JEMMA TRIBE



# BLUEPRINT

A GUIDE TO STARTING OR SCALING UP A FOOD RELIEF SERVICE

# BLUEPRINT

## A guide to starting or scaling up a food relief service

© Jemma Tribe, 2024

We acknowledge the Traditional Custodians of the land and pay our respect to Elders past, present, and emerging.

We also acknowledge and thank the Siddle Foundation who have made this resource possible.

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, except for brief extracts for the purpose of review, without the written permission of the copyright owner.

**Designed by Ten70 Bespoke Design**
**www.ten70bespoke.com.au**

# TABLE OF CONTENTS

**Examples of Models** 6

**Legal Structures** 7

**Governance** 9

**Strategic Planning** 10

**Insurance** 13

**Accessing Food** 14

**Grants** 18

**Council Requirements** 19

- Development Applications 19
- Food Premises Inspections 19
- Use By Dates 20
- Best Before Dates 20

**Business Systems**

- Marketing 21
  - *Branding* 21
  - *Social Media* 25
  - *Human Resources* 26
  - *Onboarding* 27
  - *Safety* 27
- Finance 28
- Operations 28
- Feedback 29

**Other Resources** 29

**Help** 30

**Appendix** 32



# PREFACE

Growing up in a single parent household for many years, I understand the struggle of making ends meet and how the grocery budget is often the first to be raided following the demands of other bills.

When I found out the Nowra Community Food Store was closing, I dropped by to take some photos and help get the word out. I wasn't prepared for what I saw and felt when I arrived. As I toured each aisle I witnessed young parents, older people, people with a disability loading up their trolleys – thanking volunteers for the opportunity to secure affordable groceries and access free items as well. Where will these people go if this place closes? I wondered. How many more kids will sit at home wondering where their next meal is coming from? Somebody needs to take this on I said to myself and with the closure date imminent- I knew that someone was going to be me.

Over the last 3 years we've registered the Nowra Community Food Store as a charity, established a board of governance, secured grants/donations, implemented a Volunteer Management Plan, Strategic Plan, Policies/Procedures and found a model that is both financially sustainable and impactful that we'd like to share with others.
We often get asked for advice from those thinking about starting or scaling up a food relief service. This blueprint is designed to answer those frequently asked questions and offer a comprehensive guide for operating a service of this kind in NSW, Australia.

# INTRODUCTION

While Food Relief has always been essential in most communities, it has become critical as the cost of living crisis continues to put pressure on household budgets and squeezes out any wiggle room once held. For many people, who are barely getting by, a medical bill, car repair or unforeseen expense, can be the final straw – pushing them into a critical situation.

This Blueprint will outline different models that can be established to support vulnerable people with food relief and outline operational considerations.

# EXAMPLES OF MODELS

## Start Small

While the Nowra Community Food Store is a substantial operation today, it didn't start that way. A lovely couple started it from the garage of their home in Bomaderry and years later expanded it to the South Nowra premise it's in today under the auspices of Mercy Ministries.

When they retired and the charity did not wish to continue its involvement, it became a standalone charity. (We'll cover what that process looks like in the next section). The point is, do not despise the day of small beginnings! A small seed can grow into a large tree but if it's not planted and nurtured – it won't mature at all.

You may start with a 'take what you need, leave what you can' farm gate booth or shop shelf attached to your home, community group, business, or charity. Keep it tidy each day, promote it, network to attract donations and put the word out to other community groups.

If you have an established charity like an op shop, you may wish to purchase some industrial shelving and offer a community pantry on limited days of the week. You may even adopt a mobile model on wheels going out to certain community groups on certain days.



### Farm Gate Booth

Provided your stall is less than 9m$^2$ and you have parking available, you can set up a stall on your property with produce you grow.




### Community Pantry

Introduce a community pantry to your existing community group, business, or charity.



### Spread the Word

Network to attract donations and put the word out to other community groups.

# LEGAL STRUCTURES

Starting a community food store under the banner of an existing charity is the simplest model. While changes to risk registers, policies, insurance and perhaps DA approvals for premises might be required for a change of use, it does quickly establish a legal structure to move forward with. If a willing charity partner can't be found or a flatter structure is preferred, you will need to follow these steps to register a charity in Australia:

- Choose a name for your organisation
- Write a statement of your organisation's objectives
- Establish a constitution (click to view template)[1]
- Ensure you have the correct number of members signed up as specified in your constitution (a simple sign-up form is needed to collect their name/contact details and outline membership cost, which could be as low as $2).
- Identify 'Responsible Persons' for your governance board, again the number you need will be identified in your constitution (Click to learn more)[2]
- Identify a public officer
- Apply for an Australian Business Number (ABN) (optional at this stage but good to have)
- Register as an 'Incorporated Association' or other ACNC approved legal structure. (Click to learn more).[3] You can post all the relevant info or supply in person at Service NSW. (Learn more about relevant information and submission here).[4]
- Once you have followed the above steps you will be able to seek registration with the Australian Charities and Not-For-Profits Commission (ACNC). (Click to view the checklist)[5]
- Once approved there will be regular reporting required to the ACNC including evidence of meetings and financials.
- It is an additional process to be registered as a 'Public Benevolent Institution,' which if granted allows you to apply to the Australian Tax Office (ATO) for Deductible Gift Recipient Status (DGR). Having DGR status enables donors to claim any donations to your organisation as a tax deduction. (Click to learn more)[6]
- Please note if you do wish to pursue DGR status, your constitution needs to contain a specific clause that slightly differs to the standard ACNC template. The winding up/revocation clause must specifically state (see following page):

## *Sample clause*

If the organisation is wound up or its endorsement as a deductible gift recipient is revoked (whichever occurs first), any surplus of the following assets shall be transferred to another organisation with similar objects, which is charitable at law, to which income tax deductible gifts can be made:

- gifts of money or property for the principal purpose of the organisation
- contributions made in relation to an eligible fundraising event held for the principal purpose of the organisation
- money received by the organisation because of such gifts and contributions

- Also consider applying for a broader stamp duty exemption in NSW, which applies to all classes of insurance.
  Details can be found on the Revenue NSW website: (Click to learn more)[7]

## Notes



# GOVERNANCE

Whether you're a reporting into the 'responsible persons' (board) of a charity or you are registered as a responsible person, you have certain responsibilities.
Firstly, Board members must have a 'Director Number' that can applied for via the Australian Business Registry Services.

Other requirements are outlined on the ACNC website: (Click to learn more)[8]

Registered charities must meet the ACNC Governance Standards.[9] It's important that everyone involved has read these standards as well as their own organisations constitution.

Ongoing training is recommended for Board Members to ensure they are not just meeting their fiduciary responsibilities (such as reporting requirements, ensuring the organisation isn't training insolvently and any conflicts of interest are managed) but also managing risks, setting the strategic direction and engaging in long term planning.

A governance tool kit is available on the ACNC website: (Click to view toolkit)[10]

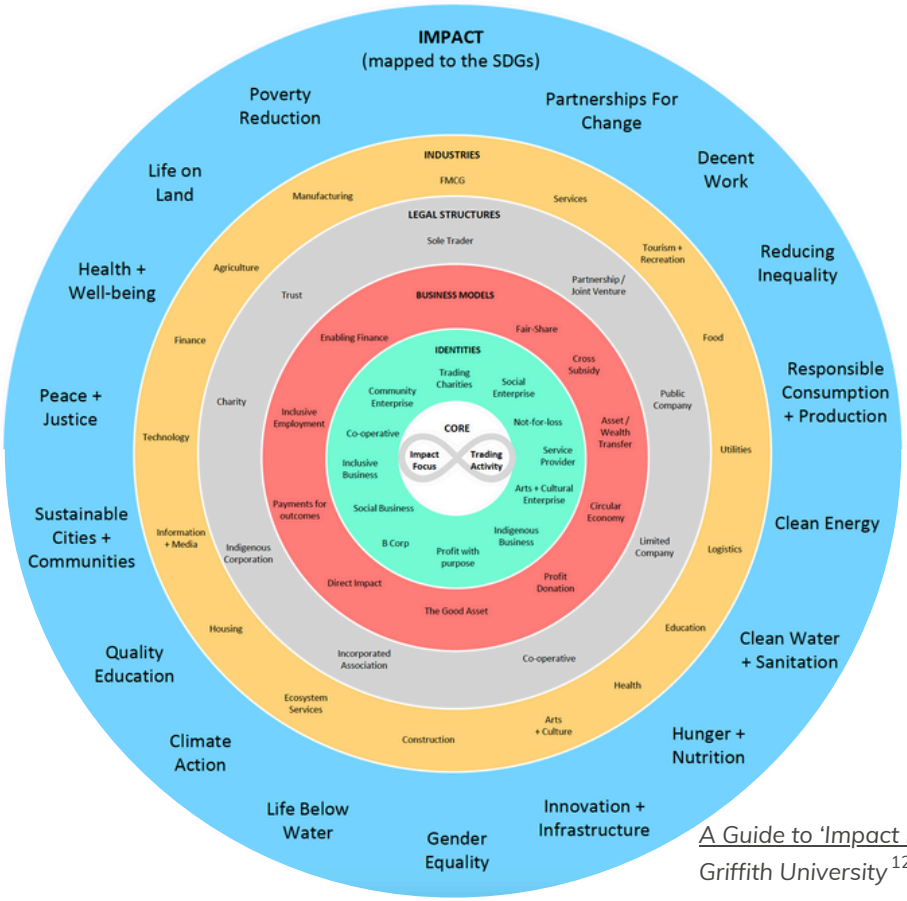
It is also recommended that Board Members consider formal training through Registered Training Organisations (RTO's) at the Australian Institute of Company Directors (AICD). AICD offer great templates for Board papers to ensure Board members are well informed and can demonstrate robust decision making processes: (Click here for more information)[11]

Following a structure (as outlined in the link above) allows Board Members to understand the issue, what resolution is being proposed, what the cost/risk implications are and any other background information/evidence to make sound decisions.

The Board are responsible for the strategic direction of the organisation, its financial sustainability and managing all associated risks.

# STRATEGIC PLANNING

A strategic plan should outline the organisations vision, mission, values. It should also articulate its impact area. For NCFS that's Hunger/Nutrition.




A Guide to 'Impact Enterprise'
*Griffith University* [12]

The strategic plan should also outline the organisations strengths, weaknesses, opportunities and threats (SWOT analysis), its short, medium and long term goals, key performance indicators (KPI's), consider the human resource requirements to meet those goals and the financial implications.

