



# 2 & 5 Fresh Food Shop

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Project Proposal for Urban Bean, Labuan Sq

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### **Food security**

'Food security can be defined as the state in which all persons obtain a nutritionally adequate, culturally acceptable diet at all times through local non-emergency food sources.

Food security broadens the traditional conception of hunger, embracing a systemic view of the causes of hunger and poor nutrition within a community while identifying the changes necessary to prevent their occurrence. Food security programs confront hunger and poverty'

(Community Food Security Coalition, 2002)

## Food Skil -Statement of Purpose

### Mission

To improve access to affordable, sustainable, fresh and healthy food

### General Objectives

1. Food Skil exists for the public benefit.
2. Food Skil is a charity and operating for charitable purposes.
3. Food Skil's sole purpose is that of being a charity.
4. To improve food security in the northern suburbs of Geelong.
5. To provide high quality fruit and vegetables.
6. To improve access to culturally appropriate foods.
7. To provide education and employment opportunities.
8. To create a model of sustainable food systems that benefit the social, economic and environmental needs of the northern suburbs.
9. To encourage the community to develop sustainable food production.
10. To promote the benefits of localised food production.
11. To be inclusive of people of all abilities and backgrounds.
12. To be inclusive of as many community organisations as possible.
13. To promote healthy eating.
14. Aim to be transparent in all its dealings
15. Operate with integrity.
16. Aim to operate at the highest of industry standard.

### Specific Objectives

1. To operate a social enterprise market garden in the northern suburbs of Geelong.
2. To operate '2 & 5" Fresh Food Markets in the northern suburbs of Geelong.
3. To operate a Community Supermarket in Norlane.
4. To facilitate Food swaps in the Northern suburbs of Geelong.
5. To run an organic growing business that involves and engages our local community
6. To provide training and education that focuses on organic horticulture.
7. To provide training and education that focuses on healthy food choices.
8. To maintain and improve the organisational systems, culture and structure that enables our mission.

### Core Values

Healthy Food  
Community  
Integrity  
Equity  
Inclusion  
Sustainability

**All of Food Skil's activities need to be underpinned by these values**

30/11/2011

**Project Brief: 2 & 5 Fresh Food Shop, Labuan Sq**

Version 1

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## Introduction to Food Skil

Food Skil will be a sustainable commercial market garden and fresh produce supplier/retailer designed to address food insecurity and provide education around nutrition and healthy food choices. It is based in Corio and Norlane. It is Workskil's first social enterprise.

Food Skil will operate as a Food Cluster, i.e. encompass all the facets of a food system:

- Production
- Processing
- Distribution
- Marketing

Food Skil will operate in 3 areas;

- A biodynamic market garden
- A community food hub which will incorporate:
  1. A registered kitchen
  2. A supermarket
  3. A distribution and processing base for the market garden
- 2 & 5 Fresh Food Markets (these will operate at Neighborhood Houses and other community facilities).



## Customers

### Target Market

In 2008 the City of Greater Geelong and the Neighbourhood Renewal Corio-Norlane conducted interviews with key informants, as part of their Food Security Project. They identified those most at risk of food insecurity in Corio and Norlane as:

- Older people
- People with disabilities
- Unemployed
- People on Centrelink Benefits
- Families 2<sup>nd</sup> or 3<sup>rd</sup> generation welfare dependant
- Public Housing Tenants
- People living alone and socially isolated
- Refugees and those from non-English speaking backgrounds
- Households without a vehicle or one vehicle households
- Families with children

The 2 & 5 Fresh Food Shop will focus activities on these groups. The 2&5 Fresh Food Shop customers will mostly be families with children 0-4 years, CALD residents and senior citizens 65-84, as this is the demographic of this area. (Community Profile Norlane, City of Greater Geelong 2008)

### Market Analysis

There are barriers to food resilience in the area. The main issues are:

- Limited Public Transport
- Access to shops, particularly for fresh and ethnic foods.
- Income, particularly for large families.
- Skills and knowledge related to food choices and healthy eating.
- Local food supplies, high cost and poor freshness and quality.
- Perceived safety around Neighbourhood Shopping Strips.

There is a shortage of places to buy fresh fruit and vegetables in the Norlane. Other than the major supermarkets at Corio Shopping Centre, there are only two fruit and vegetable retail outlets in Corio and Norlane:

- Corio Fruit and Vegetable, Cox Rd, Corio.
- Robin Fruit and Vegetables, Robin Ave, Norlane.

