



Feasibility Study Report

V1.2 (07/07/21)

- PUBLIC EMBARGO -

- Not for dissemination -

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Appendices List
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Bibliography

Available on Request:
Policy documents, budget spreadsheet, supporting documents.

1: Introducing the Whanganui Kai Hub

Kia ora,

The Whanganui Kai Hub is a proposed centralised 'Hub' for Food Rescue and community food redistribution. Making the link between two major issues of community food insecurity and commercial food waste.

The Kai Hub project has emerged from a series of hui between a variety of collaborating organisations around the city since the COVID-19 Alert Level 4 Lock-down in 2020. During the Lock-down the extent of community food insecurity and other socio-economic deprivations was brought sharply into focus. WDC funded emergency kai distribution from two key centres: Te Oranganui and City Mission.

These collaborators formed 'Kai Ora: The Whanganui Kai Collective', made up of members from Whanganui District Council, Te Oranganui, City Mission, The Learning Environment, Sustainable Whanganui Trust, and many others, informed by Whanganuitanga and Te Ao Māori (See Appendix A)

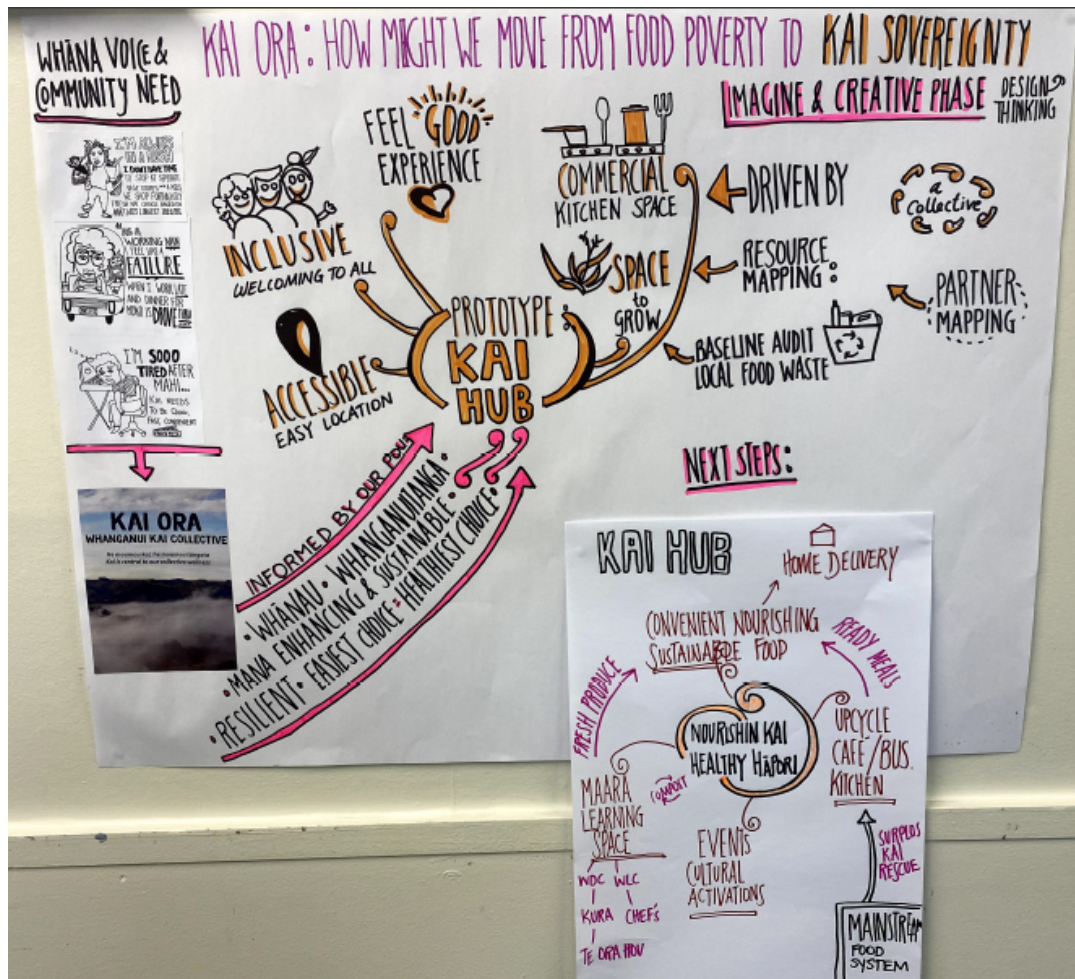
Access to healthy, affordable, local kai has been highlighted as an important goal for Whanganui throughout the subsequent collaborative discussions as a means of boosting resilience in civil defence, food security, whānau ora, and other health and wellbeing outcomes.

In late 2020, a small 'Action Group' formed from the Kai Ora Collective to develop a collaborative partnership project - the Whanganui Kai Hub. The Action Group applied to the Whanganui District Council's Waste Levy Fund to support a 'Feasibility Study'. This 10 week study was a planning period to determine the viability of a Kai Hub in the Whanganui context. Pulling together options for success, learnings from other organisations, and providing a base of research from which we can collectively decide on the most appropriate way forward.

Word choice is important, and throughout this report we use the terms "food waste" and "kai rescue". The whole notion that there is waste / excess / surplus that needs 'rescued' is the result of an industrial food system disconnected from human values. This food is just food: tasty, nourishing, and Whanganui Kai Hub is an opportunity to proactively unravel the stigma and preconceptions that cloak the waste problem and reinforce the disconnect of our community from our kai.

Whakaaro, criticism, concerns and feedback all welcome at: whanganuikaihub@gmail.com

Ngā mihi ki tōu aro



Vision

A Whanganui where food waste is minimized - where landfill is the last possible option, with many other pathways for excess kai that are easy to access.

A Whanganui where no one goes hungry, where whānau aren't worrying about food, where community kai is a thriving option.

Mission

Creating an inviting Hub for community access to excess kai, Reimagining a sustainable kai system with zero waste.

What can that look like?

A two-part solution:

- 1) A network of food donors across the city, an electric vehicle and driver, collecting food as a 'waste solution' for food businesses, while providing them with accurate waste information for data-driven waste reduction.
- 2) A centralised community Kai Hub for redistribution of excess food, and food production / processing in a commercial kitchen. A place to gather, connect over kai, and have conversations for change. With the focus on connecting people to each other and to support organisations, and education. Non-judgemental, with everybody welcome to participate in reciprocity (balanced giving and taking).