It is essentially a big picture view of the organisation, the market its operating in and where it's headed over the next five years. It may even include the organisations impact model (an example is provided on the following page).

Nowra Community Food Store

# NCFS IMPACT MODEL

| KEY RESOURCES | BUSINESS ACTIVITIES | DELIVERABLES | KPI'S |
|---|---|---|---|
| • Products for sale<br>• Volunteers/staff<br>• Customers<br>• Cashflow<br>• Donations<br>• Vehicles<br>• Referrals<br>• Advertising<br>• Physical store | • Cleaning<br>• Ordering<br>• Deliveries<br>• Customer service<br>• Unpacking<br>• Admin<br>• Pricing<br>• Create rosters<br>• Manage staff<br>• Pick ups<br>• Policies/procedures<br>• Finances<br>• Networking/collaboration<br>• Public relations | • Good customer service<br>• Stocked shelves<br>• Affordable groceries for people<br>• Inclusive and compassionate place to shop<br>• Clean and welcoming<br>• Fresh and varied produce efficiency | • Number of Customers<br>• Positive feedback forms<br>• Daily total sales<br>• Social media engagement<br>• Website visitors<br>• Website sales<br>• Volunteer retention<br>• Volunteer enquiries |

Complementary documents to this are the marketing plan (which is covered in more detail on page 22) and a business plan. A simple 'Business Model Canvas' is useful as a quick working document. An example of this is provided below.

# Business Model Canvas Example

### KEY PARTNERS
- Other NFP's who refer
- Strong organics
- Aldi
- Foodbank
- Woolworths
- Media
- Donors
- Customers
- Other Food Relief services

### KEY ACTIVITIES
- Ordering
- Processing deliveries
- Stocking Shelves
- Picking up donations
- Distribution
- Labelling/Cleaning
- Serving customers
- Sales & Marketing
- Growing food
- Sharing our model
- Coaching

### CUSTOMER RELATIONSHIPS
- Respect
- Dignity
- Compassion

### CUSTOMER SEGMENTS
- CALD Communities
- First Nations People
- Families
- Older People
- Young people

### VALUE PROPOSITIONS
- Building capacity
- Dignity
- Creating choice/affordable options
- Easy to access
- Award winning
- Unlimited Access
- Compassionate staff/volunteers
- Inclusive
- Emergency hampers
- Dietitian formulated $5 dinner packs
- Sustainable model
- Industry leader
- Impact model
- Clear policies/procedures/model

### COST STRUCTURE
- Cost of goods
- Insurance
- Marketing
- General Operational
- Rent
- Wages
- Vehicles

### REVENUE STREAMS
- Sales
- Donations including 'Pay it Forward' hampers
- Grants

### KEY RESOURCES
- Brand
- Digital POS
- Employees
- Website
- Supply chain

### CHANNELS
- Word of mouth
- Website
- Media
- Social Media
- Advertising

# Volunteer Management Plan




As part of NCFS' strategic planning engagement process, a need was clearly identified for a volunteer management plan to be developed in an effort to address the significant challenges in this area of the organisation.

The existing system was not working, with volunteers turning up when they could and there being either too many or not enough at any given time.

Significant aspects of the plan include:

- A roster with two clear shifts each day
- Position descriptions
- Performance Management Plans
- Training & Development opportunities
- Rewards
- Uniform
- An 'Expression of Interest' form (EOI) on the website to 'apply' for volunteer positions. This enables the team to consider any vacancies, gauge availability of candidates/suitable skills and also importantly – assess a person's motivation for wanting to be involved.

These changes have resulted in there being a waiting list to volunteer at NCFS.

> Never doubt that a small group of thoughtful, committed, citizens can change the world. In fact, it's the only thing that ever has.
>
> MARGARET MEAD

# INSURANCE

Having the appropriate insurance is essential. All vehicles must be registered and insured to accommodate volunteers. (Setting up renewal reminders to a central email address or mobile phone number can be useful with stickers in windscreens a thing of the past).

Nowra Community Food Store went through an insurance broker to help identify the cover needed and the best value policies. NCFS is insured for the following:

- Public Liability
- Products Liability
- Association Liability (to cover directors)
- Voluntary Workers Personal Accident
- Workers Compensation
- Motor Vehicle
- Property (determined based on replacement value of stock, fridges, freezers, cool room, point of sale material, shelving, office fit out etc

It is best to seek advice about your specific needs in this area.

# ACCESSING FOOD

## Foodbank

The main supplier for NCFS is Foodbank NSW/ACT.
Registered charities are eligible to apply and become a Foodbank Partner by completing the form on their website. (Click here to access).[13]
It can take some time to process, so it's best to use that time to consider who will be the contact person, what days will be best for deliveries, what will be your weekly budget, how will you set prices (or do you having funding support to be able to give items away) etc.

Once approved, orders are placed via the website (guidelines can again be found on their website. (Click here to access).[14]

At NCFS we receive ambient orders on Tuesday and Thursday and chilled/frozen on Friday. To do that we must specify the day before as the processing day (when it is physically packed at the warehouse) and orders must be in by 3pm the day before that. We use Foodbanks delivery options, which are free for ambient items (subsidised by the NSW Government) and incur a freight fee/pallet handling fee on chilled/frozen orders. Foodbank cold deliveries only come to our region on a Friday, however 'Road Masters' and other companies can offer other alternatives. These companies can be used for Foodbank deliveries it just needs to be specified on the order and they each have their own booking forms as well.

## Pricing Formulas

Given the expense of chilled/frozen items to purchase, ship and store, NCFS would normally charge customers double the price we purchase it for, in order to recover costs and remain financially sustainable. This is not always possible if the price is too high for the market to bear and is not competitive with other supermarkets, so that is always a consideration.

For ambient items a fixed formula is not always possible either as it largely depends on what we're able to purchase it for and what regular supermarkets charge.

A price somewhere in the middle is sought. This also allows for flexibility to reduce margins on essential items and consider slightly higher margins for non-essential products. For example, NCFS would barely make a few cents on the sale of long-life milk but soft drinks have a more comfortable margin applied (especially when chilled).



## Oz Harvest

Oz Harvest does not deliver to the South Coast of NSW or many other regional communities so it's best to check if you live in an eligible region. Oz Harvest food must be donated and cannot be sold. To apply or find out more visit their website. ozharvest.[15]

## Woolworths Food Rescue Program

You will need to fill out 'Application Form – Food Rescue to Feed People in Need'. The store manager in your town will be able to give you one of these or write to: Woolworths Limited
PO Box 8000, Baulkham Hills NSW 2153.

Once approved your charity will be able to pick up items on or close to their best before date to be given away by your charity. You must agree to a list of requirements and instructions will be provided for the way goods must be collected at their loading dock at a set date/time. Chilled/frozen goods must be transported accordingly, a high vis vest and closed in footwear must be worn and charities must 'accept' each donation digitally with a confirmation email or text message.

## Aldi

Aldi stores also establish relationships with a certain number of charities and the process is managed at an individual store level by speaking to the store manager. If approved staff will leave a trolley of items on the back dock for collection.

## Coles

Coles stores prevent food waste and reallocate to people in need via SecondBite – a charity that supports over 1000 charitable organisations in Australia with food relief. Applications for new charities are unfortunately paused at the time of writing this. (Learn more).[16]

# Other Stores

IGA have established their own Food Rescue Program in association with not for profit 'Food for Change'. NCFS also receives items from a local Food Works Supermarket on a weekly basis. Its best to speak to individual store managers to discover what is possible. Being consistent is often key – its easier for them to establish a relationship with a charity partner that picks up regularly, at set times and understands their WHS requirements. Some store managers will even freeze meat and other proteins BEFORE their used by date so they can be given away and used by someone who can consume the item within 24 hours of thawing the product. This must be labelled accordingly, which will be covered in 'Food Safety.'

Don't be afraid to put the call out to other businesses in your local area whether that be farmers, artisan stores, green grocers or other producers. NCFS receives items from Strong Organics, Nowchem, Flavours Shoalhaven, Fresh Fodder, The Bakehouse Espresso Group and others who have items passed their best before date that they can no longer sell as a private business but a charity can (this topic is covered in more detail in 'Food Safety').

The community can also be a great source of support, they might have excess citrus growing on their trees, or be moving and looking for a place to donate items. Growing your own produce or linking in with a community garden might also be an option for you.

Its best to consider the needs of your customer base and explore creative options for how those needs can be met. For example, NCFS was struggling to source red meat such as mince and sausages for customers when a local dairy farm donated a retired dairy cow for the cause. While logistically it was a challenge to source live transport and processing – her legacy was several months' worth of meat in high demand.






Local solutions to local problems are often key – so put the call out and see what possible solutions are presented!

# Deliveries

If you are ordering from Foodbank NSW/ACT, delivery for ambient orders is free (subsidised by NSW Government) and can occur on most weekdays using Foodbanks delivery trucks. If you are wanting orders to arrive on a particular day, you must specify the day before on your order as that will be the day Foodbank packs the order - ready to be shipped out the next day.

For example, NCFS receives an ambient order on Tuesday and Thursday, so we place the order for Monday and Wednesday. Orders must be placed by 3pm the day before packing day. (Which, in the case of Monday's order is 3pm Friday).

Chilled/frozen orders can only be delivered by Foodbank on a Friday to the South Coast of NSW (with the order date specified as Thursday). This will differ in each region and is important to check with your Account Manager. This particular chilled truck is also smaller than that used to transport ambient items, and a forklift is required to unload the goods – otherwise boxes need to be removed by hand.

When chilled/frozen pallets arrive, NCFS are lucky enough to be able to utilise a neighbour's forklift to remove the stock from the truck. This is an important consideration, particularly with an ageing volunteer workforce.

Charities can also self-collect from the Sydney depot during set business hours with a refrigerated vehicle. Third party companies may also be utilised such as 'Road Master', their details need to be specified on the Foodbank ordering form and a separate booking form with the delivery company of choice also needs to be completed. Major distribution services will offer a split truck for frozen and chilled orders to keep them separate for an additional fee, others may simply freeze everything so its important to check. Similarly, if you are in a remote area they might collect your order and store in a cool room or freezer overnight so its important to ask questions and understand the process. If items are being stored in a freezer overnight it may impact your ability to order eggs etc.

