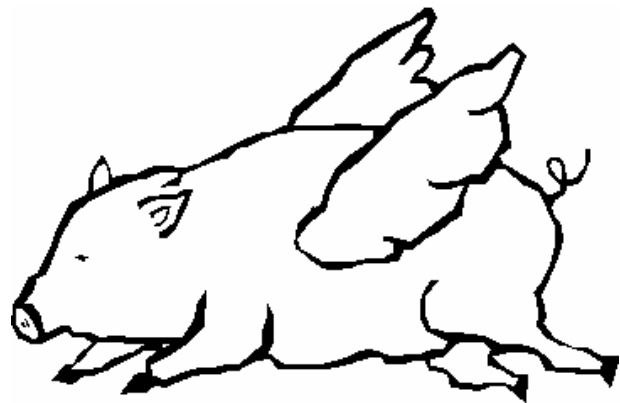


C O N F I D E N T I A L

Flying Pig Catering

*Business Plan for the development of a
new specialist catering service for
Sheffield*

August 2002



Heeley City Farm, Richards Road, Sheffield S2 3DT
Tel: (farm): 0114 258 0482 (Café): 0114 258 0244
Fax: 0114 255 1400
Email: cafe@heeleyfarm.org.uk



CONTENTS

1.	Introduction	2
1.1.	History of the Farm and Café	2
1.2.	Governance and Constitution	3
1.3.	The four Ws and an H.....	3
2.	WHY?.....	4
2.1.	Why Vegetarian Catering?	5
2.2.	Other reasons for developing this business activity	5
2.3.	Why is this new business area so important?	6
2.4.	SWOT Analysis	6
3.	WHAT?	7
3.1.	Flying Pig Catering Service.....	7
3.2.	Marketing Materials	9
3.3.	New Administrative Systems	9
3.4.	Advertising	9
3.5.	Business Expansion	10
4.	WHERE?	11
4.1.	Food Preparation Facilities.....	11
4.2.	Area Supplied	11
5.	WHO?.....	13
6.	HOW?.....	14
6.1.	Work Plan	14
6.2.	Financial Plan	16
6.3.	Notes on the Financial Plan	16
6.4.	Funding	17
6.5.	Staffing	19
6.6.	Management	19
6.7.	Training Needs and Training Provision	20
7.	Appendices	21
7.1.	SWOT Analysis	21
7.2.	Policies	23
7.3.	CVs and Staff Involved	23
7.4.	Existing Publications	26
7.5.	Customer List – local organisations only	27
7.6.	Break Even Analysis	29
7.7.	Other Documentation Available.....	30

1. Introduction

Heeley City Farm Café is an enterprise within an enterprise. Built to provide facilities for visitors and to create work opportunities for the farm's community. It was also charged with generating cash income to support the wider work of the farm.

The cash generating ability of the café on site is insufficient to generate surpluses or to invest in expansion. Expanding and diversifying presents a number of possibilities including:

1. developing an outside catering enterprise
2. producing processed farm foods
3. providing training (including vocational qualifications)

This plan is concerned with the development of outside catering over the next two years. Within this are the ambitions to not only create a viable enterprise in specialist catering but to create job opportunities, provide training (including accredited qualifications in the longer term) and to help people access jobs in the expanding food economy of South Yorkshire.

1.1. History of the Farm and Café

Heeley City Farm was started in 1981 as local residents, led by Heeley Residents and Tenants' Association, campaigned to improve their local environment. In 1981 there was brick rubble. Today there are green fields, animals grazing, a duck pond, trees, offices, training and education facilities, workshops, stables, toilets, a café, and garden centre.

In 1992 the farm café was built with financial support from the UK Government's Urban Programme.

The original aims of the café were relatively modest:

- refreshments and meals for visitors and farm workers;
- a source of income for the farm;
- an outlet for the sale of other goods;
- new employment opportunities.

In 2001, the farm completed the construction of a new Community Training and Resource Centre including stables and new animal accommodation to replace, with greatly enhanced facilities, buildings lost in a tragic fire of June 1995.

Whilst the farm is now an established visitor attraction and has an estimated 100,000 visits per year to the site, the café continues to operate as a costed service to the farm community (there are no surpluses).

1.2. Governance and Constitution

Heeley City Farm is a company limited by guarantee without share capital. It is registered in England (No. 2141420). It is also a registered charity (No. 512655) and is registered for VAT (Reg. No. 646 3843 17). The company is governed by a Memorandum and Articles of Association and was incorporated in 1987.

The farm (and café) is managed by a Board of Directors and Management Committee recruited from local people and people interested in the operations and development of Heeley City Farm and its associated activities.

Policies adopted by the farm are included in Appendix 7.2.

