DEVELOPING A TRAINING KITCHEN AND SOCIAL ENTERPRISE INITIATIVE

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PRESENTATION OVERVIEW

Background and Objectives

Process and Results

Final Recommendations
ACKNOWLEDGEMENTS:

The team acknowledges the Traditional Owners of the country throughout Australia and recognise their continuing connection to land, upon which we live and work. We pay our respects to their Elders past, present and emerging.

The team would like to thank our advisors Professors Danielski and Jarvis, and the team at the Brotherhood of St Laurence.
The Poverty Cycle

1. Leave school early
2. Miss opportunities for skill development
3. Unable to find employment or financial stability
4. Fall back into poverty and unable to escape the cycle
5. Substance use, anti-social behavior, mental health issues
6. Vocational, hands-on skills

Brotherhood of St. Laurence
HIGH STREET CENTRE

FRANKSTON, VIC

David Scott School
Transition to Work Program
Commercial Kitchen
New Training Kitchen Initiative
## Needs of the Brotherhood

<table>
<thead>
<tr>
<th></th>
<th>Do Not Have</th>
<th>Have</th>
<th>Information</th>
</tr>
</thead>
</table>
| 1 | Educational Programs | ✓    | • Youth  
• Employment and training  
• Disabilities, older people, refugees, and more |
| 2 | Kitchen Space | ✓    | • Breakfast and lunch for students in the program |
| 3 | Business Plan | ✗    | • Break even  
• Non-profit regulations  
• Kitchen regulations |
PROJECT MISSION:

Design and implement a business model for an educational program with a focus on the food service industry to help the at-risk youth of the Frankston Mornington Peninsula become better integrated into society.
PROJECT OBJECTIVES

CASE STUDIES

STAKEHOLDERS

FEASIBILITY

VISION

High St. Kitchen
OBJECTIVE 1: CASE STUDIES

RESEARCH

INTERVIEWS/SURVEYS

CATEGORIZE
MOBILE FOOD BUSINESSES

FINDINGS FROM INTERVIEWS

- Price range for a meal: $10-15
- Catering during off-season
- Combination of hospitality and culinary employees
- Benefits of networking and marketing
- Factors that impact business:
  - Weather
  - Type of Event
  - Type of Food Sold
  - Time of Day
  - Time of Year
FOOD-BASED SOCIAL ENTERPRISES

FINDINGS FROM INTERVIEWS

- Individualized program
- Experience over certifications
- Food Safety and Handling Certifications
- Internal catering
- Multiple staff needed
- Youth running social media
OBJECTIVE 2: STAKEHOLDER OUTREACH

INTERNAL
- EMPLOYEES
- COMMUNITY

EXTERNAL
- YOUTH
- TOURISTS
- FACILITY USERS
- RESTAURANTS
ZOE LEHMANN AND SARAH LEAN-JONES

TRANSITION TO WORK COACHES

- Youth age out of easier employment opportunities at 18
- Youth enter programs by choice, so you can trust their work and dedication
- No current opportunities for the youth to get hands-on, real-world experience
ADRIAN GIOIA

TRANSITION TO WORK TEAM LEADER

New program needs to improve these statistics
Importance of transferable skills

30% Get jobs after the program

64.7% Will stay in employment for 12 weeks
SUMMARY OF BROTHERHOOD STAFF INTERVIEWS

FINDINGS FROM INTERVIEWS

- Individualized program
- Provide multiple career paths
- Experience over certifications
- Determine a schedule that balances engagement and youth commitment
Transition to Work Youth

Findings from Interviews

Balance group work and 1-on-1 time
Food Preference: Mexican food
Career ranking activity
Work readiness skills map
SURVEY OF THE FRANKSTON COMMUNITY
What kind of food would you like to see in the area?

- Indian: 2.7%
- Japanese: 2.7%
- Korean: 2.7%
- American: 2.7%
- Greek: 5.4%
- Middle Eastern: 5.4%
- Thai: 5.4%
- Turkish: 5.4%
- Vietnamese: 5.4%
- Pizza: 8.1%
- Seafood: 8.1%
- Italian: 13.5%
- Tapas: 13.5%
- Mexican: 16.2%
WHAT DO YOU LOOK FOR IN A FOOD BUSINESS?

- Gluten Free: 9.1%
- Kid Friendly: 13.6%
- Healthy: 18.2%
- Affordable: 36.4%
- Vegan/Vegetarian: 22.7%
SURVEY OF THE FRANKSTON COMMUNITY

MEXICAN OR TAPAS
$10-$20

BEST TYPE OF FOOD TO SELL
PRICE RANGE FOR FOOD

Dietary needs to consider: vegan/vegetarian, gluten free, healthy, allergen friendly
OBJECTIVE 3

ITERATIVE FEASIBILITY ANALYSIS

Logistics and Costs for Various Business Models

- Food Truck
- Food Cart
- Catering
MARKET ANALYSIS OF FRANKSTON FOOD BUSINESSES
RESTAURANTS IN FRANKSTON

- Cafe: 21.6%
- Chinese: 12.9%
- Pizza / Italian: 12.9%
- Indian: 11
- Australian: 9
- Thai: 8
- Vietnamese: 8
- Other: 5
- American: 4
- Fast Food: 3
- Seafood: 3
- Asian Misc.: 3
- European Misc.: 2.6%
FRANKSTON MARKET ANALYSIS

