

# Developing a Training Kitchen and Social Enterprise Initiative

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## Appendix

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## Appendix A: Training Kitchen Curriculums

Most training kitchens are run with a combination of educational programs and hands-on, vocational studies. Most programs use a set curriculum for students that lays out the entirety of their education. An example of a training kitchen curriculum is the one used at CKTA in Orlando, Florida. The students attend the program Monday through Friday 8:30 am to 2:00 pm. The program runs for 18 weeks and requires 470 hours of time commitment for the students to graduate. Once the students complete their 470 hour requirement, they are able to take the certification test to get “The Food Safety First!® Food Handler Certification” (Community Kitchen, 2018). This certification is applicable for immediate use within food establishments throughout the State of Florida. The curriculum that this academy uses is very similar to that of a college curriculum, but includes more of a hands-on approach. Every course offered must be taken to graduate and each one has a course number, and prerequisites (all courses with descriptions can be found in Appendix B). The program is broken up into four tiers of four weeks with a two week internship program in weeks 16 and 17, leaving the last week for studying and examinations. Each tier of the program consists of three food and kitchen focused classes or labs and then one life skills class. In most tiers, there are three to four kitchen focused classes where students learn about the following topics through classroom and lab time in the kitchen: Foodborne Illness, Sanitizing Food Contact Surfaces, Potentially Hazardous Foods, Cross Contamination, Food Storage/FIFO, Hazard Analysis and Critical Control Point (HACCP), flow of food and its importance, Integrated Pest Management, Crisis Management, Regulations and Standards (Community Kitchen, 2018).

During a tier, there is also a required professional development and life skills course called Introduction to Food Service Life Skills. The goals of this course is to teach stress management, adaptability, personal productivity, people skills, self-direction, and problem solving in relation to personal and professional situations. The course also includes workshops emphasizing job placement strategies and personal finance, resume writing, interviewing skills and techniques, grooming and dressing for success. These programs are well aware that it doesn't just require a certification to get a job; it requires professional skills and the ability to

interview and write resumes. This side of the program develops the students into well rounded professionals and helps develop personality to accompany their hands on skills (Community Kitchen, 2018).

## Appendix B: CKTA Class Descriptions

[http://www.feedhopenow.org/site/DocServer/Student\\_Handbook\\_012914.pdf?docID=1862](http://www.feedhopenow.org/site/DocServer/Student_Handbook_012914.pdf?docID=1862)

(see pages 11 - 15)

## Appendix C: Sample Interview Questions for FMP Community Members

### **FMP Community Interview**

**Date:**

**OK to cite with affiliation?:**

1. How old are you?
  - a. Under 18
  - b. 19 - 29
  - c. 30 - 44
  - d. 46-60
  - e. 60+
2. What is your gender?
3. Are you a local or a tourist?
  - a. Local
  - b. Tourist
4. Is there any type of food you would like to see in the area?
5. How much would you be willing to spend on a meal out of a food truck?
  - a. Less than \$10
  - b. \$10-20
  - c. More than \$20
4. Would you buy food from a food truck?
  - a. Yes
  - b. No
5. How often do you eat out?
  - a. Everyday
  - b. Often (3-4 times a week)
  - c. Sometimes (1-2 times a week)
  - d. Rarely (1-2 times a month)
  - e. Never
6. How often do you eat at a food truck? (If one is available?)
  - a. Everyday
  - b. Often (3-4 times a week)
  - c. Sometimes (1-2 times a week)
  - d. Rarely (1-2 times a month)
  - e. Never
7. When you go out to eat, which meal is it most commonly for?
8. What is your favorite restaurant in the area and why?
9. If there was a charity restaurant that helped at risk youth, how would this influence your decision to go there?

General Notes:

## Appendix D: Gantt Chart

DEVELOPING A TRAINING KITCHEN				DATE Spring 2019													
NUMBER	TASK TITLE	START DATE	DEPENDENCIES	Prep Term							D Term						
				January			February				March			April			
				1	2	3	4	5	6	7	1	2	3	4	5	6	7
1	Form Team and Determine Goals	1/10/19		■													
2	Background Research	1/14/19		■	■	■	■										
3	Determine Mission Statement	1/21/19		■	■												
4	Determine Project Objectives	1/29/19			■	■	■	■									
5	Training Kitchen Case Studies	1/26/19			■	■	■	■	■								
6	Visit Training Kitchens	2/1/19	Responses from Training Kitchens				■	■	■								
7	Meet the Brotherhood team	2/6/19						■	■								
8	Create list of stakeholders	3/3/19							■								
9	Conduct employee interviews	3/7/19	Employees are available							■	■						
10	Conduct student interviews	3/7/19	Approval of questions by Elysia							■	■	■					
11	Survey local community members	3/11/19								■	■						
12	Survey tourists	3/11/19								■	■						
13	Survey local restaurants and food	3/11/19	Schedule of Restaurant Managers							■	■						
14	Code and analyze surveys and interviews	3/18/19										■	■				
15	Feasibility Analysis	3/18/19										■	■	■			
16	Develop Business Plan	3/25/19												■	■	■	■
17	Business Plan Proposal to the Brotherhood	5/1/19															■

## Appendix E: Australian Food

In developing a training kitchen that will potentially be serving to the greater Melbourne area, it is important to analyze the attitude towards food in Melbourne and the surrounding areas. The type of food that citizens in Melbourne consume is important for determining the market need for our business. While most countries have a single speciality, Melbourne is known for having an exceedingly diverse and dynamic food culture combining influences from traditional Australia, Chinese, Thai, Japanese, French, African, Greek, Turkish, Italian, Mexican, and many others.

### Appendix E.1: Food Culture

Much of Australia's food is prepared with fresh, high-quality ingredients. Australian meals are influenced by inexpensive ingredients for low-budget meals that come from diverse cultures. Interestingly, Australia is not known for a distinct 'Australian cuisine', in the traditional

sense, but the most popular Australian category of meal is a ‘meal and three veg’ dinner, and they are known for their traditional meat pies. In addition to these, there are other popular dishes, such as a stir-fry or curry chicken, sushi, steak with vegetables, roast or baked dinner (such as chicken), and spaghetti bolognese/other pasta dishes. Australians eat three times more meat than the world average, with chicken and beef being the most popular meats in the country, followed by pork, lamb, and mutton (Symons, 2014). “No other country on earth offers more of everything needed to make a good meal, or offers it more cheaply, than Australia; but there is no other country either where the cuisine is more elementary, not to say abominable,” said Edmond Martin la Meslée, founder of the Geographical Society of Australasia (Symons, 2014).

