



Hospitality Education Charity
and Hotel School Liverpool CIC

Business Plan

lasallehotelschool.co.uk



La Salle

Hotel School
and Kitchen Garden

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Executive Summary

La Salle Hospitality Education Charity (LSHEC) is primed to change the hospitality sector as a force for good in the Liverpool City Region, by nurturing new generations of a skilled future workforce from within our most challenged communities.

Our belief is that every person has the right to an enriching education and should have the ability to access the best support to achieve a successful career, regardless of their background or circumstances.

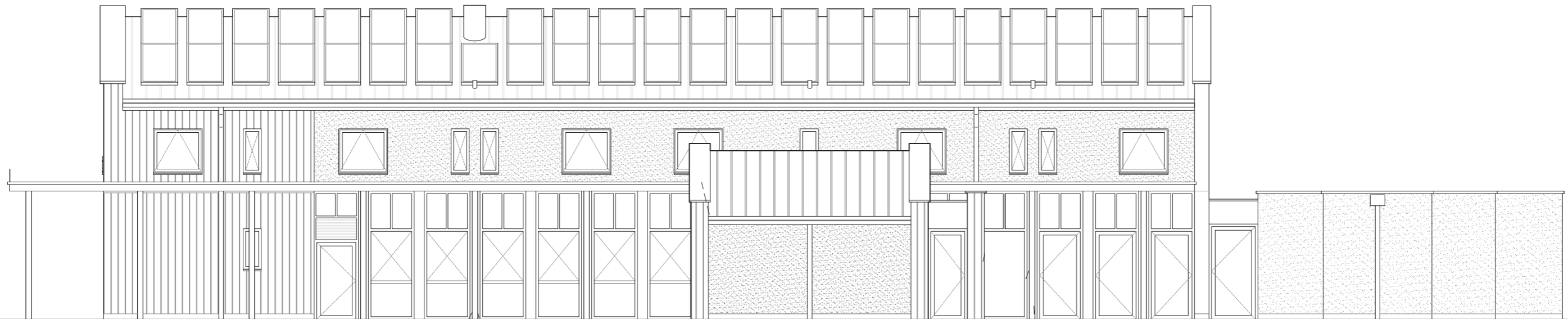
In the last five years we learned about the specific needs of individuals, the ecosystem of educational institutions and have established links to local businesses through our development of La Salle Hotel School C.I.C. Working with hundreds of children and young people during this time has been central to forming a novel strategy, which is designed to deliver transformational impact at all levels. We have received overwhelming endorsement and positive contributions from the industry, as the local hospitality community stand with us with full support, to make a significant difference in the coming years.

This Business Plan sets out a case for funding as we seek your support to develop these innovative facilities. We propose a self-sustaining model that intertwines charitable activities in educational excellence, with day-to-day commercial viability.

Our approach is scalable and replicable, potentially serving as a blueprint for rolling out similar community-led initiatives across the region and wider UK in the coming years.

La Salle Hospitality Education Charity is more than an educational institution; it's a beacon of hope and opportunity. We are committed to professionalism, excellence in teaching and community integration, honouring the legacy of the De La Salle

Rev. Gerald Proctor (MBE)
Chair of La Salle Hospitality Education Charity
Director of La Salle Hotel School Liverpool C.I.C.



Introduction

La Salle Hotel School currently provides vocational training and inspiring employment pathways in catering, hospitality service and horticulture.

Primarily working with young people from around the Liverpool City Region at pre-further education age, we are based in the heart of the Croxteth and Norris Green community.

La Salle Hotel School has been run as a community interest company since 2019, working to repurpose the former De La Salle Brother's House – which is adjacent to but independent from a Secondary Education School, recently renamed to Dixon's Croxteth Academy. During this period, we have gutted a former domestic kitchen to install a fully-functional, professional-standard commercial kitchen which has been used to deliver a wide range of culinary programmes for diverse beneficiaries.

In addition, we worked hard to fit out teaching classrooms, building infrastructure and transforming its derelict grounds during the coronavirus pandemic to produce a bountiful kitchen garden with 25 raised beds, three polytunnels, 12 espalier fruit trees, 2 caged soft-fruit areas, 4 no-dig crop growing areas, composting facilities and an apiary.

Learning from the process of delivering social projects for the local community in the last five years, we have formed an expansive strategy to fully redevelop the site and create an 11 bedroom hotel, 40 cover restaurant, a community garden, conferencing and event facilities. It's here that we call for your kind support to help us create the foundations for significant levelling up within a region with shockingly high levels of multiple deprivation.

It's purpose is to create a self-sustaining workplace setting that can be used to deliver experiential training for young people to pursue a future career in the hospitality industry.