# Local deliveries (online orders)

NCFS offers online ordering for limited generic options at: https://www.nowrafoodstore.com.au/ . Customers can purchase an 'essentials hamper', a pay-it-forward hamper (that is allocated to someone in store in need or shipped to another recipient by the customer), snack packs and other add-ons. The store simply does not have the resources to add each new item to the website each week (knowing that stock varies significantly based on Foodbank offerings.)

We have a vehicle dedicated to local deliveries /pick ups with set routes each week as there are set dates/times to do pickups at places like Woolworths loading docks for example. We must 'accept' their donation the day before via their app, be waiting in the correct area, with a high vis vest and our own boxes.

If an order comes in via our website, deliveries are made on the day we are picking up from a Woolworths store in their suburb.

Given that resources such as volunteer time, petrol and vehicle availability are limited it is important to map out these schedules effectively.

# GRANTS

If you are new to grants it is worth getting on touch with your local Council, State and Federal Members to be added to any lists that can notify you of any upcoming grant opportunities.

Here are a few places to start:

- https://business.gov.au/
- https:/www.grants.gov.au/
- https:/www.nsw.gov.au/grants-and-funding
- https:/www.communitygrants.gov.au/
- https:/www.thegrantshub.com.au/
- https:/www.clubgrants.com.au/

Sometimes what you need is obvious and its easy to trawl through the open opportunities and see what fits. Other times reading the criteria might spark a useful idea.
The Foundation for Rural Regional Renewal (FRRR) has some great 'capacity building' opportunities, you can view them on their website: (Click here) [17]

Other grants are usually targeted at infrastructure, events and programs.

When completing applications its important to be clear on how much is being asked for (with quotes as evidence etc), what it will be used for, why it's needed, who it will benefit and how you'll demonstrate any outcomes. We covered 'impact models' under Strategic Planning on page 9.

Keeping records for grant acquittal reporting is important, as well as collecting evidence of delivery along the way e.g. any media clippings, photos and feedback summaries.

## Notes

# COUNCIL REQUIREMENTS

## Development Applications

It was mentioned earlier that if opening a new premise, a Development Application (DA) may be required from your local Council. Even if the shop is zoned commercial, if a different type of business was operating from there a change of use is required. Depending on your activities, adjustments to the building or fit out may be needed in order to be granted approval. For example, if you will be cooking, or even packaging food, there are certain requirements for floor coverings etc. It is important to speak to your local Council before moving in to ensure you have everything needed to be compliant and avoid fines. Most information will be covered in your local Councils 'Food Premises Policy'.

## Food Premises Inspections

Councils inspect all premises where food is prepared for sale to the public to ensure compliance with the Food Act 2003 and all other relevant legislation. When you register with your local council there will be a form to complete so they can assess what level of 'risk' your services present and add you to their 'register' for regular inspections.

Grocery stores that buy and sell packaged goods are considered 'low risk', organisations. Portioning, packaging, preparing or cooking food will be assigned a higher risk and require additional food safety credentials.

Councils regularly conduct education for food handlers detailing correct food handling techniques and basic food hygiene. Councils usually strongly recommends that any persons working within the food industry attend these hygiene seminars. Dates and times can usually be obtained from Council's Development and Environmental Services Group.

## Use by Dates

There is an important distinction between 'used by' and 'best before'. Items past their used by date must be disposed of and can not be sold. The only exemption to this is if the item has been frozen before the used by date.

Some store managers of supermarkets NCFS collects from are great at putting things like meat and dairy in the freezer before the item is expired so that it doesn't need to be thrown out. We transport it in an electric esky, ensure the item is still frozen solid upon arrival, before storing in our own freezers to give away to customers.

We have an 'if in doubt, throw it out,' policy and anything thrown out goes into the bins for a local farmer to collect. In this way nothing is wasted.

Council inspectors also require us to label each frozen item with a sticker that states the date the item was frozen and advising that it must be consumed within 24 hours of being thawed. Signs stating this are also required on the freezers.

## Best Before Dates

Best before dates have more flexibility, legislation states:
*"Food which has passed its 'best before' date can still be donated to charity provided it is not damaged, deteriorated or perished."*

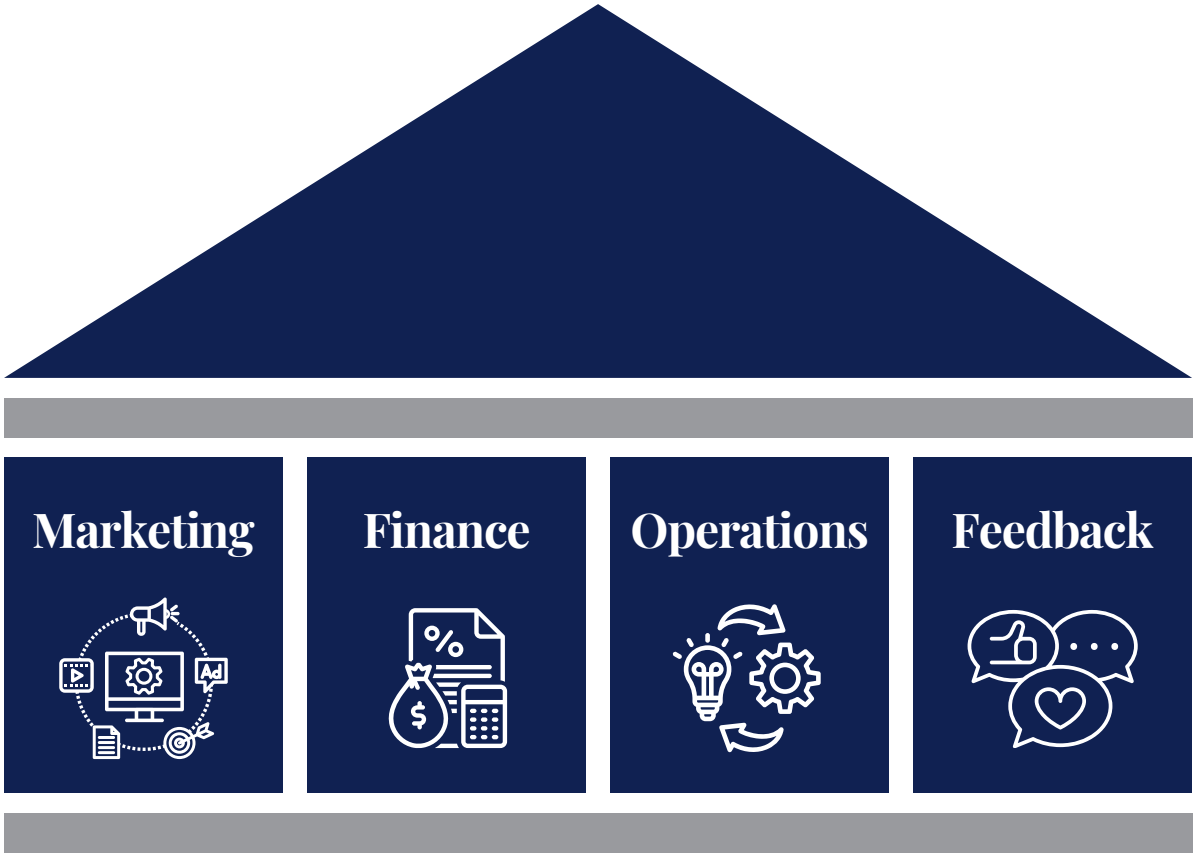
For more information regarding 'use by' and 'best before' dates please visit the NSW Food Authority[18] and the Food Standards Australia[19] websites.

NCFS displays signage in store to advise that some items might past their best before dates and while this may affect the quality of the products it does not affect their safety.

The timeframe is different depending on the product. NCFS utilises the guide in the appendix at the back of this document.

# BUSINESS SYSTEMS

This next section covers the 4 pillars of business that need to be considered to function sustainably as an organisation. I have always been very passionate about not-for-profit organisations utilising commercial principles to ensure economic viability and be able to deliver their social purpose. Below are some considerations (and templates to utilise where appropriate) for each pillar.




## Marketing

You will see from the template included that it is important to articulate who your target audience is as this will affect how you communicate with them to promote your products, what price point will be determined based on their needs and how you will position yourself in a crowded marketplace full of lots of messages.

# NCFS MARKETING PLAN

## Executive Summary

NCFS is a low-cost grocery store for low-income earners in the Shoalhaven region. We strive to be a safe, inclusive place to shop, that provides choice, dignity and affordable groceries for our customers. While there are other services similar in nature to NCFS in the commercial and not-for-profit sectors, no one else is offering a 5 day per week social enterprise store in South Nowra specialising in food.

NCFS promotes itself frequently on Facebook and in the local media and will expand the promotion of its new website and online ordering options through sponsored posts, an e-newsletter and letter box dropping.

This plan highlights who NCFS's customers typically are and how we intend to reach them.

## Target Customers

While NCFS welcomes people of all ages and backgrounds we are particularly popular with the following demographics in the Shoalhaven Local Government Area:

- **Single mothers:** They are often after affordable nappies, meal ideas and lunch box snacks. They need fruit for school, free bread for sandwiches, milk and quick/cheap dinners – including protein like chicken, mince and sausages.
- **Young families:** This group have similar needs to the above group, they often have one parent not working due to sickness, injury or childcare and also find full priced groceries difficult to access – particularly with cost of living increases. They are time poor and prefer heat up style meals and sometimes have pets to food too.
- **Aged pensioners:** This cohort often have a companion animal and require affordable pet food. They like canned goods for themselves, or small frozen meals, or affordable meals to cook from scratch like meat/ veg and soup. They are also susceptible to cost of living pressures and look for basic staples weekly - rarely trying new things and prefer well known products. They also see tea, coffee, biscuits and raw ingredients for baking as regular staples.

## Unique Selling Proposition (USP)

NCFS is a low-cost grocery store for low-income earners in the Shoalhaven region. We strive to be a safe, inclusive place to shop, that provides choice, dignity and affordable grocery options for our customers.

## Pricing & Positioning Strategy

We are a low cost grocery store operating as a social enterprise so our prices are as low as possible whilst ensuring our overheads are covered. In the dry goods department, we attempt to mark up items by 50% depending on benchmark pricing. Freight costs do not apply on these items.

On frozen and chilled items transport is a significant factor and electricity for storing. These are ideally marked up by 150% (again if the price is competitive) and self-care wholesale items are marked up by 250%.

When customers spend $10 in store, they can also access free bread, fruit/veg and frozen meat/meals donated via the Woolworths food rescue program.

## Distribution Plan

Customers can purchase goods in store at 10/158 Princes Highway South Nowra or online at nowrafoodstore.com.au.

