




Strategy 2022 – 2025



Cultivating Community respectfully acknowledges the peoples of the Kulin Nations, the Traditional Custodians of the land on which we garden, cook and work.

Our strategy for the next three years is based upon the foundations of what we love, the community with whom we work, and the desire, expertise and passion of our board and team. By applying our own strengths-based approach to our existing projects and the strong success we have had so far, and by utilising those learnings within a structured strategy for the future, we will challenge ourselves to be even better. Our work in gardens, community, cooking, baking, sustainability, health, education, wellbeing and food remains our vehicle for the changes we want to deliver.

We all love food, and we all love our people.



OUR STRATEGY FOR 2022 – 2025 WILL PRIORITISE THREE ESSENTIAL PILLARS



1. Demonstrate our impact in all we do by building our evidence base

This will:

- allow us to share our inspiring Cultivating Community story, informed and validated by quantitative and qualitative impact data
- enable us to grow our role as leaders in our areas of specialty through compelling, data-backed insights and evidence of impact
- inform, shape and re-shape our decisions, actions, designs, portfolios and position statements in response to themes emerging from the evidence base
- assist in securing sustainable funding streams that move us towards financial independence
- enable us to further engage our communities and team through participation in the cycle of evidence gathering and reporting



2. Optimise and embed our people-first approach, internally and externally, to keep us relevant and accountable

This will:

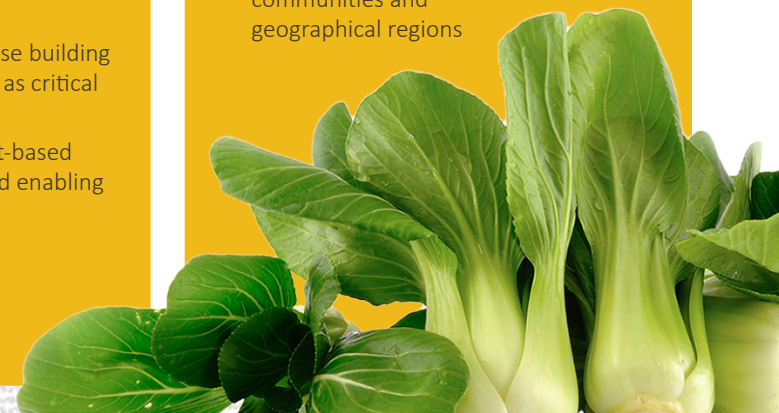
- shape our actions, decisions and measures, informed through the voices of our various communities, via increased participation and engagement
- create strong alignment between our activities and the outcomes that will make the biggest difference to our communities
- ensure we are timely and relevant with our support, responsiveness and communication
- reinforce the need to prioritise building our teamwork and expertise as critical to our success
- guarantee our focus on asset-based community development and enabling social justice



3. Create pathways to sustain Cultivating Community for the long term and increase our independence

This will:

- drive innovation across current and new services
- improve and invigorate purpose-driven collaborations
- create momentum to generate medium to long-term funding streams
- ensure the delivery of responsive, meaningful, and viable services
- diversify our impact across communities and geographical regions



By having these strategic priorities, between July 2022 and June 2025, we will have achieved the following:

HORIZON 1 MAINTAIN AND STRENGTHEN CORE ACTIVITIES

July 2022 to December 2023

Demonstrate our impact:

- Delivered our new measurement, evaluation and research strategy
- Benchmarked and understood our current impact
- Influenced more learning environments and research projects
- Quantified our effort and impact in supporting State of Emergency situations
- Continued to support the delivery of the United Nations Sustainable Development Goals and report on outcomes achieved
- Engaged and involved more community members in evidence gathering and reporting cycles and supporting our decisions
- Understood the viability vs impact of our activity streams to inform risks
- Regular communication of our evidence of impact via multiple media channels (including targeted comms for potential funding partners)

People First:

- Made more positive changes with our community, participants and team from an asset-based approach
- Engaged more community members in decision making, strategic direction and innovation
- Embraced and acted upon the principles of social justice and self-determination
- Achieved clarity on the activities that are most needed by our communities and will have the biggest potential impact
- Invested in our team and capabilities
- Employed and included more people with diverse backgrounds including, as a priority, those with experience of living in public housing and disability, in our portfolios

Sustain for the long term:

- Created new pathways for work and meaningful volunteering
- Developed new modern programmes, learning models, enterprises and portfolio projects
- Leveraged our brand equity and trust to position for the future
- Begun the establishment of new contracts and investments
- Identified potential collaborators, partners and investors for Horizon 2
- Initiated involvement in more garden locations
- Created financial and operating model that does not rely on Government funding



HORIZON 2 NURTURE AND DEVELOP NEW OPPORTUNITIES

December 2023 to July 2025

Demonstrate our impact:

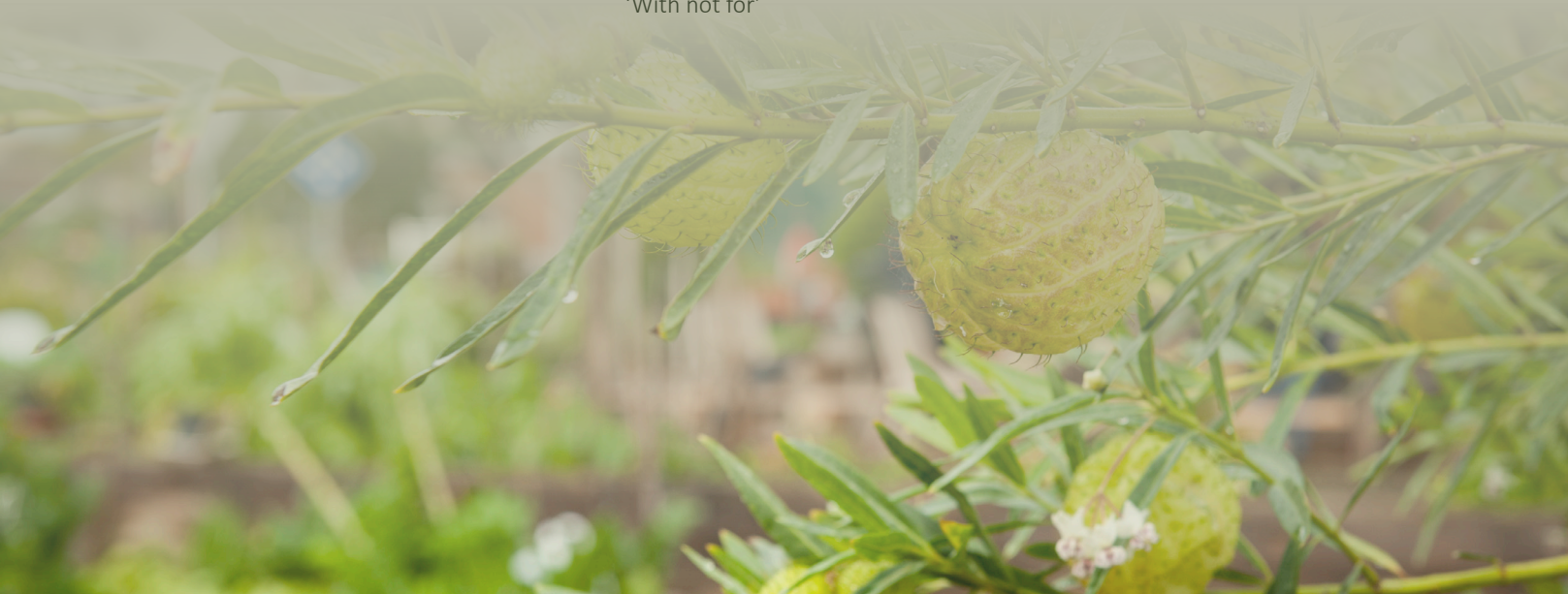
- Tackled food insecurity at a wicked systems level (unless within State of Emergency)
- Influenced whole-system approaches and changes in areas of food, gardening, education, social connection and sustainability
- Started up and nurtured several thriving, self-sustaining social enterprises
- Developed strong public profile as an exemplar of measurable impact

People First:

- Build a team who are leaders in our field
- Consistently demonstrated role-model methods of community engagement and participation to enable self-determination
- Enabled and nurtured multiple entrepreneurs through Social Enterprise
- Only involved in those activities with demonstrable, measurable, relevant impact to communities
- Fully living the principles of 'With not for'

Sustain for the long term:

- Made impact across Victoria and begun expansion across Australia
- Created measurable impact at scale
- Established contracts and investments ensuring long-term financial independence
- Deeply involved in more gardens across multiple geographical regions
- Become a greener organisation





The infographic features a central orange circle with a green border containing the text "OUR ENABLERS TO HELP THIS HAPPEN ARE:". Surrounding this central hub are 14 smaller orange circles, each containing a number and a descriptive text. These circles are connected to the central hub by thin, dotted orange lines. The entire graphic is set against a dark background with a faint image of a plant.

OUR ENABLERS TO HELP THIS HAPPEN ARE:

01

Work in collaborations that are of mutual benefit including new and existing partners, investors, consumers and funders with shared values

02

Invest in systems and technology to create effective and robust management and reporting

03

Ensure that communications are in relevant languages and are coordinated, timely and transparent

04

Apply innovative thinking to growth and change

05

Maintain core business while being responsive to crisis and disaster requirements

06

Behave as defined by our values

07

Deliver aligned to our ethics

08

Place people truly at the centre of every action and decision

09

Build upon our success of the past

10

Ensure our team have the interest, skills and capability to navigate emerging services

11

Be confident to invest in service innovation

12

Develop great governance and risk management systems that reflect best practice

13

Build clear evaluation processes and research capabilities

14

Build even deeper trust within our community and partners

OUR VALUES



Positivity

We get stuff done and have a can-do mindset wrapped up in trust and respect for all.

We are good at knowing where we face challenges, and we can continually reflect on doing better or changing our ways. We are grateful for our colleagues and the work we do and the communities we do it with. We remain open minded, share in our success and are united in purpose as a team.



Connection

We care about who we work with and for. We utilise empathy, sensitivity, advocacy, curiosity, and ethics to do it.

For us, diversity and inclusion are strengths that make us internally and externally more likely to be in tune with our community and participants. We will work hard with our organisation's emotional intelligence to connect with each other.



Opportunity

We embrace ideas and activity that can inspire others to lead change in our communities for the better.

Nothing gets ruled out if we think it can make a positive change and meaningful impact to our services and the frameworks. We measure against the United Nations Sustainable Development Goals, Social Connection Index and Wellbeing surveys and aspire for our opportunities to impact upon Wicked System solutions.



Creativity

We can make magic happen with the depth and breadth of our team and the diversity of our community.

That magic can be lots of small things or one big thing that brings difference and joy to someone we work with or for. We will critically think about solutions and consider what is the problem we are trying to solve and use the creative canvas of our team and the subject matter of food and growing to solve them.