Here, we'll deliver bespoke training and pathways into further education, training and employment – focussing on disadvantaged young people in Croxteth and Norris Green. We'll organically expand our work to wider wards across the City of Liverpool and other regional authority areas in the following years.

All profits from the La Salle Hotel School operations will be reinvested in the La Salle Hospitality Education Charity which directs and oversees our work with young people.

We'll maximise local involvement in our upstream and downstream supply chain – multiplying the impact of customer spending in our community business and work to achieve an innovative standard of operational sustainability. This will enable us to further engagement of the wider community in events, volunteering and social cohesion projects.

Vision, Mission & Values

La Salle Hotel School serves to become a beacon of transformative education and community empowerment in Liverpool and wider UK. Building on the De La Salle Brothers' legacy, our goal is to revolutionise hospitality education by offering unique programmes for young people aged 14-26, including those excluded from mainstream schooling, or who are not in education, training or employment (NEET).

Vision

Our vision is to intertwine practical learning in our hotel, kitchen and garden with the spirit of community service, making us a hub for nurturing aspirations, teaching vital life skills and fostering a sense of belonging. As the only hotel school of its kind in the country, we are dedicated to being a welcoming home for all, shaping a future where hospitality bridges education and community enrichment.

Mission

Our mission at La Salle Hotel School is to inspire and empower our beneficiaries through an innovative education mix; equipping them with skills, confidence and aspirations, transforming them into future leaders and innovators in the hospitality sector, whilst fostering a strong sense of community and environmental stewardship.



Values



Community Empowerment

We are dedicated to uplifting local communities by fostering educational and personal growth opportunities within the hospitality sector. We are committed to working with wider audience groups in our area.



Inclusivity in Education

Our commitment lies in providing accessible, inclusive learning environments for all young people, especially those who are underserved by or excluded from mainstream education.



Sustainability and Environmental Stewardship

We prioritise sustainable practices in our operations, teaching the importance of environmental responsibility and the role it plays in the future of the hospitality industry.



Industry Collaboration

By partnering with hospitality leaders, we ensure that our training is relevant, forward thinking and aligned with industry needs, preparing students for real-world success.



Innovation in Learning

We continuously seek new methods to engage and educate, combining practical experiences with theoretical knowledge to create a dynamic and effective learning environment.



Excellence in Standards

We aspire to be the VCSE sector leader in training professionals at a young age, to enhance and compliment the existing journey from Secondary to Further Education, Or provision for NEETs, to help them back into education or work.



Background

Our Learning

In wards such as Croxteth and Norris Green, young people face huge challenges at an early age. With high levels of multiple deprivation, poor educational outcomes, low attainment and economic inactivity – we understand that vital interventions are imperative to levelling-up the inherent disadvantages in today's society. We recognise their vast untapped potential. This realisation has driven us to devise a way to unlock people's inherent capacity to create a fulfilling future for themselves and their families, whilst making a valuable contribution to their own community and wider society.

In the last five years, we collaborated with local educational institutions to form strategic partnerships, identifying the key issues which are causing alarmingly lower levels of enrolment in catering courses and the significant rates of attrition amongst new students who enter college unprepared each year. We are mindful of the poor outcomes reported by partners and risks to the future of their courses.

Being rooted in the sector, we have explored the urgent needs of industry in what is a difficult time for businesses who are suffering the effects of historic underinvestment in education and recruiting from a limited post-pandemic talent pool, in which workers who departed the sector have simply not been replaced. Hospitality venues are closing at record rates nationally, they rely on quality service for customers and avoiding potential business disruption, especially during challenging economic periods such as the present moment.

Our Solution

With a unique educational model that bridges the gap between Secondary and Further Education, we will focus on delivering holistic, workplace-based experiences and training for young individuals aged 14 to 26.

Our mission is to spark aspiration by equipping our youth with a passion for service, connecting them with relatable, professional role models and giving them confidence to acquire new-found skills. We'll coach a stream of better-prepared students towards apprenticeships, further training or employment to enhance the existing pipeline of provision, encouraging our service users to seek a bright future with a world of possibilities in Liverpool's burgeoning Visitor Economy.

At the heart of our initiative is La Salle Hotel School, Croxteth. This proposed state-of-the-art facility will not just be an educational institution but a fully operational hotel and restaurant serving the community. Here, students will learn from seasoned professionals in a real-world commercial setting, gaining hands-on experience in catering, customer service, business management and horticulture.



Three-Pronged Strategy

Inspire & Ignite

Students from local secondary schools will visit our operational hotel, engaging with various career roles, sparking interest in the hospitality sector.

We will provide practical work experience, bespoke taster training, apprenticeships, and volunteering opportunities within our hotel and restaurant settings.