1.3. The four Ws and an H

The following sections set out the following key areas describing the enterprise idea and how it will happen:

- **WHY** is it needed
- **WHAT** is the business idea
- **WHERE** will it take place
- **WHO** will the enterprise serve
- **HOW** will it be delivered

2. WHY?

2.1. Social Objectives

The primary aims of this community enterprise are social and may be summarised as follows:

- create work experience, training and employment opportunities for local people and disadvantaged individuals;
- provide training (including vocational qualifications, ESOL and Basic Skills).
- promote healthy eating and the production and consumption of local food (alongside this it promotes organic, GM free and fair traded food sources);

The farm café is very pleased with its achievements to date which include a high success rate in moving work experience and trainee placements in the café into further employment and training. Indeed, all of the farm's current four staff have progressed from volunteer or trainee status to permanent employment.

2.2. Economic Objectives

Our experience over the past nine years has shown us that there is a growing interest and demand for food of a particular quality. Our own starting point was a vegetarian café and interest in healthy, organic and vegetarian food. An initial trial of vegetarian and specialist catering services over the past few years has enabled us to occupy an important niche in the market which we would now like to exploit fully.

In order to underpin a financial plan which relies on sales income to supplement income earned from the provision of the social objectives and services above, there are economic objectives as follows:

- developing an outside catering enterprise specialising in special diets (particularly vegetarian);
- developing processed farm foods for wholesale or retail distribution (working with partners in the food industry locally);

2.3. Why Special Diets?

Research carried out in 2000¹, showed that there were no other vegetarian catering suppliers in Sheffield at that time. The situation today remains pretty much unchanged. An increasing number of conventional caterers are providing vegetarian options but none are exclusively vegetarian. For groups with special diets, religious concerns or health interests, the provision of a dedicated vegetarian service is considered to provide a distinct business edge.

Furthermore, specialisation in this area reduces the likelihood of significant competition from either regular catering businesses or other community enterprises.

2.4. Other reasons for developing this business activity

National and international recognition of the problems associated with a high animal fat diet and lack of a diet containing sufficient fresh fruits and vegetables has led to UK and local priorities in relation to diet. The 'five a day' campaign, Coronary Heart Disease targets for Primary Care Trusts and other initiatives will in themselves create a market demand for better food and better information about food.

Food is an economic growth sector and a Food Cluster has been developed under the Objective 1 Programme (Priority 2). Further work is being carried out by members of SYSEN (South Yorkshire Social Economy Network) to identify and bring together actors in the community sector relating to food production, consumption and related health issues.

Our role in creating work experience and training, which feeds disadvantaged individuals into the food sector, is very important and this enterprise has the potential to move a significant number of people into employment in addition to the jobs it creates directly.

Within one mile of the farm are the food businesses of London Road (there are 50 food establishments in the $\frac{3}{4}$ mile stretch from the centre of town to the beginning of Abbeydale Road). Whilst this enterprise will not compete with these businesses directly, it has the opportunity to provide skilled or semi-skilled workers for this local job market and so create additional employment for disadvantaged individuals in our community.

¹ Lauren Dempsey, Food Links Assistant at Heeley City Farm working on a Sheffield Health funded project from 1999 to 2000.

2.5. Why is this new business area so important?

An important driver for this new enterprise is the farm's café itself. Always struggling to meet its costs, the café has a restricted customer base (mainly local people, no evening opening, low income users, small number of covers, etc.). Diversification is one way it can increase its earning potential. In particular, diversification that builds on existing expertise and uses as many of the existing resources – cooking facilities and staff – as possible stands a greater chance of survival in the long term. Rather than simply grow an existing business we are embarking on a plan to develop a new enterprise area with the long term intention to create a new, stand-alone business probably based at Heeley City Farm.

2.6. SWOT Analysis

A SWOT analysis approach was used to develop the ideas of this business plan and a summary SWOT table is included as Appendix 7.1. This is a collation of several sessions held by farm staff, volunteers and trainees (including directors and members of Heeley Development Trust).

3. WHAT?

Key actions to deliver this business plan are identified in numbered boxes in the text of this and the following three sections: what?, where? and who?

3.1. Flying Pig Catering Service

This temporary, working name, represents a new catering enterprise concept. The enterprise will build on the relatively small catering business already carried out (which averages only a few jobs per month) developing into a viable community enterprise.

The service will provide delivered meals to venues across Sheffield for groups of up to 100 people and whilst always vegetarian, will also offer special diets (low fat, gluten free, nut free, egg and dairy free, etc.). It will also investigate the provision of vegetarian Kosher and Halal.

The food will be of 'distinctive' quality: world food; interesting food, varied and attractive food and never the standard sandwiches of other caterers. It will also seek to be organic, GM free and fair traded wherever possible and with as many local ingredients as possible, including those grown by the farm.

The marketing of this service will be based on several elements:

- The design of new marketing materials (leaflet, posters and fliers)
- The design of new booking systems and user feedback systems
- A narrow cast advertising campaign and establishment of a customer database

3.2. The Food

The current menu available for outside catering is as follows (for illustration purposes only):

(N.B. some revision of this and the prices may be carried out in the first year.