Additional sub-projects and themes: (staged growth)

- Educational cooking experiences: upskilling our community
- Zero Waste Cafe: Provide nutritious, affordable meals in a comfortable setting.
- Kitchen Library: A resource of tools and equipment to loan out for cooking and food production.
- Workshops, activities, discussion events, and cultural activation, a dynamic space.
- "Manaaki Bus": nutritious, affordable meals served from a food-truck in various neighbourhoods.



Seven Guiding Values:

These values are a blend of our local Kai Ora and the national Freestore Movement's values

Unconditionality

No criteria for who can benefit from this mahi,
We work to reduce stigma and exclusion, and be a bridge across social divides

Whānau

Our whānau and communities are connected by kai
and are able to meaningfully participate in the food system.

Cooperation not competition

We work in partnership with others who do amazing mahi in our communities
We work to provide solutions and uplift what is already there, not replicate.

Resilience

By acting in partnership and collaboration,
We build stronger local networks for times of trouble.
By planning with care and building systems with the future in mind,
We can be resilient and sustainable.

Sustainable & Mana-Enhancing

We act to reduce waste and emissions, move our communities
Away from reliance, while uplifting human and environmental wellbeing.

Easiest Choice is the Healthiest Choice

Nutritious food is affordable and easy to access.

Whanganuitanga

Our local values form the foundations of our food system -
This means our local food system reflects who we are as people of Whanganui.

We also follow the guidance and wisdom of the Mana-to-Mana framework of Kai Redistribution
Compiled by Kaore Hiakai (The Zero Hunger Collective): (see Additional Resources)

A note on Background Research:

The desire for a centralised Kai Hub in Whanganui has arisen from the weaving of many strands of community voice and statistics gathered by different organisations over time.

To those who live here in Whanganui and are embedded in the community, much of this may appear obvious, but it is important to analyse the needs in order to evaluate whether the expense of time, energy, and money into setting up the proposed Hub is an appropriate response.

In “Background Research” (Appendix B) we summarise, paraphrase and quote the core research and findings from five separate community research programmes commissioned by:

- A. Te Oranganui (Iwi Health Authority): Kai Ora: “Regenerative Local Food Systems: a case for change”
- B. Whanganui District Health Board / Integrated Response Team: “COVID-19 From Response to Recovery”, and “COVID-19 Community Lived Experience Report”
- C. Harrison Street Community Church: “Community Needs Assessment Report”
- D. Manaaki Bus and Hub: Human Centred Design project 2018
- E. Whanganui Kai Hub: Survey and Community Consultation

te reo o te hapori

(Voice of the Community)



2: Community - Relationships and Partnerships

The Kai Hub aims to act in support of and uplift the already well woven network of organisations working towards positive change in the Whanganui community, particularly in the kai space.

We acknowledge the network of mana whenua, Māori organisations, marae, hapu and iwi that are rooted here in Whanganui with deep knowledge of the whenua, the history, and the needs of their community. Many marae already act as kai distribution points, and spaces for collective sustenance for people. We seek to build relationships, and together create a service that is of value to mana whenua, based on the saying: “what’s good for Maori is good for all”.

The Kai Hub project will work collaboratively and, wherever possible, take away some of the ‘headaches’ that some organisations face, so they can do more of their good work, while we focus on rescuing and redistributing the available surplus food effectively.

We have numerous collaborative partners who fit into a few different stakeholder groups:

Kai Ora:	Te Oranganui / Healthy Families
Whanganui Kai Collective (An ‘unincorporated association’ of values-aligned organisations, see Appendix A)	Whanganui District Council - Community Wellbeing team The Learning Environment / Piwakawaka Farm Harrison Street Community Church Te Ao Hou Marae Ka Pai Kai Thrive Whanganui
Whanganui Kai Hub Steering Group	Kai Ora Collective - Louise Oskam Whanganui District Council - Lauren Tamehana Te Oranganui - Tom Johnson Thrive Whanganui - Jay Rerekura Sustainable Whanganui Trust - Robyn Williamson & Graham Pearson Harrison St Community Church - Beth Savage Sour Bros Bakery - John Wilson

Food Recipients / Partner Agencies

Whanganui City Mission (Central)
Koha Shed (Whanganui East)
Whanganui Community Fridge (City College)
Te Ora Hou (Stone Soup / Castlecliff)
Ka Pai Kai (Castlecliff)

*We have identified at least 55 other community groups that could be food recipients / partner agencies.

*We will be non-discriminatory and open to all.

Food Donors

NZ National Food Network (Bulk, weekly delivery)
Countdown Supermarkets (Trafalgar Square & Victoria Avenue)
New World Supermarket
Bula Bure (The Village)
Sourbro's Bakery
Piwakawaka farm
Various River Market stalls

*We have identified at least a further 8 supermarket stores and wholesalers across town who could be potential food donors (this is not exhaustive)

*The Kai Hub may also be open to food donations from local growers, other food business, as well as surplus from home gardens

Collaborators - Local

Whanganui DHB- Public Health Promotion - Rupthi Hermes
Whanganui Community Fridge - Karen Veldhoen
Ka Pai Kai - Kathy Parnell
City Mission - Karrie Brown

Collaborators - National

AFRA (Aotearoa Food Rescue Alliance)
NZFN (New Zealand Food Network)
Just Zilch Food Rescue - Palmerston North
Kaibosh Food Rescue - Wellington & Kapiti
Nourish for Nil Food Rescue - Hawkes Bay
Everybody Eats, Pay-as-you-Feel Cafe

Our Point of Difference

- The Kai Hub can be a centralised location that will facilitate the delivery of bulk volumes of surplus / rescued kai, particularly perishable food groups: produce, dairy, eggs, meat, etc.
- These perishable foods are usually higher in nutritional value than canned or pantry goods, and therefore supports increased wellbeing for those receiving the food.
- The potential for receiving the quantities of food donations that we know are available, are currently not being fully tapped into by other organisations in the Whanganui region.
- A commercial kitchen space in which volunteers, after training in food hygiene, can shelf-stabilise food, or cook up meals to be served out to the community through various distribution options. This greatly increases the variety of food we can receive and redistribute.
- The Kai Hub has huge potential to be a connecting point for diverse groups and members of the Whanganui community, where meaningful conversations can be had around reimagining our local kai system. This is not a stigmatising 'hand-out' model, of '2nd hand food for 2nd hand people' - we will actively encourage a diversity of folk to be part of the Kai Hub and build an inclusive space as well as work towards positive social and system change.
- In addition, the Kai Hub has huge potential for upskilling our community in essential cooking skills, to uplift mana and capabilities, to empower people to care for themselves and their whānau even better through food.
- Finally, based on other successful models around Aotearoa, there is huge potential for thriving social enterprises to come out of kai related developments, providing jobs, learning and meaning to people who engage with them.

