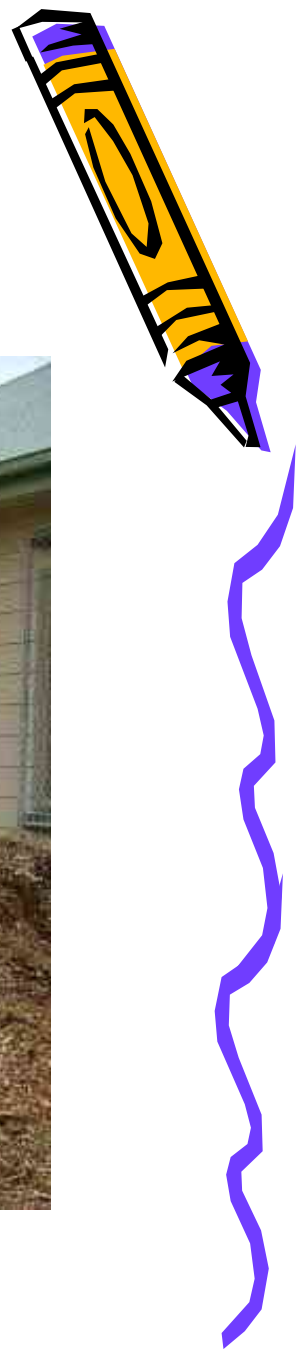




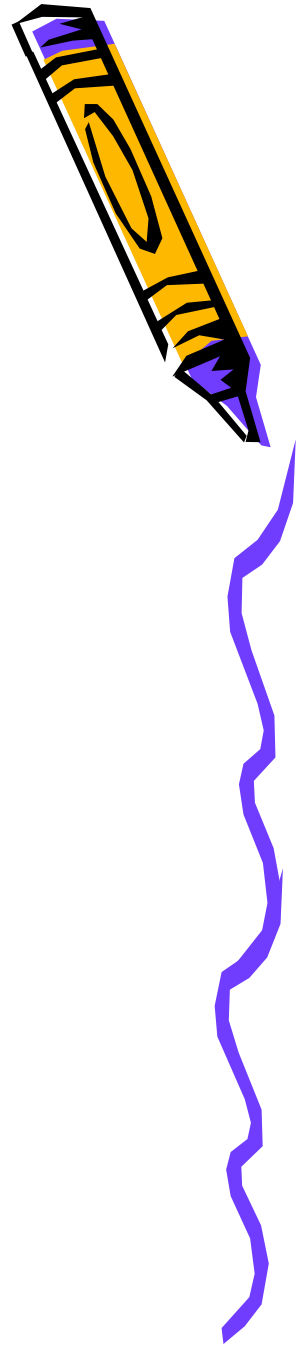
**Community Enterprise
Project**

Feasibility Study

Keysborough Learning Centre



Keysborough Learning Centre

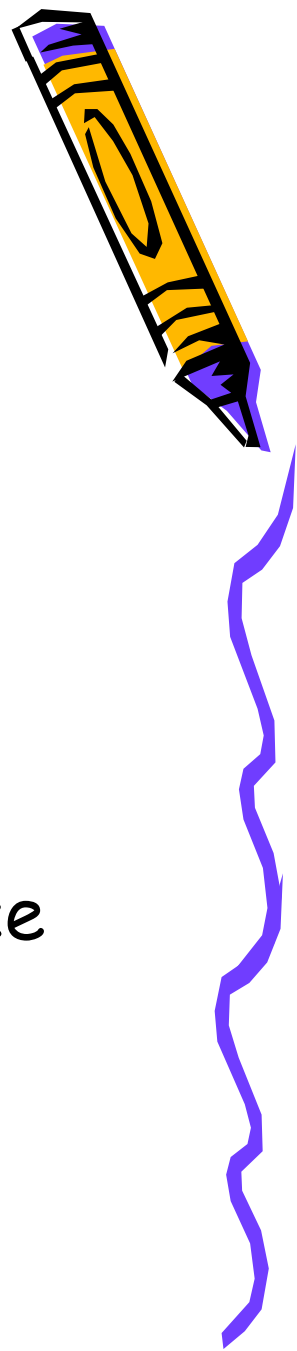


- Neighbourhood House
- Community Centre
- Support Agency
- "Not For Profit" Organisation
- Registered Training Organisation
- Educational Facility