Option 1 – Mediterranean Buffet

Stuffed Tortillas	with spicy beans, tomato and spinach.
Assorted Flans	including: mushroom & pepper, spinach & ricotta, tuna fish & sweet corn.
Sandwiches	Ham tomato and

	wholegrain mustard on brown and granary bread.	
Indian selection^v	vegetable samosas, pakoras and onion bhajis.	
Salad Selection	potato, pasta, coleslaw, cous-cous, green salad, mozzarella, cherry tomatoes, fresh basil.	
Dips^v	salsa & hummus, with French bread & pitta.	
	Price per head	£5.00

Option 2 – Traditional Buffet

Quiches	leek & potato, spinach & lentil ^v , mixed pepper.	
Spicy Chickpea and Cauliflower Bake^v	with farm grown cauliflower in season.	
Pizza	cheese & mushroom, cheese & pepper, tofu & mixed vegetables ^v .	
Savoury Selection	mini sausage rolls, cheese & pineapple, cheese & pickled onions.	
	Price per head	£4.50

Option 3 – Sandwiches

Sandwich Selection	Cheese & tomato, cheese & pickle, egg mayo & cress, mushroom pate & cucumber ^v .	
	Price per head	£3.50

^v = dairy and egg free (vegan)

Drinks and sweets are charged extra.

All prices plus VAT

3.3. Marketing Materials

Some discussions have been held with a graphics and promotions company and others will be asked to tender for this work.

The objective is to produce a large print run of attractive leaflets for general use with the same art work being used as a format for fliers, posters and web pages to give the service a distinctive branding.

The materials should be expected to have a lifetime of at least two years.

Existing materials used are included in Appendix 7.4.

<p>1. <i>Produce 25,000 full colour leaflets and 1,000 fliers launching and promoting the catering service by February 2003.</i></p>
--

3.4. New Administrative Systems

A small but essential task will be a new system for taking bookings, recording needs, invoicing and monitoring feedback from users. Because there will be special dietary requirements it is important that these are recorded accurately.

The purpose of this exercise goes beyond simply administrative efficiency as it will form the basis of action research into the best way to develop the business further. Data collected will be fed back into the management and development of the business and into subsequent reviews of this business plan.

<p>2. <i>Establish a system for use by the enterprise staff and trainees for taking bookings, invoicing and evaluating the service.</i></p>

3.5. Advertising

Specific locations in publications and physical locations will be identified to reach the target customers. In addition, a database of past customers and prospective ones will be developed for direct mailing (data protection being taken into account).

Some professional advice may be sought on some aspects of this work to ensure an effective, long running and modestly costed programme.

3. Produce an advertising programme for the launch of the new catering service and deliver over the period March to December 2003

3.6. Business Expansion

The purpose of this work is all related to the expansion of the catering enterprise and our expectation of increased income is related to the employment of additional staff, volunteers and trainees.

4. The employment of 1.5 additional full time equivalent staff by the café and catering enterprise within two years.

4. WHERE?

Heeley City Farm café stands by itself in the north eastern corner of the farm site. It is modern, purpose built, centrally heated and with an adequate kitchen size (though limited storage). Toilet facilities for café staff only are contained within the building.

During most of each day, the kitchen is used to anything from 50% to 100% capacity providing the meals service to farm visitors and users.

The enterprise will start from this existing, though restricted, base position but will increase its capacity as the enterprise expands. The most pressing issue at present is the creation of additional storage space to enable adequate stocking for both on site and catering activities.

This could give the enterprise an important advantage by sharing existing resources rather than investing or paying the higher overheads of new premises at a time when the business can least afford it.

5. Build a storage extension to the rear of the existing café premises and equip with freezer and fridge storage in addition to dry goods shelving by March 2003.

4.1. Food Preparation Facilities

The farm café kitchens are restricted but adequate. Catering preparation can be done at times which minimise conflict with the farm café work. Evenings, currently not used for any cooking activity can be brought into play where necessary.

Some equipment needs have been identified such as hot boxes for food delivery plus serving and presentation equipment for setting out the food. This will require additional resources.

6. Purchase additional transportation and serving equipment to double the existing capacity.

4.2. Area Supplied

The catering service uses taxis to deliver food to customers. Whilst this may appear expensive at this time, it is appropriate for the current level of work. The catering service would need a dedicated or otherwise 'clean' delivery vehicle in the medium term (it cannot share facilities with activities such as horticulture or agriculture, which take place on the farm site).

The next stage in transport terms will be the leasing or renting of vehicles and, when possible, the purchase of a vehicle (including through financing arrangements). This may form part of a Key Fund or similar loan for enterprise development at a later stage.

The enterprise will therefore cover an increasingly large geographical area as it develops.

7. Acquisition of a delivery vehicle for the farm café and catering enterprise before the end of the second year of this business plan.

5. WHO?

The 'who?' of this business plan refers to the customers for the catering service.

Further research in this area will form part of this business development phase.

The enterprise has already tested the market through providing a service and has also had some feedback through its customer feedback form (see Appendix 7.4).

At this time there are a growing number of community based organisations and semi-statutory agencies associated with the 'regeneration industry'. The farm has good contacts with these through existing networks, funding and business arrangements. Furthermore, it has supplied food already to many of them. Existing contacts will be the initial 'who' of this enterprise.