The City of Greater Geelong recently conducted a Supermarket Basket Survey of the region which confirmed that Norlane had no supermarket and was also the lowest SIEFA index in the region. The only supermarkets are Coles and Woolworths in the Corio Shopping Centre, which is across a main highway. Car ownership is low in Norlane, 14% of residents don't own a car and 50% only own one per household (Background Structure Report, Corio and Norlane, City of Greater Geelong 2011). Anecdotally residents are demanding a supermarket and access to fresh fruit and vegetables in Labuan Square Shopping Precinct, Norlane and somewhere walkable to purchase basic supplies such as milk and bread.



## Urban Bean Café

Urban Bean was founded in 2010 by Urban Seed (Melbourne). Urban Bean is a not-for-profit cafe in Norlane, Geelong committed to developing and supporting strong local communities.

### Company Overview

The cafe is part of a broader Urban Seed mission community in Norlane. Urban Seed is a Christian based organisation that works to enable marginalised people to develop strong, supportive communities. There is also: have a community dinner on Monday nights and run breakfasts from Tuesday to Friday: as well as a residency program if people are interested in becoming an intentional part of the urban Seed community. For more information check out [www.urbanseed.org](http://www.urbanseed.org)

### General information

The cafe is an Urban Seed initiative, supported and run by people committed to living, working and engaging in the local community in order to bring about positive social change.

Norlane has developed a reputation as a bad suburb, and is frequently referred to in the media as a 'ghetto'. Where there were once vibrant, busy shopping strips there are now empty shops with the roller doors down. Often the only businesses that appear to do well are bottle shops and gambling venues - this simply entrenches the social problems which already exist.

We believe that one of the best ways to achieve regeneration in a community is for businesses to open that are passionate about supporting local people and keen to engage in strong social enterprise.



Urban Bean (Urban Seed) is fully committed to supporting the inclusion of the 2 & 5 Fresh Food Shop as a welcome addition to the Café and community.

## 2 & 5 Fresh Food Shop

The 2 & 5 Fresh Food Shop will provide a small community run shop where the residents of Norlane can access affordable high quality fresh fruit and vegetables. The shop will be called 2 & 5 to reflect the recommended daily allowance of 2 servings of fruit and 5 servings of vegetables a day

The Fresh Foods Shop will have low start-up cost and the financial and ongoing costs will be small, due to co-locating at Urban Bean. Cash flow projections indicate it should be financially self-sustaining within two months. This is as it is linked in with the other Food Skil retail outlets, 2 & 5 Fresh Food Market at Cloverdale Community Centre and Courthouse ARTS. The shop will also provide storage and reduce wastage from these two outlets and the fixed costs such as insurance.

Urban Seed has agreed to subsidise the first three months rent and once the shop is established, Urban Seed predicts increased customers for its social enterprise cafe, future rent and assist with Urban Seeds aim of the revitalisation of Labuan Square. Costs will also be subsidised through volunteers helping to staff the shop.

The 2 & 5 Fresh Food Shop will:

- Operate weekly during school hours, including school holidays. Initially during the cafe hours of Tuesday to Friday, from 9.30 till 1 p.m.
- Be staffed by volunteers and trainees.
- Be a venue for other community organisations to promote their activities i.e. Barwon Health, Salvation Army and Geelong Emergency Food Relief.
- Provide a venue for volunteers to learn job skills through Training such as Food Handling, Retail and contribute to their job ready skills.
- Provide affordable high quality fruit and vegetables cheaper than the local supermarkets.

To ensure profitability of the shop, other income streams will be pursued. These include operating fruit stalls at local schools during breaks, fruit baskets to local businesses and delivering set weekly boxes to local residents)



## Business Operations

The 2 & 5 Fresh Food Markets operation will encompass:

- The wholesale purchase of fresh fruit and vegetables to be sold through the shop front at Labuan Sq. This will be supplemented with produce from the Market Garden once it is established as well as produce bought from backyard producers.
- Free deliveries-At the end of the operating hour's food purchases will be delivered for those unable to take them home.
- Unsold food will be donated to local emergency food relief organisations.
- Organic waste will be composted or fed to backyard chickens.
- Education on nutritional food choices and cooking skills

Until Food Skil is producing from its own market garden (expected end of 2012), produce will be purchased from a local wholesaler. Once the market garden is in production our supplier costs will be reduced by 35%. Whilst Organic or Biodynamic produce will be preferred, cost and availability will be the primary consideration. Local producers will also be approached to supply produce.

## Product

The shop will sell various fresh food products including:

- Fresh fruit and vegetables.
- Set price boxes e.g. \$30 weekly box of fruit and vegetables .This will be cheaper than buying the products individually)
- Produce from local growers
- Produce from other social enterprises such as Diversitat and Encompass
- Produce from backyard growers.
- Products from local producers such as olive oil, jams and pickles.

