## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair’s Message</td>
<td>3</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>3</td>
</tr>
<tr>
<td>South Burnett CTC Background</td>
<td>4</td>
</tr>
<tr>
<td>South Burnett CTC – What We Are About</td>
<td>6</td>
</tr>
<tr>
<td>Vision</td>
<td>6</td>
</tr>
<tr>
<td>Mission</td>
<td>6</td>
</tr>
<tr>
<td>Organisational Values</td>
<td>6</td>
</tr>
<tr>
<td>Organisation Structure</td>
<td>7</td>
</tr>
<tr>
<td>Operating Environment</td>
<td>8</td>
</tr>
<tr>
<td>General Demographics, Population Growth &amp; Employment Generators</td>
<td>8</td>
</tr>
<tr>
<td>Impact of Demographic Mix and Population Growth</td>
<td>9</td>
</tr>
<tr>
<td>Overall Strategic Situation for South Burnett CTC</td>
<td>10</td>
</tr>
<tr>
<td>Condensed SWOT</td>
<td>10</td>
</tr>
<tr>
<td>Financial &amp; Program Considerations</td>
<td>11</td>
</tr>
<tr>
<td>Main Strategic Challenges</td>
<td>11</td>
</tr>
<tr>
<td>Strategic Summary</td>
<td>12</td>
</tr>
<tr>
<td>Strategic Plan Framework</td>
<td>13</td>
</tr>
<tr>
<td>How it Works</td>
<td>13</td>
</tr>
<tr>
<td>Key Result Areas &amp; Measurement</td>
<td>13</td>
</tr>
<tr>
<td>Strategic Plan Goals and Strategies</td>
<td>15</td>
</tr>
<tr>
<td>Critical Success Factors</td>
<td>20</td>
</tr>
<tr>
<td>Evaluation and Control</td>
<td>20</td>
</tr>
</tbody>
</table>
Chair’s Message

The CTC Strategic Plan outlines the directions that the organisation will take over the next three years and sets out CTC’s strategic objectives and priorities.

Whilst the Strategic Plan sets an agenda for the next three years, it will be reviewed and updated annually to ensure the projects and objectives continue to be in line with the community’s needs and CTC’s broader vision.

As a not-for-profit organisation we recognise the opportunities afforded to us by Government at Local, State and Federal levels which allow us to provide targeted assistance to those in our community who face life challenges they find difficult to effectively confront without professional and caring support.

We also recognise the support we receive from industry, in particular Tarong Energy and Thiess, and from the South Burnett Regional Council and other community not-for-profit organisations.

In recent years, with careful financial oversight, we have also been able to invest in strategies that have allowed us and will continue to allow us to provide suitable infrastructure and support for these activities, achieve better outcomes and maintain a strong platform from which we can continue to deliver worthwhile support activities to the communities we operate in as and when the need arises.

As you browse through this strategic plan you will recognise the breadth and depth of services offered by CTC. You will also note that CTC is an organisation with roots and governance firmly grounded within the communities it supports.

Our CEO and her management team continue to maintain a close and strategic liaison with key decision makers at all levels of Government and industry, with Peak Industry organisation’s and with providers of similar or complementary services available to our target client groups. They also maintain a keen understanding of and enthuse a passion for dealing with the needs of our clients, both existing and emerging.

The Board extends their sincere gratitude to Nina and her team and to all staff and volunteers for their dedication and support, past, present and future, in keeping CTC a strong, vibrant, effective and dedicated community focused “not for profit” organisation.

Acknowledgement

South Burnett CTC would like to acknowledge and thank the Queensland Department of Employment, Economic Development and Innovation (DEEDI) and Leigh Bennet from Enterprise Innovations for their assistance in preparing this plan. This assistance was provided under the ‘Jobs Assist – Business Support’ program.
South Burnett CTC Background

South Burnett CTC has a long and proud history which is the foundation for its values and its focus on what the regional needs are and is also reflected in the often long serving terms of Board members. The stability of, and strong leadership by, the Board has been appreciated by the staff, many of whom have also been with the organisation for years (or as long as their section has operated).

In 1983 Cherry Carroll and some of her friends were concerned about youth unemployment in the South Burnett. The outcome was the establishment of a Youth Unemployment Centre (YUC for short). The Carroll family made room available in their building and donated furniture.