## Marketing Materials

NCFS has a signed van, website, Facebook, pull up banner, business cards, printed flyers and e-newsletter to promote products, opportunities and special offers.

## Promotions Strategy

NCFS predominantly uses Facebook for advertising specials. We are also developing an email database for the e-newsletter, we update the website, host an annual community open day, attend relevant local trade fairs, issue press releases and maintain an excellent relationship with local media.

## Partnerships

We encourage the community to be involved in our store either by donating goods, making a donation, purchasing a ‘pay it forward hamper’, sponsoring/subsiding dinner packs, organising gift vouchers or hampers for clients etc.
We support other NFP’s by proving produce for soup kitchens/breakfast clubs. This often leads to the referral of new customers. It also fits with our vision of being more than a low-cost grocery store but also an inclusive. Community space where there is always something interesting on offer in a welcoming environment.

## Retention Strategy

NCFS will improve our retention strategy through regular emails to our database, which could include additional shout outs to donors and volunteers.

## Financial Projections

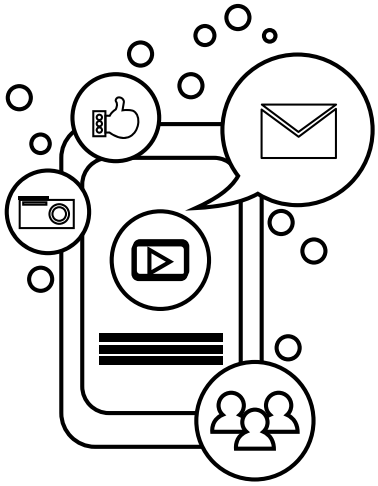
Promotional costs have not been included to date as a grant was received to complete the website and press releases/social media have been very effective for getting our message out. However, a line item for boosted posts to promote online orders and flyers for letterboxing as well as upgraded street signage should be considered going forward.

| Income items | Amount $ | Expense Items | Amount $ |
|---|---|---|---|
| Eftpos sales | x | Foodbank food | x |
| Cash sales | x | Wages | x |
| Donations | x | Rent | x |
| | | Electricity | x |
| | | Insurance | x |
| | | Workers comp | x |
| | | Petrol | x |
| | | Telco | x |
| | | Officeworks | x |
| | | Superannuation | x |
| | | Epos software | x |
| | | Intergrading | x |
| | | Vehicle maint | x |
| | | Website hosting | x |
| | | Fire Safety insp | x |
| | | Equipment | x |
| | | Training | x |
| **Total Income** | **x** | **Total Expenses** | **x** |

# Marketing cont...

## Branding

Having a logo, colour palate, hero images, specific fonts and all the marketing material that goes along with this from a website to business cards/flyers, pull up banners and more is not essential but it certainly helps. These symbols present the organisation as being professional, credible, identifiable and organised. All of which helps with talent attraction, fundraising, winning grants/tenders, collaborating with other partners, attracting/retaining customers.



## Social Media

While managing social media pages comes with its own challenges and the need for more policies, having a page to post updates and get a message out quickly to a mass audience can be very useful.

It is best to ensure there are multiple 'admins' on the page in case someone leaves the organisation and needs to be removed. There should also be careful monitoring of the page and an understanding of the best way to respond to people (perhaps with some pre prepared possible answers to frequently asked questions.) Any policy should state what wont be tolerated and the potential consequences. For example if offensive language is not tolerated will the comment be hidden or the person blocked?


Nowra Community

AUTHORITY TO PUBLISH FORM

NCFS would like to publish information about you for promotional purposes through various communication channels.

This information may include your name, and specific promotional information such as quotes, interviews, photographs, sound and visual recordings for use in NCFS' print, online and video-based marketing materials, as well as any other of the organisation's future publications.

The communication channels in which your information may be published include but are not limited to:

- Public websites
- Publications and promotional materials published in print and electronically and
- Social media accounts on platforms such as Facebook, Instagram, LinkedIn and YouTube
- National, state and regional newspapers (print and/or digital), television and radio stations.

NCFS may reproduce photographs in colour or black and white and may alter them for design purposes. You will not be consulted about the specific context in which your information is published.

You should be aware that when information is published on public websites and social media channels, it can be discoverable online for years, if not permanently. Published information can also be linked to by third parties.

Your agreement to participate is voluntary and you will not receive financial compensation of any type associated with the taking or publication of any photograph, image or recording, and that you will have no rights of ownership or royalties whatsoever.

Any enquiries you have may be directed to nowracommunityfoodstore@gmail.com.au

Name:_____ Business:_____

Signature:_____ Date:_____

When featuring any photos of individuals (and this applies to all media channels) an Authority to Publish form should be signed.

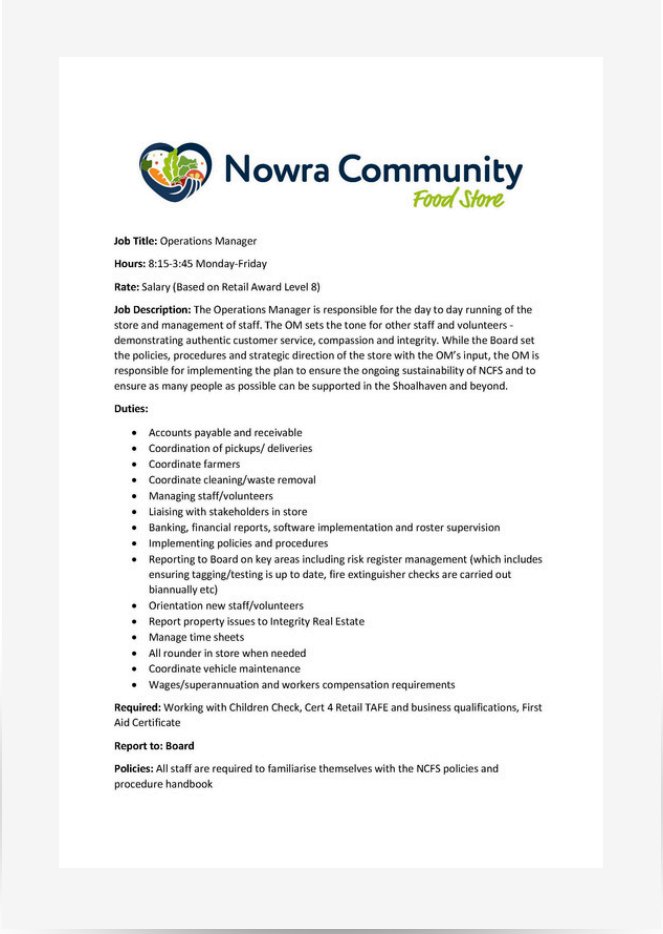
A template is provided in the appendix at the back of this guide.

# Human Resources

HR is fundamentally about people and how you will motivate/manage them. This includes everything from rosters, position descriptions, performance management, policies/procedures, volunteer plans, talent acquisition strategies and being compliant with Industrial Relations law to ensure you are providing a safe workplace.

Some examples you can use as inspiration are provided below. A Job Description template can be found in the appendix at the back of this guide.

## *Operations Manager Position Description*



Nowra Community Food Store

**Job Title:** Operations Manager

**Hours:** 8:15-3:45 Monday-Friday

**Rate:** Salary (Based on Retail Award Level 8)

**Job Description:** The Operations Manager is responsible for the day to day running of the store and management of staff. The OM sets the tone for other staff and volunteers - demonstrating authentic customer service, compassion and integrity. While the Board set the policies, procedures and strategic direction of the store with the OM's input, the OM is responsible for implementing the plan to ensure the ongoing sustainability of NCFS and to ensure as many people as possible can be supported in the Shoalhaven and beyond.

**Duties:**

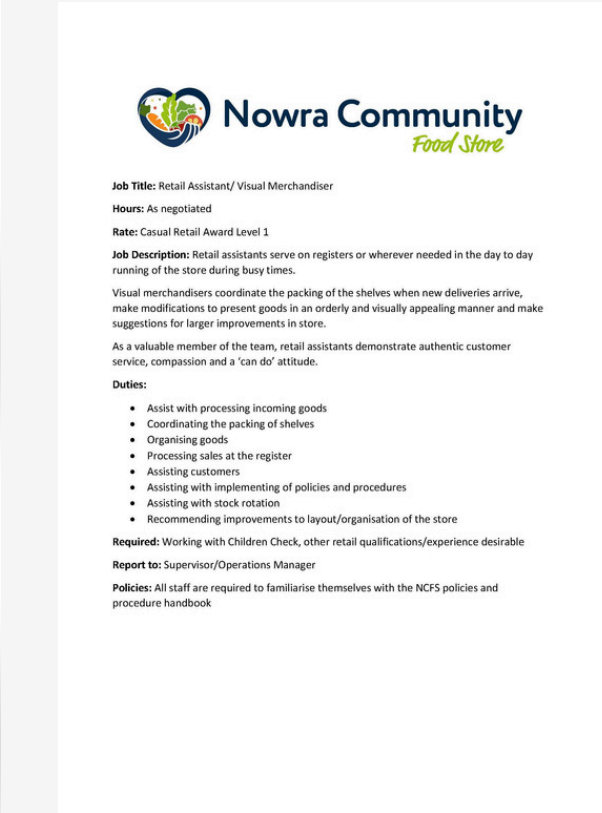
- Accounts payable and receivable
- Coordination of pickups/ deliveries
- Coordinate farmers
- Coordinate cleaning/waste removal
- Managing staff/volunteers
- Liaising with stakeholders in store
- Banking, financial reports, software implementation and roster supervision
- Implementing policies and procedures
- Reporting to Board on key areas including risk register management (which includes ensuring tagging/testing is up to date, fire extinguisher checks are carried out biannually etc)
- Orientation new staff/volunteers
- Report property issues to Integrity Real Estate
- Manage time sheets
- All rounder in store when needed
- Coordinate vehicle maintenance
- Wages/superannuation and workers compensation requirements

**Required:** Working with Children Check, Cert 4 Retail TAFE and business qualifications, First Aid Certificate

**Report to: Board**

**Policies:** All staff are required to familiarise themselves with the NCFS policies and procedure handbook

## *Retail Assistant Position Description*



Nowra Community Food Store

**Job Title:** Retail Assistant/ Visual Merchandiser

**Hours:** As negotiated

**Rate:** Casual Retail Award Level 1

**Job Description:** Retail assistants serve on registers or wherever needed in the day to day running of the store during busy times.