Our experience has shown that a quality, distinctive service can be promoted very effectively through word of mouth recommendations. Customer loyalty is also dependent on this method of communication. This will be an important means of promoting ourselves – hence the need for good systems of customer feedback.

A list of existing customers is provided in Appendix 7.5.

The new administrative system and data collection will provide the information on which further marketing will take place.

Important contacts at this stage include: Sharrow Healthy Living Network, the PCT Food, Nutrition and Policy working groups, Health Sheffield and the South Sheffield Partnership. There is an emerging South Yorkshire Food Network for the social economy which we have been active in promoting along with DoLFN (the Doncaster Local Food Network). We also have direct contacts with beneficiaries under the Objective 1 Priority 2 Programme on Food Cluster Development.

8. Continue active engagement in the local/sub-regional food and health sector and incorporate developments and opportunities into a revised Business Plan after two years.

6. HOW?

This enterprise will use both existing (internal) skills and buy in professional help.

The project will be led by the Café Team at the farm, which comprises the Café Supervisor, the Farm Development Manager, and members of the café staff, farm directors and other staff as appropriate.

CVs of key staff are included in Appendix 7.3.

Progress will be reported to the farm Directors on a regular basis and financial monitoring will be provided by the farm's Finance & Admin. Team.

6.1. Work Plan

The Work Plan is based on the above and comprises the following key areas:

Action	Notes
1. Produce 25,000 full colour leaflets and 1,000 fliers launching and promoting the catering service by February 2003.	<ul style="list-style-type: none"> ▪ Design and print let out to external company.
2. Establish a system for use by the enterprise staff and trainees for taking bookings, invoicing and evaluating the service.	<ul style="list-style-type: none"> ▪ System developed and agreed with staff.
3. Produce an advertising programme for the launch of the new catering service and deliver over the period March to December 2003	<ul style="list-style-type: none"> ▪ Advertising strategy produced and implemented.
4. The employment of 1.5 additional full time equivalent staff by the café and catering enterprise within two years.	<ul style="list-style-type: none"> ▪ Recruitment will be targeted at long term unemployed adults, local people and farm trainees/volunteers.
5. Build a storage extension to the rear of the existing café premises and equip with freezer and fridge storage in addition to dry goods shelving by March 2003.	<ul style="list-style-type: none"> ▪ Design and build procured from local building company. ▪ Specification developed in conjunction with café staff.

6. Purchase additional transportation and serving equipment to double the existing servings capacity.	<ul style="list-style-type: none"> ▪ Specification determined by researching products and reviewing risk analysis.
7. 7. Acquisition of a delivery vehicle for the farm café and catering enterprise before the end of the second year of this business plan.	<ul style="list-style-type: none"> ▪ Purchase by lease or contract hire and timed to meet rising demand (and falling cost effectiveness of existing methods).
8. Continue active engagement in the local/sub-regional food and health sector and incorporate developments and opportunities into a revised Business Plan after two years.	<ul style="list-style-type: none"> ▪ Strategy for maximum, appropriate attendance at key meetings in the sub-region. ▪ Annual review of Business Plan linked to significant re-write at end of second year.

Further detail will be provided once a delivery timescale (and fund) are agreed and the allocation of tasks and targets agreed with the Café and Catering Team.

6.2. Financial Plan

The following table sets out the financing of the work described above.

Income	Year 1 1st Qtr	Year 1 2nd Qtr	Year 1 3rd Qtr	Year 1 4th Qtr	YEAR 1 TOTALS	YEAR 2 TOTALS	TOTAL OVER 2 YEARS
KFSY Enterprise Grant	1,600	2,750	2,000	350	6,700	3,300	£10,000
KFSY Loan Finance	2,800	0	0	2,200	5,000	0	£5,000
Sales Income	850	2,750	3,250	4,800	11,650	19,000	£30,650
Other Fundraising	2,500	2,200	400	400	5,500	4,000	£9,500
Total Income	7,750	7,700	5,650	7,750	28,850	26,300	£55,150
Expenditure							
Salaries	1,200	1,800	2,200	3,500	8,700	11,250	£19,950
Consultancy	1,000	750	500	0	2,250	250	£2,500
Capital/Construction Costs	3,500	0	0	0	3,500	200	£3,700
Equipment Purchases		1,200	125	75	1,400	150	£1,550
Running Costs	500	500	500	500	2,000	2,100	£4,100
Repairs and Renewals	0	150	0	150	300	250	£550
Stationery, Post, Phone, etc.	0	50	50	25	125	150	£275
Other Consumables	283	917	1,083	1,600	3,883	5,800	£9,683
Publicity & Advertising	800	1,700	650	525	3,675	650	£4,325
Insurance	300	0	0	0	300	325	£625
Loan Repayment	0	0	0	0	0	5,000	£5,000
Total Expenditure	£7,583	£7,067	£5,108	£6,375	£26,133	£26,125	£52,258
BALANCE	167	633	542	1,375	2,717	175	£2,892

6.3. Notes on the Financial Plan

N.B. The start date for this plan is funding dependent but has been assumed to be on the basis of the farm's financial year which is 1st January to 31st December. Seasonal variations of different quarters have been taken into account.