By 1987 the group had obtained various grants from State Government and additional donations to become ever more “professional” and deliver more programs. A change of guard occurred at committee level and the organisation was incorporated as South Burnett CYSS Inc. It eventually settled in the Artie Kerr Building in Kingaroy Street in 1989. The Federal Government replaced CYSS with SkillShare in 1989.

In 1996 the Federal Government instigated major reforms of labour market programs and SkillShare was abolished. We became a Job Network member and a provider of the Personal Support Program (PSP) for the South Burnett and Community Work Coordinator (CWC) for Work for the Dole for the South Burnett and Gympie area.

From the mid 1990’s we were involved in the establishment of the South Burnett Enterprise Centre and in 1998 CTC started to manage that Centre in Cornish Street on behalf of the Kingaroy Regional Enterprise Centre Association and located our manager and accounts office within its administration building.

Throughout the rapid expansion of training and recruitment services, young people’s needs and issues remained as a major focus, including the auspicing of the South Burnett Area Youth Service (SBAYS) and with it the crisis accommodation hostel in Kingaroy Street in 2001. (A new and custom built hostel was opened in 2008 in Markwell Street). Around the same time the former Kingaroy Shire Council was looking to establish a skate bowl and needed a partner to make that happen. The Peanut Company of Australia made a parcel of land on Somerset Street available to Council and CTC had the opportunity to purchase some demountable classrooms from SB Catholic College and establish them on that site in what is now the Youth Park.

In 2004 the Connections Youth and Family Service came under our auspice and with it we established a site in Murgon. Increasingly, from this base we work with the Indigenous communities in Cherbourg and elsewhere.

During 2002/03 a group of parents of children with disabilities requested CTC’s assistance in obtaining a grant from Disability Services Queensland to establish a respite service. Community Respite Options South Burnett (CROSB) was born and with it came a respite house in Gladys Street.

During 2005 we started as a provider of long term Community Housing in association with Cooloola Community Housing Association in Murgon and Kingaroy. In 2007 we started leasing 6 flats in Fitzroy.
Street, Nanango from the Department of Housing for long term housing and in 2009 constructed a duplex with full disability access in Thorn Street, Kingaroy.

In 2006 we became a provider of Foster Care Services called Partners in Foster Care and established premises in Wondai. We now provide services in Monto, Gayndah and Gin Gin as well as Murgon and Nanango.

In 2007 we bought and refurbished the former Christmas Shop in Lamb Street, Murgon with a major contribution from the Regional Partnerships Program.

The Gumnut Place, a business service for people with disabilities, joined the CTC auspice in December 2007.

With the decision by the Queensland Government to introduce an Alcohol Management Plan (AMP) for the Cherbourg community came a raft of Diversionary programs in 2009. Wondin dee counselling service for children and families affected by domestic violence and the Safe Haven program also started around this time. These programs required some additions to our Connections premises and the rental of more space at 76 Lamb Street.

One of the most dramatic growth phases for CTC occurred in mid 2009 when we were successful in becoming the biggest provider in the Gympie Employment Services Area for Job Services Australia. This service was established from a combination of 7 commonwealth programs to enable a more efficient customer focus. New CTC offices were established in Kingaroy, Murgon, Gympie and Tin Can Bay and more support staff commenced at HQ.

In 2009 we also commenced an out of school hours childcare service in Nanango, supported by the Department of Communities through provision and refurbishment of the former pre-school. This site is being further developed into a family services hub (thanks to a grant from Nanango Heritage Community Branch) and is now known as 'CTC Community Kids'.

The tremendous growth and diversification of South Burnett CTC has been guided by the Board of Governance, still affectionately called the LMC (Local Management Committee). Many of the members of this committee have been with the organisation from the outset or since the very early days.
South Burnett CTC – What We Are About

Vision

In CTC’s geographic area of operation all residents, regardless of gender, age, background, culture, health or ability have access to the services and support they require to participate and feel valued in the economic, social and cultural life of the community to the full extent of their capacity and desires.

Mission

Proactively and reactively, alone or in collaboration with appropriate others:

- Establish and deliver services in accordance with our vision
- Identify gaps, and the means of addressing such gaps, in the access to and quantity and quality of services and supports in our area of operation (e.g. South Burnett or regions designated by funding bodies)
- Lobby for and / or encourage appropriate government, non-government organisation or corporate service provision
- Source funding to provide required services
- Engage in appropriate business activities to raise revenue to fund worthwhile community activities and provide a sound base for the organisation’s future
- Build community capacity to realise our vision
- Enter any relevant activities that further our objects in a manner that recognises and respects the rights and responsibilities of all people and the need to address issues on a broad front, while focussing particularly on the needs of disadvantaged and/or marginalised members of our communities.

