



**ACTIVE BROKEN HILL INC.**

**BUSINESS PLAN  
2010**

*Play your part*

**Prepared: 17<sup>th</sup> May 2010**

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# Summary

This business plan outlines operational details to facilitate and support the successful delivery of a number of goals and strategies outlined in the Active Broken Hill Incorporated Strategic Plan 2010-2012.

Active Broken Hill Inc. was brought into existence in July 2009 with the aim of establishing a lead body to assist in the development of local capacity to facilitate greater participation in organised sport, active recreation and healthy lifestyles for the Broken Hill community.

The organisation's operations are the responsibility of the Active Broken Hill Inc. Management Committee. To compliment this structure, the organisation engages relevant subcommittees as well as a number of external support personnel to assist in guiding its operations.

Through extensive local individual and sporting groups research conducted in 2009-10, a number of specific products and service projects have been identified for delivery in 2010. These products and services include, but are not limited to:

- advocacy for local sport, recreation and physical activity
- development and utilisation of a sport and active recreation database
- facilitation of training and education for sporting clubs
- provision of industry specific information and resources; and
- assistance with sporting event promotion

In addition to these products and services, a further nineteen strategic internal projects have been identified as requiring completion during this important establishment phase for Active Broken Hill Inc.

As part of its marketing and communications plan, Active Broken Hill Inc. has conducted comprehensive community mapping in order to increase its awareness of stakeholders and strategic partners which may be able to further enhance the success of its operations. An official logo and slogan have also been developed in order to increase the profile of the organisation.

A comprehensive risk management plan has been developed to help protect the organisation against risk including the securing of insurance coverage in the areas of Public and Products Liability, Associations Liability and Personal Accident.

Corporate support documents, including a number of policies and procedures have also been developed to help ensure all aspects of the operations are carried out efficiently, professionally, transparently.

The organisation's 2010 financial plan incorporates the identification of start up costs as well as budgeted forecasts in the areas of a Balance Sheet, Profit and Loss, and Expected Cash Flow.

The organisation's 2010 income will be provided from two main sources and will come in the form of sponsorship and grant funding. It is expected that the organisation will show a net result of \$2374.40 at the end of the 2010 calendar year.

Through the mechanisms outlined in this plan, 2010 will see Active Broken Hill Inc. set about working to promote and facilitate increased participation in quality sporting and active recreation opportunities in order to ensure a healthy and vibrant local community.

# The Future

Following an extensive strategic planning process, Active Broken Hill has developed and committed to a precise direction over the next three years.

During this time, products and services will be rolled out in line with the organisation's capacity

## Vision

To increase the number of local people involved in organised sport, incidental physical activity and active recreation.

## Mission

Active Broken Hill Inc. works to promote and facilitate increased participation in quality sporting and active recreation opportunities in order to ensure a healthy and vibrant local community.

## Goals/objectives

Developed in February 2010, Active Broken Hill Incorporated's Strategic plan (2010-2012) is aligned to *Game Plan 2012* which sets a new direction for the sport and recreation industry in NSW.

The Plan outlines strategies for six priority areas:

- 1. To establish effective business practices that ensure future viability**
- 2. Identify current trends to ensure future initiatives meet local needs**
- 3. Provide an information hub for local sport and active recreation**
- 4. To promote and educate the community on the benefits of physical activity**
- 5. To encourage and promote continuous improvement and sustainability for clubs and organisations**
- 6. To increase the profile of Active Broken Hill Inc. in the local community**

These six goals will be achieved via 22 clearly developed strategies.

# Organisation Details

**Organisation name:** Active Broken Hill

**Trading name(s):** Active Broken Hill Incorporated

**Location(s) registered:** Broken Hill, NSW Australia

**Status:** Incorporated Association

**ABN:** Application for ABN will be submitted following the acceptance of this business plan

**GST/DGR:** Application for GST registration and DGR status will be submitted following the acceptance of this business plan