Income

KFSY Enterprise Grant	<i>Grant income claimed.</i>
KFSY Loan Finance	<i>Loan finance as part of Growth Fund bid.</i>
Sales Income	<i>Estimated income based on past sales analysis and future projections. See the section below on Sales Projections.</i>
Other Fundraising	<i>Guaranteed contribution from Heeley City Farm development budget which may be substituted for other successful funding bids.</i>

Expenditure

Salaries	<i>Wages costs relating directly to the provision of catering services (i.e. excludes normal café running salaries). An uplift acknowledges the additional staff employed in the enterprise. Wages subsidies and ILM interventions will be used to keep wage costs at a modest level during the first two years.</i>
Consultancy	<i>Cost of providing in-house expertise on community food and catering projects plus small amounts of externally sourced technical advice on marketing.</i>
Capital/Construction Costs	<i>Cost of building small rear extension storage/larder facility. Some additional large equipment purchase/replacement in year two.</i>
Equipment Purchases	<i>Equipment for storage and preparation of food related to increasing capacity.</i>
Running Costs	<i>Other overheads.</i>
Repairs & Renewals	<i>Replacement of existing equipment and other maintenance costs.</i>
Stationery, Post, Phone, etc.	<i>Estimated contribution to these costs.</i>
Other Consumables	<i>Miscellaneous purchases.</i>
Publicity & Advertising	<i>Production of leaflets and fliers, distribution costs and advertising budget.</i>
Insurance	<i>Appropriate and apportioned insurance costs for this activity.</i>

6.4. Sales Projections

Analysis of past sales figures has been carried out (raw data is provided in Appendix 7.6).

A modest overall uplift in trade by 50% following the actions outlined in this business plan have been assumed at this stage.

This estimate is further backed up by regular informal contact with existing customers who have shown an average trend in which regular customers have approximately doubled their trade with us

over the last 18 months (typically single jobs have been converted into multiple jobs in subsequent periods).

The financial plan above is based on financial years and shows the upturn in business taking place in quarters 3 and 4 of the first year and carrying on into subsequent periods.

By the end of the business plan period the expected annual sales will be in the region of £20,000.

Gross sales estimates from July 2003 are as follows:

Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
1,700	750	1,400	2,000	1,000	1,975	975	1,000	1,200	400	1,300	1,500	15,200

The figures include larger jobs in October and December, which have been secured over the past 2 to 3 years.

Further uplift following this period is estimated at a further 33% to bring a gross annual figure of around £20,000.

6.5. Funding

This enterprise is being launched with support from the Key Fund for South Yorkshire together with significant contributions from Heeley City Farm fund-raising and café income.

The farm has committed itself to the continued development of food related enterprises in Sheffield. This enterprise forms part of the farm's overall strategic plan in relation to food. The farm is developing food and health related activities by increasing its food growing capacity and developing links with other food and health related work in the city including local health food wholesalers, landowners and others.

This also forms an important element of a wider environmental industries cluster development being supported by Key Fund and other sources.

It is therefore anticipated that further development will be fundable as it will fit with existing strategies and also because food related enterprises together with health and environmental issues are very popular with a range of funding bodies.

Examples of funders for further development include the following:

- SEED fund (NOF)
- Soil Association
- A number of larger charitable trusts including Esmée Fairbairn and the Rowntree Foundation

- Objective 1 under the Social Economy headings and growth sector development (priority 2)
- New Deal, LSC and other funders of work based training

Strategically, the farm café has become an active partner in the Sharrow Healthy Living Network and Sheffield Healthy Living Centres Network. It is also a member of the South Yorkshire Food Network. These and other networks will undoubtedly unlock support if not funding in the future.

6.6. Staffing

Currently the café employs a Supervisor, two Café Workers plus volunteers and occasional casual workers.

This project will require additional staffing levels and will recruit one part time worker initially and build on this.

The advantage of running this enterprise alongside the farm café is that it can employ workers jointly with the café. This may enable the enterprise to attract a full time and more qualified employee by offering full time work even if only part is related to the outside catering enterprise.

One important aspect of this enterprise is to develop the skills and abilities of existing workers. The Café Supervisor will undertake training and expect to increase the range and level of work carried out. Training will include dietary aspects of catering and also in training, particularly in Basic Skills which is an area that will offer the best opportunities for early, additional income generation (catering training could come at a later date).

The nature of this kind of business means that additional catering staff may be needed from time to time. Casual workers may be used but also the option of offering additional hours to part time staff.

6.7. Management

Heeley City Farm is a company limited by guarantee and a registered charity. The café and catering enterprise will both trade as part of the farm's charitable objectives for the time being.

In due course, a separate trading company may be established when the viability and longer term objectives have been determined. This may also occur if the enterprise starts to trade in anything close to a profitable state.

The catering enterprise will be managed by the Café Supervisor who has responsibility for the day to day management and development of the business. The Supervisor will also be responsible for the day to day management and training of other staff and volunteers. They

are line managed by a member of the farm's Senior Management Team (the Development Manager) who reports in turn to the Farm Management Committee (the Directors).