Organisational Values

The following are shared values which underpin CTC and to which staff, management and the Board adhere:

- Service and client focus – that’s our purpose; act beyond the call of duty
- Capacity building – for people, services and infrastructure
- Empowerment of others – including stakeholders, clients and staff
- “Our place / Our people” ethos - we are all community members; we believe in the South Burnett
- Commitment to staff diversity
- Value democracy – the right of everybody to be heard
- Egalitarian - not being too hierarchical
- Embrace community sector values
- Respect and dignity – recognising the values and diversity of all individuals and communities
- Professional - in all practices and policies
- Collaboration and cooperation – in decisions and dealings with clients, stakeholders and government
- Honesty and transparency in our governance – accountable and open communication
Organisational Structure

CTC is quite a diverse organisation and its broad organisational structure is shown below. Staffing levels were around 183 (or 130 FTEs) in 2010.
Operating Environment

General Demographics, Population Growth & Employment Generators

CTC is affected by those demographic and social drivers that typify the Wide Bay Burnett region (WBBR). These have significantly influenced the strategic focus of this plan.

The region continues to experience significant population growth and displays high levels of disadvantage by way of demographic indicators.

The baby boomer and retiree market is still strong in the region, and this further exacerbates the heavy reliance on fixed pensions, a notable aspect of one of the indicators of the region’s profile of disadvantage.

Demographic\(^1\), economic\(^2\), mental health\(^3\), drug and alcohol\(^4\) and youth homelessness\(^5\) reports on the Wide Bay Burnett region provide some indication of significant population disadvantage and a summary of some key facts are listed below:

- **Socio-Economic Index of Disadvantage** – we are below the Queensland average in this index which is used as a guide to social disadvantage by the Australian Bureau of Statistics.

- **Employment** – unemployment rates are significantly above the state averages with the youth and indigenous unemployment rate, a major cause for concern. We are currently identified as one of the six unemployment priority areas by the Federal Government. At the 2006 Census, persons in the labour force as a proportion of the estimated resident population (all ages) was only 39% for the WBB Statistical Division, compared to about 47% for Queensland and 49% for the Brisbane Statistical division.

- **Individual Weekly Income** – significantly below average weekly income compared to the state averages. In the 2006 report prepared for the Queensland Department of State Development\(^6\) the high proportion of persons not in employment and retired households is highlighted and means that WBBR households have a high degree of social security dependency for income.

- **Education** – the population has low education attainment rates, as compared to the state average.

---

\(^1\) Office of Economic and Statistical Research 2010, Queensland Regional Profiles for Fraser Coast, North Burnett and South Burnett Regional Councils, Queensland Treasury, Queensland.


\(^4\) Butler, M 2008. Drug And Alcohol Rehabilitation Centre Research Project. Commissioned for the Building Safer Communities Action Team, Hervey Bay. Hervey Bay Queensland

\(^5\) Khulwayz Pty Ltd 2009. Wide Bay Burnett Youth Homelessness Project Youth Consultation. Hervey Bay, Queensland

\(^6\) National Institute of Economic and Industry Research 2006. The Wide Bay-Burnett region: demographic & economic change- a perspective and prospective analysis, Qld Dept. State Development, Trade & Innovation, Victoria
• **Mental Health** - based on the data collected in the 1997 National Survey of Mental Health and Wellbeing ‘.....almost one in five Australian adults will experience a mental disorder at some time in their life. Overall, an estimated 18% of Australian adults had experienced a mental disorder in the preceding 12 months (ABS 1998).’ Other disturbing trends for the Wide Bay Burnett region were demonstrated in the 2007 report conducted for the Division of General Practice\(^7\) in which it was shown that the rates of self harm were higher in the region than for the average in country Queensland regions and above Brisbane average self harm rates.

• **Population Ageing** - the WBBR’s status as one of the most rapidly ageing regions in Australia is also being maintained. The ageing demographic profile contributes to aspects of the regions disadvantage for a number of reasons, including a lack of economic stimulus, labour shortages and generally low income/expenditure in the region, with increasing demand on services but lacking commensurate income to pay.\(^8\)

### Impact of Demographic Mix and Population Growth

All Not-for Profits and Non Government Organisations will need to continue to grow in the region to support the influx of people and the demands of an ageing and generally disadvantaged population, so these markets will also continue to grow and mature.