Australians spend approximately \$130 billion on food each year, with a quarter of that spent in restaurants, cafes, and take-out. In 2014, 3 billion cups of coffee were served in cafes and restaurants, which is double the number since 2004. Australia also invested a coffee drink, the flat white, that has gained a lot of popularity across the world. Take-out is purchased an average of 4.1 times a month, with eating out at restaurants occurring approximately 3.5 times a month. Four out of five evening meals are still home-cooked (Symons, 2014). These statistics show that there is potential here to open up a meal preparation kitchen at the High Street Centre Facility, where the at-risk youth could learn vocational kitchen skills by assembling already prepared meals for the community to grab and finish the cooking at home. Meal preparation kitchens prepare mostly made meals that customers can purchase and take home to immediately cook in a short amount of time, or store in the freezer to make later in the week. The appeal of a meal preparation kitchen is that all of the preparation work of making a meal is done for the customer. The number of times, on average, that Australians go out to eat or get take-out supports the initiative to create a training kitchen to serve a restaurant or non-permanent, traveling food service, such as a food truck.

Since the late 1800s when railways connected most of the country together and allowed food produce to travel easier, Australia has had an increasingly reliable supply of eggs, butter, flour, sugar and other grocery store items, such as coconuts, cornflakes, and cocoa. Cookbooks slowly started to develop defining “Australia’s cuisine” to include shepherd’s pie, Irish stew, and a number of baking innovations, such as puddings, cakes, lamingtons, Anzac biscuits, pumpkin

scones, Pavlova, chocolate crackles, and Yo Yos. The most popular baked items are by far lamingtons and Anzac biscuits. Jubilee cake is a specialty of South Australia.

Today, Australians take a lot of shortcuts with their meals, including cheaper ingredients, artificial flavors and colors. An example of this is cost-cutting cooking bread by using continuous-process bread making, which puts in flour in one end of a production line, and loaves come out the other, rather than letting the dough rise slowly as in traditional bread making. The meat industry has been mostly industrialized. Manufacturers have turned to excessive sugars, salt, and fats.

That being said, Australia is not extremely healthy. Health experts say that only 1 in 10 Australian adults consumes sufficient vegetables. In 2018, 63% of Australians aged 18 and over are overweight or obese (Australian Government, Australian Institute of Health and Welfare, 2018). 71.6% of people in the United States aged 20 and over are overweight or obese in 2015-2016 (Center for Disease Control, 2016). The health of the United States and Australia are fairly similar to each other. More than 4 in 5 Australians aged 15 and over rated their health as 'excellent', 'very good' or 'good', despite the high number of obesity and overweight Australians, showing that many Australians are comfortable with their weight (Center for Disease Control, 2016).

Many people in Australia have started seeking more sustainable methods of food production, rather than the factory farming, processing, and marketing that has grown popular in the country. Australians are turning to productive gardens, which are a form of sustainable farming. One popular form of productive gardens are community gardens, in which many Australians are growing their own food and are starting to raise their own animals (Symons, 2014). According to the Food Sustainability Index, Australia is rated number 11 of 67 overall in three categories: food loss and waste, sustainable agriculture, and nutritional challenges, meaning that Australia is on the right path towards a sustainable food and nutrition system. It is ranked 17 in food loss and waste, 15 in sustainable agriculture, and 28 in nutritional challenges. Australia is ranked fairly in the middle for nutritional challenges, meaning the country is still working on tackling nutritional problems, which can be addressed in the food culture (Food Sustainability Index, 2019).

The city of Melbourne, specifically, has a vastly diverse restaurant scene. Citizens of Melbourne pride themselves on exceptionally tasty coffee. In Melbourne, there are no rules of food; there are no limitations or traditions. “Anything goes” is a good way to describe the culture of food in Melbourne. James Steen, a reporter for *The Telegraph*, interviewed Heston Blumenthal, a pop-up restaurant owner in Melbourne, who claims Melbourne has “the world’s biggest food explosion.” Many Australians have grown up on meat and vegetables, but Melbourne offers a vast variety in food that makes the city unique (Steen, 2016). The food culture in Australia will contribute to our team’s overall project because the market’s desires will have an impact on the type of food that the training kitchen will cook and serve. Knowledge of what Australians like to eat will influence the type of business model that our team explores.

## Appendix F: Food Truck Interview Questions

**Organization Name:**

**Date Founded:**

**Website:**

**Food Truck Type:**

**Main Location:**

**Social Media Handle:**

**Type of Food Sold:**

**Average Food Cost:**

**Working/Preparation Hours:**

**Food Preparation location:**

- a. In the food truck
- b. In your home kitchen
- c. In an industrial kitchen

**Do you have any other trading locations other than the truck?:**

**Times out in a Month:**

**Do you target large events or go out on a weekly schedule?**

- a. Large events
- b. Weekly schedule

**What other events do you attend?:**

**Target (Largest) Customers:**

- a. Working class on lunch hours
- b. College students
- c. Tourists
- d. Locals
- e. Other \_\_\_\_\_

**Most Successful Business Hours**

- a. Morning
- b. Daytime (lunch)
- c. Nighttime (dinner)

**Number of Staff and Roles:**

**Food Prep Process:**

**Sourcing of Food:**



**How do you choose location and time?:**

**Does the menu change?:**

**Do you offer catering as well?:**

- **If yes, how successful has this been?:**

**General Questions:**

- How successful has the truck been?
- What obstacles have you run into?
- What is your training and background?
- What do you look for when hiring someone?
- What do you think of the idea of a training kitchen? How do you view graduates of a training program?
- Do you have any tips for people starting out in the food truck industry?

## Appendix F.1: Summary of Results

General Info							
Name	Brunswick Messhall	Pizza Pony	Poncho Mexican Street Food	Sweet Forbidden Journey	GFree Donuts	Mr. Burger	Skewer Me
Date Founded	Restaurant: Jan 2013 Truck: end of 2018	2018	2017	2015	Jan 2019	October 2012	2017
Website	<a href="#">messhall</a>	<a href="#">pizza_pony</a>	<a href="#">poncho</a>	<a href="#">sweet_forbidden</a>	<a href="#">gfree_donuts</a>	<a href="#">mrburger</a>	
Food Truck Type	Full truck	Full Truck with wood oven	Full truck	Trailer	Marquee	Full food truck	Food trailer
Interview Location	Welcome to Thornbury	Welcome to Thornbury	Welcome to Thornbury	Welcome to Thornbury	Welcome To Thornbury	Welcome To Thornbury	Welcome To Thornbury
Social Media Handle	@brunswickmesshall	@pizza__pony	@ponchofoodtruck	@sweet_forbidden_journey	@gfreedonuts	@mrburgertruck	@skewerme
Type of Food Sold	Spicy, tasty Asian treats from the Lucky Panda Kitchen (menu changes by event)	Delicious pizza	Mexican food	Old School Sweets and Desserts	Vegan, gluten free donuts	Burgers and fries	skewered asian street food