Visual merchandisers coordinate the packing of the shelves when new deliveries arrive, make modifications to present goods in an orderly and visually appealing manner and make suggestions for larger improvements in store.

As a valuable member of the team, retail assistants demonstrate authentic customer service, compassion and a 'can do' attitude.

**Duties:**

- Assist with processing incoming goods
- Coordinating the packing of shelves
- Organising goods
- Processing sales at the register
- Assisting customers
- Assisting with implementing of policies and procedures
- Assisting with stock rotation
- Recommending improvements to layout/organisation of the store

**Required:** Working with Children Check, other retail qualifications/experience desirable

**Report to:** Supervisor/Operations Manager

**Policies:** All staff are required to familiarise themselves with the NCFS policies and procedure handbook

# Onboarding

Regardless of whether you've got a volunteer starting or new employee it's important to have an Onboarding checklist to ensure everything is covered in their orientation, including important safety information such as where the emergency assembly area is and where the fire extinguishers are located.
Helpful tips can be found on the business.gov website: (Click here)[20]

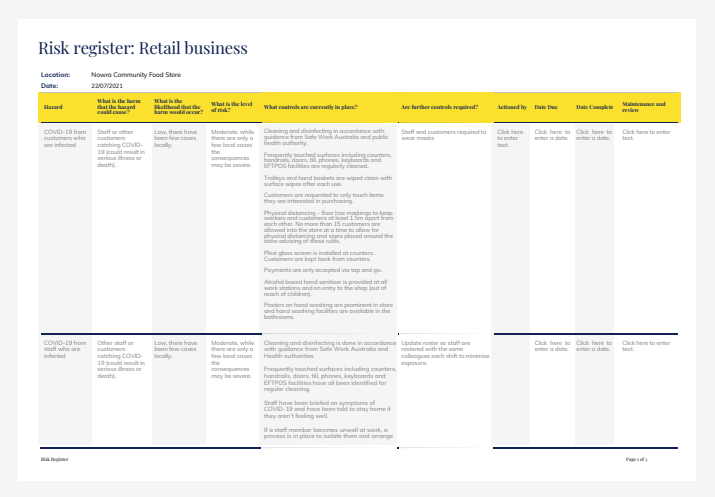
# Safety

Safe Work offer a free advisory service and can inspect your premises to advise of any issues. Their website has lots of helpful resources: (Click here)[21]

The Governance Board, in accordance with their responsibility to manage risks should also maintain a risk register (see example below). They may assign actions to operational staff to actively manage these risks and report back.

## *Risk Register example*

*A template can be found in the appendix at the back of this guide.*



Risk register: Retail business

Location: Nowra Community Food Store
Date: 22/07/2021

| Hazard | What is the harm that the hazard could cause? | What is the likelihood that the harm would occur? | What is the level of risk? | What controls are currently in place? | Are further controls required? | Actioned by | Date Due | Date Complete | Maintenance and review |
|---|---|---|---|---|---|---|---|---|---|
| COVID-19 from customers who are infected | Staff or other customers catching COVID-19 (could result in serious illness or death). | Low, there have been few cases locally. | Moderate, while there are only a few local cases the consequences may be severe. | Cleaning and disinfecting in accordance with guidance from Safe Work Australia and public health authority.<br>Frequently touched surfaces including counters, handrails, doors, till, phones, keyboards and EFTPOS facilities are regularly cleaned.<br>Trolleys and hand baskets are wiped clean with surface wipes after each use.<br>Customers are requested to only touch items they are interested in purchasing.<br>Physical distancing – floor has markings to keep workers and customers at least 1.5m apart from each other. No more than 15 customers are allowed into the store at a time to allow for physical distancing. Staff are placed around the store advising of these rules.<br>Plexi glass screen is installed at counters. Customers are kept back from counters.<br>Payments are only accepted via tap and go.<br>Alcohol based hand sanitiser is provided at all work stations and on entry to the shop (out of reach of children).<br>Posters on hand washing are prominent in store and hand washing facilities are available in the bathrooms. | Staff and customers required to wear masks | Click here to enter text. | Click here to enter a date. | Click here to enter a date. | Click here to enter text. |
| COVID-19 from staff who are infected | Other staff or customers catching COVID-19 (could result in serious illness or death). | Low, there have been few cases locally. | Moderate, while there are only a few local cases the consequences may be severe. | Cleaning and disinfecting is done in accordance with guidance from Safe Work Australia and Health authorities<br>Frequently touched surfaces including counters, handrails, doors, till, phones, keyboards and EFTPOS facilities have all been identified for regular cleaning.<br>Staff have been briefed on symptoms of COVID-19 and have been told to stay home if they aren't feeling well.<br>If a staff member becomes unwell at work, a process is in place to isolate them and arrange | Update roster so staff are rostered with the same colleagues each shift to minimise exposure. | | Click here to enter a date. | Click here to enter a date. | Click here to enter text. |

Risk Register Page 1 of 1

Staff should report any incidents and 'near misses' to the Board so they can be considered at the next meeting and determine if any action should be taken.

Training in areas like manual handling might be a determined action if back injuries while lifting boxes is identified as a key risk.

Safe Work Australia have some excellent resources covering this matter including Model Code of Practice on their website: (Click here) [22]

And Safe Work NSW have translated resources: (Click here)[23]

Add to your calendar when smoke alarms and fire extinguishes need to be checked/replaced and when electrical items need to be tagged and tested.

An emergency evacuation plan also needs to be created (with a diagram) and displayed clearly.

# Finance

The Board will require regular financial reports including profit and loss statements and balance sheets on a monthly basis at minimum. While this can be done manually a subscription to Xero or other financial software tools are inexpensive and can create reports quickly. They also streamline invoicing and can connect to digital point of sale equipment if you choose to go down that avenue as opposed to a manual register.

The ACNC also requires financial reports and other documentation as part of its annual reporting requirements. Learn more about financial reporting on their website: (Click here)[24]

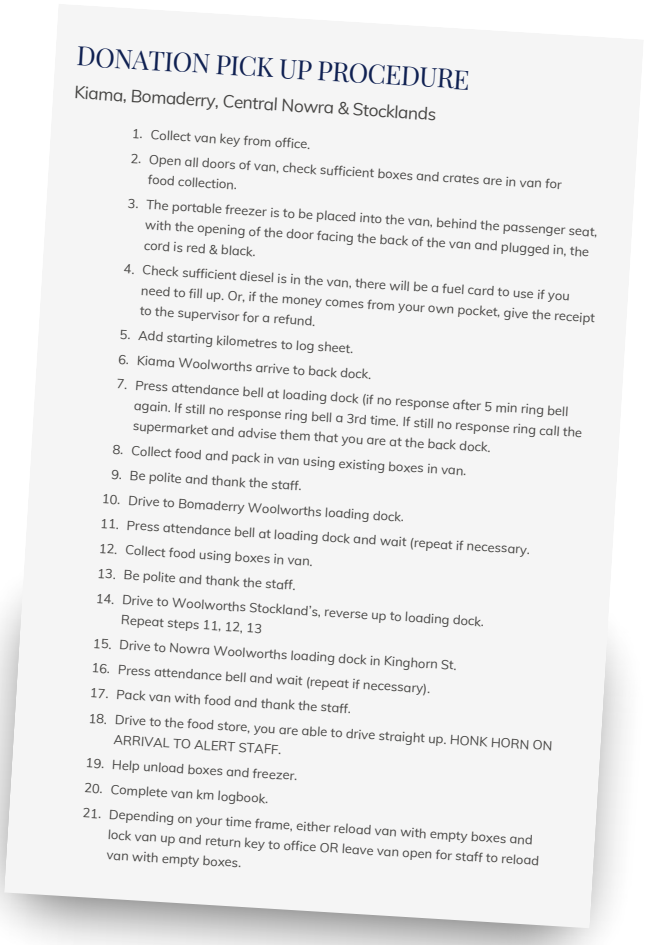
Having a budget as part of your business or strategic plan is essential for setting goals, to track performance and ensure the organisation is not operating insolvently.

# Operations

Managing the overall delivery of service in a Foodbank is often more complex than people realise. In addition to rosters, cleaning, maintaining stock levels, ensuring compliance, maintaining vehicles, managing pick ups and deliveries, managing waste and allocating jobs to the team there are a raft of safety considerations, regulations and unforeseen problems that pop up (like the eftpos machines being unresponsive at the worst possible time!).

A business or strategic plan should contain an 'operations snapshot' or 'operations plan' that captures all the tasks that need to be undertaken (core activities), along with who will be responsible for them. (See NCFS example on the following page).

Depending on the activity a 'procedure' might need to be created for it. NCFS have found this particularly useful when a volunteer driver unexpectedly cannot do a pick up and someone on the back up roster isn't available, meaning a new volunteer or someone who hasn't done the run before needs to know the nuances of what to expect.



DONATION PICK UP PROCEDURE

Kiama, Bomaderry, Central Nowra & Stocklands

1. Collect van key from office.
2. Open all doors of van, check sufficient boxes and crates are in van for food collection.
3. The portable freezer is to be placed into the van, behind the passenger seat, with the opening of the door facing the back of the van and plugged in, the cord is red & black.
4. Check sufficient diesel is in the van, there will be a fuel card to use if you need to fill up. Or, if the money comes from your own pocket, give the receipt to the supervisor for a refund.
5. Add starting kilometres to log sheet.
6. Kiama Woolworths arrive to back dock.
7. Press attendance bell at loading dock (if no response after 5 min ring bell again. If still no response ring bell a 3rd time. If still no response ring call the supermarket and advise them that you are at the back dock.
8. Collect food and pack in van using existing boxes in van.
9. Be polite and thank the staff.
10. Drive to Bomaderry Woolworths loading dock.
11. Press attendance bell at loading dock and wait (repeat if necessary.
12. Collect food using boxes in van.
13. Be polite and thank the staff.
14. Drive to Woolworths Stockland's, reverse up to loading dock. Repeat steps 11, 12, 13
15. Drive to Nowra Woolworths loading dock in Kinghorn St.
16. Press attendance bell and wait (repeat if necessary).
17. Pack van with food and thank the staff.
18. Drive to the food store, you are able to drive straight up. HONK HORN ON ARRIVAL TO ALERT STAFF.
19. Help unload boxes and freezer.
20. Complete van km logbook.
21. Depending on your time frame, either reload van with empty boxes and lock van up and return key to office OR leave van open for staff to reload van with empty boxes.