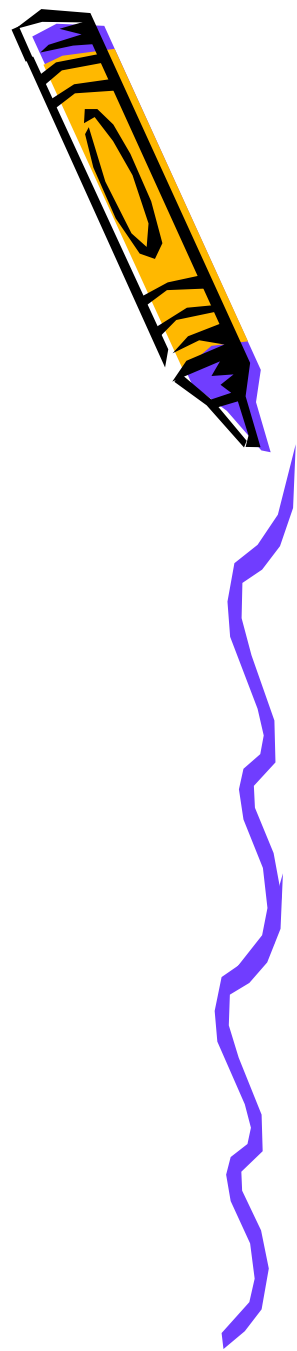
Facilities

- Keysborough Learning Centre - administration and coordination
- Classrooms, Support Services
- Keysmen Shed -
 - Volunteers - KLC Building Maintenance
 - Cooking, Art, Meetings



RTO - Pre Accredited and Accredited Programs

- English
- Victorian Certificate of Education
- Victorian Certificate of Applied Learning
- Information Technology
- Aged Care
- Children's Services
- Retail
- Business
- Food Hygiene



Keysmen Shed July 2004 1st Shed



Present Shed August 2009



Community

Enterprises



-
- Businesses run by “Not For Profit” (Profit for Community) organisations
 - Motivated by a social purpose
 - To benefit a specific community
 - They increase the social and economic participation of people who have difficulty getting into mainstream jobs.



Community Enterprise Grants

Victorian Government

Department of Planning & Community
Development

- Develop new community enterprises to create employment and training opportunities
- In areas experiencing disadvantage in the labour market
- Create opportunities to connect communities through economic development
- Develop plans that demonstrate potential for

Concept & Activity Areas

"Keys to Work"

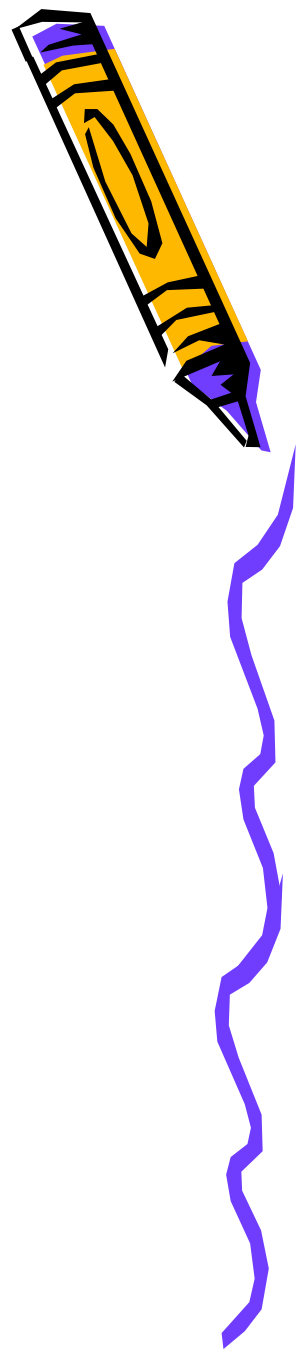


- "COMMUNITY MAINTENANCE ENTERPRISE"
- To recruit & train unemployed people of different cultural backgrounds (CALD) and abilities to carry out
 - Site clearing and maintenance of areas associated with the VicUrban "Revitalising Central Dandenong" project
 - Gardening and Landscaping of the project and new residential areas in Dandenong
 - Construction of relocatable gardening boxes for the above