River City Market

Our first community engagement event was the result of a small group of us who met weekly for 5 weeks - to work on 'Lean Start-up' process around the vision and idea of the Kai Hub. As a result of this process, our 'minimum viable product' was holding a stall at the River City Market to engage with community members. We created a survey similar to our initial Facebook survey, to ask members of the



public in person, about what they knew about 'Food Waste', 'Food Rescue', 'Pay as you feel' meal models, etc.

Prior to our market day, we collected a variety of rescued / donated / community sourced ingredients to make a pesto, crostini bread, a chocolate banana bread, and dried fruit samples.

The food samples were a great way to engage with the community to start the conversation about food waste and the vision and need for the kai hub.



Feasible Feast!

To conclude and celebrate the feasibility study, we held the 'Feasible Feast' - a community meal of kai and kōrero. This was held on Saturday 26th June at Harrison Street Community Church from 3-6pm. We had a turn out of approximately 80 people, from many sectors of Whanganui society.

There were a few key purposes of this event. Firstly, was to invite people into a delicious celebratory meal made from 'rescued food', to actively showcase what is possible with the food available and mark the end of the 10 week study. Second was to offer a presentation of the proposal for the Kai Hub and share our ideas further still, to have more people be aware of the Kai Hub. Finally, and perhaps most importantly was to continue our efforts to meaningfully engage the community, to hear from them their feedback and ideas on such topics as: How can we make the space as inclusive as possible / what would make you feel comfortable to be a part of the Kai Hub?; Who else should we be speaking to that we haven't already?; What are we missing, what concerns do you have?; What excites you about the project. These questions and collated comments can be found in Appendices B.

Overall the event was a huge success, a really positive atmosphere and lots of excitement for the project. We had a planning team of 5 people, who structured the event in a way so that participants were invited to help with the place-making, cooking, cleaning, and serving each other - modelling the sense of community, and emphasis on reciprocity, that the Kai Hub will become.

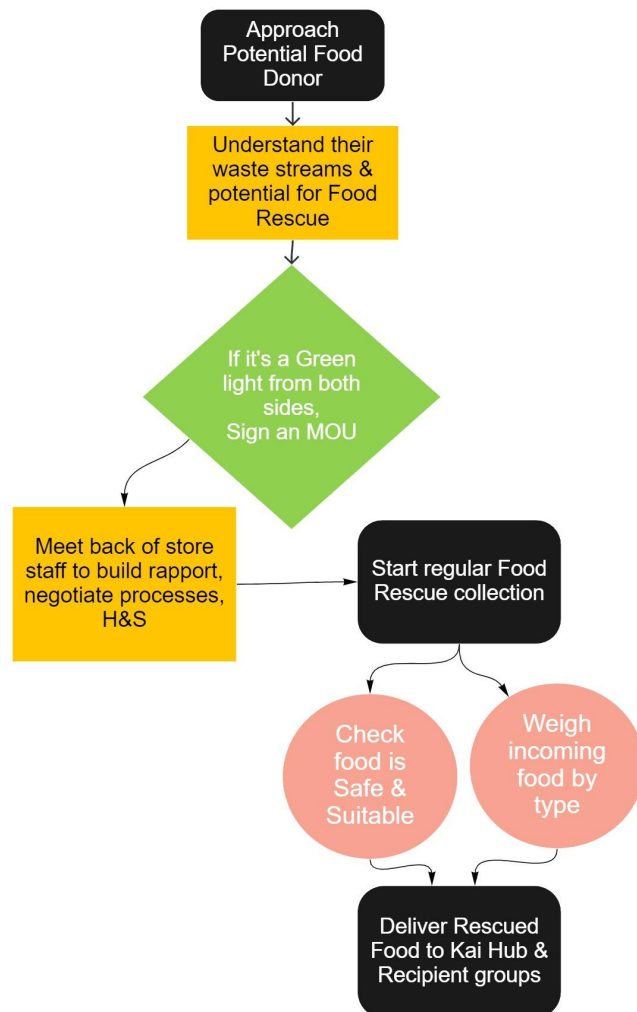


3: Systems and Processes

3.1 The Food Rescue Operation

There are a few steps in the process of successful food rescue collections from a food donor:

1. Approach the food donor to introduce the Kai Hub and concept of Food Rescue, arrange a meeting.
2. Have a conversation to understand their waste streams and if they are currently 'wasting' food that is still safe and suitable for human consumption.
3. If the food donor is willing to take on the Kai Hub as their Food Rescue partner, present and sign the MOU. Explain how it's going to work, and our safe food handling processes.
4. Meet the back of store staff who are the department leads, or those who will be setting food aside for daily collection, build a strong relationship and rapport with them. Get clear on food collection processes; place, time, frequency, what type of food, the state of food we'll accept and how it's packaged and stored. As well as back of store H&S protocol.
5. Collect food in a refrigerated van (ideally driver in uniform and hi-vis), at the agreed time, day, frequency, process. Gather any safety information required for specific foods as part of the food donation. Weigh food coming in by category.
6. Drop off food to the hub where it will be received by volunteers and processed...



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Food Rescue Actions during Feasibility Study:

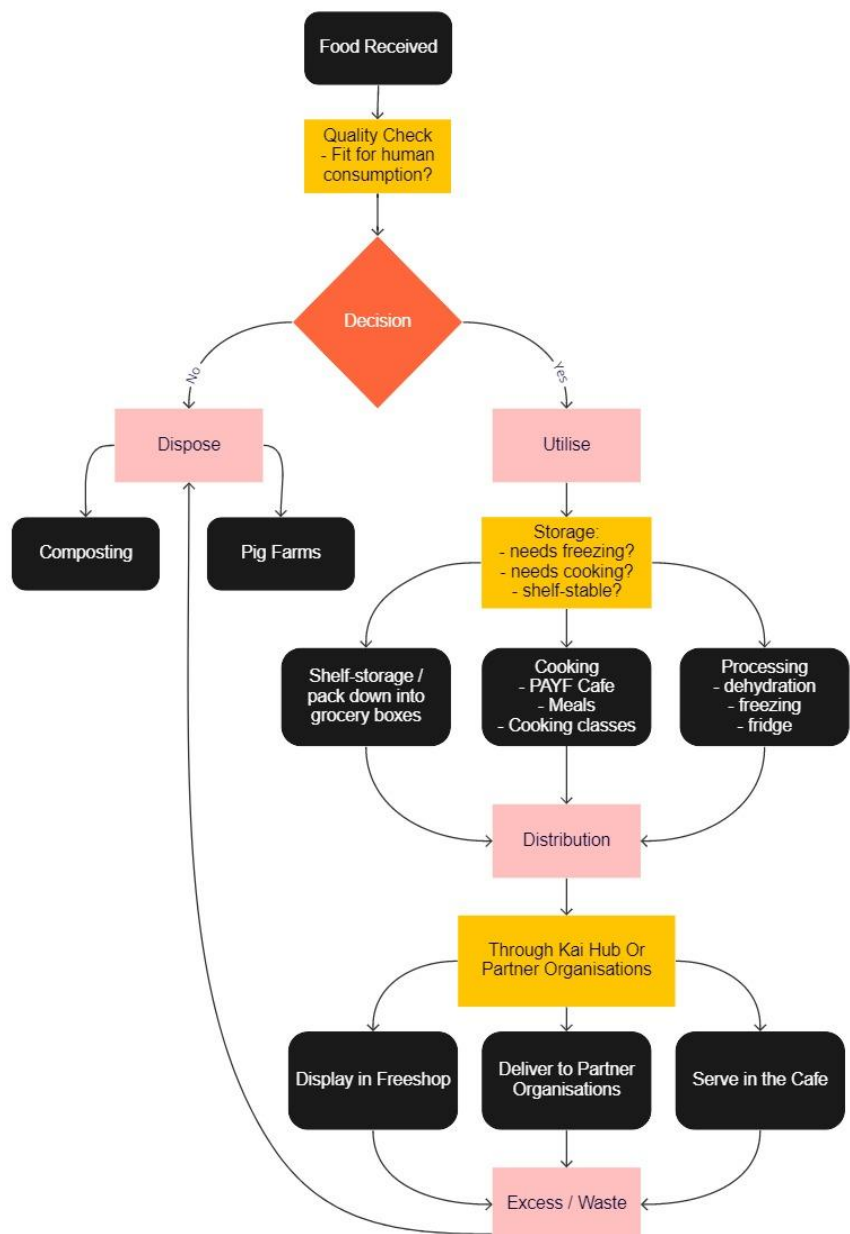
- We've used the open source Food Donor & Food Recipient MOU templates, to create ready-to-go Whanganui Kai Hub MOU's. (Appendix D)
- We've signed our first Food Donor MOU agreement with New World supermarket.
- We rescued surplus kai from New World to make our Feasible Feast.
- We've connected with the New Zealand Food Network and are eligible to be the one other organisation in Whanganui (after the City Mission) to receive regular bulk rescued food donations.
- We've received access to 30 open source Food Rescue specific policies from Kaibosh (Appendix E), to use for Kai Hub purposes. Including resources on:
 - Best practice for safe food handling of rescued food in particular
 - 'Immediate discard' guidelines
 - Food categories with associated guidelines on best before timeframes
 - Volunteer inductions, H&S, Te tiriti policy, etc.
- We've accessed 'How-to' guides as extra resources, which pave the way for setting up a Free Store and a Food Rescue Operation (Additional Resources).
- We've met with WDC to understand their Food Control Safety Plan we will complete when we're up and running, depending on our activities in the Kai Hub. (Additional Resources)
- We've built a relationship with the Countdown National Food Rescue manager, who will support us with our application to become the Food Rescue Partners of both Trafalgar Street & Vic Ave Countdown stores. (Additional Resources)
- We've built a relationship with AFRA, and will be making an application to become a member of the Aotearoa Food Rescue Alliance. (Appendix F)
- We have created a letter to make it easy to approach new food donors (borrowed from the open source Free Store Movement - Appendix G).
- We've set out a map for how 'Phase 1' Food Rescue collections and deliveries may look. (Appendix H)

3.2: Operating the Kai Hub

Vision:

We envisage the Hub to be a place for connection, where anybody can come and feel welcome. With volunteers bustling around, working together, enjoying each other's company and learning from each other. A volunteer coordinator will be on hand to help facilitate the experiences for those who need it, with a buddy system and small action teams who can take ownership of their area of work. The whole team will come together for kai and make decisions together in a consent-based model, learning how to communicate and collaborate effectively and compassionately. With options to work in the food sorting, the kitchen, or Community Interactions (i.e. 'front of house'), as well as any number of other specialised or skills-based mahi, there will be a place for everyone who wants to join their voice to the collective song: developing skills, and growing relationships along the way. Members of the public can come in and wander around the Kai Hub, with its redistribution shop and cafe, welcomed and assisted by the volunteers, have a cup of tea and some food, and enjoy the atmosphere, and exchange some reciprocity - either mahi, money, or other koha, such as stories and music.

Once food has been picked up and brought to the Kai Hub it will be processed through a number of different pathways. Here we lay out a 1st draft 'flow diagram' of how that could work. Until we are operating and picking up kai, recording volumes, understanding the flow of resources, we will not know the full picture, but this should be seen as a 'living document' that will be used to guide the initial set up and continuously reviewed once operations begin.