Average Food Cost	\$10 - \$15	\$15	\$6-\$15	\$2.50 - \$14	\$3- \$20	\$4-\$16	\$6-\$14
Interviewee	Vincent	Connie	Jenny	Renee	Sylvia	Hannah	Peter
<b>Food Information</b>							
Working/ Prep Hours	Sauces Curries: 2-3 days Meat: day before/ morning Have a prep chef	2 days to make the dough 4-5 hours to prep toppings 2 hours to heat oven	2 hours before event everything freshly made		as ordered	Mostly do dinner during workdays, all day on weekends	
Food Prep Location	Kitchen at the restaurant	Food truck- pizzas made fresh	In food truck	Certified home kitchen	On-site	On truck and in kitchen	In truck
Food Prep Process					Pre-made mix ordered in, cooks in 5 min	1 hours of prepping before selling, 2 on weekends	20 hours per week, 5 hours before going out
Sourcing of Food	Restaurant, prepped there	Accredited farmers' markets, good community partners, small local businesses	Local markets and wholesale		Queensland		
Times out in a Month	2-3 times, mainly go to food truck park	6		10			16
<b>Business Information</b>							
Target Events	Large events	Large events: super big ones (GP) and smaller ones (Thornbury)	Large events (grand prix but also smaller events)	Small parks/ events, doesn't see larger ones as profitable	Large events and weekly schedule	weekly schedule, find regular events easier	smaller events
Target Customers	Locals and Catering	Locals	depends on location and catering	Depends on event (families/ 20s-30s)			
Best Business Hours	Daytime (lunch) Fri/Sat/ Festivals-early	Lunch: big events (festivals, GP)	Nighttime- Dinner	Nighttime: 7-9pm	Lunch and dinner time	dinnertime, best 7-8pm	lunch and dinnertime

Average Revenue	afternoon	Dinner: Smaller events					
Number of Staff and Roles	1-2 cashiers on front 2-3 chefs, rotate in and out with other employees	Michael - culinary exp, makes the food Connie- cashier and business side	4+ people on team	2: her and her father	3	2-4 on weekdays, 6 on weekends, 7 total who rotate out	2: one for business and one for hospitality- contract staff for large events
General Questions							
Successful?	Depends on day, always make profits, harsh bus, can be slow or crazy	popularity from original shop, takes time to build trust with customers	Yes pretty well	Super saturated market now, better before there was competition	Successfully back in queensland, slowed since season ended	franchise business, 3 trucks in total	Very; they are back on trend with their unique food truck idea and have had a very good season as a result of that
Obstacles	Keeping truck clean and driving	expensive start-up costs, missed festival season (summer)	competition, people trying to steal recipes	Market has dropped for food truck, venues get costly	Finding which events will be successful	finding catering during off-season	there are always obstacles
Training and Background	Hospitality (8 years)	Michael: apprenticeship from 14 Connie: trained in hospitality and management	Worked at father's restaurant	Chef and pastry chef for 10 years, apprenticeship for 3	trained by original owners, all have customer service exp	hospitality experience,	hospitality experience, wanted freedom of a food truck

## Appendix G: Food Cart Interview Questions

**Food Cart Name:**

**Interview Location:**

**Date Founded:**

**Website:**

**Social Media Handle:**

**Type of Food Cart:**

**Type of Food Sold:**

**Does the menu change?:**

**Average Food Cost:**

**Preparation Hours:**

**Food Prep Process:**

**Sourcing of Food:**

**Average Hours Serving:**

**Method for Transporting Cart:**

**Food Preparation location:**

- a. In the food cart
- b. In your home kitchen
- c. In an industrial kitchen

**Times out in a Month:**

**Do you target large events or go out on a weekly schedule?**

- a. Large events (Grand Prix, Festivals, etc.)
- b. Small events (Food Truck Parks, Small community events, etc.)
- c. Weekly schedule

**Target (Largest) Customers:**

- a. Working class on lunch hours
- b. College students
- c. Tourists
- d. Locals
- e. Other \_\_\_\_\_

**Most Successful Business Hours**

- a. Morning
- b. Daytime (lunch)
- c. Nighttime (dinner)

**Number of Staff and Roles:****Where do you often set up the cart?****How do you choose location and time?****General Questions:**

- Why did you initially start this food cart?
- What is your training and background?
- How successful has the cart been?
- What obstacles have you run into?
- What do you look for when hiring someone?
- What do you think of the idea of a training kitchen? How do you view graduates of a training program?
- Do you have any tips for people starting out in the food industry?

## Appendix G.1: Summary of Findings

	General Info		
<b>Name</b>	Choooh La La	Street Crêpe	La Petite Creperie
Interviewee	Carmel	Cem	
Date Founded		2012	2008
Website	<a href="https://farmhousedirect.com.au/choohlala?fbclid=IwAR0YJ7c8I56cgwYy_HJj8h3VNVyuU2yXzOAxuTw0PvY1ATs3cofbJ0f2BQA">https://farmhousedirect.com.au/choohlala?fbclid=IwAR0YJ7c8I56cgwYy_HJj8h3VNVyuU2yXzOAxuTw0PvY1ATs3cofbJ0f2BQA</a>	<a href="https://www.facebook.com/StreetCrepes2012/?tn-str=k*F">https://www.facebook.com/StreetCrepes2012/?tn-str=k*F</a>	<a href="http://www.lapetitecreperie.com.au/">http://www.lapetitecreperie.com.au/</a>
Interview Location	Bourke Street Mall	Swanson and La Trobe	QV Mall
Social Media Handle	Facebook: <a href="https://www.facebook.com/choohlala/">https://www.facebook.com/choohlala/</a> Instagram: choohlala	@StreetCrepe2012	Instagram: @lapetitecreperie_ Facebook: <a href="https://www.facebook.com/petitecreperie/?fref=ts">https://www.facebook.com/petitecreperie/?fref=ts</a>
	Food Information		
Type of Food Sold	Traditional French Choooh: Praline Almonds, Chouchou, Macadamias & more	French Crêpes	French Crepes
Does menu change?	No	No	No
Average Food Cost	\$5-\$10	\$6-\$10	\$5
Working/ Prep Hours	Don't need to prep, just have the produce ready and get cooking straight away; only prep is bagging	10 hrs/week	
Food Prep Location	On Cart	Home	Industrial Kitchen
Food Prep Process	Cook nuts	make batter at home and prep toppings, cook crepes fresh	Make batter beforehand and then take 1-2 mins to make each crepe fresh when ordered by a customer
Sourcing of Food			
Average Hours Serving	All Day	11 hrs/day (9am-8pm)	12:00 pm - 10:00 pm
	Business Information		