Our reach will extend beyond student audiences, involving wider community groups in enriching projects that uplift local residents – we'll drive potential for youth social action.

Progress

We'll work closely with Secondary Schools to deliver tours, visits and extra-curricular activity. Young people who demonstrate an interest or clear potential will be invited to join a youth group, with opportunities to engage with schemes such as holiday programmes and Summer School. They'll receive enhanced industry exposure, ensuring a supportive environment with family involvement throughout, so that parents and guardians can support their journey.

We will collaborate closely with local Further Education Colleges, offering pathways for students to continue their education and seek accredited qualifications that can support onward career progression. We will serve as a feeder institution to educational partners.

Our links to businesses will be harnessed to drive continuous engagement with the local hospitality sector, seeking input and collaboration in a range of integrated experiences that mentor future professionals with employers in mind.

Cycle

Environmental stewardship is integral to our ethos. From sustainable food production in our Kitchen Garden to eco-friendly building renovations, we are committed to work towards net-zero status by 2030.

Our boutique training hotel and restaurant will not only be a centre of learning but also a testament to sustainable practices – building understanding and interest from an early stage, so that these principles are adopted by industry in future.

We work not just for environmental sustainability, but sustainable skills generation to supply the Visitor Economy with a stream of local talent. We align with the UN Sustainable Development Goals and the 2030 Hub in Liverpool.

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Steps To Success

Partnerships with Hospitality Industry Leaders

Establish strong relationships with hotels, restaurants and other hospitality businesses. These partnerships can provide valuable internships, apprenticeships, and job opportunities for the young people we support.

Education and Training Programmes

Develop comprehensive training programmes tailored to the needs of the hospitality industry. This would include both practical skills training (like culinary arts, hotel management, customer service) and soft skills development (like communication, teamwork and problem-solving).

Scholarship and Funding Opportunities

Ensure that financial barriers do not prevent talented young people from accessing training and education in the hospitality sector. Offering scholarships or funding support to those in need would be a priority.

Career Guidance and Mentorship

Provide career guidance and mentorship to help young people navigate their way into and through the hospitality sector. This might involve career fairs, mentorship programmes and networking events with industry professionals.

Advocacy and Awareness Campaigns

Raise awareness about the opportunities within the hospitality sector and advocate for more support and recognition of the industry as a viable and rewarding career path.

Inclusivity and Accessibility Initiatives

Ensure our programmes are inclusive and accessible to all young people, regardless of their background. This would involve outreach to diverse communities and making sure our initiatives cater to a wide range of needs and abilities.

Sustainability and Ethical Practices

Promote sustainability and ethical practices within the hospitality industry and incorporate these values into our training schemes.

Continuous Improvement and Feedback Mechanisms

Monitor, regularly review and improve our work based on feedback from participants, industry partners and educational experts to ensure we are meeting the needs of both the young people we support and the wider hospitality industry.



The Challenge

Liverpool City Region Hospitality Landscape: A Resilient and Growing Market
The Liverpool City Region's visitor economy has demonstrated remarkable resilience and growth potential in the aftermath of the COVID-19 pandemic.

As of 2022, the economy has bounced back to its pre-pandemic levels, with projections indicating a potential value of nearly £6 billion by 2025, creating a demand for approximately 72,000 jobs.

Despite a decade of growth preceding the pandemic, the visitor economy faced significant setbacks during the COVID years, losing over 50% of jobs and revenue. However, it has shown a strong recovery, growing from £2.1 billion in 2020 to an impressive £5.18 billion in 2022, nearly matching the £4.98 billion recorded in 2019.

The region welcomed a remarkable 55.94 million visitors in 2022, a substantial increase from the 26.14 million in 2020, although slightly below the 66.27 million in 2019.

Hotel occupancy rates in 2022 reached a healthy 74.3%, despite new openings increasing the total number of hotels to 86. This figure, while slightly lower than the 78.4% in 2019, represents significant progress from the 55.2% in 2021.

Employment in the sector has also seen a notable uptick, with the number of jobs rising to 51,605 in 2022, up from 38,095 in 2021, though still short of the 55,000 jobs in 2019.

As the market returns to its pre-pandemic vibrancy and is poised for further growth, addressing the challenges in attracting and retaining a skilled workforce is crucial. The sector's expansion and the need for a skilled labour force underscores the importance of initiatives like La Salle Hotel School in equipping young people with the necessary skills and enthusiasm for careers in this dynamic industry.



Why Croxteth & Norris Green?

Demonstrating the Need: La Salle Hotel School Liverpool

The communities of Croxteth and Norris Green in North-East Liverpool stand as stark representations of urban deprivation in the United Kingdom. These neighbourhoods are not just statistics; they are communities grappling with significant challenges that directly impact their residents.