CTC faces quite a challenge to define its strategic path but its core business and target groups should remain aligned with its Vision and Mission. Like other community service entities, these challenges will be addressed as part of a mosaic of services from many parties, but CTC needs to ensure it remains aligned with the evidentiary trends.

> *This Strategic Plan will remain flexible and open to change in the operating environment as our success has been due to a capacity to move with shifting trends and emerging issues.*

---

\(^7\) Population Health Profile of the Wide Bay, March 2007. Wide Bay Division of General Practice: supplement. Population Profile Series:No.85.a.PHIDU with the Australian Institute of Health and Welfare and the University of Adelaide

\(^8\) National Institute of Economic and Industry Research 2006. The Wide Bay-Burnett region: demographic & economic change- a perspective and prospective analysis, Qld Dept. State Development, Trade & Innovation, Victoria
Overall Strategic Situation for South Burnett CTC

Condensed SWOT

The condensed SWOT analysis below details CTC’s main attributes and current and future challenges.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Team work &amp; ownership</td>
<td>• Marketing, don’t like to blow the trumpet</td>
</tr>
<tr>
<td>• Reputation &amp; honest “by the book” approach</td>
<td>• Workload, distance, growth – keep in balance</td>
</tr>
<tr>
<td>• Values &amp; culture</td>
<td>• Service focus - senior staff with a tendency to over commit i.e. life / work</td>
</tr>
<tr>
<td>• Strong focus on people with multiple barriers to participation and employment in the broader community</td>
<td>balance needs to be considered and monitored</td>
</tr>
<tr>
<td>• Govt Department relationships &amp; staff Internal communication</td>
<td>• Recruiting skilled staff</td>
</tr>
<tr>
<td>• Geographical focus</td>
<td>• Reactive in providing intervention and supervision</td>
</tr>
<tr>
<td>• Successful in obtaining funding to enable service expansion</td>
<td>• Analysing Financial information</td>
</tr>
<tr>
<td>• Leadership &amp; supportive, stable Board</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Leverage infrastructure and systems in other areas</td>
<td>• Growing too much / too quickly</td>
</tr>
<tr>
<td>• Community services training eg PPP</td>
<td>• A reliance on grants</td>
</tr>
<tr>
<td>• Social Housing (long term)</td>
<td>• Change in Government policies</td>
</tr>
<tr>
<td>• Devolution of government services to NGO</td>
<td>• Critical events in services</td>
</tr>
<tr>
<td>• North Burnett coverage of services – via auspicing</td>
<td>• Complacency or hubris</td>
</tr>
<tr>
<td>• Advocate for the community</td>
<td>• Losing quality staff</td>
</tr>
<tr>
<td>• Auspicing efforts of others</td>
<td>• Change of Government representatives where strong relationships have been built</td>
</tr>
<tr>
<td></td>
<td>• Loss of or partial business reallocation of large operators</td>
</tr>
</tbody>
</table>
Financial & Program Considerations

CTC has a stable financial situation and a rapidly growing revenue base over the two years to 2010. The organisation’s success and capability is reflected in this.

The graph below depicts the revenue for the period 2008 - 2010 and a projection for the following 3 years.

The revenue trend shows a healthy increase over time. It does, however, highlight the strategic challenge for CTC, described below, i.e. dealing with a rapid increase in revenue whilst not becoming “too corporate” or hierarchical and jarring with its espoused values.

Main Strategic Challenges

The main strategic challenges, those issues or aspects that have the most capacity to define the future of CTC as a key service deliverer in the South Burnett region, are:

- Balancing CTC’s values, i.e. the driven / committed approach of staff with being able to leave CTC in good shape (stewardship) and without the “burnout” that large commitments of time and effort can cause.
- Senior staff are time poor and are challenged to support the community to the level they see is required.
- Continuity planning in a merit based environment is ongoing for the Board, CEO and Management Team.
- Staff recruitment in the region can be problematic due to the location, skills and sometimes the motivation of people.
- A communication and marketing effort is needed to:
  - Communicate the extent and diversity of our services
  - Balance the ‘business’ approach with being seen as ‘bleeding hearts’.
  - Stay aligned to, and promote, our values
- Consideration of the Overheads to Revenue ratio and how much expenditure to absorb and when we charge or otherwise against projects and services.
- Capacity building – CTC must consolidate its strategic approach to investing in people via services.
Strategic Summary