Method of Transportation	Push Cart back at the end of the day	Pulled by a trailer	Permanent Food Van
Times out in a Month	Almost every day; depends on the weather	Almost everyday, weather permitting	Almost Daily
Target Events/ Schedule	Weekly schedule, but some carts will do festivals	Weekly schedule	Weekly Schedule
Target Customers			
Best Business Hours	Weekends are always better, but generally best business is around the 3pm mark	Lunch and Dinner times, after 2pm	Dinner time / night time
Number of Staff and Roles	2 at each cart: 1 cooking and 1 selling	1 person	1 person working everything earlier in the day, then 2 people working (1 cash and 1 cooking) during peak hours
Main Cart Location	Swanston Street x Lt Bourke Street	In front of State Library	QV Mall
Choose loc and time?	Cart is mobile but always goes to the same location	Foot traffic and weather	Permanent but success is based on the weather
	<b>General Questions</b>		
How did you start?	Boss is a French Cook		
Training and Background	marketing, publicity, music industry for 30+ years which helped with hospitality	None, took courses on health and safety and loved to cook	
Successful?	Small business at start that has grown with its success		Depends on the weather; more successful during the winter months
Obstacles	Business is always fluctuating		
Qualifications to hire	People are trained when hired by the boss		
View on training kitchen			
Tips?	Health and safety is important; "You don't really need to be a good cook or not, you just have to like to cook"	importance of health and safety, smaller carts have more mobility and can fit easier	

## Appendix H: Employee Interviews

### Appendix H.1: Sarah

Name: Sarah

Number of years in the organization:

Role within the organization: Financial Inclusion Team; runs a pilot program called ACE (Affordable Cars for Employment)

#### General Questions:

Why did you want to get involved with the Brotherhood?:

- Youth programs are quite well renowned
- She has an RTO (Registered Training Organizer) background

How would you describe your role in the Brotherhood?:

- Runs a pilot program called ACE, “which is an interest free loan for up to \$10,000 for young people where the barrier to employment is a car”
  - Transportation is one of the biggest barriers to employment for young people within the region due to the lack of public transportation to all areas
    - Specifically focuses on youth down in Rosebud and Hastings
  - Needs to have their license and needs to be looking for full time work
- Runs employment stuff with Zoe
- Networking with employers in the region

#### Specific Questions:

How do you believe a social enterprise would help youth in their transition to work?

- Life experience and skills
- Need to have a supportive employer
  - Empathy and mentorships
  - TTW works well because they have a coach and someone who follows up after they are employed
  - Could also have a mentor (TTW style) and a standard boss to help teach them the difference

Would you say that the youth are more interested in getting a job for the money, or getting a job that they are interested in?

- Skill set from being able to converse in an appropriate manner
  - Casual interactions with their mates vs learning how to talk in a business world
  - Soft skills are super important to learn
- Soft skills are really required
  - Volunteering and casual jobs can help this sometimes



- The skillset is not as advanced in this area if youth have not played a sport, volunteering, casual jobs, etc.
- Could also be skill sets for the kitchens

What skills are most essential for the youth to learn before entering the workforce?

- Vecal (?)
  - Pre-apprenticeship/pre-trade pathways
    - Provides hands on learning in these areas before they leave school
  - Programs are quite limited around their scope and the opportunities available to young people
    - Her job helping transition them from high school to employment by networking with employers within the area
  - Slightly different from the year 12 VET programs
- In terms of the training kitchen
  - Life experience and the ability to have that type of interaction with other individuals
  - **“What we find with a lot of young people is that the skill set that they need is to be able to converse in an appropriate manner. Evidently they are used to the dialogue between their mates, but just being able to be in an environment that will allow them to know the difference between casual interactions with human beings and then what you would expect as the business standard within the workplace.”**
  - Could also focus on the skill sets that they would need to acquire
    - Soft skills: they are never taught them in school and suddenly they are expected to have them when entering the workforce
      - “Sometimes you get these amazing young people who are able to get that [soft skills] on their own through volunteer work or a job. But what I have noticed is that there seems to be a pattern and a stereotype which is that young people who have not engaged in volunteering or in employment during their school years seem to have skill sets that are no as developed or as advanced in most cases as those who have engaged.”
        - Team sports is another place where these skills can develop
      - Important for youth to have a boss that is able to support them in developing these skills
        - “The empathy involved in mentoring a young person is critical [to their success]”
        - Transition to work does its job so well because it provides a mentor who can support the young people as they find a job and are transitioning into it.

- Once they are employed they also have post placement support, which can act as a mentor and support for them
  - “Because of this, it is not imperative that their employer is that mentor because they’re provided that elsewhere, but evidently if they are not in the transition to work program then they wouldn’t have access to that coach or mentor”

How does the skills gap of the difference between the skills that youth possess and the skills requested by employers affect your ability to find them jobs?

- Hands on experience is always more beneficial
  - **Certificates are second hand to the skills themselves**

Do you think that giving them experience in a training kitchen will help improve their employability in the workforce?

- “Once they’ve spent a day in the life of whatever task they’re doing, well there will always be people who respond better to reading or writing rather than a kinesthetic learner, but through my years, and I’ve employed many staff over the years, those who have done hands on learning seem to have grasped it or seem to have a better understanding of what the task requires.”

How long do you think the youth should work in the training kitchen program in order to be prepared for the workforce?

- “ It really depends on the individual; some young people are more motivated than others and grasp things more quickly than others, so I suppose there’s not one rule of thumb.”
  - Around a 6 month program would be a good period of time. 6-12 months for those that are slower.
  - Need to be conscious of when the youth are ready to move on and do not hold them back
  - **“It needs to allow for the young people in the program to, if they have the skills and they have the ambition and drive, they have the capacity to exit [the program] at any point because they’re ready for that next step.** I suppose with any program there’s that risk, and I even say that in our EL program, that if we’re putting them through 3 phases or stages throughout their time at the program and that young person is ready to go, then we are holding them back, so we have to be very conscious not to do that.”
  - Make the length of the program more adaptive
- **“My perception is that with young people, routine is really important,** so if they are coming on a regular basis and they know there are parameters around program rulings, which means they have to frequently be engaged, I think you’d probably get more out of it and the retention would probably be higher as well.”

(After explaining more of the program we are hoping to make) If you had unlimited resources, what would you like to see in a program like this?