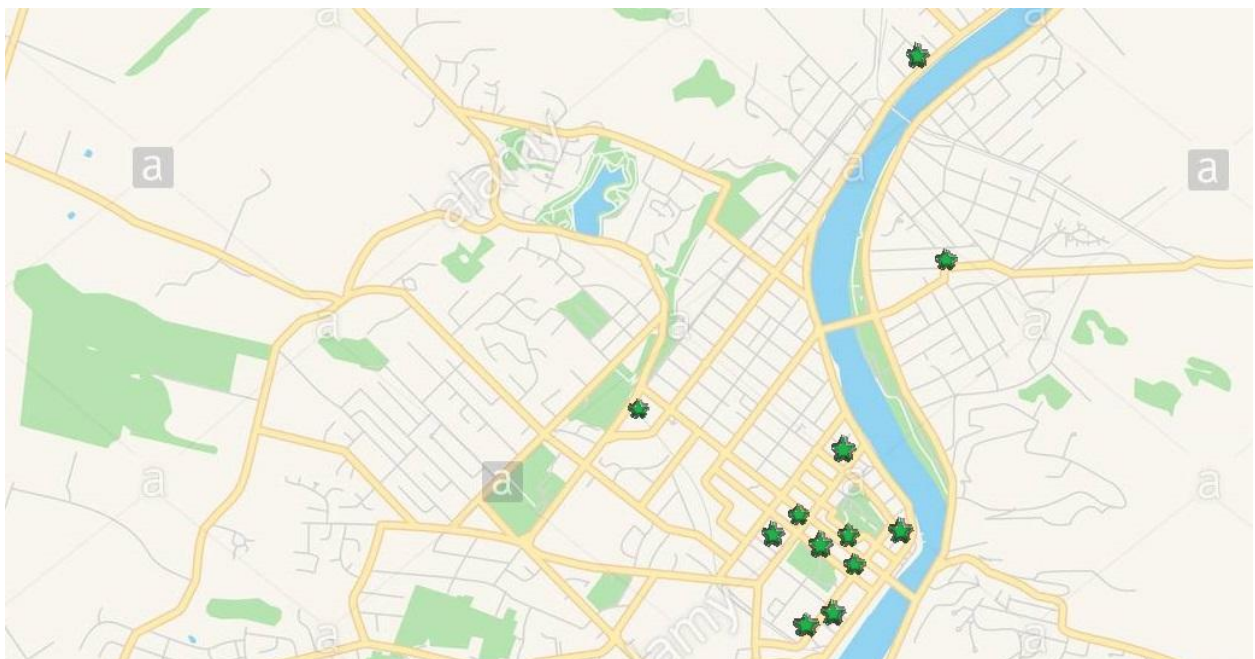
4: Potential Hub Locations

During the course of this 10 week feasibility study we conducted a search for a property or space that we could occupy to begin operations. We wanted to thoroughly investigate all options, to be able to make an informed decision when the right solution presents itself.

Actions:

- We searched through online databases for properties advertised in Whanganui that would fit our project needs.
- We sent a detailed list of our requirements to Bayley's Commercial Property team
- We submitted an application to the WDC's Long Term Plan to include a Kai Hub, and specifically asked for assistance with finding a space.
- We met with the WDC's head of Planning and Zoning to ensure that wherever we found a space we knew what conditions or zoning needs would apply
- We met with the WDC's food safety / health and hygiene team for advice on commercial kitchens and to identify potential costs that might be incurred to meet compliance.
- We contacted 13 properties, viewed 6, and have sent formal proposals to 3, as well as following many other leads that didn't end in a viewing or useful information.

Properties scoped and/or viewed:



The Shortlist:

Whanganui City College

We have put forward a proposal to the Board, chaired by Dale Cobb (manager of the WRRC) and met with the Principal and Vice-Principal. They will figure out a cost for us leasing the building and be in touch shortly. This is a great hub location, as we will be in the centre of town, and values-aligned with the kaupapa of the college, currently building up maara kai in the grounds and increasingly emphasising civic engagement in the curriculum.

(Kai Hub team to attend the WCC Board Meeting: 26th July 2021)



Above: Whanganui City College Hostel

Right: All Saints Church Hall, Whanganui East



Whanganui Anglican Church

Currently has some underutilised buildings that they are consulting with their parishioners as to what should happen to them - the 'Future Flow' process:

We have viewed two buildings owned by the Anglican network, both of which are not currently being utilised as spaces for worship, and are occasionally used by community groups - activities that we would continue to provide for and support if we were to lease the spaces. We have sent a proposal to the Vestry for consideration.

(Kai Hub team to meet Future Flow Coordinators: 6th July 2021)

5: Governance Structures

During the course of the Feasibility Study and initial grant applications, we have been a sub-project of Sustainable Whanganui Trust, with *kaupapa* within the remit of their organisational purpose (<https://sustainablewhanganui.org.nz/who-we-are/>). This arrangement can continue for our mutual benefit, until the time comes where creating our own charitable entity is necessary or preferable.

Phase / Year 1:

- Stay within the current model of being 'hosted' by Sustainable Whanganui Trust (enables Kai Hub to sprout within a well known and respected local organisation, with well-established organisational structure, aligned charitable purposes, and audited accounts). Many other Kai Rescue operations around Aotearoa are hosted in this way, especially in the initial set-up stages.
- Consult with SWT Board, and codify legal document: terms and nature of relationship (in progress - board meeting 5th July)
- Potential to continue with the current Steering Group (members listed in section 2) which is already established, to act as a 'Board of Trustees' for the Kai Hub Project.

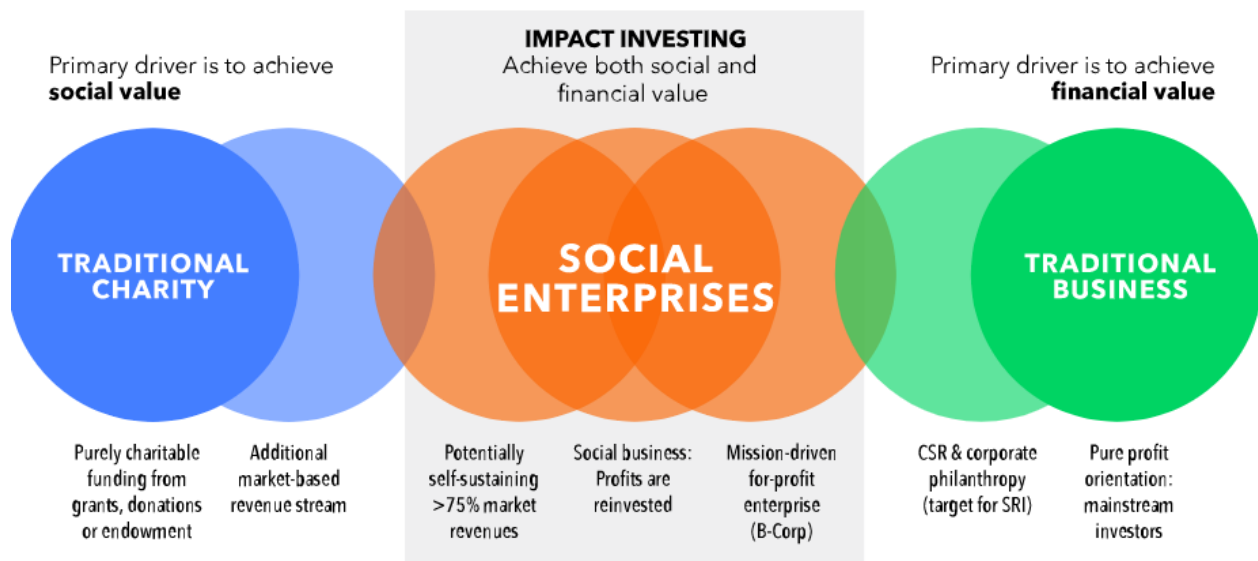
Phase / Year 2:

- Potential to register a new Charitable Trust entity, to support Kai Hub's growth and autonomy. Develop the legal framework required to fully enable and support our operations.

