese 6/4-6 Lilian Fowler Pl, Marrickville NSW 2204
Phone: (02) 8216 1828	
Contact Name/Role	Sam Moussa
Contact Position	Brand Manager
Approach(es)	In person, several emails, telephone
Challenges/issues to overcome	High quality, small volume specialty Italian cheese maker, so donations will be ad hoc – i.e., post events. To date there has been only 1 donation. Supported WOW Food! launch
Strategies proposed/negotiated	Meet with Sam and discuss the possibility of a quarterly cheese donation that we could promote. Vannella employs refugees/asylum seekers. Work out a project that can involve the Addi Road Mobile Food Pantry (similar aims). Offer Addi Road Food Pantry visit for Vannella employees.
Outcome	Yes – try to increase donations from ad hoc to quarterly in 2020.

Name of Organisation	Berger Ingredients
Unit 2/17 Willfox St, Condell Park NSW 2200	
Contact Name/Role	Diem Fuggersberger - CEO
Approach(es)	In person, several emails, telephone since June 2019.
Response	<p>Contact introduced through ARCO's Outreach Coordinator. Visited factory warehouse in Condell Park for a meeting with Diem and tour of production facilities and met the team.</p> <p>Berger have a relationship with OzHarvest already – however are open to ad hoc, non-contractual donations to Addi Road Food Pantry if a production run doesn't go according to plan.</p> <p>Interested in potentially supporting the Mobile Food Pantry. Made two very large food donations in 2019, six tonnes of Bolognese sauce which was distributed among the Alliance partners, as well as supplying the Pantry and a large quantity of ready-made cottage pies that required refrigeration.</p>
Challenges/issues to overcome	<p>Existing relationship with OzHarvest and combined projects that have already committed to support OzHarvest leaves little room for ARCO.</p> <p>Addi Road Food Pantry capacity to pick up large quantities of food donations and our limited-on site storage and refrigeration capabilities may be a deterrent to donating for Berger.</p> <p>Lack of labelling information provided by company for sauces and premade meals – need to improve communication.</p> <p>Diem is a very busy CEO and she makes all the final donation decisions</p> <p>Need to be available outside of regular business hours for communication i.e., some calls were at 8am.</p> <p>Invited to WOW Food! campaign launch but did not attend.</p>
Strategies proposed/negotiated	<p>Keep in regular contact with Berger by email to remain front of mind for food rescue opportunities.</p> <p>Develop a project to incorporate mobile food pantry</p>
Outcome	Yes – ad hoc donations established.

Name of Organisation	The Fresh Basket 40 King Street Newtown
Contact Name/Role	Fiona - Owner
Approach(es)	Email and store visit since August 2019
Response	<p>Previous contact with the store had proved futile with no interest in becoming donors.</p> <p>Pressure from customers and email to us from customers and social media commentary gave us opportunity for another introduction to the owners.</p> <p>This time Fiona was receptive, and a weekly food collection commenced in August 2019.</p> <p>Have been very proactive in joint social media campaign.</p> <p>Attended WOW Food! launch, which they were impressed with.</p> <p>Have asked for a donor photo shoot, done in December 2019.</p> <p>Plan to bring on their IGA Rozelle store on board as a donor in 2020.</p>
Challenges/issues to overcome	<p>Initial resistance when first approached.</p> <p>Customer sentiment and pressure to become active in food waste led to open and easy discussion with a quick conversion.</p>
Strategies proposed/negotiated	IGA Rozelle to also become a donor as of February 2020 and include a Get and Give food donation box for customers to donate food to Addi Road Food Pantry
Outcome	Yes – became a regular and active donor.

Name of Organisation	Lloyds Supa IGA
3/2-8 Greenacre Rd, South Hurstville NSW 2221	
Contact Name/Role	Rod - Store Manager
Approach(es)	Telephone call and follow up email, May 2019
Response	<p>Rod had previously worked at IGA Newtown and started the New-town what?.</p> <p>Rod moved to South Hurstville store. Called him and he agreed immediately, subject to owner's approval, which was given.</p> <p>Addi Road Food Pantry Manager had to work out how to incorporate a weekly pick up from Hurstville.</p> <p>Commenced weekly pick-ups in July 2019.</p> <p>Attended WOW Food! launch in November 2019.</p>
Challenges/issues to overcome	Main challenge was Addi Road Food Pantry logistics and how to accommodate pick-ups. Trying to incorporate the weekly pick up into the existing schedule with only one driver delayed start date.
Strategies proposed/negotiated	<p>Maintain relationship and regular communication.</p> <p>To commence an in store Get and Give food Donations Box to commence in February 2020</p>
Outcome	Yes – now a weekly donor.

Name of Organisation	Aldi Inner West
Contact Name/Role	Carole Tactacan - Area Manager
Approach(es)	Email July 2019, attempted pick-ups, new email December 2019 and store visit February 2020.
Response	<p>Commenced discussions with Leichhardt store manager in July 2019 after introduction from Leichhardt Market Place centre manager. An initial trial pick started but the store did not follow the correct FSS food storage requirements for rescued food and pick-ups stopped.</p> <p>Email and follow-up meeting with new area manager, Carole in February 2020 , converted to three new donor stores in February 2020.</p> <p>We are now rescuing food from 3 Aldi stores – Leichhardt, Broadway and Waterloo. The added advantage of these store locations is that two are offering daily pick-ups and the stores are located within the current Addi Road Food Pantry driver's pick-up catchment, reducing pressure on current driver schedule.</p> <p>Aldi Waterloo is a daily food rescue (Mon-Fri) - the store manager and staff are well versed in food rescue protocol; staff are organised and pick-ups are easy.</p> <p>Aldi Leichhardt - was the first store to come on board in July 2019. Initial pick-ups were less than ideal with food donations not stored correctly and donations very irregular. However, a change in the management team in January 2020 and an in-store meeting has seen things improve with manager's commitment to food rescue. The new store manager has asked for Addi Road Food Pantry to call the store daily from 8am to check for donations. They also would like a Sunday pick-up if possible.</p> <p>Aldi Broadway – there will be bi-weekly pick up from Broadway. Met with the store manager and he understood food storage requirements for correct food rescue. They would like a Sunday pick-up.</p>
Challenges/issues to overcome	Lack of initial manager commitment to food rescue and FSS knowledge.
Strategies proposed/ negotiated	<p>Report detailed monthly figures with Aldi-specific food rescue tonnes by store to Area Manager.</p> <p>Any Aldi social media posts on Addi Road sites need to be cleared by Aldi Communications Manager.</p>
Outcome	Yes - with 3 stores and an introduction to a 4th local Aldi store. New manager very well informed on FSS standards resulted in very productive conversation, knew Aldi processes well and communicated new food rescue action to all store managers.

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have cut our
waste costs

- Kruno, The Hilton Sydney

Kruno Velican
Executive Chef

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we can **save**
the planet

- Victoria, Food Pantry Visitor

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