



Food, Tourism and Human Development

Cornish perspectives on Social Dimensions of Sustainability

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Matthew Thomson – Fifteen Cornwall
matthew@fifteencornwall.co.uk



Outline

Sustainability: economy:employment, environment:place

People: engagement, enabling excellence, enriching experience

Fifteen Cornwall: a model, a brand and a destination
opportunity – equality – aspiration – skills





**Fifteen Cornwall – inspiring people through amazing food experiences
training great chefs, tackling unemployment, transforming local food economy**



Food Skills = Life Skills


Social Dimensions of Sustainability

- **UN Sustainability Indicators:** Health, Education, Employment, Poverty, Child Mortality, Gender Equality, Crime
- **Social Enterprise:** Trading for People and Planet
- **Locality:** Harnessing the Visitor Economy for local development – environmental, cultural, social and economic
- **Cornwall** – “a beautiful frame....”



Human Development

- Chef apprenticeships
- Accredited training wine & food service
- Knowledge-rich work
- Aspirational culture
- Service excellence



Our people are experts: they're trainers, they inspire each other and our customers

We take the most disadvantaged unemployed young people we find and train them, inspire them, help them overcome their challenges and to find discipline, direction and jobs

Setting the scene - people



- 850 applications for programme in six years
- 86/129 apprenticeships completed in six years
- Over 90% still in work – over 70% as chefs
- Served almost 500,000 meals
- 75 year round FTE jobs + 12 seasonal
- Over 30 local producers closely engaged



Fifteen Month Chef Apprentice programme

- Recruitment and Community Engagement across Cornwall
- 'Boot Camp' selection - team skills, outdoor experience
- Cornwall College – 3 months full time VRQ first stage Professional Cookery qualification – basic skills and safety
- 3 months Induction Kitchen Service – professional discipline
- 9 months section by section 1 to 1 professional kitchen training
- Cornwall College day-release part time VRQ level 2
- 12 Sourcing Trips and 1 month Work Placement
- Apprentice Week – White hats lead service
- Well-being and Personal Development support tailored throughout: targeted, responsive, counselling, coaching
- 100% Job brokerage – placement led



Local Food, Local Jobs, Local Value



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The restaurant
Sample menus
Our charity
Events
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Reservations

Book online >>
Late availability >>
Private dining >>
Booking information >>



Totally Cornish

Three course lunch for £21
1st October - 26th October 2012
Monday to Friday only

Our Totally Cornish lunches are back!

We're a lucky bunch down here. There are some brilliant producers in Cornwall whose food can be found on the Fifteen Cornwall menu every day. In homage to the local talent and their hard work we're taking our sourcing policy the full distance in October, as close to 'Totally Cornish' as we can get.

This **special three course lunch** sits alongside our normal a la carte menu and features the best of Cornish seasonal produce. Think roast line-caught pollock or grilled line-caught mackerel with Duke of York potatoes and purple sprouting, Cornish durum wheat mafaldine

reduce food miles – fresh quality – known provenance
developing local supply chain – training local people

Brand Local – Brand Social



75% local food

100% local trainees

100% local staff

Continuous engagement
with local people

Social media

Jamie Oliver's brand is inherently social – enjoyment, empowerment and inspiration

Food Skills = Life Skills

Fifteen Cornwall – a destination and an experience



Food and Hospitality Sustainability

- Developing community-based training programme of wider food skills
- Linking to wider health, well-being, environmental, education and training agendas, including public sector food commissioning
- Applying Wellbeing and Development Programme learning and practice in other contexts
- Working with Cornish food and drink producers to help increase economic, social and environmental value and local usage of their produce
- Developing work and training placements within supply chains and friendly restaurants