**Domain names:** To be advised upon acquisition of website

**Intellectual property:** Copyright is held on Active Broken Hill logo

**Common Seal:** The organisation holds a common seal for use as deemed appropriate under the rules of its Constitution

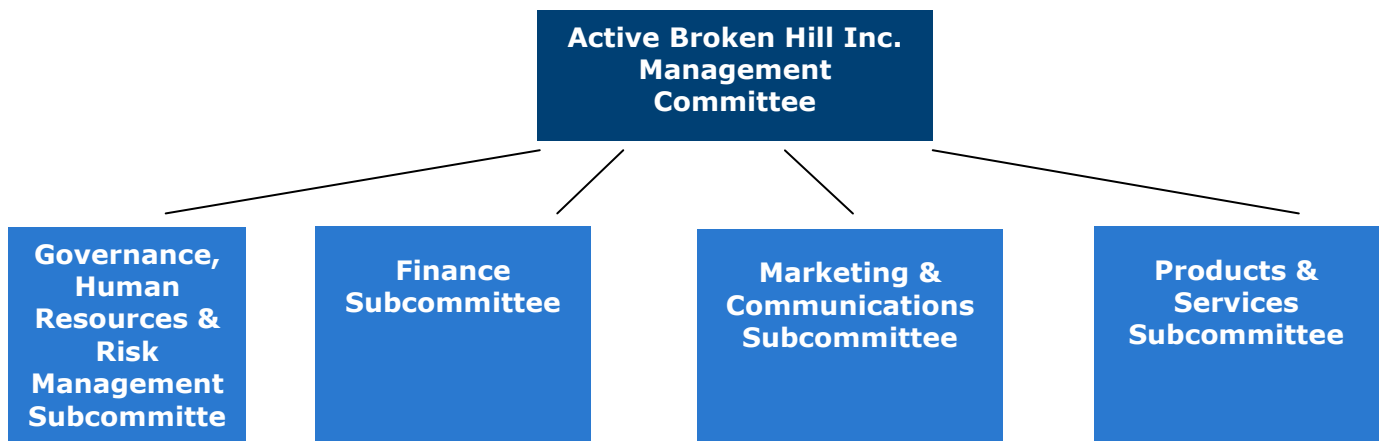
**Premises:** Broken Hill Enterprise Development Centre, 41-79 Crystal Street  
BROKEN HILL NSW 2880

# Governance

## Organisational Structure

The operations of Active Broken Hill Incorporated are the responsibility of the Management Committee.

In order to distribute its workload, the Management Committee of Active Broken Hill Incorporated has adopted an organisational structure which incorporates the use of subcommittees to carry out and oversee its operations.



**Figure 1:** Organisation Chart.

## The Management Committee

The Management Committee is comprised of six volunteer members with executive positions including a Chairperson, Secretary and Treasurer. These positions are supported by three additional committee members.

Management Committee members represent a number of relevant industries and sectors including government, health, sport, and community recreation.

The roles and responsibilities of each member of the Management Committee are outlined in *Active Broken Hill Incorporated Committee Position Descriptions*.

## Authority and Responsibility

Whilst ultimate accountability for Active Broken Hill Incorporated rests with the Management Committee, the four subcommittees have been assigned the following areas of responsibility

### Governance, Human Resources & Risk Management Subcommittee

- Incorporation requirements
- Committee obligations (Adherence to constitution)
- AGM and associated requirements
- Committee and Staff Recruitment
- Insurance
- Advisory Panel management
- Customer & industry monitoring
- Policy development
- Succession planning

- Committee up skilling
- Contracts, MOUs, relationship agreements

### **Finance Subcommittee**

- Products/services pricing
- Financial reporting and budgeting (profit & loss / balance sheet / chart of accounts)
- Management of membership subscriptions
- Sponsorship pricing
- Asset management
- Audits
- GST and ABN obligations
- Succession planning

### **Marketing & Communications Subcommittee**

- Branding
- Event promotion
- Newsletters
- Webpage maintenance
- Public Relations
- Relationship management
- Sponsorship packaging
- Customer & industry monitoring
- Succession planning

### **Products & Services Subcommittee**

- Event management
- Scheduling
- Membership packaging
- Database maintenance
- Merchandise
- Resources
- Succession planning
- Customer & industry monitoring

All subcommittee operations will be subject to individual terms of reference with ultimate decision making authority being maintained by the Active Broken Hill Incorporated Management Committee.

As a measure of quality assurance, projects scoping documents will be utilised. These documents will ensure accountability, validity, efficiency, and effectiveness in all stages of the project delivery process.