A café Advisory Group has been established in the past. This included farm staff, Directors and others, with the aim of helping improve the business and to address key issues. The group has not met within the last year but may be reconvened if appropriate.

6.8. Training Needs and Training Provision

Staff training needs have been considered as part of this business plan and, as already stated, dietary and training related training is to be part of the development of the Café Supervisor.

Management and financial training may also be appropriate.

Training is seen as a means of both improving the job prospects of volunteers and workers and to improve the skills base of the enterprise. Training is also assessed on an ongoing basis with all staff.

7. Appendices

7.1. SWOT Analysis

As part of the development of this business plan a SWOT analysis was carried out and is informed by past experience, customer feed back and discussions with other users, farm staff and volunteers.

This is an examination of the strengths, weaknesses, opportunities and threats, which might affect the business.

Strengths	Notes
Competition	<i>Few vegetarian catering businesses in the city.</i>
USP 1	<i>Distinctive menu on offer.</i>
USP 2	<i>Special diets catered for.</i>
USP 3	<i>Environment friendly strand.</i>
A community enterprise	<i>Local accountability and responsiveness to local needs. Good track record on local employment (60%).</i>
Marketing 1	<i>The Farm is well represented in the media with good word of mouth knowledge. It has a web site and other promotional literature.</i>
Marketing 2	<i>The farm's catering, despite small scale and low-key promotion has a good reputation.</i>
Equipment	<i>Some good equipment now installed including extraction system and dishwasher.</i>
Weaknesses	Notes
Capacity	<i>The size of the kitchen facilities limit the number of meals that can be prepared.</i>
Transport	<i>No vehicle is owned by the farm or café to deliver food – reliance on rented vehicles or taxis.</i>
Seasonal trade	<i>There is some variation in seasonal trade which may affect cash flow or staffing levels.</i>
Marketing 1	<i>The promotion of a small enterprise is limited due to the high costs of advertising and printing.</i>
Marketing 2	<i>There is nothing up to date, accurate or attractive to promote the enterprise to new customers.</i>
Marketing 3	<i>We have very basic means of evaluating customer satisfaction and developing relationships for further business with past customers.</i>

Equipment	<i>Some equipment is inadequate or old. Lack of specific appliances (particularly refrigeration and food processing) may limit range of food prepared.</i>
Opportunities	Notes
Diversification 1	<i>Potential for developing outside catering into a fully fledged community enterprise.</i>
Diversification 2	<i>Specialist catering can give a niche or edge to the marketing of catering.</i>
Marketing	<i>With a ready tried product this is an ideal time to develop the catering into a full-blown enterprise through intensive marketing.</i>
Employment	<i>There are good training and employment opportunities and paths to jobs in the wider market.</i>
Education	<i>Catering can reach large numbers of people and information provided alongside food can educate people about issues of health, environment and diet.</i>
Training	<i>Using the enterprise for training (informal and vocational) for volunteers and staff. From Health and Hygiene certificates to Basics Skills.</i>
Health	<i>Government objectives with regard to health and diet have been picked up in local Health Improvement Plans by the Primary Care Trust.</i>
Threats	Notes
Competition 1	<i>Catering is increasing in the voluntary and community sectors and new community enterprises may be the main competition and reduce our market size.</i>
Competition 2	<i>Outside catering is a competitive business and our niche markets may be identified and targeted by larger businesses.</i>
Expectation of customers	<i>Trying to respond to all tastes and needs may give the café a poor reputation for any one thing.</i>
Staff	<i>Working with volunteers, including young people who are trained 'on the job' and have little experience of customer care. Mistakes can lead to permanent harm to reputation.</i>

7.2. Policies

Heeley City Farm (and therefore this catering enterprise) has a number of policies which are revised from time to time. Additional policies are written and adopted as and when appropriate. The following is a list of current, adopted farm policies:

Equal opportunities	Green Housekeeping
Health & Safety	Grievance and Disciplinary Rules
Transport	Animal Welfare

The farm also has draft policies, informal statements and other documents which are used as a guide to policy and practice at the farm. These may also be added to or updated from time to time. The following is a list of such documents currently in use or in development:

Drugs	Training
TOIL	Expenses
Sickness and Compassionate Leave Policy	Probationary Periods for New Employees
Maternity and Paternity Leave	Annual Leave

Copies of these documents are attached to the Statement of Terms and Conditions of Employment given to all employees. Employees are expected to read and familiarise themselves with these documents and agree to comply with them.

With respect to Health and Safety, the farm has a designated officer which works with staff and volunteers to ensure a safe environment for work. The Café Supervisor has training in risk assessment and will carry out all appropriate actions in relation to the activities of the catering enterprise.