- “The program needs to be as real life as possible; young people are not foolish and they shouldn’t be treated foolishly either in regards to whatever the interaction or engagement is. Especially with a food truck, it’s a fast paced environment, there will be customer service involved, there’s money handling, and you need to keep it as real as you possibly can. **What you don’t want to do is give them a preconceived idea that this is what it’s like in the big world and then when they step out there we’ve actually set them up for failure rather than setting them up for success.**”
- As real life as possible; need them to understand the rigor of the work they will do
  - Allow them to understand the difficulty of a fast paced food business
  - Let them learn every element of the program in a timely manner
    - Food handling, customer service, upscaling, point of sale, etc.
  - Allows them the capacity to have that broad set of skill sets
- Try out the other aspects of the program other than just what they are being trained in
  - Give them a holistic view of the entire program then allow them to specialize
  - Explore all areas and then take them down a specific training pathway (sort of like a WPI course planner)
  - “In that scope, say it was the food trucks, letting them [the young people] learn all the elements of it in a timely manner so that it’s not just one component of it so they come away with a rich experience in regards to what that industry is about.”
    - **“By giving them a taste of all those elements, you are better equipping them to an employer”**
- A lot of jobs are looking for a junior with experience, which is extremely difficult for many of these young people; a program with training experience would leave them well equipped with the necessary experience to be extremely appealing to an employer
  - “They’re asking for everything, but they’re asking for a young person at the same time”
  - **“But if you can give them an environment that allows them the capacity to be able to have that broad set of skill sets, then all of a sudden that junior does become somebody with experience”**
  - Important for employers to understand the different pathways that a young person can take and certifications help show employers what youth are interested in

#### **Training and Certificates:**

- Some young people want a tangible certificate as an outcome because then they have an achievement
- “For me, the big component is being able to see what all of the different pathways are”
  - Allow the youth to choose if they want a broad understanding of everything that goes into the truck or allow them to specialize in a particular area

- “A cert 2 shows an employer that someone is dedicated to that industry and they’ve had some exposure, be it at a lower level, but it’s a stepping stone, and I think having something that they gain from it, actually gives them a tangible outcome.”
- Lower certificates (cert 2 rather than cert 3)
  - They can get 3 during a traineeship
  - Giving them a cert 3 would almost not allow them to do paid work

## Appendix H.2: Zoe

Name: Zoe

Number of years in the organization:

Role within the organization: Employment Coach

### General Questions:

Why did you want to get involved with the Brotherhood?:

- Really long history working in social justice, worked with disadvantaged communities (homeless, exiting prison, refugees) both in Australia and overseas
  - Brotherhood has good reputation with those groups in social justice space
  - Wanted to do youth specific work

How would you describe your role in the Brotherhood?:

- Came on board as an employment coach
- Multi-tiered role:
  - Community Engagement work with employers and organizations to figure out ways to give young people real world insight into different careers and industries
  - Working with young people around employment or career goals to find the right opportunities
  - Getting skills up for young people (a number have social anxiety issues), talking with employers to assist those young people
- Works on the end of the journey where they know where they want to go
- Does not do post-placement support after they get a job, but it is an aspect of the program. Coaches also keep in touch with the youth post employment.
- Maintains more of the employer relationship

### Specific Questions:

How do you believe a social enterprise would help youth in their transition to work?

- **A lot of young people in the current programs that want to do hospitality. Especially down the Mornington Peninsula, it is becoming more of a tourist destination for people in and out of town. "Hospitality industry is stronger here, even if it is just a winery or fine dining perspective"**
  - **"A lot of young people don't really know how to crack into that [the hospitality industry]. Especially around coffee and food industries."**
  - **"Hospitality can be one of those things where they want you to have experience, but young people can't even get their foot in the door to get that experience. They want a junior person with experience, but that actually can be quite difficult"**
  - So a social enterprise can help them get that experience
- **There is not a lot of the mobile social enterprise things. That's a gap in the market.**
- Not sure how important an accreditation course is. Need to get young people comfortable in a hospitality environment.

- “Hospitality is one of the easier to get into industries”
- “Getting accreditation is really useful for them.”
- Recommend that we reach out to StrEAT.

How reliable do you think the youth will be with showing up to work?

- Motivation is important in this program, need an incentive.
- No one gets paid to attend the TTW groups. They all want to come. If it is beneficial for them, they will stick around. It is about how you are pitching it. The strength is for the staff to explain why the program is important.
- Paying them might be useful and helpful, but they come to the programs already.
- **Some sort of incentive: maybe paying for MYKI, giving them lunch. Helping pay for their drivers license (does the Brotherhood already help with this)? Help pay for food handlers certificate and other certificates.**

What skills are most essential for the youth to learn before entering the workforce?

- Hospitality is one of the easier to get into industries. Anything that helps with that skill and experience is really beneficial.
- Not heaps of people in the situation of wanting or having food certificates
- Speak with Selenya Redfern who works in the reconnect program
  - Puts people through barista program in the Frankston North Center
  - Actively refers people
- Hospitality certificate: Chisholm
  - Certificate 2 in hospitality - through Chisholm
    - Someone that Zoe knew had to work at 4-6 different places to get the certificate
    - **One period of solid engagement would look better for employers than 2-3 weeks at a bunch of different places (if we were looking to set up a ‘pipeline’ with a restaurant group.**
  - Might need a hospitality trainer
  - Commercial cookery qualification in Rosebud

How does the skills gap of the difference between the skills that youth possess and the skills requested by employers affect your ability to find them jobs?

- Customer service/hospitality

Do you think that giving them experience in a training kitchen will help improve their employability in the workforce?

- The apprenticeship/in-between job is important step in between where the youth are at the center and a full-time job.
- More people have already decided what they are interested in when they work with Zoe. They are more interested in trade and apprenticeship.
- A lot of her time with someone can be re-assessing their goals of the ideal scenario and look for transitory employment for income generation while they wait for an opportunity at

a trade/industry that they want. “The value for the training kitchen would come into play for this transitory employment.”

- Both skills generating and income generating are important. One would lead to the other and vice-versa.
- A lot of youth need an in-between job while they figure out what they want in life.
- **“Some of them have never had a job before. Because they [18-19 year olds] are not junior in age at being 16, they are not as attractive for employers, but in the same way they need the opportunity to get a junior entry level role, but they kind of age out into a different pay category. They would actually really benefit from something like this. We have a cohort that would really like that.”**

How long do you think the youth should work in the training kitchen program in order to be prepared for the workforce?