6: Finance: Social Enterprise and Funding

Food Rescue models around the world rely on funding to different degrees, with many being supported by local councils, central governments, or corporate sponsorship - often a combination of all three. Some have developed revenue streams, and there is a shifting margin of 'Kai Rescue' organisations, between full charity model and commercial food businesses which utilise industrial excess to make products for sale.

Resilience is one of the 5 pou [pillars] of the Kai Ora Collective, from which Whanganui Kai Hub has grown. And for us, Resilience in a financial setting looks like starting from a Fully Funded model and transitioning over the first 5 years to a balance with revenue generation through market opportunities and creating products and services that fill a need in our community - this will financially support the more charitable / community driven aspects that sit at the heart of the project. A similar model is used by charities when they make profit from running an op shop, which gets invested into their charitable aims. We will be actively working towards becoming a 'Social Enterprise' with profit making reinvested into our community, supporting employment, and funding aspects that would traditionally rely on external funding.



The graphic above is adapted from J Kingston Venturesome, CAF Venturesome, and EVPA.

Key business frameworks that will drive our development include:

LEAN startup:

Having come out of Silicon Valley, the LEAN startup framework provides a “scientific approach” to product development and market exploration. A core principle is to fail safe, fail fast: as in - build products/services rapidly, test them with your audience, gather data and ‘pivot’ to an improved offering, in a continuous cycle of build - measure - learn. This way you don’t invest time and money into products/services that don’t have ‘buy-in’, and you only invest sustainably into one particular idea before testing it in ‘the real world’.

Our team went through a 5 week LEAN process with Acumen Plus as we developed the ‘Kai Hub’ project, leading us to survey and interview people in Whanganui from many different walks of life (see background research). We also trialled the ‘pay-as-you-feel’ model at the River Market with food that we rescued, created new products using a commercial kitchen, and then sold. We measured our costs and income and developed learnings from that experience to take forward into the next iteration.

More information at: <http://theleanstartup.com/principles>

Social Lean Canvas:

We will also be using the Social Lean Canvas, a combined Business/Impact modelling chart, that allows an organisation to map and visualise their plans and assumptions on one page:

“The Social Lean Canvas is a modern tool that is faster and more flexible than drafting a full business plan. It gives you the flexibility to test your ideas and change things as you learn what works, so your business has the best chance at success.”

Thrive Whanganui, our local “Social Enterprise capability building” organisation and Regional Business Partner Network provider, has secured funding to support Kai Hub’s development. We also intend to access the resources, tools, and support of Whanganui & Partners - the economic development agency for the district.

www.thrivenow.org.nz <https://discoverwhanganui.nz/business/>

Case Studies:

There are a number of 'mission-driven' businesses that have started up around the world with the intention of generating revenue by reducing food waste.

Some of these work directly with growers, delivering 'ugly' grocery-boxes to customers' doors.

<https://www.misfitsmarket.com/about-us>

<https://hungryharvest.net/eliminating-food-waste>

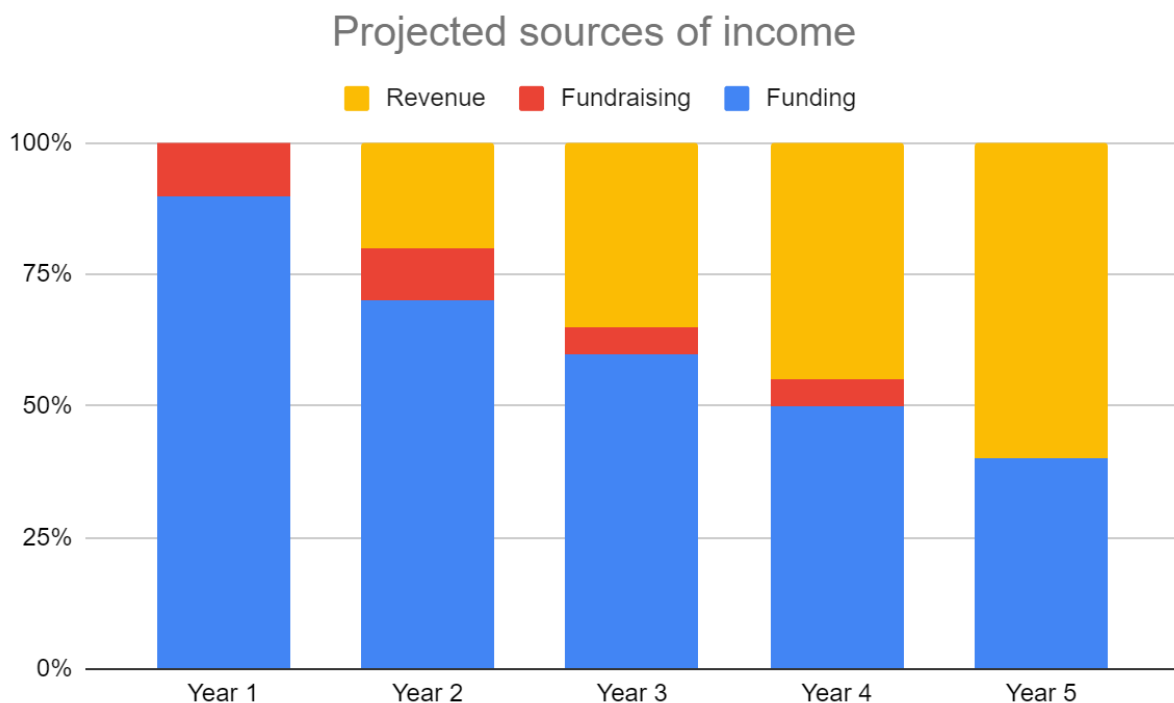
<https://www.imperfectfoods.com/environmental-impact>

Other models include processing industrial waste food into tasty new products and marketing them well