7.3. CVs and Staff Involved

The following Key staff are briefly described here:

Nikola Tredgett, Café Supervisor

Email: cafe@heeleyfarm.org.uk

Professional Experience

November 2000 to Present

Heeley City Farm Café, Community Café, Café Supervisor
(September 1998 to November 2000)

Heeley City Farm Café, Community Café, Café Worker
(September 1998 to Present)

Wholefood Grocery Shop, Shop Assistant

Qualifications

Supervisory Management (NEBS course completed)

Basic Food Hygiene Certificate (Regularly updated)

First Aid at Work Certificate (Regularly updated)

Health & Safety at Work (Basic qualification attained)

Other Experience

Experience of catering events for up to 150 people (Buffet) and 10,000 people (events catering stall).

Outside Catering throughout Sheffield

Member of Food Poverty Steering Group (Sheffield)

Presentation of food and health related work of Heeley City Farm to public audiences

David Gray

David has a degree in Environmental Biology and 12 years experience in environmental education, environmental community development and environmental community enterprise. This is complemented by a second degree in Urban Estate Surveying and nine years working in the private sector property industry as a general practice surveyor and valuer. He has experience in the public and voluntary sector in both small and large organisations in the UK and Australia and has worked for Heeley City Farm for the past 7 years.

As Development Officer for the farm, he manages the farm's Community Team comprising five specialist workers who run food, health, energy efficiency, recycling, community composting and environmental education projects. The farm's Community Café and Catering enterprise is line managed by David who is also responsible for its overall strategy and business planning. He is also responsible for establishing and funding new projects of an environmental nature and in expanding aspects of the farm's community businesses. David has also been Heeley City Farm's Project Manager for the new Training and Resource Centre – an ultra-low energy building and community training facility recently completed on the farm's site in Heeley.

David is a Director of Heeley Development Trust, South Yorkshire Forest Environmental Trust and the Open Forum for Economic

Regeneration. He is Vice Chair of Sheffield Environment Forum and also work through a number of other networks and fora in the city and beyond to promote community based environmental activity.

Achievements

Qualifications

BSc (Hons) Environmental Biology, University of Liverpool

BSc Urban Estate Surveying, Nottingham Trent University

MSc Management (currently studying at Sheffield Hallam University)

Jobs Held

Manager and Senior Surveyor for G A Property Services, Matlock, Wirksworth and Belper, Derbyshire

Lecturer and Environmental Education Leader at Lose Hill Hall Field Study Centre, Peak District National Park, Castleton, Derbyshire

Scientific Officer For The Department Of Conservation And Environment, Melbourne, Australia

Environmental Education Officer at Environ, Leicester

Education Officer at Heeley City Farm

Development Officer Heeley City Farm

Other Achievements

Project manager for the Heeley City Farm Training & Resource Centre project creating a £400,000 community building powered by the wind and sun.

Lecturer (occasional) on MSc Urban Regeneration at Sheffield Hallam University

Graduate of Sheffield Common Purpose 1997

Creator of Mrs Compost and other characters which comprised a line up for Earth Education and similar 'Eco Dramas' in Derbyshire, Yorkshire and Leicestershire.

Author of Grassroots Community Action – a three month European LIFE Funded project looking at factors necessary for greater community involvement in environmental action. Used to develop a new strategy for Leicester Environment City.

Co-ordinating Tree Victoria – a state-wide tree planting project involving over 600 community groups.

Organised Think Green 1994 a regional environmental festival in Leicester.

Running SNAIL – a school grounds development project which planted over 10,000 trees in over 200 Leicestershire schools in just two years.

7.4. Existing Publications

The existing Customer Feedback form is reproduced here.

Heeley City Farm Facilities

User feedback form

Thank you for using Heeley City Farm's Training & Resource Centre facilities, we hope that they met your expectations.

Please take a few moments to fill in this form to help us improve our services to you.

The Room(s)

	Yes/No	Your Comments Please
Were they clean and presentable on arrival?		
Did you have all the facilities you expected or requested?		
Were any special needs not fully catered for?		
Do you have any suggestions on how we could improve our service?		

The Refreshments or Food

	Yes/No	Your Comments Please
Was the food enjoyed by everyone?		
Were any special needs not fully catered for?		
Do you have any suggestions on how we could improve our service?		

Organisation:.....

Contact Name

Date:.....

A leaflet left at catering jobs is as follows:

Healthy - Nutritious - Home Baked - Vegetarian

Locally Produced - Free Range

ENJOY YOUR MEAL?

If you enjoyed this food - cooked for you by Heeley City Farm Community Catering - please tell a friend or make a booking.