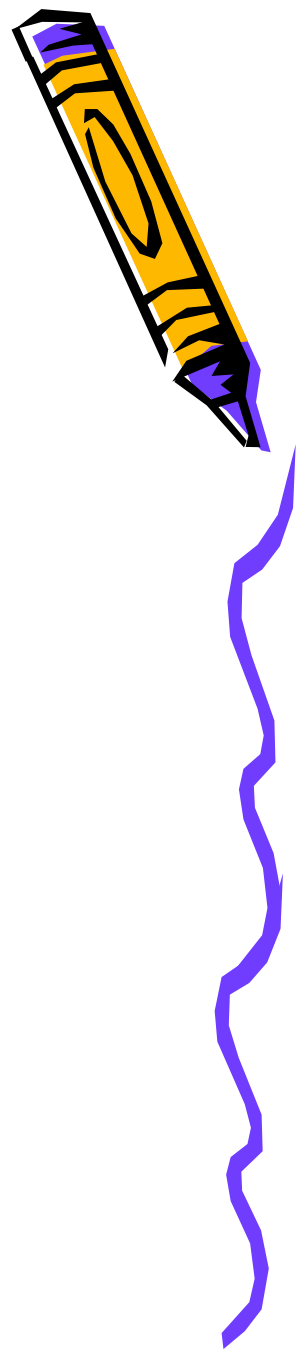
Who Will Benefit?

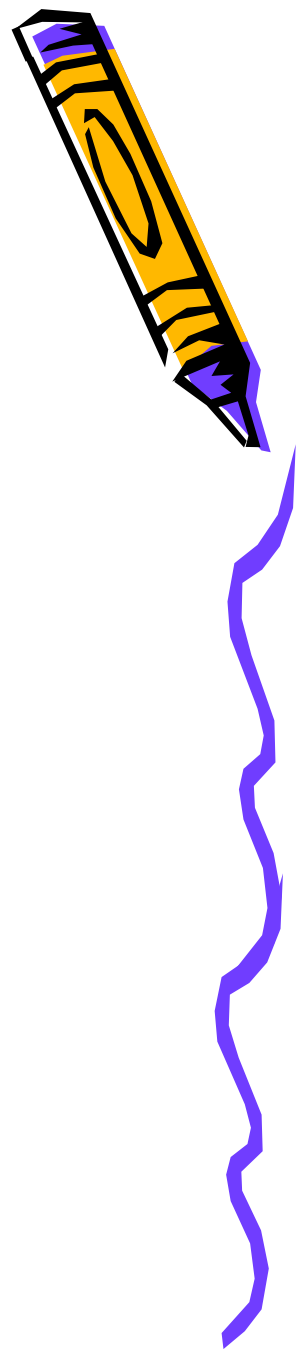
- The community of the VicUrban Project
"Revitalising Central Dandenong"
- Dandenong Businesses
- Local community organisations



Benefiting Participants

- Unemployed
 - CALD groups (inc new arrivals & refugees)
 - Disability groups
 - Young people





Customers 1 - VicUrban Revitalising Central Dandenong



- Victorian Government 'Shared Vision' for central Dandenong April 2006
- \$290 million over next 15 to 20 years
- Restore central Dandenong as the capital of Melbourne's South East
- Attracting \$1 billion of private investment

Delivered by the Victorian Government
through VicUrban in partnership with the
City of Greater Dandenong

- The Briefing Paper for VicUrban's project states:
- *The Project Partners will engage the community through –*
- *Information*
- *Community and Stakeholder Engagement*
- *Local Initiatives*



Local Initiatives

Support that offer benefits to the community including:

Pathways to employment, training and education

Recreational opportunities on vacant land

Streetscape and shop front improvement programs.



2nd Customers - Community Groups

- Community Organisations
- Include - community centres, schools, government and NGO buildings, commercial enterprises, kindergartens, sporting clubs, ethnic clubs, senior citizens groups, churches
- Cleaning and general site maintenance



3rd Customers

- New Homes – completing sites for builders
 - Clearing rubbish
 - Landscaping
 - Vegetable gardens

Training Room in Shed



Maintenance



Gardening



Building



Gardening Boxes



Compositing



5.5 Working Model

- Trainees recruited from local organisations – disability groups, CALD groups, Job Agencies, Centrelink
- Education & Training from KLC other providers in 4 areas – maintenance etc
- Teams of 10 workers, overseen by supervisor, work on sites/at KLC