- 10 weeks at the place in Frankston North.
- You can get a barista accreditation in 2 days.
- Get people on trucks for a couple days to see if they like it.
- Some people would benefit full-time for a number of weeks, something more intensive (like a full-time job) could have a better chance at engagement
- Might be harder to motivate people who are engaged in something full-time (ref. Common Bean Cafe). Something that is 3 days a week for say 6 weeks might be easier to keep up with.
- **Different ways at delivering Experiential Learning coaching program. Explored different amount of days (1-3 days) in order to find where youth appengagement drops off for the program. Talk to Rachel to find the ideal time for a program like this.**

### Appendix H.3: Adrian

Name: Adrian

Number of years in the organization: 2016 as a student; June will mark 3 years in TTW program

Role within the Brotherhood: Transition to Work; oversees coaches

Why did you want to get involved with the Brotherhood?:

- Worked in restaurants in Melbourne; got a student placement in 2016 from the Brotherhood in Melbourne and moved out to Frankston when the position opened up
- Giving a change for asylum seekers- started as student in the program

How would you describe your role in the Brotherhood?:

- Team leader- oversee coaches and program and FMP
  - Hastings, Mornington, Rosebud, Frankston sites and oversees coaches at all of them
  - Oversees governmental regulations
    - KPI requirements
      - Key performance indicators
        - Number of youth placed on jobs, retention rates, youth stipends for engaging within the program

Could you describe the goals of the Transition to Work program?:

- Support young people to transition into employment, end goal is always employment
- Group training; volunteer work;
- Helps to provide housing and job searching for ages 16 - 21
- Supporting youth reach their goals in a field of study

What has been the success of the TTW program?

- Contract nationally got extended
- 30,000 Outcomes across the country; youth in programs for 12 weeks, 6 months in education or work
  - Education outcomes; 35% of young people that enter TTW end up in employment for a 12 week period
  - Only have 12 months in the program; some go into higher education
- Community partners;
- Frankston met their annual target for success

What are the engagement levels of the youth in the TTW program?:

- Benchmarks for employment: 12 weeks then again at the 6 month mark
  - 30% placed in job in Frankston
    - 64.7% will hit conversion to 12 weeks of employment
      - 1.6% higher than national average



- 37% of that group make the 6 month mark
- **Adrian does not directly work with any youth**
- The program will help them buy equipment and cee

#### **What skills are most essential for students to learn before entering the workforce?:**

- Transferable skills: anything that can provide for them across industries
  - Need to be able to speak to their talents
  - Articulate and be able to take direction and follow through
  - Customer service is the most important probably
    - Being able to talk
    - Work in a team
- Not tangible skills (certificates in specific fields) but rather generic skill such as customer service
- Employers want drivers licenses - public transportation is not good in this area
  - "Ticket to employment"
- Look into the work readiness tool for these types of skills
- Look for real world opportunities
  - Volunteer work (unpaid internship, not community service); provides a referee for them as they look to interview at companies for a job
- " if you haven't got the experience, certificate does not mean too much to the employers"

Do you have any advice for interviewing the youth?

Do you think the youth would be interested in being involved in the development and operation of a food truck business?

- See it as a good place for young people to start building up their real world skills, particularly for the food industry
- Want young people to get hospitality work and a good reference for their next job
- Skills are more important than certificates
- Sees this as a starting point for developing intro job level skills
- Won't be considered for the outcome kpi benchmark stuff- more of resume builder
- Hard in hospitality to provide a variety of roles
- Education for each clear pathway; volunteering, education,
- Highlighting a few strong pathways is more important than a lot of weaker pathways
- Strong skills:
  - Customer service: being able to talk to people
  - Problem solving
  - Should speak to industry about this
  - Working in a team

Homie: Social enterprise in Fitzroy that trains students in retail

- Certificates in retail by the end of their 6 month apprenticeship

- Partnership with CottonOn for job placements afterwards

Is willing to give us generic demographics and statistics for Frankston

- Highest employment industry

## TRANSCRIPTION

- “I got a student placement with the brotherhood that turned into a job”
- “Right now I’m the team leader. So I oversee the coaches and the program in the Frankston Mornington Peninsula. I oversee the team and provide support for the team ensure we’re kept on track and meeting the governmental KPIs that are set as part of the contract to help young people.”
- “The specific goals [of the transition to work program] is to support young people to transition into employment. **The end goal is always employment so helping them build the skills they need** whether that’s through our group training sessions, volunteer work, other programs, support such as housing mental health, a little bit of sports and recreation which helps with mental health to help people who are between 15 and 21 to get into employment or some choose education so to help them reach their goals in their study to help them reach their goals down the line”
- “Nationally hit 30,000 outcomes, so that’s young people who have been in work 12 weeks, 6 months and have been in education 6 months or completed a cert 3 level of education or higher which is a year 12 equivalent. So generally yeah been pretty successful nationally.”
- “Frankston made their annual target last year which is good”
- \$240 a fortnight to help the students live who are enrolled in the program
- “Usually about 35% of young people that enter TTW end up in employment for a 12 week period which is the first benchmark measure.”
- **“Those that get placed in a job is 30% of the caseload, of that 30%, 64.7% will hit their conversion to a 12 week outcome which means they stayed in employment for 12 weeks which is 1.6% higher than the national average currently, and of that, 37% will make it to the 6 month mark.”**
- “When you work with someone you need break down their goals into more achievable goals”
- Most important skills: **“Transferable skills I’d say, so anything that can apply across industries being able to provide that customer service and about speaking and listening, being adaptable as well. So these aren’t tangible skills such as oh I’ll go get a certificate 3 security and learn how to be safe but a lot of employers look for the same things you’ll find out there. Customer service what’s that it’s speaking and listening being able to take information, take direction, being able to work safely as well is a big one because there is a lot of risk out there when you’re working or employing young people. Being able to be flexible.** One that a lot of employers do want is to have that license because it has that reliability of being able to drive to and from work and the license in this area can be a bit of a ticket in this area

because public transport isn't so great around here. If someone isn't able to speak well and speak to your talents then you don't really have much of a chance at a job."

- **"We try to put forth real world opportunities such as volunteering and things that can build a young persons resume because they come in with no experience and they need that starting point.** Volunteer work is a good one because then they've got a referee on their resume, they've got someone who can vouch for how they work even though it's not paid and they've got skills that they're building along to way. **[Experience is more valuable than certificates] because a certificate is good for certain industries but generally if you haven't got the experience the certificate doesn't really mean too much to the employers unless you're going for an apprenticeship where they would want a cert 2."**
- **"[This social enterprise will provide] A good place for young people with no experience to get in on the ground level and get some experience and start building up their resume getting a solid referee, getting some solid real world experience in the hospitality industry which is big across the peninsula. [Hospitality] is always a good first job for young people."**
- "[Young people getting paid] is not too important because they could get those skills...and a good referee which can lead to employment"
- "Provide variety. Not everyone is going to be interested in hospitality."
- Hands on programs: "At this site it would be a first."
- Should ask him
  - \*\*\*\*He mentioned being able to get us data on what fields the students go into, like highest job field entered by students\*\*\*

## Appendix H.4: Mark Lane

Name: Mark

Number of years in the organization: Just over 3 years

Role within the organization: Head of Social Enterprise

Why did you want to get involved with the Brotherhood?