The overriding strategic situation and challenge for CTC is therefore:

_Dealing with CTC’s long term success and the rapid growth of the last few years. This provides several major challenges at the core of which is balancing CTC’s cherished “local” community focus – a values driven and openly parochial organisation – with a revenue base and spread of function that warrants a more conspicuous corporate structure._

_It must also maintain and grow its current revenue base and secure funding resources, through submissions and partnerships, to enable staffing and resources to adequately meet the needs of a growing and predominately disadvantaged regional population._

_CTC must avoid being caught between quite different strategic directions via a reluctance to commit to an unwanted “growth is good” path (which clashes with its values) and allowing opportunities to go by that at the time may not appear relevant to the (then) core business. CTC’s best approach will be to remain flexible and open to deviation as funding arises but to resist expanding too far from its South Burnett geographic base._
Strategic Plan Framework

How it Works

Our Strategic Plan identifies CTC’s main priorities for the next three years. This has been achieved by working with the Board, CEO and staff to reaffirm our vision and mission, to define our values and identify strategic objectives in five Key Result Areas:

1. Focus on Communities
2. Excellence in Service Delivery
3. Skilled and Professional Staff
4. Leadership, Management and Governance
5. Finance and Resources

Key Result Areas & Measurement

Each of the five strategic areas are defined as a Key Result Area (KRA) and offers a framework for the Strategic Plan. Measurement indicators are shown for each KRA below.

1. Focus on our Communities
   a. Community and stakeholder perceptions gathered anecdotally and via feedback
   b. Outward support for activities by stakeholders

2. Excellence in Service Delivery
   a. Comprehensive and integrated services on offer across the geographic and service area
   b. Required service outcomes meet or exceed contractual or program specifications
   c. Compliance will be a minimum standard

3. Skilled and Professional Staff
   a. Staff access to suitable training to do their job and to support career development
   b. Number of applicants for each position advertised
   c. Measure staff satisfaction
   d. Measure staff turnover
   e. Budget allocation (expressed as a %) to training and development
   f. Right people (skills and attitude) recruited and retained
   g. Annual continuity plan assessed
4. Leadership, Management and Governance
   a. Informal and formal senior management team assessment
   b. Audits and external review assessments
   c. Attendance by Board members at critical meetings and interaction with senior staff
   d. Benchmarking against examples from other organisations in the sector
   e. 360° reviews of management (or use of other tools)
   f. Informal Board self assessment

5. Finance and Resources
   a. Standard financial ratios (including overheads to revenue, staff costs to revenue)
   b. Production of timely and effective financial reports
   c. Minimum audit standards met
Strategic Plan Goals and Strategies

The KRAs above are matched with the Vision and Mission statement aims and our set of Values and form the basis of this Strategic Plan. Detailed implementation activities and timeframes to underpin these strategies exist in an Annual Operational Plan. The strategies below are generally on-going and will mostly be the responsibility of the CEO and management team.

**1. KEY RESULT AREA – FOCUS ON COMMUNITIES**

*Goal:* South Burnett CTC will focus on the South Burnett and each community within this region, working outside if government funding requires this.

**Strategy**

- Build community capacity which may include people, services and infrastructure, to realise our vision
- Enter any relevant activities that further our objectives
- Identify gaps in the access to, and quantity and quality of, services and supports in our area of operation (e.g. South Burnett or regions designated by funding bodies)
- Identify means of addressing such gaps (above)
- Secure community support and collaborative partnerships that are in the interests of CTC’s stakeholders
- Empower individuals and communities through involvement, belief in them and commitment to them
- CTC will overtly and publicly show its belief in the South Burnett and seek to invest through people and resources
- Invoke our ethos of Our place / Our people amongst staff and stakeholders
2. KEY RESULT AREA – EXCELLENCE IN SERVICE DELIVERY

Goal: The primary goal of South Burnett CTC is service – that is our purpose, delivering beyond the call of duty.