13. KLC's Partners – MAJOR

- VicUrban
- City of Greater Dandenong
- Dept of Planning & Community Development (Adult Community & Further Education)
- Springvale Community Aid & Advice Bureau
- LINK
- Springvale/Dandenong Chamber of Commerce
- Wallara – Disability Services



13.9 KLC's Partners – Present & Future

- Centrelink
- Job agencies – Envision,
- Centrecare
- Other Disability Services –Outlook
- CALD Groups
- VET Organisations
- Local Business
- Schools _ Keysborough Secondary, St John's College, Dandenong

Human Resource Requirements

Enterprise Manager

- It is assumed that this position will be part-time, with limited hours in the first year, extending over years 2 and 3, until in year 4 it may be a fulltime position.
- This person will be responsible for the day to day running of the Enterprise, including :
 - - financial matters (submitting and paying accounts, analysing performance against budget);
 - - analysis of performance against strategic plans;
 - - manage volunteers/mentors and supervisors;
 - - seeking project and tender opportunities, and quoting on same;
 - - liaising with providers of people and recruiting trainees;
 - - recruit supervisors and mentors;
 - - marketing and promotion of the enterprise

8.2 Supervisors, Trainers, Mentors, Volunteers

- **SUPERVISORS**

- These people will be required to take charge of work teams on site,
- and guide them in areas such as work ethics (getting to work on time, appropriate workplace behaviour), planning the work flow, and ensuring their safety.
- It is assumed that supervisors will be needed to accompany trainees to all of their sites, and therefore their hours will be the same as the trainees. (one supervisor per ten trainees).

- **TRAINERS**

- These people will be required to teach skills to the trainees in the four identified work streams. It will be necessary to attract trainers with a broad range of skills. For the first year it is likely that one part time trainer will be required.

- **MENTORS, VOLUNTEERS**

- These people will be invited to help with the work teams,
- mentoring students in areas where they may have experience, and assisting trainers in areas such as work ethics and appropriate workplace behaviour.
- Mentors may also be valuable in the areas of team building, co-operating and negotiating with other members of the work team (being able to get on with a range of people associated with the project), communication and problem solving.

Expenses – 3 Yr Projections

EXPENSES - 3 YEAR PROJECTIONS

ITEM	YEAR 1			YEAR 2			YEAR 3		
	Best case	most-likely case	worst case	Best case	most-likely case	worst case	Best case	most-likely case	worst case
	12 trainees	10 trainees	8 trainees	23 trainees	20 trainees	15 trainees	35 trainees	30 trainees	25 trainees
Enterprise Manager	\$13,500	\$9,600	\$6,300	\$19,305	\$13,200	\$9,240	\$23,625	\$16,800	\$12,250
Admin support	\$0	\$0	\$0	\$0	\$0	\$0	\$13,440	\$9,600	\$7,680
Supervisors	\$6,000	\$4,800	\$3,600	\$13,200	\$10,560	\$7,920	\$21,600	\$17,280	\$14,400
Trainers	\$6,600	\$6,050	\$5,500	\$10,500	\$9,780	\$9,250	\$13,500	\$14,150	\$13,000
Mentors/volunteers	\$2,000	\$2,000	\$2,000	\$3,000	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000
TOTAL PERSONNEL	\$28,100	\$22,450	\$17,400	\$46,005	\$38,540	\$29,410	\$78,185	\$61,830	\$51,330
Payments to trainees *1	\$7,200	\$6,000	\$4,800	\$13,800	\$12,000	\$9,000	\$21,000	\$18,000	\$15,000
Contract costs (consumables)	\$10,000	\$7,500	\$5,000	\$12,500	\$10,000	\$7,500	\$10,500	\$12,000	\$7,500
Transport *2	\$1,250	\$1,000	\$750	\$1,750	\$1,500	\$1,250	\$25,000	\$20,500	\$20,000
Marketing & promotions	\$2,500	\$2,200	\$1,750	\$3,500	\$4,700	\$3,500	\$1,750	\$5,200	\$4,700
Other costs *3	\$4,250	\$3,600	\$3,000	\$5,500	\$4,600	\$3,750	\$6,500	\$5,500	\$4,750
TOTAL	\$63,300	\$48,750	\$32,700	\$85,055	\$68,340	\$54,410	\$144,415	\$126,030	\$103,330

*1 assume average payment of \$10 per hour per trainee x 60 hours per annum

*2 transport costs change because of changing travel patterns to contracts

*3 see previous pages for details of "other costs"