Producers must meet operating guidelines set out by Food Skil, i.e. practice organic and sustainable gardening. The 2 & 5 Fresh Food Shop at Labuan Sq will only sell Class 4 foods.

## Education

The shop will also feature cooking demonstrations using seasonal fruit and vegetables. These will be run by hospitality staff from the Gordon TAFE and/or hospitality students from Diversitat, Community Kitchens and hospitality courses at Rosewall Neighbourhood House.

Recipes will be available on the day. These will be low cost healthy meals and be sourced from the Better Health Channel Website. Barwon Health has been invited to run health promotion activities at the shop.

Food Skil also has a free monthly newsletter containing recipes, gardening tips and information on the produce and information about other community food events in the area.

## Licences and Permits

Volunteers and staff do not require a Food Handlers Certificate. Food Skil will fund volunteers to undertake a Food Handlers Certificate after the initial pilot period.

City of Greater Geelong's Environmental Health Dept. will require a Notification by a community group for Temporary Food Premises. Food Skil has one as this applies state wide. The Urban Bean Cafe is a Class 3 registered kitchen. This is required as a site to cut the fruit and vegetables.

The shop will only engage in Class 4 food activities. That is 'low risk food' e.g. grains, cereals, jams, dried fruits, and cut fruit or vegetables.

The sold food can include:

- Covered or packaged cakes (without cream fillings).
- Uncut fruit or vegetables or pre-packages cut fruit or vegetables.
- Tea and Coffee.
- Packaged low risk foods e.g. bottled jams, honey, nuts and confectionary.

Food demonstrators will have to prepare the food in the cafe and can only give the food away.

Backyard producers will be able to sell their produce to the shop with no further permits or licences.

## Insurance

Food Skil will cover the shops insurance responsibilities such as Public Liability and Volunteer Insurance. Food Skil has insurance and this covers it for all its activities state wide.

## Operations

The shop will have an Operation Manual and detailed job descriptions for volunteers to ensure consistent service across all 3 retail sites.



## Timeline

Action	Date	Who
Basic fit out of shop	End of Dec 2011	Urban Seed
Recruit volunteers	End of Dec 2011	Food Skil
More detailed fit out of shop Fridge and shelves Banners and sign	End of Dec 2011	Food Skil staff and volunteers
Shop opens	Jan 10 <sup>th</sup> 2012	Project Manager, Market manager and volunteers
Order produce	weekly	Project Manager
3 month evaluation of project	May 2012	Project Manager

## Risk Analysis

Risk	Risk Mitigation Strategies
<b>Lack of customers</b>	<p>Ensure enterprise is wanted and needed within the community; this has been achieved through the MBS and reference to existing research.</p> <p>The type of produce that are wanted will be ascertained through ongoing customer surveys.</p> <p>Community support and 'capacity' can be built through the existing Food Swaps and seasonal food events.</p> <p>Food Swap supported to create a customer base and community capacity.</p> <p>Values add to market through cooking displays and health promotions.</p> <p>Promote, promote, promote.</p> <p>Increase customers through the adjoining cafe.</p>
<b>Food Wastage</b>	<p>Establish an effective ordering procedure sales analysis.</p> <p>Ensure correct product handling, storage and disposal.</p> <p>Excess produce should be given to Salvation Army Northside on Cox Rd, Corio and or other emergency food relief outlets..</p> <p>Waste should be composted on site.</p>
<b>Lack of consistent service</b>	<p>Written position description for Market Manager and Volunteers.</p> <p>Training and Operations manual for volunteers and staff.</p> <p>Training in Retail and Food Handling</p>
<b>Competition from other food outlets</b>	<p>FFM will not be in competition with small owner run outlets but work in partnership with them.</p> <p>MBS will help understanding the existing food outlets and help identify which are threats and which are friends.</p>
<b>Loss of staff/volunteers</b>	<p>Provide appropriate training and support for volunteers and staff.</p> <p>Provide appropriate recognition to volunteers and staff.</p> <p>Teamwork events such as meals after markets and seasonal activities, such as an Christmas party.</p> <p>Ensure a Food Skil worker is available to fill in for Market Manager if sick.</p>
<b>Poor quality/high cost produce supply</b>	<p>Research suppliers.</p> <p>Monitor quality of produce and address poor quality immediately.</p> <p>Undertake regular price comparisons.</p>
<b>Staff/volunteer injury</b>	<p>Develop OH &amp; S policies and procedures.</p> <p>Provide staff and volunteers with OH &amp; S training.(This may be provided by CoGG)</p>
<b>Theft/loss of money</b>	<p>Develop effective financial management plans.</p> <p>Provide staff with appropriate training and support.</p> <p>Secure room for cash handling.</p> <p>Cash handling done by paid workers only.</p>
<b>Inclement Weather</b>	<p>The shop is inside and will not be affected by weather. Except on days of extreme heat, Food Skil will buy fans on such days.</p>