<table>
<thead>
<tr>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish and deliver services in accordance with our vision</td>
</tr>
<tr>
<td>• Develop programs in line with contracts and service agreements</td>
</tr>
<tr>
<td>• Work in partnership with the community to reduce duplication and maximise a holistic response</td>
</tr>
<tr>
<td>• Deliver services and programs which make a genuine difference</td>
</tr>
<tr>
<td>• Measure the success of programs and develop a continuous improvement process</td>
</tr>
<tr>
<td>• Continue to implement and enhance our QA System</td>
</tr>
</tbody>
</table>
### 3. KEY RESULT AREA – SKILLED & PROFESSIONAL STAFF

**Goal:** *CTC staff will be exceptional, compassionate, collaborative and committed to the vision and mission of the South Burnett CTC.*

**Strategy**

- Implement transparent continuity planning in a merit based environment for the CEO, senior management team and team leaders which encourages people to develop and seek promotion both internally and externally.
- Ensure remuneration and rewards supports the continuity planning.
- Enhance our recruitment strategies to engage staff of the highest quality – be an employer of choice.
- Enhance our commitment to training and development of staff which supports our strategic goals.
- Demonstrate and continue our commitment to staff.
- Value democracy – promote the right to be heard in all internal relationships.
- We will be professional in all practices and in implementation of policy.
- Nurture the leadership talents of staff.
- Promote collaboration and interrelationships which promote staff value adding to our efforts and outputs.
### 4. KEY RESULT AREA – LEADERSHIP, MANAGEMENT & GOVERNANCE

**Goal:** Our effective leadership, management and governance will enable the continued development of South Burnett CTC.

<table>
<thead>
<tr>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Engage in appropriate business activities to raise revenue to fund worthwhile community activities and provide a sound base for the organisation’s future</td>
</tr>
<tr>
<td>• Source funding to provide required services</td>
</tr>
<tr>
<td>• Lobby for and/or encourage appropriate government, non-government organisation or corporate service provision</td>
</tr>
<tr>
<td>• Display honesty and accountability in our governance and communication</td>
</tr>
<tr>
<td>• Collaborative and cooperative practices and transparent reporting to government and stakeholders</td>
</tr>
<tr>
<td>• Ensure compliance to all contracts</td>
</tr>
<tr>
<td>• Maintain sound governance practices</td>
</tr>
<tr>
<td>• Invest in our Board through induction, training, field visits, etc.</td>
</tr>
<tr>
<td>• Provide organisational leadership of the highest quality</td>
</tr>
<tr>
<td>• Ensure suitable succession strategies are in place for the continued attainment of high quality leadership and governance</td>
</tr>
<tr>
<td>• Planning needs to be flexible and implementation responsive to changing conditions</td>
</tr>
</tbody>
</table>
5. KEY RESULT AREA – FINANCE & RESOURCES

**Goal:** Our long term sustainability will be secured by maintaining CTC’s financial viability.

**Strategy**

- Manage finances to underpin the continued provision of programs, facilities and staff and to provide a basis for future growth
- Review and monitor the processes that relate to all aspects of the financial operations of the organisation
- Explore and access a range of diverse funding sources to secure a sustainable future
- CEO to retain freedom and time to connect with networks to garner support and promote the CTC cause
Critical Success Factors

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A clear understanding of our business definition, scope and objectives</td>
</tr>
<tr>
<td>2</td>
<td>Awareness of possible risks and threats that could impact on the business and having</td>
</tr>
<tr>
<td></td>
<td>action plans to manage these risks</td>
</tr>
<tr>
<td>3</td>
<td>Maintaining and enhancing our reputation in the service industry by being values orientated</td>
</tr>
<tr>
<td>4</td>
<td>Capital and physical assets with which to operate our business</td>
</tr>
<tr>
<td>5</td>
<td>Quality people capable of performing the required functions operating in a team environment</td>
</tr>
<tr>
<td>6</td>
<td>Early identification of business opportunities available to be capitalised on by the</td>
</tr>
<tr>
<td></td>
<td>organisation</td>
</tr>
<tr>
<td>7</td>
<td>Systems and processes that allow our organisation to function</td>
</tr>
<tr>
<td>8</td>
<td>A system of reporting and monitoring our performance against our planned objectives</td>
</tr>
</tbody>
</table>

Evaluation and Control

The Plan will be evaluated every twelve (12) months. Evaluation and control of the organisation’s results as an outcome of the plan’s implementation within the organisation will be partly anecdotal and partly measurable.

Evaluation of the effectiveness of the plan will partly be self evident if improvements made by the implementation of the plan are visible internally and external to the organisation. Feedback from customers will be sought and fed back.

Feedback from these two sources will be analysed by the CEO and Board and remedial action taken where necessary or operational action plans revised to ensure our objectives are met.