Income from Training – 3 Yr Projection

INCOME FROM TRAINING - 3 YEAR PROJECTIONS

WORK STREAM	YEAR 1			YEAR 2			YEAR 3		
	<i>Best case</i>	<i>most-likely case</i>	<i>worst case</i>	<i>Best case</i>	<i>most-likely case</i>	<i>worst case</i>	<i>Best case</i>	<i>most-likely case</i>	<i>worst case</i>
Site clearing & maintenance	12 trainees	10 trainees	8 trainees	23 trainees	20 trainees	15 trainees	35 trainees	30 trainees	25 trainees
	5 modules @ \$100 x 12 trainees	5 modules @ \$100 x 10 trainees	5 modules @ \$100 x 8 trainees	5 modules @ \$100 x 15 trainees	5 modules @ \$100 x 13 trainees	5 modules @ \$100 x 10 trainees	5 modules @ \$100 x 20 trainees	5 modules @ \$100 x 18 trainees	5 modules @ \$100 x 12 trainees
	\$6,000	\$5,000	\$4,000	\$7,500	\$6,500	\$5,000	\$10,000	\$6,000	\$8,000
Gardening & landscaping **	6 modules @ \$100 x 12 trainees	6 modules @ \$100 x 10 trainees	6 modules @ \$100 x 8 trainees	6 modules @ \$100 x 15 trainees	6 modules @ \$100 x 13 trainees	6 modules @ \$100 x 10 trainees	6 modules @ \$100 x 20 trainees	6 modules @ \$100 x 18 trainees	6 modules @ \$100 x 12 trainees
	\$7,200	\$6,000	\$4,800	\$9,000	\$7,500	\$6,000	\$12,000	\$9,600	\$7,200
Construction of boxes	3 modules @ \$100 x 4 trainees	3 modules @ \$100 x 4 trainees	3 modules @ \$100 x 4 trainees	3 modules @ \$100 x 5 trainees	3 modules @ \$100 x 5 trainees	3 modules @ \$100 x 5 trainees	3 modules @ \$100 x 8 trainees	3 modules @ \$100 x 8 trainees	3 modules @ \$100 x 8 trainees
	\$1,200	\$1,200	\$1,200	\$1,500	\$1,500	\$1,500	\$2,400	\$2,400	\$2,400
Cleaning training **				8 modules @ \$100 x 12 trainees	6 modules @ \$100 x 10 trainees	6 modules @ \$100 x 8 trainees	8 modules @ \$100 x 15 trainees	6 modules @ \$100 x 12 trainees	6 modules @ \$100 x 10 trainees
	0	0	0	\$7,200	\$6,000	\$4,800	\$8,000	\$7,200	\$6,000
Generic Training \$344 per trainee	\$4,128	\$3,440	\$2,752	\$7,612	\$6,680	\$5,168	\$12,040	\$10,320	\$8,600
TOTAL	\$18,528	\$15,640	\$12,752	\$33,112	\$28,680	\$22,460	\$45,440	\$37,520	\$30,200