- Worked in logistics
- Wanted to be able to give back to the community

How would you describe your role in the Brotherhood?

- Head of social enterprise
- Report directly to head of marketing
- Responsible for budget outcome of social enterprise
- Ensures BSL is well represented within the social enterprise network

How do social enterprises usually start in the Brotherhood? Where does the funding come from?

- Haven't had a grant provided to the Brotherhood; Discretionary funds available within the brotherhood to tap into - used for pilot programs
- Would have to show that there is a viable social enterprise business model
  - Needs to be making money within the certain period of time or else it would be seen as a fail
- Not a set amount of time that you need to break-even
  - 3 months ballpark for getting it working; 6 months to break even
  - Cafes have been seen to go under quicker than that

What is the success of current existing social enterprises, such as the Op-Shops and Brotherhood Books?

- Currently only have op-shops and book shops
  - Recently lost a gov grant and with that, a big revenue stream
  - Looking to expand social enterprise

What information do we need to present to the Brotherhood in order to receive a grant/their support?

- If it is a social enterprise (feasibility of the social part):
  - Be clear with the solution to the problem
  - Kitchen is an asset, what is the purpose?
    - Utilize the asset or truly helping the social issue?
- Success of it would need to be based on the business case
  - What is involved with getting it set up
  - What is the cost to get out of it if it fails

Have there been other food-based social enterprises done by the Brotherhood? How successful have they been?

- Yes, there has. It was before Mark's employment at BSL (4-5 years ago)
- Bookshops that also sold coffee, located in Malvern
  - Unsuccessful and closed down; tied to the bookshop aspect
  - Run by the volunteers and people doing barista courses; not youth specific
- Failure:
  - It was a trend to do cafes and bookshops. A lot of places opened up like that.
  - Not a lot of foot traffic to that specific location
  - Not well known; no social presence within the community
  - Not priced to be realistic

What is the youth involvement in the current social enterprises? What are their engagement levels?

- Low youth involvement in current social enterprises. Definitely a gap that we could address to help address the community
- Most volunteers are 40+, with many being 55+, some with majority 75+
  - Youth are just not part of the picture and they would like to change it
- Most people that come through are long term unemployed. Generally those people are fulfilling their obligation.

(After explaining more of the program we are hoping to make) If you had unlimited resources, what would you like to see in a program like this?

- A clear statement about what the objective is; provide some sort of metrics around that
  - If it is to address youth unemployment, how will you do that?
- Scalability: How will this grow with its success?
- Clear pathway to getting people involved
  - Why are people coming there to work there?
  - Who is the customer?
  - What is the long term value for the people involved?
  - What is the sell for the customer?
    - Who is the customer and what are they coming to purchase?
  - Answer these questions in the report/business plan!!!

### Questions:

So you mentioned the discretionary fund, do you think that that is the best way to get the initial funding? Like is that what Suzie would apply for? About how much is it, what's the range?

- Yes
- Example: about to open a new store so they are using the funding to get the start up costs and then the value of everything will be taken as it grows
- If it falls into the growth strategy, then we are probably good to go

Who decides who receives the funds? What do they want in terms of information? How in depth?

- No formal application
- Each of the managers have a certain amount of signoff they can do from the funding
- Depending on the signoff amount, then it depends on who it is presented to
  - Mark's signoff: \$100,000
    - Any more than this has to be approved by the board
  - Almina would have a budget
  - The budget is determined by who is willing to make the budget happen
    - If it is an ongoing social enterprise, it would probably be Mark's budget
      - If it is his budget, the outcome is held accountable by Mark
    - Could do a trial at the center then scale it up using Mark's budget
    - Budget = accountability

Our proposed final deliverable to the Brotherhood is a business plan outlining all of the costs and ideas. Is this suitable?

- We have to sell the idea
- Examples- stuff we should ask food trucks?
  - The price for the products
  - Who the customer is
  - Estimated number of transactions; where will they come from
  - Examples of similar businesses
  - Successful run business? How do you measure success and failure
    - What are the metrics
  - What is the big idea?
    - What other ideas were considered and how did you decide on the final idea
    - Shows the thought path and shows that the one chosen is the most likely to be successful
    - Story behind how we got to our answer

Notes on his conversation with Elysia

- Need to utilize the assets
  - Maximize the amount of revenue for the food truck
  - Actual investment from the Brotherhood becomes smaller if we can find more ways to generate money
  - Figure out best way to utilize the assets
- Team up with someone who's already doing food trucks and send students there as an internship
  - Tasty truck van
  - Buy franchise?- shorten time frame
- Would be a tough sell to run a kitchen \*\*important to consider

New store

- Spending ~\$15,000 - 20,000 on clothes purchases alone in addition to \$30,000 rent
- For their warehouse, they pay \$300,000 annual rent

### **General Notes**

- More than \$150,000 is a big ask
  - Depreciation
  - Insurance
  - Registrations
  - 5 year depreciation on \$100,000 truck - charge 20,000
- Being smart about how you buy your food
  - See if we can source it smartly from somewhere

### **Do you have any questions or advice for us?**

- What are the goals?
- Who is going to mentor them?
- Base menu based on a theme
- Keep it simple, think big but start small
- Food truck is high risk from a financial standpoint and brand standpoint
  - The success of the food truck determines the success of the Brotherhood brand
- Partnership is most likely the best way to go
- Be very clear with our objectives

### **Quotes:**

#### *How did you get involved with the Brotherhood?*

“Although I was doing fairly well in a corporate environment, I wanted to be able to give something back to the community. The Brotherhood had an opportunity which was logistics based that also had the retail side of it and the fit was just right at the right time.”

#### *How do social enterprises start at BSL?*

“A new social enterprise who have to show that there is a business case behind it and it would probably have to come out of a social enterprise budget. So we would have to in a period recognize that if there needed to be additional funds that would come out of the discretionary funds, so the Brotherhood, but would be reported as a loss if it didn’t make money in a certain period of time. There would be a business case that you would need to have starting to make money and started to earn money. And if that wasn’t being achieved then you would have to revisit where the enterprise was.”

#### *How long before the business should be making money?*

“In a food industry, like cafes, tend to go under much quicker than that. Certainly by the time you get to 6 months you’d expect to at least break even. If its not, then you should have a proper look at it and think why are you doing this.”