## **Skill retention**

The Management Committee of Active Broken Hill Incorporated is committed to ensuring it remains innovative and aware of current trends in the areas relevant to its operations.

Wherever possible, Management Committee members will participate in professional development workshops and will also attend relevant information forums to ensure it provides and promotes services that are valid in the current environment

The governance subcommittee will be responsible for monitoring the professional development of the Management Committee.

# Human Resources

## Staff Recruitment and development

In the interest of ensuring long term sustainability, the Management Committee of Active Broken Hill Incorporated has identified the need to recruit administrative staff in the future. However, this recruitment will occur only once the organisation has achieved a sound financial position.

Further information regarding future staff recruitment is contained in the Active Broken Hill Strategic Plan (2010-2012).

## External Support Personnel

In addition to its current serving committee, Active Broken Hill Incorporated will aim to recruit a key group of expert Advisors to help guide its operations and complement its current organisational structure. These advisors will include key persons in the areas of business, legal, finance, marketing & communications, governance, risk management and human resources.

In its endeavour to promote and encourage best practice, Active Broken Hill Incorporated will also develop a mentoring relationship with a similar type organisation.

This nominated organisation for this relationship is Mallee Sports Assembly. Mallee Sport Assembly has been successfully operating in North-West Victoria for over 25 years and has already assisted Active Broken Hill Incorporated during its strategic planning process. Its core business focuses on *working with communities in the Mallee region to develop, encourage and serve in the promotion of sport, recreation, active and healthy lifestyles for all.*

# Marketing and Communications

## Market research

Throughout the strategic and business planning phases, Active Broken Hill Incorporated has conducted a number of comprehensive surveys to analyse its market and to help guide direction of future initiatives.

National, State and local trends were also researched in order to provide Active Broken Hill with a clear picture of all possible markets within the target area.

### **What is happening nationally, state wide and locally?**

Active Broken Hill Inc. was established to address declining physical activity levels and the resulting effect on preventable health conditions. Sustaining sport and recreation at a community level is of vital importance for Broken Hill because it bridges gaps and brings our community together. It has always had a unique ability to overcome racial, gender and socioeconomic barriers. These issues are not unique to the local area. They are challenges being faced by both government and non government agencies throughout Australia.

The Australian Government recognises the link between low exercise levels and our status as one of the world's most overweight developed nations. Across the country, participation in community sport has declined by an average of one hour per week in the last decade with a recent survey reporting that approximately 73% of Australians did not participate in organised sport<sup>1</sup>. The current government has placed the sport portfolio into the Department of Health as part of its approach to building a healthier nation.

At a state level, the NSW government and sports industry recognise a need to increase participation in sport and stress the importance of an all-of-community approach. The role sport and recreation plays in building social capital and shaping our communities is widely acknowledged. The Premier's Council for Active Living recently examined critical success factors in selected initiatives that aimed to address such challenges. These success factors included, but were not limited to; building strong local partnerships, ensuring initiatives are community specific, and the need for sustainability through policy context, integration and evaluation and feedback<sup>2</sup>.

Locally, levels of physical inactivity are decreasing significantly, resulting in a range of chronic health issues. Statistics show overweight/ obesity levels are higher here than in other parts of the state.<sup>3</sup> Recent findings also show that the Broken Hill Local Government Area has a significantly higher rate of hospital admissions attributable to high body mass when compared to the state average<sup>4</sup>. The effect of certain sports ceasing in Broken Hill could see physical activity decline further, having an even greater impact on health decline in the local population.

<sup>1</sup> *Australian Sport: emerging challenges, new directions* (Australian Government - 2008)

<sup>2</sup> *Final report - Guidelines for the use of physical activity for community development purposes* (Premier's Council for Active Living NSW - 2008)

<sup>3</sup> *2007 Report on Adult Health for the Barrier Division of General Practice* (NSW Health - 2007)

<sup>4</sup> *The Health of the people of New South Wales, Report of the Chief Health Officer* (NSW Health - 2008)

## **Customer research**

Face to face research via street surveys were conducted during the period October – December 2009 to determine the physical activity habits and attitudes of Broken Hill residents.