MEXICAN

BEST TYPE OF FOOD TO SELL

CAFES AND ASIAN CUISINE

TYPES OF FOOD TO AVOID
WELCOME TO THORNBURY

NORTHCOTE, VIC

- Located within an hour of Frankston
- Managers willing to reduce or waive registration fees
- Willing to sell unwrapped, fully-stocked food truck at the reduced cost of $55,000
MARK LANE

BSL HEAD OF SOCIAL ENTERPRISES

- Past food social enterprise failure
- Social cause and financial analysis have the same importance
- Hierarchy of funds and internal discretionary fund
- Depreciation
AB PHILLIPS INSURANCE MOBILE FOOD BUSINESS VEHICLE SPECIALIST

- Determined Types of Insurances Needed
  - Public Liability Insurance
  - Commercial Auto Insurance
  - Business Pack Insurance
• Class 2C for community groups
• Food Safety Supervisor
• Food Handler's Certification for all youth working with food
• Registration process
OBJECTIVE 4: PRESENT VISION

Components of a Business Analysis

- The Social Gap
- The Market
- The Finances
- The Future
BUSINESS PLAN

PROGRAM OVERVIEW

- The Need for the Program Within the Brotherhood
- Feasibility of the Business

COST ANALYSIS

- Breakdown of Costs
- Capital and Operational Expenses
- Profit Estimation

GOALS AND RECOMMENDATIONS

- Short and Long Term Goals
- Scalability of the Program Over Time
- Conditions Under Which the Program is Feasible
# Cost Analysis

<table>
<thead>
<tr>
<th>Name</th>
<th>Low Estimate</th>
<th>High Estimate</th>
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</thead>
<tbody>
<tr>
<td>Registration Fees for Frankston</td>
<td>$635</td>
<td>$635</td>
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<tr>
<td>Salaries for 2 Staff Members</td>
<td>$93,421</td>
<td>$156,548</td>
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<tr>
<td>Insurance</td>
<td>$5,316</td>
<td>$5,316</td>
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<tr>
<td>Food Truck</td>
<td>$55,000</td>
<td>$55,000</td>
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<tr>
<td>Food Cost</td>
<td>$45,000</td>
<td>$88,000</td>
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<tr>
<td>Youth Training Certificates</td>
<td>$1,200</td>
<td>$1,200</td>
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<tr>
<td>Miscellaneous Expenses</td>
<td>$2,240</td>
<td>$39,890</td>
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<tr>
<td><strong>Total Capital Expenses:</strong></td>
<td><strong>$56,190</strong></td>
<td><strong>$57,690</strong></td>
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<tr>
<td><strong>Total Operating Expenses:</strong></td>
<td><strong>$147,812</strong></td>
<td><strong>$291,589</strong></td>
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</table>
OUR VISION FOR THE PROGRAM

- Mexican style food truck
- Program length of ~6 months
- Group size of 6 - 10 youth
- Different pathways available
- Youth meet 3-4 times per week
- Youth involved with design of truck
OUR VISION FOR THE PROGRAM

- Food truck bought for ~$55,000
- 2 full-time staff
- Pay for Food Safety Handling Certificate
- Smart marketing
- Warmer month vs colder month schedule
## Example Schedule of Events for the Food Truck

<table>
<thead>
<tr>
<th>Week</th>
<th>Sunday</th>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
<th>Saturday</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>10/3</td>
<td>11/3</td>
<td>12/3</td>
<td>13/3</td>
<td>14/3</td>
<td>15/3</td>
<td>16/3</td>
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<tr>
<td></td>
<td>Moomba Festival</td>
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<td></td>
<td>Queen Victoria Night Market</td>
<td>Welcome to Thornbury</td>
<td></td>
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<tr>
<td>Week 2</td>
<td>17/3</td>
<td>18/3</td>
<td>19/3</td>
<td>20/3</td>
<td>21/3</td>
<td>22/3</td>
<td>23/3</td>
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<tr>
<td></td>
<td>Queen Victoria Night Market</td>
<td></td>
<td></td>
<td>Welcome to Thornbury</td>
<td></td>
<td></td>
<td>Little Beauty Market, Frankston</td>
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<tr>
<td>Week 3</td>
<td>24/3</td>
<td>25/3</td>
<td>26/3</td>
<td>27/3</td>
<td>28/3</td>
<td>29/3</td>
<td>30/3</td>
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<tr>
<td></td>
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<td>Week 4</td>
<td>31/3</td>
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<td>5/4</td>
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<td></td>
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<td>Week 5</td>
<td>7/4</td>
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<tr>
<td>Week 6</td>
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<td>19/4</td>
<td>20/4</td>
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<td>Queen Victoria Night Market</td>
<td>Welcome to Thornbury</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 7</td>
<td>21/4</td>
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<td>23/4</td>
<td>24/4</td>
<td>25/4</td>
<td>26/4</td>
<td>27/4</td>
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<tr>
<td></td>
<td>The Food Truck Festival at Birrarung Marr Park</td>
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</tbody>
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CONCLUSIONS

POTENTIAL SOURCES OF ERROR

- Small community sample size
- Only interviewed trucks from one venue
- Only spoke with a small number of TTW Youth and Coaches
- Difficult to estimate costs for insurance and food with current unknowns
CONCLUSIONS

MOVING FORWARD

- Program will provide youth with valuable training and experience
- Next steps:
  - Propose business plan
  - Buy and register food truck
  - Hire staff
  - Start training
QUESTIONS?