Croxteth, notably ranks 571 out of 32,844 Lower Layer Super Output Areas (LSOAs), placing it in the most deprived decile nationally. The average household income here is a mere £21,263, significantly lower than the UK average of £38,858, underscoring the economic struggles faced by residents.

The La Salle Hotel School Liverpool project is strategically positioned in an LSOA that primarily serves the Croxteth and Norris Green areas. These LSOAs are categorised in the first decile for multiple forms of deprivation, including income, employment, education and health. This classification puts them among the top 1.4% to 3.3% of the most deprived neighbourhoods in the country.

Educational attainment in these areas is alarmingly low, with 31.7% of the local population lacking post-16 qualifications, compared to the national average of 22.7%. Only 17.8% have achieved an NVQ4 or higher, significantly below the national average of 27.2%.

Income deprivation is a critical issue in Liverpool, with 23.5% of the population affected in 2019. Among 316 local authorities, Liverpool ranks as the 4th most income-deprived. Furthermore, Liverpool finds itself in the bottom 10% of all local authorities in England for health outcomes.

These statistics paint a clear picture of the challenges faced by the communities of Croxteth and Norris Green. The La Salle Hotel School project is not just an educational initiative; it is a beacon of hope and a vehicle for transformative change. By investing in this project, funders have the opportunity to make a significant and positive impact on the lives of individuals and the community at large, addressing deeply-rooted issues of deprivation, educational underachievement and health disparities. This project is an investment in people, in community rejuvenation and in creating pathways out of poverty through education and skill development in the hospitality sector.

Sources: Office for National Statistics, 2022 Indices of Deprivation, 2019

La Salle Kitchen Garden

The extensive growing area at La Salle includes three polytunnels with fourteen raised beds and six vines, ten outside raised beds and four no-dig large growing areas using crop rotation.

We have an orchard comprising twelve espalier fruit trees (plums, apples and pears) and two soft-fruit cages with twelve different varieties of fruit bushes. We also compost all our kitchen and garden waste and have two beehives from which we hope to harvest our own honey.



Past Projects

Food For Growth:

With a grant from the National Lottery Community Fund 'Together for our Planet' we delivered a series of visits from primary and secondary school pupils who looked at climate change and agreed positive actions to mitigate some of the worst effects exploring how we grow food and also cook nutritious meals.

Get Stuffed!:

We worked with our Chef James Holden (NW Regional Chef, Royal Academy of Culinary Arts Adopt a School Project) to produce a recipe book using ingredients accessible in a Food Bank or Food Pantry, teaching families how to prepare them from our kitchen using cheaper air fryers and slow cookers. Working with local community organisations we have delivered two rounds so far of the project, in which participants received free kitchen equipment to use with the recipes they have been taught.

Horticulture Courses:

Our Kitchen Garden is used weekly every Wednesday by participants on the City & Guilds Horticulture Skills courses Level 1 & 2, run by Myerscough College. On Mondays and Thursdays from 10am until 1pm, the garden is open for anyone who would like to get involved in the health and well-being benefits of outdoor work in a natural environment.

These programmes demonstrate the unique approaches we can take to delivering project work around educational practice using horticulture as a medium to connect with food growing, aligning our strategic goals with innovative approaches.



Our building is proposed to be refurbished from a 1960's domestic residence into a boutique hotel and restaurant catering to local residents and visitors.

Our building is proposed to be refurbished from a 1960's domestic residence into a boutique hotel and restaurant catering to local residents and visitors.

We will have eleven en-suite bedrooms including one accessible bedroom on the First Floor; and on the Ground Floor a 30-cover restaurant, kitchen and private dining room plus conference facilities.

Each room in the Hotel will be themed around a tourist attraction from each area of the Liverpool City Region.

Once completed the project will deliver a functioning hotel and restaurant business enabling young people to learn and achieve in a commercial hospitality environment.

- Three days per week, from Monday to Wednesday, we expect to host visits with year 8/9 students from local secondary schools showcasing careers in hospitality and the Visitor Economy. Year 10/11 students will work with us on Thursdays and Fridays.
- Four days per week, we expect to deliver apprenticeship training in the hotel, kitchen and restaurant as part of its operation to prepare a cohort ready to enter into further education or direct employment.

Design of the Scheme

We commissioned architectural design services from MGMA Studio, who delivered a full bespoke restoration and repurposing strategy, along with Quantity Surveyor's cost report.

Using those designs, we have now secured planning permission for the development.

Since the formation of La Salle Hospitality Education Charity in October 2023, we now acquire the full, exclusive, long-term lease of the site with a peppercorn rent.