Income from Work Streams

INCOME FROM WORK STREAMS - 3 YEAR PROJECTIONS

WORK STREAM	YEAR 1			YEAR 2			YEAR 3		
	Best case	most-likely case	worst case	Best case	most-likely case	worst case	Best case	most-likely case	worst case
Site clearing & maintenance	12 trainees	10 trainees	8 trainees	23 trainees	20 trainees	15 trainees	35 trainees	30 trainees	25 trainees
	3 sites @ \$2250	2 sites @ \$2000	2 sites @ \$1500	4 sites @ \$2250	3 sites @ \$2000	2 sites @ \$2000	4 sites @ \$2750	4 sites @ \$2500	3 sites @ \$2000
	\$6,750	\$4,000	\$3,000	\$9,000	\$6,000	\$4,000	\$11,000	\$10,000	\$6,000
Gardening & landscaping **	3 sites x 4 trainees @ \$20 per hour x 4 hrs per week x 40 weeks 1920 *HPA	2 sites x 4 trainees @ \$18 per hour x 4 hrs per week x 40 weeks 1296 *HPA	1 site x 3 trainees @ \$18 per hour x 4 hrs per week x 30 weeks 360 *HPA	3 sites x 5 trainees @ \$20 per hr x 4 hrs per week x 40 weeks 2400 *HPA	2 sites x 4 trainees @ \$20 per hour x 4 hrs per week x 40 weeks 1296 *HPA	2 sites x 3 trainees @ \$18 per hour x 4 hrs per week x 30 weeks 720 *HPA	3 sites x 7 trainees @ \$20 per hour x 4 hrs per week x 40 weeks 2880 *HPA ***	3 sites x 6 trainees @ \$20 per hour x 4 hrs per week x 40 weeks 2400 *HPA ***	3 sites x 3 trainees @ \$20 per hr x 4 hrs per week x 30 weeks 720 *HPA ***
	\$38,400	\$23,040	\$6,480	\$48,000	\$25,800	\$12,960	\$87,200	\$57,800	\$21,600
Construction of boxes	3 trainees x 1 box per week @ \$30 per box x 40 weeks	2 trainees x 1 box per week @ \$25 per box x 30 weeks	2 trainees x 1 box per week @ \$25 per box x 30 weeks	3 trainees x 1 box per week @ \$30 per box x 40 weeks	2 trainees x 1 box per week @ \$25 per box x 40 weeks	2 trainees x 1 box per week @ \$25 per box x 30 weeks	3 trainees x 1 box per week @ \$40 per box x 40 weeks	2 trainees x 1 box per week @ \$35 per box x 40 weeks	2 trainees x 1 box per week @ \$35 per box x 30 weeks
	\$3,600	\$1,500	\$1,500	\$3,600	\$2,000	\$1,500	\$4,800	\$2,800	\$2,100
Cleaning contracts **				(2 contracts) 4 trainees @ \$18 per hr x 3 hrs per week x 48 weeks 1152 *HPA	(1 contract) 3 trainees @ \$16 per hour x 4 hrs per week x 48 weeks 768 *HPA	(1 contract) 3 trainees @ \$14 per hr x 2 hrs per week x 30 weeks 180 *HPA	(2 contracts) 5 trainees x \$30 per hour x 4 hrs per week x 48 weeks 1920 *HPA	(2 contracts) 4 trainees x \$20 per week x 4 hrs per week x 40 weeks 1280 *HPA	(2 contracts) 4 trainees x \$18 per hr x 3 hrs per week x 30 weeks 720 *HPA
	\$0	\$0	\$0	\$20,736	\$9,216	\$2,520	\$38,400	\$25,800	\$12,960
TOTAL	\$40,750	\$28,540	\$10,980	\$81,336	\$42,816	\$20,980	\$121,400	\$98,000	\$42,660

Profitability Analysis

(from previous chart.....)

*HPA - Hours per annum

** these \$x per hour estimates are in excess of what will be paid to the trainee, to cover consumable costs

*** This is a conservative estimate. In addition to this estimate, there is potential for the enterprise to pick up a major landscaping maintenance project from new residential developments which could generate \$30,000 per annum

11.3 Profitability Analysis

Using most-likely case scenarios

	Year 1	Year 2	Year 3
Income from training	15,640	28,680	37,520
Income from work streams	28,540	42,816	96,000
TOTAL INCOME	44,180	71,496	133,520
TOTAL EXPENSES	42,750	69,340	126,030
PROFIT/LOSS	1,430	2,156	7,490

Using the most-likely case scenarios, it can be seen that even from Year 1, the enterprise will be viable. Year 2 shows a profit of \$2156, and Year 3 shows an increased profit, even taking into account that the budget for year 3 contains an allowance for purchase of a vehicle.

The sustainability and ongoing success of the enterprise will depend on marketing and promotion, and the establishment of a reputation for quality services.

Training & Education Opportunities Already Existing KLC

- Community VCAL
- Clean Premises & Equipment
- “White Card” training
- OH&S
- Workplace 1st Aid Level 1 & 2

New Courses

- Horticulture – Certificate II
- Building/Construction – Safe Use of Power Tools
- Garden Maintenance – Turf maintenance care, irrigation, organic vegetable growing, safe chemical handling, pest and weed management
- Carpentry – wood working

“Keys to Work” Enterprise

- 1st Year – Train, mentor, provide work experience, some paid employment for
 - Ten trainees

2nd Year

- Twenty trainees

3rd Year

- Thirty trainees

Ongoing Employment

- Trainees to move on to TAFE colleges for Diploma Degrees
- OR
- Helped to find ongoing employment with landscaping businesses
- OR
- Establish their own businesses

KEYSBOROUGH
LEARNING CENTRE