*What would we need to present to the Brotherhood to get this going?*

“If its a social enterprise, obviously it has to do a couple of things. One is it had to solve or be a part of a solution for a social issue. So the question as to why you’re doing it i think would be really important. And that was part of the discussion that we had with ALmena? And her team when we were speaking about the kitchen. So you’ve got the kitchen as an asset; what’s the purpose? Are we trying to use the kitchen as an asset or as a social enterprise. They’re really different things. Or are we trying to utilize the asset so that you can fund generating a social enterprise. So it just sort of depends. But it would certainly need to address that social issue. The success would need to be based on a business case, so you would have to be pretty clear around what the financials were, when the rtune was going to be, what impact that would have, what’s going to be involved in getting is set up, what sort of capital would have to be invested, if it didn’t work what would the cost be to get out of it? I would say a full business case”

*Youth involvement in social enterprises in the Brotherhood?*

(answers his previous question of a social need)

“This sort of gets into why the timing of this is good. I would say that the current social enterprises have low youth involvement and that’s definitely a gap that we could help to assist the community. Most of our volunteers are certainly 40+ and many are 55+. We even have some stores where the majority are 75+. So there are some pockets where especially for the older auxiliary volunteer run stores that the youth just don’t get involved.”

“Generally there’s 2 groups of people. We do get some students through the Duke of Edinburgh program that come through as part of that program. But the vast majority come through as people who have been long term unemployed and in order to meet their unemployment benefit obligations they have to come and volunteer or look for work for a period of time and generally those people are in that youth bracket of fulfilling that obligation.”

*What would you like to see in this social enterprise initiative*

“The first thing would be a really clear statement around what the objective was. And to be able to provide some sort of metrics around that. So if it’s to address youth unemployment then how does it do that and what is the anticipated benefit. The second one is scalability. Running one cafe is one thing and there’s a lot of expense that goes behind the scenes in order to run one. If you run three then it doesn’t necessarily mean that the back of the house stuff expands three times. So it’s really gotta have that scalability behind it as well. There’d need to be some clear pathways around how to get people involved because, from a social enterprise perspective, that is one of the difficulties that we have either from a volunteer or employment. Why are people coming there to work there? What is the benefit? If it’s just to obtain a certificate in being a barista then it’s probably got limited long term value for that person. If it’s something else then great let’s do that. Then fromm the customer side, it would be why is the customer coming here, what’s the sell? So the sell would have to be really clear and the product differentiation and why people would be coming to purchase from this place would have to be clear as well. And who is the customer?”



“We’re about to open a new store next month. There’s setup costs that come with setting that store up and trading on the first day. That funding is going to come from the balance sheet of the Brotherhood and those items are going to be depreciated back against the going out.... Providing that you have the business case there, the funds are likely to be there”

*Is a business plan a good final deliverable?*

“Think of it always as you’re trying to sell an idea using your own money. So you’ve got to sell the idea. In terms of a menu, that’s not going to sell the idea, is knowing the menu necessarily. But certainly the price point that you’re goods are going at and who the customers are would be. If it was event selling versus sitting out on a side corner trying to sell things, or going to school kids would be different. So its price point to a part, number of transactions that you think you will get and where you think those transactions will come from. If there are similar businesses what do they make, what do they look like? What is a successful run business, how do you know when its not successful? So when it’s in trouble what are the metrics around that. And more broadly what’s the idea. So if it’s doing a food truck ,what were the other ideas were overviewed and how did you get to that? Why food truck and why not something else? It shows that a number of options have been chosen and the you progressed down a path of reviewing each of the options and coming down to the ont hat is the most likely to be successful as opposed to just saying ‘Let’s do a food truck’. There’s a story behind how you got to the answer.”

*Stuff about which branch the funding comes from starts at ~15 min. It’s a lot of back and forth.*  
Who’s budget the funding comes out of depends on which branch you go up. So if it’s from the school it would come out of their budget. But if you needed more funding it would have to go up, the highest being the board up at the top. Mark, as Head of Social Enterprises, would be able to give up to \$100,000 if it were to fall under him.

*If it was pitched to the social enterprise branch*

Mark: If it was going to be an ongoing social enterprise and you wanted social enterprise team to seed the money and start the idea, then you would have to sell it to me as a minimum.

Jesse: You said social enterprise team to see the idea. Does that mean other people would run it? Would it get out of this center’s hands?

Mark: Well depending on how it worked and how you anticipated that day 1 would look like. Let’s say day 1 meant that you would get a bunch of students out of here that were then going to run it. Then that would either need to be decided upon or the structure of the business would then have to be pitched to myself, if it was a part of social enterprises, that there is this pool of people that’s there that’s going to run it. When they’re actually running it, the outcomes would be accountable to me. So even though there’s students, unless they’re coming in as a group and it was still going to be run- if it was going to be run out of here and it would be run under the budget of the guys who run this division, at that point it’s not a social enterprise. It might be that they want to run some sort of trial and at some point hand it over to us; here’s an idea and pitch

it us so that we can either take it over or scale it up, whatever the case may be. **When it comes out of my budget, that's when it becomes my accountability.**

*Elysia's four points, specifically about renting out the kitchen*

"That was more about trying to utilize your assets. The kitchen is worth something, if you broke up all the parts its worth an amount of money and then what would you use the room for? Is that going to be a better option than if you were to go out and start catering. So it's about utilizing the asset. If you're going to use it as a kitchen then great, use it a food truck if that's going to be one of the ideas. But it doesn't take all day to stock a food truck. So what's going to happen all day whilst it's just sitting around doing nothing. **If you're able to generate more revenue out of that, then potentially you can use that revenue to then fund the food truck or whatever it is that you want to invest in. So then your actual investment becomes a lot smaller from the Brotherhood perspective. It then also means that you can start to stage the spend. So you can get your kitchen up and running first to try and generate a certain amount of funds. Once you generate that funds then you can invest back into the food truck so that hit then doesn't become a one off hit, we want to start a kitchen and then a food truck.**"

"I would be hesitant, and certainly it would be a tough sell for me to think that we have the skills to be able to run a kitchen. There's recently been a kitchen that's closed down recently because they had some salmonella poisoning. Overnight the company went broke. **So there's a high level of brand risk with running a kitchen on a commercial basis.**"

*Mark: What problem are you trying to solve?*

"So right now the youth get out of school or drop out of school and then they lack the skills necessary to go into employment and then even with coming to the Brotherhood they can get some of the skills but its still hard to get employment or maybe they have to start by working in a McDonalds job before getting into carpentry which is what they would really want to do. We want to hit that gap of getting income while generating skills on their way to employment. We were talking with Sarah and she was saying that they could get their Certificate 2 and the end of the training cycle and that's like the pre-apprentice certificate so they could come out of there ready to go to an apprenticeship at an actual restaurant. The goal is the awkward middle ground." - Jesse

"There's definitely room a market in there to give students the skills they would need for any job. Like with the customer service side, and those skills of being able to communicate well with people in a business aspect can be transferable to any business overall" - Jess