Request for Funding

We are seeking funding from Trusts and Foundations, to support us in delivering the development. The required funding to commence this process is £1,500,000.00.

On confirmation of funding, we expect to be able to deliver a procurement exercise to appoint a Principal Contractor and relevant sub-contractors within a six month period.

The duration of the proposed development would then be 12 months.

We anticipate that a further six months would be required to deliver the business set-up process, with full interior fit out and preparations for public launch.



Organisational Structure

La Salle Hotel School is committed to working in partnership with key local partners in order to deliver educational, social and economic impacts which meet the present and future needs of the city.

La Salle Hospitality Education Charity (LSHEC) –
Registered Charity Number 1205274

Board of Trustees:

- Reverend Gerald Proctor MBE
- Joshua Boyd
- David Hayes
- Chris Brown
- Claire Griffiths



La Salle Hotel School Liverpool C.I.C. (LSHSL) –
Registered Company Number 12003889

Board of Directors:

- Reverend Gerald Proctor
- Craig Greenwood
- Louise Kemp
- Tris Brown
- Linda Latham



Supporters

- Patron – Cherie Blair CBE KC
- Paul Askew – Chef-patron of The Art School Restaurant, Liverpool
- Brian Connor – General Manager The Titanic Hotel
- Professor Peter Jones – Hospitality educator, Director Wivenhoe House Hotel

Partners

- De La Salle Brothers' Trustee Board – donors of our building
- Myerscough College – partners in delivering horticultural skills training
- City of Liverpool College – partner in hospitality education
- Cobalt Housing – local social housing provider. A key link to the local community
- Liverpool Hospitality Association – key connection to industry partners
- Linda McCartney Foods – partners in establishing community garden

Funders

- Titanic Hotel
£10,000 - sponsorship and pro-bono support
- Savoy Educational Trust
£50,000 - grant for kitchen installation
- LCVS
£3500 - project grants
- Cobalt Housing
£5000 - project grants
- City of Liverpool
£10,700 - mayoral grant
- Dutchy of Lancaster
£5000 - project grant
- Linda McCartney Foods
£11,007 - sponsorship
- Passionists
£5000 - project grant
- Mersey Travel
£1500 - project grant
- Torus Foundation
£3000 - project grant
- National Lottery
£29,950 - project grants
- University of Liverpool
£300 - project grant
- MRWA
£500 - project grant
- Woodward Trust
£3000 - project grant
- 23 Foundation
£2500 - project grant
- Momentum Foundation
£2997 - project grant

Constitution And Financial Summary

The La Salle Hospitality Education Charity (LSHEC) and its trading arm, La Salle Hotel School Liverpool C.I.C. (LSHSL), will work hand in hand to make significant strides in the local hospitality education offer. This strategy is for developing the Carr Lane East property in Croxteth, leased exclusively from The De La Salle Brothers to LSHEC.

Phase 1 – Redevelopment & Renovation:

We are seeking £1.5 million in funding for the initial redevelopment and renovation of the site. Detailed in “Appendix 1 - Phase 1 Development”, this phase, designed by MGMA Architects and costed by Vextrix, is projected to take 12 months to complete upon commencement.

Phase 2 – Set Up Costs:

Following Phase 1, an additional £500,000 will be required for internal fit-out, equipment, furniture, fixings, and initial operational cashflow. This funding will support the organisation up to and for the first six months post-launch.

Commercial Operation:

The “LSHEC Budget - 5 Year Forecast” outlines a profit-and-loss forecast for the first five years of commercial operation, underpinning the charity's direct trading activities. This model is designed to generate sustainable income for the charity, covering operational costs and facilitating reinvestment into its charitable activities.

Rationale and Operational Model:

- The financial plan underlines the structure of hospitality services which will also serve as a medium for delivering LSHEC's unique educational and skills training in a live workplace setting. This approach is integral to providing high-quality training and preparation for further education, apprenticeships or employment.
- Educational, community services and philanthropic activities of the charity are funded separately through donations and grants and are not included in this financial plan.
- All commercial activities are to be conducted by LSHSL, governed by an independent Board of Directors. LSHSL will lease the property for £20,000 per annum, donating all surplus profits to LSHEC annually, after overheads and reserves are accounted for. The structure of this arrangement will be finalised in due course. LSHSL, operational since 2019, may evolve into a different entity if deemed more suitable in the future.

This financial summary encapsulates our strategic approach to establishing a sustainable and impactful educational and commercial venture in the hospitality sector, committed to transforming lives in the Liverpool City Region.