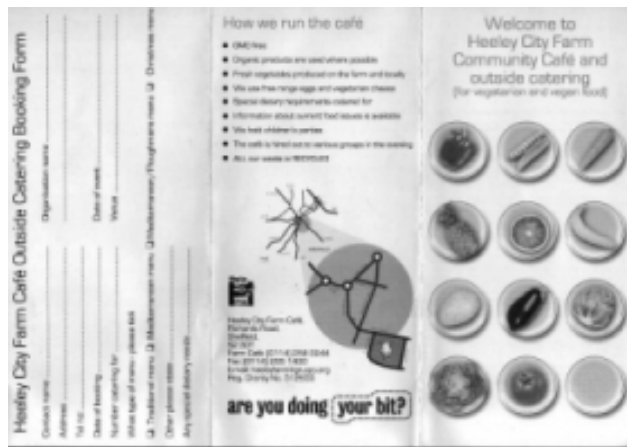
Contact Nikola on 258 0244

Heeley City Farm Café - Richards Road - Sheffield S2 3DT
cafe@heeleyfarm.org.uk www.heeleyfarm.org.uk Reg. Charity No. 512655

Organic Ingredients - GM Free

Vegetarian - Special Diets - Low Fat - Fresh

A promotional leaflet for general use (now out of date):



7.5. Customer List – local organisations only
(This List is **CONFIDENTIAL**)

- Common Purpose
- Community Composting Network
- Federation of City Farms and Community Gardens

- Food Poverty Steering Group
- Gleadless Valley Sure Start
- Heeley Development Trust
- Heeley Health Project
- IMBY
- Manor and Castle Development Trust
- Newfield Green Clinic
- Objective One Directorate
- Regen*School*
- REMEDI
- SAAS
- SCC Energy Working Party
- SCC Street Force
- SCC Young Childrens' Centre
- SE Sheffield Primary Care Trust
- Sharrow Community Forum
- Sheffield Education Call Team
- Sheffield Environmental Training
- Sheffield Hallam University
- Sheffield Law Centre
- Sheffield Rebuild
- South Yorkshire Open Forum
- Southey Regeneration
- Voluntary Action Sheffield
- Westfield Health
- Youth Offending Team

7.6. Financial Analysis
(CONFIDENTIAL)

The sales data for past 2½ years is provided below:

Departmental Analysis

	Food & Drink	Ice Cream	Catering & Parties	Take-away, Snacks, etc.	<i>Catering Totals (Calendar Year)</i>
Apr 00	2,149.72	378.35	186.00	756.29	
May 00	2,278.86	513.50	42.01	651.95	
Jun 00	2,488.95	558.10	202.50	691.27	
Jul 00	1,725.21	459.77	-	621.08	
Aug 00	2,337.55	634.48	1,635.00	515.46	
Sep 00	1,425.67	223.10	35.00	310.06	
Oct 00	1,692.12	150.55	-	421.52	
Nov 00	1,250.84	34.90	464.00	315.83	
Dec 00	819.28	20.05	1,281.96	241.75	
Jan 01	869.56	50.75	-	286.81	
Feb 01	1,045.76	118.70	648.20	320.37	
Mar 01	606.23	30.40	1,497.00	171.53	
Apr 01	875.70	80.50	275.50	193.80	
May 01	1,595.69	261.30	738.00	238.08	
Jun 01	1,335.99	172.22	658.00	1,088.15	
Jul 01	1,442.86	276.51	1,144.00	200.59	
Aug 01	1,459.65	304.73	497.00	222.84	
Sep 01	1,395.50	151.17	954.00	277.91	
Oct 01	1,547.71	101.15	1,508.27	292.58	
Nov 01	1,511.24	82.10	719.24	311.61	
Dec 01	1,061.69	39.98	1,294.43	221.37	9,933.64
Jan 02	1,407.02	64.05	708.72	283.75	
Feb 02	1,499.87	111.54	951.50	389.90	
Mar 02	1,985.58	308.78	946.27	398.40	
Apr 02	2,603.00	574.73	253.74	466.16	
May 02	2,261.72	515.40	899.19	406.04	

A break even analysis is provided below based on a projected sale figure of £15,000 p.a.:

Black Pig Catering Break-Even Analysis	
Number of Months	12
<u>GROSS PROFIT</u>	
Projected Sales	£26,300
Less Direct Costs	
Purchases (material costs)	£5,800
Labour Costs	£11,250
Gross Profit	£9,250
Gross Profit Margin	
	35%
<u>OVERHEADS</u>	
Indirect Costs	
Consultancy	250
Capital/Construction Costs	200
Equipment Purchases	150
Running Costs	2,100
Repairs and Renewals	250
Stationery, Post, Phone, etc.	150
Publicity & Advertising	650
Insurance	325
Loan Repayment	5,000
Overheads	£9,075
Break-Even Sales	£25,802
Monthly Break-Even Sales	£2,150
Profit During Period	£175

7.7. Other Documentation Available

Documentation referred to in this Business Plan are available as required. These include the following:

- Policy documents (including Health & Safety and Equal Opportunities) and sample contracts of employment.
- Staff CVs and further information.

- Cash-flow analysis for existing catering and café work.
- Background to existing funding and track record of fund-raising.
- Publications and leaflets about Heeley City Farm Community Café and Catering.
- General information about Heeley City Farm (also available to a limited degree on the farm web site at www.heeleyfarm.org.uk).



Produced by Heeley City Farm © 2002

Heeley City Farm is a company limited by guarantee without having share capital. Reg. No. 2141420.

VAT Reg. No. 646 3843 17. Registered Charity No. 512655.

A member of the Federation of City Farms & Community Gardens.

File Name: Catering Business Plan (2002).doc

Last updated: 08/11/2004

Authors: David Gray