## Requirements from Urban Bean for the 2 & 5 Fresh Food Shop

- Use of the facilities e.g. tea and coffee making facilities and toilets.
- Provision of electricity to the market if needed, Food Skil will pay for the extra costs incurred.
- Basic fit out of shop, such as shelves and painting
- Provision of storage for the other markets, such as produce, packaging and a fridge
- Advertising and promotion through their contacts.
- Provision for advertising within the cafe.
- Provide a MOU to Food Skil, relating to Shop.
- Free use of space on shop days.
- A rent free period of three months

## Requirements of Food Skil for the 2 & 5 Fresh Food Shop

- Removal of all rubbish and materials after shop hours.
- Responsible for set up and pack up of shop produce.
- Fulfil requirements for Environmental health
- Provide volunteer and public liability insurance for shop.
- Provide security and training for all cash handling.
- Not to interfere with the day to day running of the Cafe.
- To compost all food waste.
- To manage the volunteers.
- To provide a Food Skil worker to oversee the running of the shop and manage the volunteers.
- To pay for additional marketing and advertising of the shop.



## Food Skil

### 2 & 5 Fresh Food Shop

#### Job Description Volunteer

**Job title:** Volunteer- 2 & 5 Fresh Food Shop

**Reporting to:** Shop Manager

**Hours:** Minimum 4 hours can be up to 20

**Location:** Labuan Sq, Norlane

#### Background to Food Skil

Food Skil is a sustainable commercial market garden and fresh produce supplier designed to address food insecurity and provide education around nutrition and healthy food choices. It is based in Corio and Norlane. It is Workskil's first social enterprise.

#### Purpose of the position

Norlane has limited retail outlets for fresh food. There is limited public transport and residents without cars find it very difficult to access affordable fresh food. The 2 & 5 Fresh Food Shop will provide small community run shop where the residents of Norlane can access fruit and vegetables.

#### Key responsibilities & duties

To assist the Shop Manager with the day to day running of the 2 & 5 Fresh Food Shop.

Duties of the role	Time spent	Competencies sought	Must have or optional (can be trained)
Preparing the wholesale produce for retail	10%	Food preparation skills Manual handling and dexterity	Must have
Selling the Fresh Produce	60%	Customer service Communication skills including conflict resolution and friendly manner Good organisational skills and attention to detail Team orientated approach	Must have

## Food Skill

Duties of the role	Time spent	Competencies sought	Must have or optional (can be trained)
Delivering the produce to customers homes Delivering surplus to Food Relief Delivering produce to wholesale customers	20%	Driving Licence	Optional
Cleaning and Packing Up	10%	Cleaning Skills Manual Handling	Must Have

### Work experience and skills

- ❖ Working in a Fresh Food Retail Outlet
- ❖ Working with Fruit and Vegetables
- ❖ Customer Service
- ❖ Community Awareness
- ❖ Food Handlers Cert

Manager Signature \_\_\_\_\_ Date \_\_\_\_\_

## Finances

### Grant Expenditure

<b>Capital Expenditure</b>	<b>3 month Trial</b>	
<b>Item</b>	<b>Cost</b>	<b>Comments</b>
<b>POS</b>		
Cash Register	365	Ryrie Office Machines
Scales	600	Able Scales
<b>Packaging</b>		
Bags and Boxes	80	Bryrs
<b>Promotion</b>		
Banners x 2	185	Vistaprint
6 Aprons	60	KMART
20 Woven Baskets	40	Sams Warehouse
3 A Frames	120	Made East Geelong Men's Shed
6 Blackboards	200	Made East Geelong Men's Shed
Food Skil Stickers	200	Snap Printing
<b>Shop Equipment</b>		
Buckets for compostable waste	9	Bunning
Sprays	10.96	Bunning
Fridge 2nd Hand Commercial 1 Door	1000	Trading Post and EBay
Hand Trolleys	150	Mitre 10
<b>Wages</b>		
64 Hours @ \$20 p/h	3840	
Super	345	
Workcover	185	
<b>Promotion</b>		
2 weeks produce	1200	
<b>Total</b>	<b>8224.96</b>	