Headline Statistics

Methodology:

- The model is based on a trading hotel operation, which features 11 guest bedrooms, dining and function hire services
- It shows a project start date of January 2025, however this is for indicative purposes only
- The Year 1 forecast is based on a 60% occupancy rate against available days of trade in each calendar month
- We are forecasting an average room rate of £55 per night, providing a Revenue Per Available Room (RevPAR) of £33 per night
- Accommodation sales are explored in "Tab 4 – Rooms 365" offering a format for future development of the business with sources of sales, promotional packages and offers
- Food & Beverage (F&B) sales are itemised against different periods of service – working figures are demonstrated in "Tab.5 - F&B 365"
- F&B revenues are calculated with an average Spend Per Head (SPH) against bookings/footfall, sittings and covers
- Breakfast sales are directly linked to accommodation occupancy rates for residential guests – whereas the other elements of service are based on non-residential guest footfall
- Cost of sales against food (35%), beverage (30%) and sundries (5%) are deducted
- Operational Payroll is calculated as a percentage of sales – effectively providing a budget for staffing levels that meets operational requirements
- Departmental Costs are set aside for contingency purposes and ad-hoc expenses
- Non operational expenses are calculated at further percentage costs against the trading performance, with admin, sales, property maintenance and energy included
- Finally, Fixed Expenses list other overheads associated with the running of the business and will be expanded over time during further planning

Key Findings:

- With a realistic average occupancy rate of 60%, we will achieve an average monthly income of £11,041 from accommodation sales
- F&B sales are likely to fluctuate, depending on seasonal patterns of footfall – we are forecasting a reasonable level of trading performance in all areas
- There is significant potential for developing "Other" revenues from room hire, event catering and commercial training services to diversify sources of income (not forecasted)
- Within the core model, we see an average Gross Operating Profit of £10,444.26 per month and GOP% of 27%
- After fixed charges and expenses, we see Profit Before Interest and Taxes (PBIT) of £1861.60 per month
- Year 1 PBIT Total = £42,339.58
- With a 6% reduction in total sales whilst maintaining other expenses including staff costs, the operation reaches a break-even point
- With a 10% increase in total sales, the operation achieves a significant uplift in PBIT
- This will help to inform operational and business development decisions, allowing us to monitor performance to meet targets, driving growth and reinvestment

Charity Revenue:

- With an annual uplift of 5% in accommodation, F&B and room hire sales as the business becomes established, we see a healthy increase in PBIT across Year 1 to Year 5
- The cumulative rental cost over this 5 year term, paid by LSHSL to LSHEC is £100,000
- The cumulative 5 Year PBIT from which further donations will be made (circa 70% of PBIT) = $£265,392.47 \times 0.7 = £185,774.23$
- Within a reasonable expectation for sales performance, not including other opportunities for trade, the charity would see return of £385,774.23 within 5 years from this plan



Market Analysis

Target customers

- 1. Visitors to nearby attractions** - Croxteth Hall & Country Club, Knowsley Safari Park & Liverpool & Everton FC are all within a 20 minute drive of the La Salle Hotel School giving an opportunity to access thousands of visitors per month
- 2. Community** - The immediate area of Croxteth & Norris Green has a population of 34,042 (census 2021). Mostly supportive of each other and initiatives that benefit the health & wellbeing of family and friends
- 3.** Partner organisation for community engagement is Cobalt Housing Association. They manage 6,000 tenanted properties within the locale and form the heart of our customer and audience base for the restaurant and community events facilities
- 4.** Peer to peer support through a connected partner and director network

Competition - Hotels

Limited hotel beds within a 3 mile radius.

Top 3 nearest to LaSalle Hotel School:

- Travelodge Stonedale Park (1 mile)
- The Suites Hotel & Spa (2.2 miles)
- Travelodge Stonecroft (2.4 miles)

Competition - Conference Facilities

No small conference facilities in the neighbourhood.

Potential customers identified:

- Local Community Organisations: Cobalt Housing, primary and secondary schools
- Dixons Croxteth Academy staff training and St John Bosco Arts College staff training



Competition - Restaurant & Kitchen Garden

No competition other than usual chain branches Nando's & McDonalds, nearest restaurants are in West Derby.