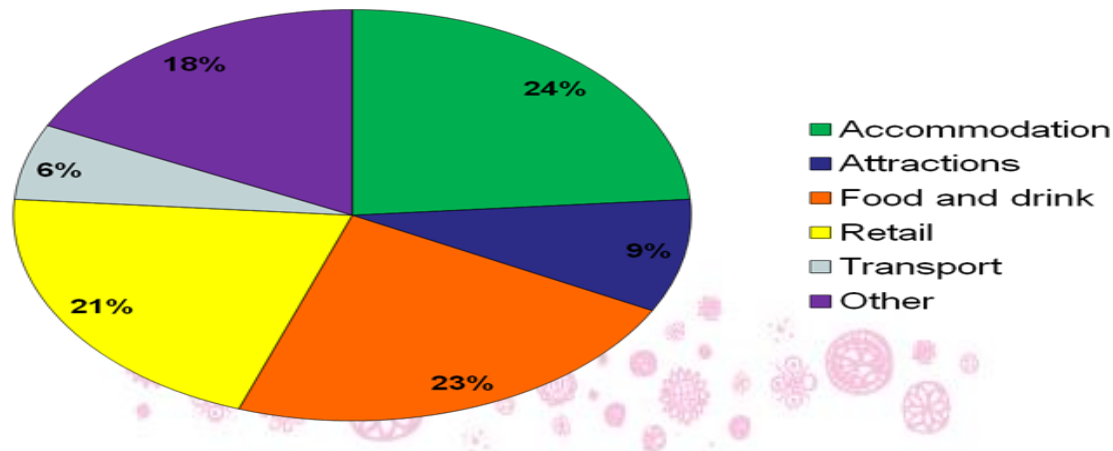
Business context – socially sustainable model

- **Structure:** charity owns sole share in private ltd company subsidiary. Company runs restaurant; Charity runs training & support
- **Commercial Methods & Management Processes:** F&B analysis, profit monitoring, operational controls, performance and bookings management, market led planning
- **Franchise:** fee paid to Jamie Oliver's Better Food Foundation for use of name, programme content, access to contacts and Jamie's stardust and engagement in programme
- **Social purpose driving Business value:** staff motivation, USP, strategic focus



Business context - numbers

- Restaurant turns over c. £3M p.a.
- c. 10% profit Gift Aided back to charity: £250k - £350k
- Catalyst for public sector contracts: c£250k - £300k p.a.
- Public contracts through European Social Fund, Job Centres Plus and Department of Work and Pensions - payment by results
- Well-being and Welfare – 700 hours counselling, psychotherapy p.a.
- Unit costs approximately £34k per apprentice p.a.
- Comparable costs of custody (£72k) and benefits (£52k)
- Balancing social and commercial value in the numbers



Running a Social Enterprise

- Without satisfying economic bottomline you can't satisfy social, environmental or cultural objectives – profit focus key
- Having social purpose sharpens your business model and gives you competitive advantage
- Even so it's a complex balancing act that's a bit like riding a bicycle – you fall over if you stop
- Internal communication is even more important than external communication
- Self awareness and critical reflection are the greatest weapons in your armoury
- Food and Tourism sector priorities make social enterprise particularly relevant.