## Equipment

Depending on your offerings sturdy warehouse style shelving, refrigerators, freezers, counters, cool rooms, trolleys, sorting tables, and shopping baskets may be required.

Often these can be found second-hand on places like 'Marketplace' or are available through commercial fit out companies and even Bunnings.



## Point of Sale Software

NCFS started out with a manual cash register and transitioned to a digital point of sale system 12 months ago for more transparent reporting and to avoid pricing every item individually with price sticker guns that were messy and time consuming.

Staff completed a research matrix of the available types of software, indicating whether they met our needs or not, which at the time included the desire to have a wireless barcode scanner that could be used to scan items into the system straight off the pallet in the loading area.

Requesting demonstrations from providers is recommended before locking into any contracts.




## Feedback

Feedback is an important way of demonstrating/measuring impact, retaining customers, ensuring continuous improvement and gaining important insights.

This could be done through a feedback form on the website, using a box and paper forms in store, through an online poll on social media, digital survey via email, or even through focus groups.

### Community Engagement

Don't underestimate the importance of collaborating with others and networking in your local community.

Consider holding a community open day to encourage other services to learn about what you do and how to engage with your service. Similarly, don't hesitate to help out others when you can by sharing resources or information.

# OTHER RESOURCES




## Social Enterprise Guide

This e-book is designed to raise awareness about the value of social enterprise, outline some principles for those thinking about starting or scaling one up, provide a detailed case study on a local SE to provide further insights and outline a brief directory of others on the South Coast between Nowra and Batemans Bay to generate support for these organisations.

## NCFS Store Policies

### Bag Checking

Unfortunately stealing can be an issue even in a charity.

The law requires a sign to be displayed on the front door to alert customers that their bags may be checked if there is ever considered a need to do so and that the sign makes it clear this is a condition of entry.

### Banning Customers

Again, it is unfortunate to have to think about but some customers can become aggressive towards staff/ volunteers and having a communicated policy is essential for managing this. Depending on the severity customers may be given a warning, or the police may be called and an official ban notice issued.

### Membership

Some food banks/community pantries require membership to the store to shop there. Others ask to see a pension card or similar. NCFS does not require either of these. We encourage anyone doing it tough to shop with us without judgement.

# HELP



Jemma Tribe the author of this document, Managing Director of NCFS and author of 'The South Coast Social Enterprise Guide' is available for social enterprise consulting.

Find out more at jemmatribe.com.au

Jemma is passionate about advocating for her community and is an experienced communicator.

Jemma has two young daughters with her husband Dan and together they live on the beautiful South Coast of NSW.

She has a degree in Journalism and began her career as a newsreader before becoming a media adviser and speech writer. Jemma has executed communication strategies across a variety of industries including the: Education, Disability, Health, Government, Business and Not-For-Profit sectors.

Jemma has a Masters in Business Administration and is an Australian Institute of Company Directors Graduate. She is a former elected Councillor on Shoalhaven City Council and the current President of the Shoalhaven Business Chamber/ Shoalhaven Women in Business.

# APPENDIX

- ☑ Further Reading & Links
- ☑ One Page Business Plan
- ☑ Marketing Plan
- ☑ Financial Plan
- ☑ Operations Plan
- ☑ Impact Model
- ☑ Business Model Canvas
- ☑ Authority to Publish
- ☑ Job Description Template
- ☑ Hazard/Incident Report Form
- ☑ Risk Assessment Register
- ☑ Best Before Date Guide

# Further links and information



### LEGAL STRUCTURES (pg 7)

1. Template CLG Constitution
   https://shorturl.at/PvUdq
2. Responsible Persons
   https://www.acnc.gov.au/tools/factsheets/responsible-people-board-or-committee-members
3. Legal Structures
   https://www.acnc.gov.au/for-charities/start-charity/you-start-charity/legal-structure
4. Starting An Association
   https://shorturl.at/5kUlb
5. Registration Application & Checklist Guide
   https://www.acnc.gov.au/tools/guides/registration-application-checklist-and-guide
6. Public Benevolent Institutions
   https://www.acnc.gov.au/tools/factsheets/public-benevolent-institutions
7. Insurance Exemptions
   https://www.revenue.nsw.gov.au/taxes-duties-levies-royalties/insurance-duty/exemptions

### GOVERNANCE (pg 9)

8. Requirements
   https://www.acnc.gov.au/tools/factsheets/responsible-people-board-or-committee-members
9. ACNC Government Standards
   https://www.acnc.gov.au/for-charities/manage-your-charity/governance-hub/governance-standards
10. Governance Toolkit
    https://www.acnc.gov.au/for-charities/manage-your-charity/governance-hub/governance-toolkit
11. Australian Institute of Company Directors
    https://www.aicd.com.au/board-of-directors/meeting/paper/board-papers.html

### STRATEGIC PLANNING (pg 10)

12. A Guide to 'Impact Enterprise'
    https://www.griffith.edu.au/__data/assets/pdf_file/0037/959455/Guide-to-Impact-Enterprise.pdf

### ACCESSING FOOD (pg 14 )

13. Food Bank Membership Form
    https://www.tfaforms.com/4805517?state=nsw-act
14. Food Bank Order Guide
    https://www.foodbank.org.au/wp-content/uploads/2019/03/WEB-ORDERING-USER-GUIDE.pdf
15. Oz Harvest
    https://www.ozharvest.org/
16. SecondBite
    https://secondbite.org/in-need-of-food/

# Further links and information

**GRANTS (pg 18 )**

17. FRRR Capacity Building Opportunities
    https://frrr.org.au/funding/find-funding-now/

**COUNCIL REQUIREMENTS (pg 20)**

18. NSW Food Authority
    https://www.foodauthority.nsw.gov.au/
19. Food Standards Australia
    https://www.foodstandards.gov.au/

**BUSINESS SYSTEMS: MARKETING (pg 27)**

20. Australian Government Business website
    https://business.gov.au/people/employees/onboard-new-employees
21. Safe Work Australia
    https://www.safework.nsw.gov.au/
22. Safe Work Australia
    https://www.safeworkaustralia.gov.au/safety-topic/hazards/lifting-pushing-and-pulling-manual-tasks
23. Safe Work NSW
    https://www.safework.nsw.gov.au/hazards-a-z/hazardous-manual-tasks

**BUSINESS SYSTEMS: FINANCE (pg 28)**

24. ACNC
    https://www.acnc.gov.au/tools/topic-guides/financial-reporting

## Notes

# One Page Business Plan

## Executive Summary

## Target Customers

## Unique Selling Proposition

## Pricing & Positioning

## Distribution Plan

## Marketing Materials

## Promotional Strategy

## Partnerships

## Retention Strategy

## Financial Projections

| Quarter One | Quarter Two | Quarter Three | Quarter Four |
|---|---|---|---|
| | | | |

# Marketing Plan

Consider the four 'P's of marketing as you complete the below table. Consider what you are selling, who you will be selling it to and what strategy you have to make your target audience aware that they can purchase from your business.



## Product

What are you selling?

*eg. Frozen goods, perishables, toiletries.*



## Price

What is your pricing strategy?

*eg. between 20% - 50% below RRP. Sale on Tuesdays. Senior and student discounts.*



## Promotion

What is your promotion strategy?

*eg. Presence on social media including LinkedIn, Facebook & Instagram, local radio advertising.*



## Place

Where will you be selling?

*eg. at physical premises (address), market stall once per month, online through website.*

# Financial Plan

## Capital Requirements

Consider what capital requirements are needed for you to set up your business.
These can include things such as Equipment, Inventory, Marketing & Advertising, Wages and Daily Operations.

| RESOURCE REQUIRED | AMOUNT $ |
|---|---|
| | |
| | |
| | |

## Example Monthly Budget

A simple monthly budget can keep you on track. You can use a basic spreadsheet, a ledger or use specific accounting software to keep track of what's coming in (income) and what's going out (expenses).

| INCOME ITEMS | AMOUNT $ | EXPENSE ITEMS | AMOUNT $ |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

# Operations Plan

The operations plan outlines core business objectives, the tasks required to achieve them and the individuals who are responsible for their completion.

## Operation Summary:

## Objective:

| TASK SCHEDULE / DUTIES | TIME & STAFF RESPONSIBLE | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

# Impact Model

## KEY RESOURCES

*What are the key resources you need within your business?*

## BUSINESS ACTIVITIES

*What will be your main business activities?*

## DELIVERABLES

*What outcomes are required in your business?*

## KPI'S

*How will you measure your outcomes and success?*

# Business Model Canvas

## KEY PARTNERS

## KEY ACTIVITIES

## VALUE PROPOSITIONS

## KEY RESOURCES

## CHANNELS

## CUSTOMER RELATIONSHIPS

## CUSTOMER SEGMENTS

## COST STRUCTURE

## REVENUE STREAMS

# Authority to Publish Form

(COMPANY) would like to publish information about you for promotional purposes through various communication channels.

This information may include your name, and specific promotional information such as quotes, interviews, photographs, sound and visual recordings for use in (COMPANY) print, online and video-based marketing materials, as well as any other of the organisation's future publications.

The communication channels in which your information may be published include but are not limited to:

- Public websites
- Publications and promotional materials published in print and electronically and
- Social media accounts on platforms such as Facebook, Instagram, LinkedIn and YouTube
- National, state and regional newspapers (print and/or digital), television and radio stations.

(COMPANY) may reproduce photographs in colour or black and white and may alter them for design purposes. You will not be consulted about the specific context in which your information is published.

You should be aware that when information is published on public websites and social media channels, it can be discoverable online for years, if not permanently. Published information can also be linked to by third parties.

Your agreement to participate is voluntary and you will not receive financial compensation of any type associated with the taking or publication of any photograph, image or recording, and that you will have no rights of ownership or royalties whatsoever.

Any enquiries you have may be directed to (COMPANY EMAIL ADDRESS)

Name: _____ Business: _____

Signature: _____ Date: _____

THANK YOU

# Job Description Template

Job Title:

Hours:

Rate:

Job Description:

Duties:

Required:

Reports to:

Policies:

# Hazard/Incident Report Form

Use this form in your workplace to report health and safety hazards and incidents. To notify SafeWork NSW of an incident, call 13 10 50.

## Hazard/Incident

Brief description of hazard/incident:
(Describe the task, equipment, tools and people involved. Use sketches, if necessary. Include any action taken to ensure the safety of those who may be affected.)

Where is the hazard located in the workplace?