Nearby attractions

- 1.** Croxteth Hall & Country Club (3 mins car/21 mins walk*) 750k visitors per year
- 2.** Everton FC (Car 11 mins*) 38,441 average attendance per premier league game 21/22
- 3.** Liverpool FC (Car 12 mins*) 53,008 average attendance per Premier League game in 22
- 4.** Aintree racecourse (Car 13 mins*) Grand National 3 day Festival averages 150k
- 5.** Knowsley Safari Park (Car 14 mins*) 600k visitors per year

Marketing tactics & Media landscape

Core tactics:

- Public relations & advocacy
- Blogs & seeded content
- Social media & user generated content (UGC)
- Awards

Public Relations:

- Round-ups and media alerts
- Forward features
- Press releases
- Press/blogger events
- Broadcast opportunities
- Review features

Awards:

Key to raising profile in the industry and a great PR driver. LCR Tourism Awards have categories like Tourism Young Person of the Year or New Tourism Award, also the Liverpool Hospitality People Awards with categories covering Young Chef or Rising Star. Innovation in Business Awards by the Liverpool Chamber, COLBA - City of Liverpool Business Awards by Downtown in Business, Liverpool by Downtown in Business.

Publication	Feature Opportunities
The Caterer	Revelations Q&A Interview with head chef trainer
North West Business Insider	Eco-nomics' forward feature Focus on kitchen garden/ sustainability initiatives
LBN Daily	Professional section Feature on the long-term impacts for students & hospitality sector
Knowsley News	Children and Young People section Careers in hospitality with new hotel school
The Liverpool Echo	First Look: Inside Croxeth's new hotel school
The Guide	'X things you can do this week' forward feature - food and drink offerings
Visit Liverpool	Dedicated blog post i.e. best places to eat X



Social Media

Profiles on Facebook, Instagram and Tik Tok are paramount in taking control of our story, sharing cohort journey's and raising awareness of the hotel & resTA. Algorithms favouring short-form video content

With Instagram reels, which are also shared across Facebook, YouTube creating YouTube Shorts and the growth of TikTok, there is now a strong appetite for high-quality, short-form video. Video allows users to connect with brands through immersive formats and is proven to influence customer decisions by a considerable percentage.

Continued growth of TikTok

Quickly becoming the most popular social media platform, TikTok is predicted to grow its number of users from 834 million in 2023 to 900 million in 2024!. TikTok has perfected its algorithm to keep users engaged, favouring short videos with a homepage that remembers the users' interests. Realising the free advertising potential of TikTok, companies are starting to create a strong brand presence on the platform using engaging organic content to increase brand awareness.

UGC credibility

Following suit of increased influencer marketing due to its credibility, user-generated content is set to become a more powerful tool for brands to connect with their audiences as consumer scepticism heightens.

Encouraging customers to share their experiences organically, and becoming brand advocates in the process, UGC provides a way to showcase genuine interactions and create a sense of authenticity.

Content Hooks

January

1- New Year's Eve
1-31 - Veganuary
24th - International Day of Education

February

5-11 - National Apprenticeship Week
13 - Pancake Day
14 - Valentine's Day

March

4-9 - National Careers Week
8 - International Women's Week
4-10 - Food Waste Action Week
15 - World Sleep Day
29 - Good Friday 31 - Easter Sunday

April

1- Easter Monday
22- Earth Day

May

1-7 - National Gardening Week
13 - World Cocktail Day
20-26 - Learning at Work Week
20-26 - National Vegetarian Week

June

5 - World Environment Day
7 - World Food Safety Day

July

15 - World Youth Skills Day

August

7-13 - National Allotments Week

September

1-30 - Organic September
16-1 - British Food Fortnight
27 - World Tourism Day

October

16 - World Food Day
20 - International Chefs Day

November

1-30 - World Vegan Month
1 - World Vegan Day
14 -20 - International Education Week

December

24 - Christmas Eve
25 - Christmas Day
26 - Boxing Day

*“it’s boss because, Am etur, temo-
lesto opta cus ea ipsapit aut plis
plantum alicia volorrorum repu-
damet et od mos vernatem hita*

Someone who thinks it's boss



Ambassador support
Board, ambassadors & sector supporters

Engagement with schools
Plant a seed programme

- Taster session visits for groups of 10 – 12 young people from secondary education years 8 and 9
- Tour of the kitchen garden, restaurant and accommodation – with a cooking demonstration in the kitchen and food tastings
- School visits are delivered on Mondays, Tuesdays and Wednesdays
- Visits last 2hrs across two sessions – 10am to 12pm & 1pm to 3pm

- Daily maximum beneficiary reach of 24 young people – or 72 per week
- With 38 school weeks per year, we expect to reach up to 2736 young people

Teachers and parents are tasked to reach out if any child enjoyed the session and may like to be invited to join ongoing Easter, Summer and Christmas holiday programmes that we will deliver through HAF funding and other sources.

These will offer a more enhanced learning experience around cooking and growing food centered on active participation to encourage early development amongst beneficiaries.

We aim to continually build relationships with young people, their parents and teachers during these years; where they are working towards picking options for GCSE's and we want to encourage an interest in Food Technology where available.