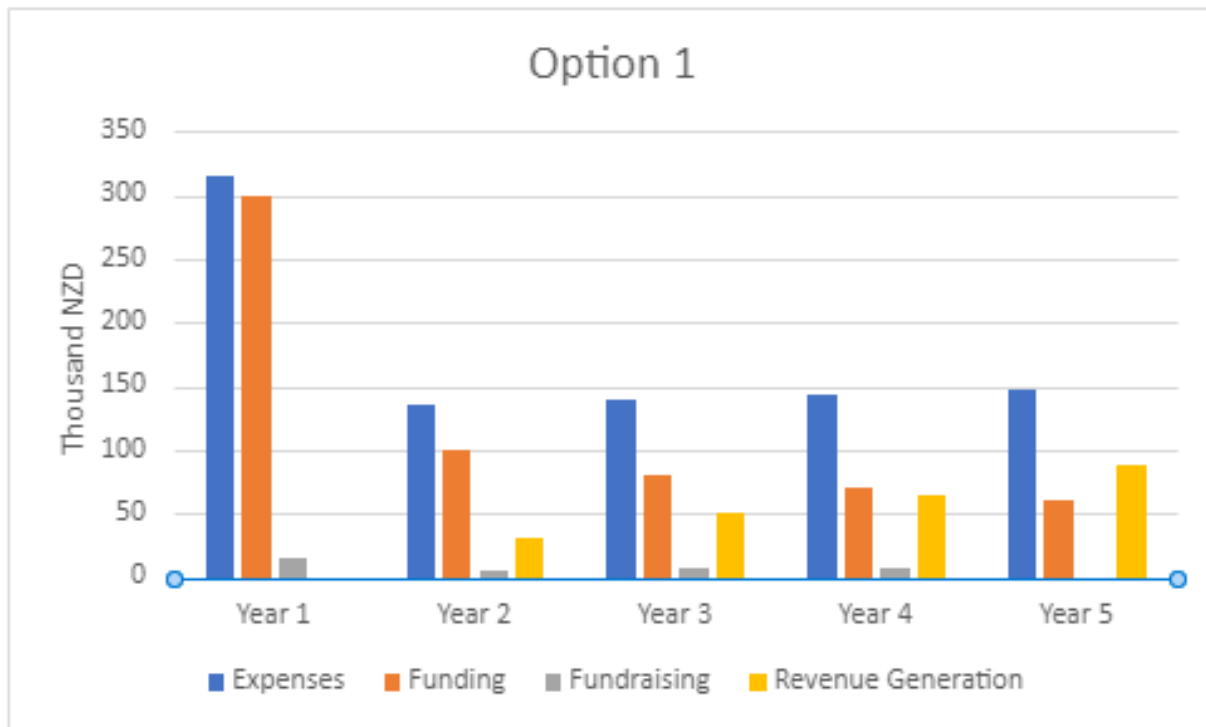
<https://www.fastcompany.com/90337075/inside-the-booming-business-of-fighting-food-waste>

These give us a number of options for creative food processing once we have established and can identify the major sources of excess in Whanganui. A product that we will likely see large scale gluts of is apples! So we would like to come up with an efficient way to process large volumes of apples that can be sold or distributed in some other way.

Modelling Income and Outgoings- The first 5 years.



Roadmap: Setting up distribution hub with storage, commercial kitchen, shop and cafe, purchasing electric van, 2 staff members



Note: Expenses = Income (Funding/Fundraising/Revenue)
 (See Appendix C: Budget V1.0)

Funding Opportunities:

WDC Waste Levy Fund

- Has funded the initial feasibility study. \$7800 for 10 weeks, 2 roles @ 10hr/week.
- Likely to fund further capital costs once the feasibility report has been presented.

Ministry for the Environment - Waste Minimisation Fund

- Whanganui Kai Hub has submitted an Expression of Interest application for \$120,000
- We find out in July if we will be invited to submit a full application

Council Community Contracts

- Possibility of \$25,000 each year for 3 years - becoming a community contractor for council

Whanganui Community Foundation

- Eligible for \$10,000 Quick response grants - available at the end of each month
- Could be eligible for the larger \$10,000 - \$100,000 if we demonstrate holistic whānau ora (family health) approach. *limit of one application per organisation, and SWT have already applied this year, next year (July onwards) we can submit a joint application.

Countdown Contestable Fund

- \$35,000 + worth of funding available for kick starting new food rescue organisations across the country (for capital assets e.g. vehicles, staff costs)

Four Regions Trust (Power Co.)

- 30 June / 31st Oct 2021
- \$1 million per year to donate to charitable community groups across the region

Food Secure Communities Implementation Fund - Ministry of Social Development

- The Food Secure Communities Implementation Fund is for communities to implement or scale up sustainable initiatives which will increase access to affordable and healthy kai within low-income communities and / or enable Māori to exercise tino rangatiratanga over food systems that feed and nourish whānau. In doing so, this helps reduce the dependency on food banks and food hardship grants.
- There is no set grant amount, but estimate funding approximately 50 initiatives with grants averaging \$20,000 each, and 20 initiatives with grants averaging \$50,000 each.
- Food Secure Communities initiatives can differ widely and include things such as food co-operatives, urban farms, backyard food production training, upcycling of surplus kai etc. Because this is one-off grant funding, social enterprise is encouraged (within not-for-profit legal entities), or other models that ensure sustainability beyond the length of the funding.

7: National Context:

Aotearoa Food Rescue Alliance (AFRA) formation

The Food Rescue model has become widely accepted and supported, both internationally and nationally, over the past 10 years. Supermarkets and many other commercial food donors have come on board in a much stronger way, realising the social benefit and community connection afforded through donating their surplus food for redistribution. In New Zealand, there are now at least 23 Food Rescue operations around the country, in most town centers.

Particularly spurred on by Covid, and the increasingly 'essential' service of Food Rescue, the need for a centralised group body became apparent, and so Aotearoa Food Rescue Alliance (AFRA) was formed. The purpose of AFRA is to act as a support group for Food Rescue organisations across the country. The Whanganui Kai Hub would become the first AFRA member in Whanganui as no other 'solely' Food Rescue operation exists here yet.

NZ Food Network

The NZ Food Network, similar to AFRA, was particularly spurred on during Covid times. Since Food Rescue has been up and running in NZ, it quickly became clear that the volume of commercial food waste that could be rescued and redistributed, was more than any one local Food Rescue organisation could manage alone.

The NZ Food Network was created to solve that problem; to act as an organisation a tier up from the Food Rescue groups 'on the ground'. They set up a large warehouse with huge capacity in Auckland. They brokered relationships with some of the largest food producers in NZ, the likes of Fonterra, Turners and Growers, Bidfood etc. This space enabled commercial food businesses to send their bulk surplus and donated food, which could then be redistributed to Food Rescue groups around the country. The NZ Food Network effectively deals with tens of pallet loads of donated food every week.

They support eligible Food Rescue groups around Aotearoa through an easy online order system, which then gets delivered the following day. These bulk and regular donations really help to support consistency and capacity for Food Rescue groups.