When was the hazard identified? Date: _____/_____/_____ Time: _____am/pm

Recommended action to fix hazard/incident: (List any suggestions you may have for reducing or eliminating the problem – for example re-design mechanical devices, update procedures, improve training, maintenance work)

Date submitted to manager: _____/_____/_____ Time: _____am/pm

## Action Taken

Has the hazard/incident been acknowledged by management? Yes ☐ No ☐
Describe what has been done to resolve the hazard/incident:

Do you consider the hazard/incident fixed? Yes ☐ No ☐

Name: _____ Position: _____

Signature: _____ Date: _____/_____/_____

# RISK REGISTER

**Location:**

**Date:**

| Hazard | What is the harm that the hazard could cause? | What is the likelihood that the harm would occur? | What is the level of risk? | What controls are currently in place? | Are further controls required? | Actioned by | Date Due | Date Complete | Maintenance and review |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |

# Best Before Date Guide

## Shelf Stable Foods

**Before opening, shelf-stable foods should be safe unless the can or packaging has been damaged. After opening, store products in tightly closed containers. The storage of many shelf-stable items at room temperature is a quality issue -- unless the product is contaminated (bugs in flour, for example). Some foods must be refrigerated after opening, such as tuna or chili.**

| Shelf-stable foods | Unopened on shelf | Opened, refrigerated | Opened on shelf |
|---|---|---|---|
| **Baby food, jars or cans** | | | |
| Fruits & vegetables | 2 months after date | 2-3 days | |
| Meats & eggs | 2 months after date | 1 day | |
| Cereal, dry mixes | Use-by date | | 2 months |
| Formula | Use-by date | 1-2 days | |
| Bacon Bits, imitation | 4 months | | 4 months |
| **Baking ingredients** | | | |
| Baking powder | 6 months | | 3 months |
| Baking soda | 18 months | | 6 months |
| Biscuit or pancake mix | 15 months | | Pkg. use-by date |
| Cake, brownie and bread mixes | 12-18 months | | Pkg. use-by date |
| Cornmeal, regular degerminated | 6-12 months | 12 months | |
| stone ground or blue | 1 month | 2-3 months | |
| Cornstarch | 18 months | | 18 months |
| Flour, white | 6-12 months | | 6-8 months |
| Flour, whole wheat | 1 month | 6-8 months | |
| Frosting, canned | 10 months | 1 week | |
| Frosting mixes | 12 months | | 3 months |
| Beans, dried | 12 months | | 12 months |
| Canned goods, low acid | 2-5 years | 3-4 days | |
| **(such as meat, poultry, fish, gravy, stew, soups, beans, carrots, corn, pasta, peas, potatoes, spinach)** | | | |
| Canned goods, high acid | 12-18 months | 5-7 days | |
| **(such as juices, fruit, pickles, sauerbraut, tomato, soup, and foods in vinegar-based sauce)** | | | |
| Cereal, ready-to-eat | 6-12 months | | 3 months |
| cook before eating (oatmeal, etc.) | 12 months | | 6-12 months |
| Chocolate, unsweetened, semi-sweet, solid | 18-24 months | | 1 year |
| Chocolate syrup | 2 years | 6 months | |
| Cocoa and cocoa mixes | indefinitely | | 1 year |
| **Coffee** | | | |
| Whole beans, non-vacuum bag | 1-3 weeks | 3-4 months frozen | |
| Ground, in cans | 2 years | 2 weeks | |
| Instant, jars and tins | 12 months | | 2-3 months |
| **Condiments** | | | |
| Barbecue sauce, bottled | 12 months | 4 months | 1 month |
| Catsup, tomato; cocktail sauce or chili sauce | 12 months | 6 months | 1 month |
| Chutney | 12 months | 1-2 months | |
| Horseradish, in jar | 12 months | 3-4 months | |
| Mayonnaise, commercial | 2-3 months | 2 months | |
| Mustard | 12 months | 1 year | 1-2 months |
| Olives, black and green | 12 -18 months | 2 weeks | |
| Pickles | 12 months | 1-2 months | |
| Salad dressings, commercial, bottled | 10-12 months | 3 months | |
| Salsa, picante and taco sauces | 12 months | 1 month | |
| Cookies, packaged | 2 months | 8-12 months frozen | 4 weeks |
| Crackers | 8 months | freeze or refrig 3-4 months | 1 month |
| Diet powder mixes | 6 months | | 3 months |
| Extracts, vanilla, lemon, etc. | 3 years | | 1 year |
| Fruits, dried | 6 months | 6 months | |
| Garlic, chopped, commercial jars | 18 months | Refrigerate; use by date on jar | |
| Gelatin, flavored | 18 months | | Use all or reseal for 3-4 months |
| Gelatin, unflavored | 3 years | | Use all or reseal for 3-4 months |

# Best Before Date Guide

| | | | |
|---|---|---|---|
| Gravy, jars & cans | 2-5 years | 1-2 days | |
| dry gravy mixes | 2 years | | Mix entire packet |
| Herbs, dried | 1-2 years | | Store in cool dark place 1 year. |
| Honey | 12 months | | 12 months |
| Jams, jellies, preserves | 12 months | 6 months | |
| Juice, boxes | 4-6 months | 8-12 days | |
| Lentils, dried | 12 months | | 12 months |
| Maple syrup, pure genuine | 12 months | 12 months | |
| Marshmallows, marshmallow creme | 2-4 months | | 1 month |
| Milk, canned evaporated | 12 months | 4-5 days | |
| Molasses | 12 months | | 6 months |
| Mushrooms, dried | 6 months | | 3 months |
| **Oils,** olive or vegetable | 6 months | | 4-6 months |
| walnut, macadamia, other nut oils | 6 months | 4 months | |
| vegetable oil sprays | 2 years | | 1 year |
| Nuts, jars or cans | 12 months | 4-6 months, Freeze 9-12 months | |
| Pasta, dry, made without eggs | 2 years | | 1 year |
| dry egg noodles | 2 years | | 1-2 months |
| Peanut butter, commercial | 6-9 months | | 2-3 months |
| Peas, dried split | 12 months | | 12 months |
| Pectin | Use by package date | | 1 mo. |
| **Popcorn,** dry kernels in jar | 2 years | | 1 year |
| commercially popped in bags | 2-3 months | | 1-2 weeks |
| Microwave packets | 12 months | | 1-2 days popped |
| Potato chips | 2 months | | 1-2 weeks |
| Potatoes, instant | 6-12 months | | 6-12 months |
| Pudding mixes | 12 months | | 3-4 months |
| **Rice,** white or wild | 2 years | | 1 year |
| brown | 1 year | 6 months | |
| flavored or herb mixes | 6 months | | Use entire amt. |
| Sauce mixes, non dairy (spaghetti, taco, etc.) | 2 years | | Use entire amt. |
| cream sauces with milk solids | 1 year | | |
| Shortening, solid | 8 months | | 3 months |
| **Soda such as carbonated cola drinks, mixers:** | | | |
| Diet sodas, bottles or cans | 3 months after date | 2-3 days | |
| Regular sodas, bottles | 3 months after date | 2-3 days | |
| Regular sodas, cans | 9 months after date | n.a. | |
| Soup mixes | 12 months | | Use entire amt. |
| **Spices,** whole | 2-4 years | | Included in total |
| ground | 2-3 years | | Included in total |
| Paprika, red pepper, chili powder | 2 years | Store in refrig. | |
| **Sugar**, brown | 4 months | | Sugar never spoils |
| Granulated | 2 years | | |
| Confectioners | 18 months | | |
| Sugar substitutes | 2 years | | |
| Syrup, pancake, maple & other | 12 months | | 12 months |
| Tapioca | 12 months | | 12 months |
| Tea, bags | 18 months | | 12 months |
| Loose/Instant | 2 years | | 6-12 months |
| Toaster pastries, fruit filled | 6 months | | Keep foil packets sealed |
| non-fruit fillings | 9 months | | |
| Tomatoes, sun dried, packed in oil | 12 months | 6-12 months | |
| packed in cellophane | 9 months | | 3-6 months |
| Vinegar | 2 years | | 12 months |
| Yeast, dry, packets and jars | Use-by date | Refrigerate open jars | |
| Water, bottled | 1-2 years | | 3 months |
| Worcestershire sauce | 1 year | | 1 year |

# Best Before Date Guide

## Frozen Foods

**When shopping, place frozen foods in the cart last, immediately before checking out. Take the foods directly home and place in freezer. For storage of meat and poultry purchased frozen, see refrigerated foods chart.**

| Frozen item | Freezer | In refrigerator after thawing |
|---|---|---|
| Bagels | 2 months | 1-2 weeks |
| Bread dough, commercial | Use-by date | After baking, 4-7 days |
| Burritos, sandwiches | 2 months | 3-4 days |
| Egg substitutes | 12 months | Date on carton |
| Fish, breaded | 3 months | Do not defrost. Cook frozen. |
| Fish, raw | 6 months | 1-2 days |
| Fruit such as berries, melons | 4-6 months | 4-5 days |
| Guacamole | 3-4 months | 3-4 days |
| Ice cream | 2-4 months | Not applicable |
| Juice concentrates | 6-12 months | 7-10 days |
| Lobster tails | 3 months | 2 days |
| Pancakes, waffles | 2 months | 3-4 days |
| Sausages, uncooked | 1-2 months | 1-2 days |
| precooked | 1-2 months | 7 days |
| Sherbert, sorbet | 2-4 months | Not applicable |
| Shrimp, shellfish | 12 months | 1-2 days |
| Topping, whipped | 6 months | 2 weeks |
| TV dinners, entrees, breakfast | 3 months | Do not defrost. Cook frozen. |
| Vegetables | 8 months | 3-4 days |