At a minimum, we will work to provide enriching taster experiences and more advanced holistic starter training at an extra-curricular level to grow a stream of young people taking an interest in the field of hospitality and horticulture who may be referred into our Rising Stars Programme

Career pathways
Rising stars programme

- Young people at Secondary education Years age 10 and 11 who are studying food technology will be engaged at suitable points during the school year, around coursework, revision and exams
- We will offer a tutoring programme that compliments and enhances the work they are undertaking around their GCSE learning at school – providing an enriching and inspiring offer that has been thoughtfully designed

- Sessions will be run on Thursdays & Fridays from 10am – 12pm or 1pm to 3pm for between 5 – 7 beneficiaries
- We expect to reach up to 100 beneficiaries per year

- We will deliver engagement days with FE college partners to promote career pathways via local accredited training programmes
- We will deliver industry workshops with chefs, business owners and hospitality professionals to help inspire our beneficiaries into their chosen career
- We will explore mentoring partnerships with professionals, to help support and guide those young people – and offer work experience placements

Our Rising Stars programme graduates will have the option to choose whether to go to college, or seek an apprenticeship with their chosen route

Our careers advisors will work closely with beneficiaries' parents and school teachers to ensure that they are able to reach their best potential

LSHEC may offer Rising Stars graduates placements within the LSHSL run hotel operation for apprenticeship training and other enhanced learning opportunities.

We will actively develop new programmes, seek grants to deliver on pilots and develop roll-out strategies for increasing the educational reach of our wider offer through multi-year cycles of funded project work.

How else will we target and support beneficiaries?

Back to Work Academy:

We have an ambition to become accredited on the Liverpool City Region Combined Authority (LCRCA) Adult Education framework to provide training and employability offers to NEET beneficiaries between the ages of 18 – 26. This training would allow them to seek entry-level positions such as Kitchen Porter, Barista, Bartender or Server roles. We will source employers to instruct us to train a cohort of NEET candidates, who on completion will gain an interview for available job positions.

Training may include theory-based, or practical learning around the target job openings, or even include alternative training such as gaining a personal alcohol license, undergoing WSET training, health and safety or first aid training and more.

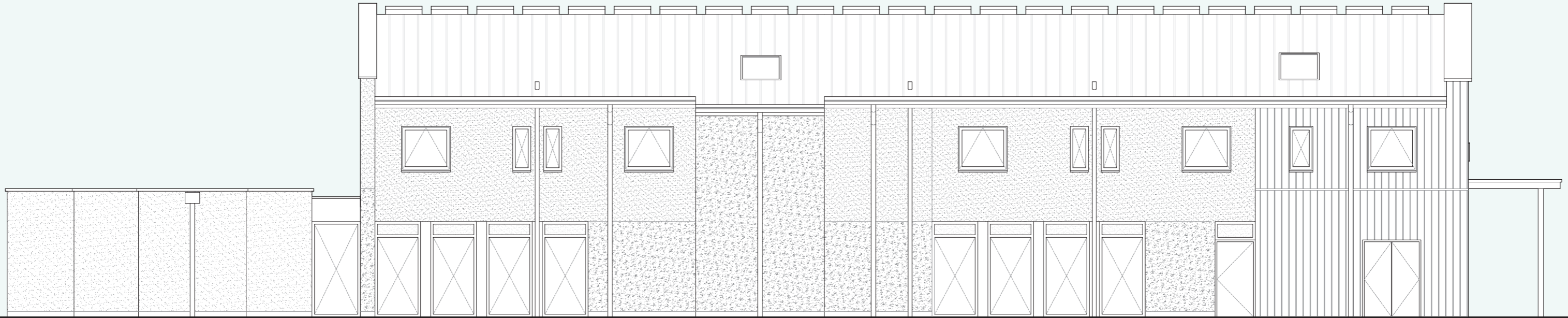
We have engaged Department for Work and Pensions (DWP) and LCRCA who jointly administer these programmes, to discuss future potential within this area as an approved training partner in the coming years.

Back to School Academy:

In addition, we can provide trainees with opportunities to engage with FE College partners to seek further training that will enable them to pursue better career roles in Catering, Service and Business Management by gaining enhanced NVQ qualifications.

City of Liverpool College are an active partner in the La Salle Hotel School project and our ambition is to expand the available routes for courses around the Liverpool City Region and other partner institutions as the project's reach grows into other regional authority areas.

We will work with FE College partners to deliver on short training days to prepare candidates to apply, interview and progress into further education.



How you can help us achieve our goal

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Hospitality Education Charity
and Hotel School Liverpool CIC

hello@lasallehotelschool.co.uk
lasallehotelschool.co.uk



The De La Salle Academy,
Carr Lane East,
Croxteth,
Liverpool
L11 4SG