Social Enterprise Economic Development

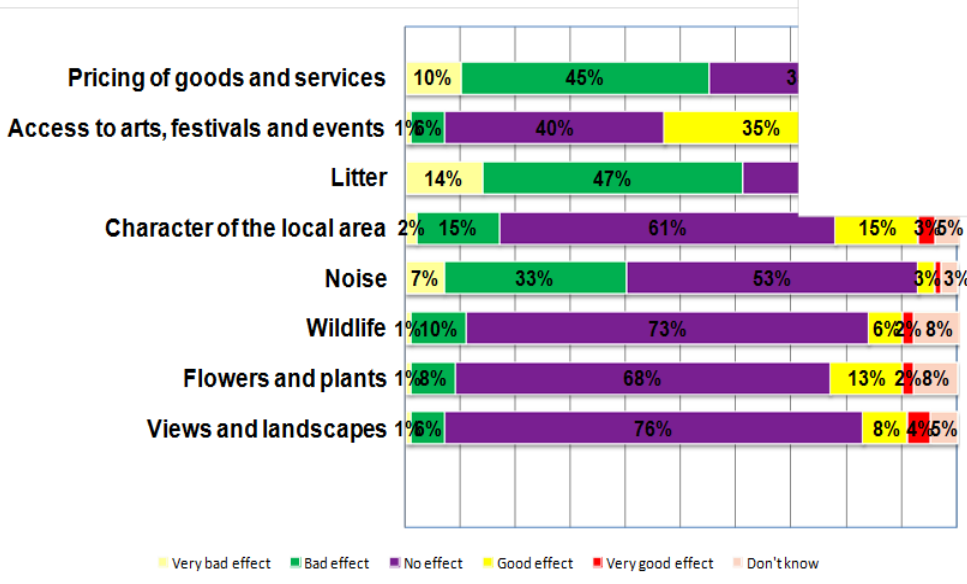
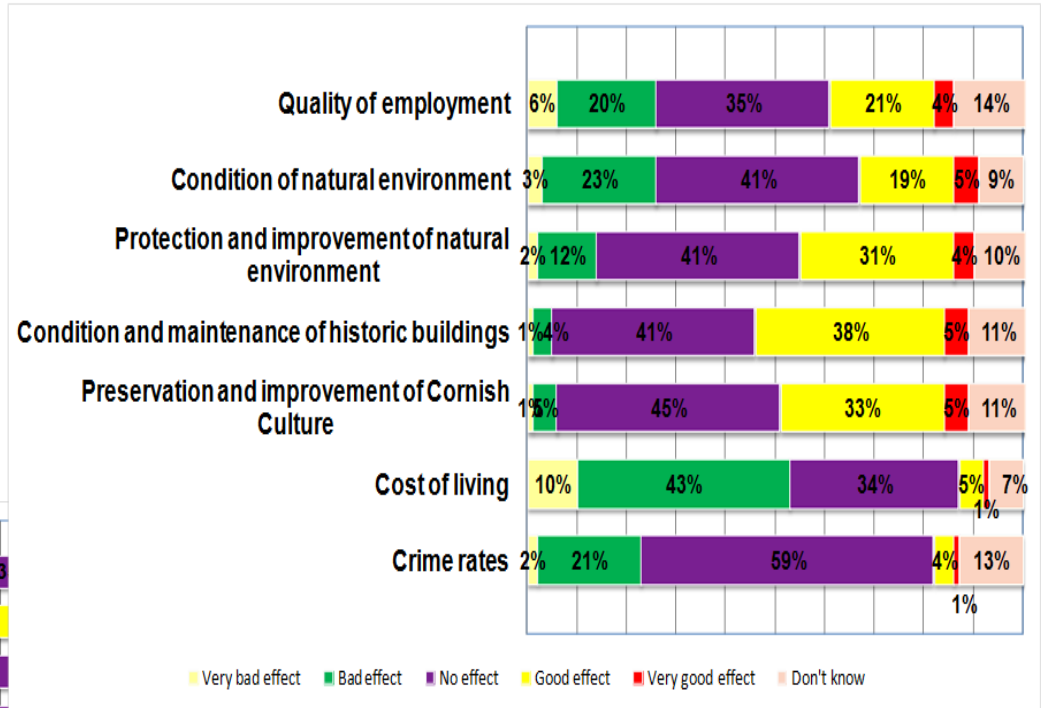


Cornwall is the home of sustainable development in Tourism

- Eden Project : Lost Gardens of Heligan
- World Heritage Site : Heartlands
- CoaST One Planet Tourism Network
- Area of Outstanding Natural Beauty : National Trust

What do Cornish people think Tourism does for Cornwall?

Visit Cornwall have found that 64% of Cornish people believe tourism to be of great benefit to their local area (sample 1100)



It's socially enterprising to address the negatives!



Big love

X

FIFTEEN CORNWALL