## Bakery Items

**Bakery items containing custards, meat or vegetables, and frostings made of cream cheese, whipped cream or eggs must be kept refrigerated. Bread products not containing these ingredients are safe at room temperature, but eventually they will mold and become unsafe to eat.**

| Bakery item | Shelf | Refrigerator | Freezer |
|---|---|---|---|
| Bread, commercial | 2-4 days | 7-14 days | 3 months |
| Bread, flat (tortillas, pita) | 2-4 days | 4-7 days | 4 months |
| Cakes, Angel Food* | 1-2 days | 7 days | 2 months |
| Chiffon, sponge | 1-2 days | 7 days | 2 months |
| Chocolate | 1-2 days | 7 days | 4 months |
| Fruit cake | 1 month | 6 months | 12 months |
| Made from mix | 3-4 days | 7 days | 4 months |
| Pound cake | 3-4 days | 7 days | 6 months |
| Cheesecake | No | 7 days | 2-3 months |
| Cookies, bakery or homemade | 2-3 weeks | 2 months | 8-12 months |
| Croissants, butter | 1 day | 7 days | 2 months |
| Doughnuts, glazed or cake | 1-2 days | 7 days | 1 month |
| Dairy, cream-filled | No | 3-4 days | No |
| Muffins | No | 3-4 days | No |
| Pastries, Danish | 1-2 days | 7 days | 2 months |
| Pies, cream | No | 3-4 days | 2 months |
| Chiffon | No | 1-2 days | No |
| Fruit | 1-2 days | 7 days | No |
| Mincemeat | 1-2 days | 7days | 8 months |
| Pecan | 2 hours | 3-4 days | 8 months |
| Pumpkin | 2 hours | 3-4 days | 1-2 months |
| Quiche | 3-4 days | 7 days | 1-2 months |
| Rolls, yeast, baked | Pkg. date | 7 days | 2 months |
| filled, meat or vegetables | 2 hours | 3-4 days | 2 months |

***Refrigerate any cake with frosting made of cream cheese, butter cream, whipped cream or eggs.**

# Best Before Date Guide

## Produce and Vegetables

**Raw fruits are safe at room temperature, but after ripening, will mold and rot quickly. For best quality, store ripe fruit in the refrigerator or prepare and freeze.**

| Fruits | Shelf | Refrigerator | Freezer |
|---|---|---|---|
| Apples | 1-2 days | 3 weeks | Cooked, 8 mos. |
| Apricots | Until ripe | 2-3 days | No |
| Avocados | Until ripe | 3-4 days | No |
| Bananas | Until ripe | 2 days, skin will blacken | whole peeled, 1 month |
| Berries, cherries | No | 1-2 days | 4 months |
| Citrus fruit | 10 days | 1-2 weeks | No |
| Coconuts, fruits | 1 week | 2-3 weeks | Shredded, 6 months |
| Grapes | 1 day | 1 week | Whole, 1 mo. |
| Kiwi fruit | Until ripe | 3-4 days | No |
| Melons | 1-2 days | 3-4 days | Balls, 1 mo. |
| Papaya, mango | 3-5 days | 1 week | No |
| Peaches, nectarines | Until ripe | 3-4 days | Sliced, lemon juice & sugar, 2 months |
| Pears, plums | 3-5 days | 3-4 days | No |
| **Vegetable** | **Shelf** | **Raw, refrigerated** | **Blanched, cooked or frozen** |
| Artichokes, whole | 1-2 days | 1-2 weeks | No |
| Asparagus | No | 3-4 days | 8 months |
| Beans, green or wax | No | 3-4 days | 8 months |
| Beets | 1 day | 7-10 days | 6-8 months |
| Cabbage | No | 1-2 weeks | 10-12 months |
| Carrots, parsnips | No | 2 weeks | 10-12 months |
| Celery | No | 1-2 weeks | 10-12 months |
| Cucumbers | No | 4-5 days | No |
| Eggplant | 1 day | 3-4 days | 6-8 months |
| Garlic, ginger root | 2 days | 1-2 weeks | 1 month |
| Greens | No | 1-2 days | 10-12 months |
| Herbs, fresh | No | 7-10 days | 1-2 months |
| Leeks | No | 1-2 weeks | 10-12 months |
| Lettuce, iceberg | No | 1-2 weeks | No |
| Lettuce, leaf | No | 3-7 days | No |
| Mushrooms | No | 2-3 days | 10-12 months |
| Okra | No | 2-3 days | 10-12 months |
| Onions, dry | 2-3 weeks | 2 months | 10-12 months |
| Spring or green | No | 1-2 weeks | |
| Peppers, bell or chili | No | 4-5 days | 6-8 months |
| Potatoes | 1-2 months | 1-2 weeks | Cooked and mashed, 10-12 months |
| Rutabagas | 1 week | 2 weeks | 8-10 months |
| Spinach | No | 1-2 days | 10-12 months |
| Squash, summer | No | 4-5 days | 10-12 months |
| Winter | 1 week | 2 weeks | |
| Turnips | No | 2 weeks | 8-10 months |
| Tomatoes | Until ripe | 2-3 days | 2 months |

# Best Before Date Guide

## Refrigerated Foods

**Refrigerate foods to maintain quality as well as to keep them safe. Some bacteria grow and multiply -- although very slowly -- at refrigerated temperatures. There is a limit to the time various foods will stay fresh and safe in a refrigerator. Food kept continuously frozen at 0° F will always be safe but the quality suffers with lengthy freezer storage.**

| Product | Refrigerated | Frozen |
|---|---|---|
| **Beverages, fruit** Juice in cartons, fruit drinks, | 3 weeks unopened | |
| punch | 7-10 days open | 8-12 months |
| **Condiments** | | |
| Refrigerated pesto, salsa Sour cream-based | Date on carton; 3 days after opening | 1-2 months |
| dip | 2 weeks | Doesn't freeze well |
| **Dairy products** | | |
| Butter | 1-3 months | 6-9 months |
| Buttermilk | 7-14 days | 3 months |
| Cheese, hard (such as cheddar, Swiss) | 6 months unopened; 3-4 weeks opened | 6 months |
| Cheese, soft (such as Brie, Bel Paese) | 1 week | 6 months |
| Cottage cheese, Ricotta | 1 week | Doesn't freeze well |
| Cream cheese | 2 weeks | Doesn't freeze well |
| Cream whipping, ultrapasteurized | 1 months | Do not freeze |
| Whipped, sweetened | 1 day | 1-2 months |
| Aerosol can, real whipped cream | 3-4 weeks | Do not freeze |
| Aerosol can, non-dairy topping | 3 months | Do not freeze |
| Cream, Half and Half | 3-4 days | 4 months |
| Egg, substitutes, liquid | | |
| unopened | 10 days | Manufacturer says "Do not freeze" |
| opened | 3 days | Manufacturer says "Do not freeze" |
| Eggnog, commercial | 3-5 days | 6 months |
| Eggs, in shell | 3-5 weeks | Do not freeze |
| Raw whites | 2-4 days | 12 months |
| Raw yolks | 2-4 days | Doesn't freeze well |
| Hard cooked | 1 week | Doesn't freeze well |
| Margarine | 4-5 months | 12 months |
| Milk | 7 days | 3 months |
| Pudding | Package date; 2 days after opening | Do not freeze |
| Sour cream | 7-21 days | Doesn't freeze well |
| Yogurt | 7-14 days | 1-2 months |
| **Deli foods** | | |
| Entrees, cold or hot | 3-4 days | 2-3 months |
| Store-sliced lunch meats | 3-5 days | 1-2 months |
| Salads | 3-5 days | Do not freeze |
| **Dough** | | |
| Tube cans of biscuits, rolls, pizza dough, | Use-by date | Do not freeze |
| Ready-to-bake pie crust | Use-by date | 2 months |
| Cookie dough | Use-by date, unopened or opened | 2 months |
| **Fish** | | |
| Lean fish (cod, flounder, haddock, sole, etc) | 1-2 days | 6 months |
| Fatty fish (bluefish, mackerel, salmon, etc.) | 1-2 days | 2-3 months |
| Caviar, non-pasteurized (fresh) | 6 months unopened; 2 days after opening | Do not freeze |
| Caviar, pasteurized, vacuum-packaged | 1 year unopened; 2 days after opening | Do not freeze |
| Cooked fish | 3-4 days | 4-6 months |
| Smoked fish | 14 days or date on vacuum pkg. | 2 months in vacuum pkg. |
| **Shellfish** | | |
| Shrimp, scallops, crayfish, squid | 1-2 days | 3-6 months |
| Shucked clams, mussels and oysters | 1-2 days | 3-6 months |
| Live clams,mussels,crab,lobster and oysters | 2-3 days | 2-3 months |
| Cooked shellfish | 3-4 days | 3 months |

# Best Before Date Guide

| | | |
|---|---|---|
| **Meat, fresh** | | |
| Beef,lamb,pork,or veal chops;Steaks,roasts | 3-5 days | 4-12 months |
| Ground meat | 1-2 days | 3-4 months |
| Variety meats (liver, tongue, chitterlings,etc) | 1-2 days | 3-4 months |
| cooked meats (after home cooking) | 3-4 days | 2-3 months |
| **Meat, smoked or processed** | | |
| Bacon | 7 days | 1 month |
| Corned beef, in pouch with pickling juices | 5-7 days | 1 month |
| Ham, canned ("keep refrig." label) | 6-9 months | Not in can |
| Ham, fully cooked, whole | 7 days | 1-2 months |
| Ham, fully cooked, slices or halves | 3-4 days | 1-2 months |
| Ham, cooked before eating | 7 days | 1-2 months |
| Hot dogs, sealed in package | 2 weeks | 1-2 months |
| Hot dogs, after opening | 1 week | 1-2 months |
| Lunch meats, sealed in package | 2 weeks | 1-2 months |
| Lunch meats, after opening | 3-5 days | 1-2 months |
| Sausage, raw, bulk type | 1-2 days | 1-2 months |
| Sausage, smoked links, patties | 7 days | 1-2 months |
| Sausage, hard, dry (pepperoni), sliced | 2-3 weeks | 1-2 months |
| **Pasta, fresh** | 1-2 days or use-by date on package | 2 months |
| **Poultry, fresh** | | |
| Chicken or turkey, whole | 1-2 days | 12 months |
| Chicken or turkey, parts | 1-2 days | 9 months |
| Duckling or goose, whole | 1-2 days | 6 months |
| Giblets | 1-2 days | 3-4 months |
| **Poultry, cooked or processed** | | |
| Chicken nuggets, patties | 1-2 days | 1-3 months |
| Cooked poultry dishes | 3-4 days | 4-6 months |
| Fried chicken | 3-4 days | 4 months |
| Ground turkey or chicken | 1-2 days | 3-4 months |
| Lunch meats, sealed in package | 2 weeks | 1-2 months |
| Lunch meats, after opening | 3-5 days | 1-2 months |
| Pieces covered with broth or gravy | 1-2 days | 6 months |
| Rotisserie chicken | 3-4 days | 4 months |

# BLUEPRINT

A GUIDE TO STARTING OR SCALING
UP A FOOD RELIEF SERVICE

© Jemma Tribe, 2024