From discussions we've had with the NZ Food Network, the Whanganui Kai Hub would be eligible for receiving weekly donations of 1-2 pallet loads of rescued food. The Whanganui City Mission is the only other group in Whanganui currently receiving regular donations from the NZ Food Network. We have discussed our plan to receive these donations and there are currently no concerns there.

Good Samaritan Act in Food Bill

This important clause in the 2014 Food Act is what has allowed food donors to donate food legally and with assurity of immunity. This is possible on two main conditions - if the food is 'safe and suitable' at the time of donation, and passed on with any information necessary to maintain the food's safety and suitability. See below the legal wording, which is present in our Food Donor and Food Recipient MOU's.

Food Act 2014 - Section 352 - Immunity of food donors

- (1) A donor is protected from civil and criminal liability that results from the consumption of food donated by the donor if—
 - o (a) the food was safe and suitable when it left the possession or control of the donor; and
 - o (b) as applicable, the donor provided the recipient with the information reasonably necessary to maintain the safety and suitability of the food.

- (2) In this section, donor means a person who donates food—
 - o (a) in good faith for a charitable, benevolent, or philanthropic purpose; and
 - o (b) with the intention that the consumer of the food would not have to pay for it.

Food Rescue case studies around Aotearoa:

We don't need to reinvent the wheel, there are hundreds of examples of communities taking sovereignty of their food. We are modelling our project on what has worked elsewhere, but retrofitting to our local *whanganuitanga*. For more information on the international context, wider historical trends, and four Aotearoa Food Rescue case studies, please see Appendix I: History and Context.

8: Conclusion: Roadmaps and Next Steps

This section is the wrap up, pulling together the learnings from the feasibility study into suggestions for next steps and action.

Hierarchies of options:

We see a hierarchy of options, from most ideal (which tends to higher initial investment, but also significantly greater impact & longevity/resilience) to least (without funding or support what is the 'minimum viable product?')

Option 1:	Hub to include: <ul style="list-style-type: none">● small warehouse,● redistribution shop,● commercial kitchen space● cafe Electric vehicle At least 2 part-time staff <ul style="list-style-type: none">● Hub Coordinator● Kai Rescue Coordinator	Full Power Kai Hub
Option 2:	Hub to include: <ul style="list-style-type: none">● small warehouse,● redistribution shop,● commercial kitchen space Vehicle At least 2 part-time staff <ul style="list-style-type: none">● Hub Coordinator● Kai Rescue Coordinator	No cafe = reduced revenue generation options, but also reduced start-up costs and more focus on core value proposition
Option 3:	Hub to include: <ul style="list-style-type: none">● small warehouse,● redistribution shop,	No kitchen = significantly reduced revenue generation/social enterprise options, as well as lack of ability to

	Vehicle	teach, cook up/process/
	At least 2 part-time staff	shelf-stabilise 'near-use-by' food, and
	<ul style="list-style-type: none"> ● Hub Coordinator ● Kai Rescue Coordinator 	form community around cooking
Option 4:	Hub to include:	Food collection through a
	<ul style="list-style-type: none"> ● redistribution shop with storage room 	decentralised network of volunteers
	At least 1 part-time staff	using their own vehicles / public
	<ul style="list-style-type: none"> ● Hub Coordinator 	transport. Find a cheap hub space to
		run redistribution from.

Next Steps:

Location

- Continue negotiations with the Whanganui City College, as well as with the Anglican Church
- Achieve Fire Safety & Food Safety with WDC for the hub, if not already compliant.

Funding

- Confirm further funding and parameters of support from the WDC Waste Levy Fund
- Wait to hear back from National Waste Minimisation Fund (to hear if we are invited to put forward a full application)
- Apply to the Countdown Contestable Fund
- Apply to the Community Foundation
- Build relationships / collect quotes from potential in-kind suppliers of capital assets needed: e.g. fridges, freezers, storage shelves, electric van, uniforms, etc.

Community Engagement

- Deepen engagement with mana whenua, iwi, hapu and Whanganui marae
- Deepen engagement with social service organisations and communities around Whanganui area
- Deepen collaboration with The Whanganui City Mission
- Community Co-design processes to design the look and feel of the Kai Hub

Social Enterprise

- Training with Thrive Whanganui, to develop and trial a social enterprise model

Food Rescue

- Apply to be an AFRA member
- Apply to be a recipient of the NZ Food Network regular donations
- Confirm Food Rescue Partnership with Countdown Supermarkets
- Approach other food producers and potential food donors around Whanganui

Food Safety Training

- Sign up for a Food Safety training certificate
- Work with the WDC to complete our Safe & Suitable Food Control Plan

*These options depend on funding secured from the various sources outlined in the Finance section above, as well as the cost for leasing the building, and the revenue generation activities pursued. **We will be operating at some capacity**, what we have outlined are the various options that are possible based on leveraging financial and other support for this project. *Te kakano is here - the community need, the willing volunteers, the experienced staff, the hub location, the funding pots. With a little courage and liquidity, this exciting new project can sprout into a fruitful tree to nourish, solace, and shelter our people for years to come.**

This concludes the Whanganui Kai Hub Feasibility Study Report (V1.1 - 05/07/21)

Whakaaro, criticism, and concerns all welcome at: whanganuikaihub@gmail.com

Thank you for your attention.

Ngā mihi ki tōu aro

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&

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Appendices List: (Available on Request)

A	Kai Ora: Kaupapa Overview
B	Background Research
C	Budget: V1.0
D.1	WKH: Food Donor MOU
D.2	WKH: Food Recipient MOU
E	Kaibosh Policies
F	WKH AFRA Membership Application
G	WKH Kai Rescue Route V1.0
H	History & Context
I.1	Letter of Support: Thrive
I.2	Letter of Support: Mayor Hamish McDoull

Additional Resources:

Kaore Hiakai: Mana-to-Mana Guidance, 2021	Countdown: Food Rescue Partner MOU
Just Zilch: Free Store Guide, 2018	Kaibosh: Food Rescue Guide, 2017
MPI: Food Control Plan	MPI Whakamaru Kai (Be Food Safe)
Whanganui DHB: COVID-19 Lived Experience Report, 2020	IRT: COVID-19 from Response to Recovery, 2020
HSCC: Community Needs Assessment Report, 2017	Oskam: Manaaki Bus - A Human Centred Design Project, 2018

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- <https://environment.govt.nz/what-you-can-do/funding/waste-minimisation-fund/>
- <https://toogoodtogo.org/en/movement/knowledge/>
- <https://justzilch.org.nz/>