In total 164 surveys were completed with data collected regarding:

- What prevents people from being more active
- What health benefits do people see from adequate physical activity
- What % of the population is currently undertaking sufficient physical activity

Survey results revealed the following results:

- Lack of time is the main reason (46%) local residents do not exercise with another significant factor being lack of motivation or not being bothered (42%).
- Prevention of heart disease is the main perceived benefit (66%) of participating in adequate amounts of physical activity. Other perceived benefits associated with physical activity included less visits to Dr, increased self esteem, better fitness and increased energy levels

## **Industry research**

During the period December 2009 – May 2010 more the 75 local sporting and recreation groups were surveyed to determine local needs.

In order to provide Active Broken Hill with a clear understanding of local needs and enable the organisation to plan valid initiatives in the future, groups were asked to prioritise (according to importance to their individual group) a list of selected initiatives

Survey results indicated that the top 5 priorities for sport and recreation groups in Broken Hill are as follows:

- Promotion of their group through an electronic database, ABH website, via media and the 'Active Broken Hill Inc.' newsletter.
- Advice and information about grants and funding for equipment, sports trips, and capital works.
- Regular Newsletters detailing sporting and active recreation events in Broken Hill plus, dissemination of relevant local, state wide and national news items and activities.
- Training for their group or organisation in such things as Strategic/Business Planning, Coaching Courses, Volunteer Recruitment and Management, Supporting Country Sport Programs, Mediation training etc.
- Coordination of and publicity for recruitment & membership drives for your group or association.

## S.W.O.T. analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• <b>Committee skills, knowledge &amp; networks</b></li> <li>• <b>High standards set by committee</b></li> <li>• <b>Open to external assistance/advice</b></li> <li>• <b>Supportive local media</b></li> <li>• <b>Realistic about our capacity</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Time poor/voluntary committee members</b></li> <li>• <b>Existing attitudes of sporting groups</b></li> <li>• <b>Minimal relevant local data currently exists</b></li> <li>• <b>Minimal \$\$\$</b></li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>Government direction in line with our direction</b></li> <li>• <b>Local partnerships to enable more efficient use of funding</b></li> <li>• <b>Relationship with mentor organisation</b></li> <li>• <b>Community response to our concept</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Economic forces</b></li> <li>• <b>Attitude of individuals</b></li> <li>• <b>Loss of committee members (expertise)</b></li> <li>• <b>Ongoing \$\$\$</b></li> </ul>

**Figure 2:** Active Broken Hill Inc. S.W.O.T. Analysis

### Building on Strengths

- **Committee skills, knowledge & networks** – existing committee members will continue to seek professional development in all areas whilst also expanding networks
- **High standards set by committee** – continued implementation of sound governance
- **Open to external assistance/advice** – seek regular guidance from established panel of advisors
- **Supportive local media** – continue to nurture and utilise positive relationship with local media
- **Realistic about our capacity** continue to set achievable goals through informed strategic and business planning

### Addressing Weaknesses

- **Time poor/voluntary committee members** – development and implementation of subcommittee structure (see organisational chart) in order to decrease workload on existing Management Committee. Long term planning for staff recruitment will also be factored in.
- **Existing attitudes of sporting groups** – continue to highlight success stories of Active Broken Hill Incorporated Initiative within the community

- **Minimal relevant local data currently exists** – ongoing collection and analysis of local data
- **Minimal \$\$\$** - develop sound financial position by targeting a wide range of potential funding (e.g.; grants, sponsorship, subscriptions, merchandise sales)

### Targeting Opportunities

- **Government direction in line with our direction** - staying abreast of latest trends in the areas of sport and physical activity
- **Local partnerships to enable more efficient use of funding** – continue to develop strategic partnerships with relevant local organisations
- **Relationship with mentor organisation** - formalise relationship with mentor organisation
- **Community response to our concept** – proactively and positively promote the brand and direction of Active Broken Hill

### Managing Threats

- **Economic forces** – implement pricing strategy which compliments economic environment
- **Attitude of individuals** - continue to highlight success stories of Active Broken Hill Incorporated Initiative within the community
- **Loss of committee members (expertise)** – continually recruit new committee members and ensure that all strategic planning includes succession planning to address this issue
- **Ongoing \$\$\$** - develop sound financial position by targeting a wide range of potential funding (e.g.; grants, sponsorship, subscriptions, merchandise sales)

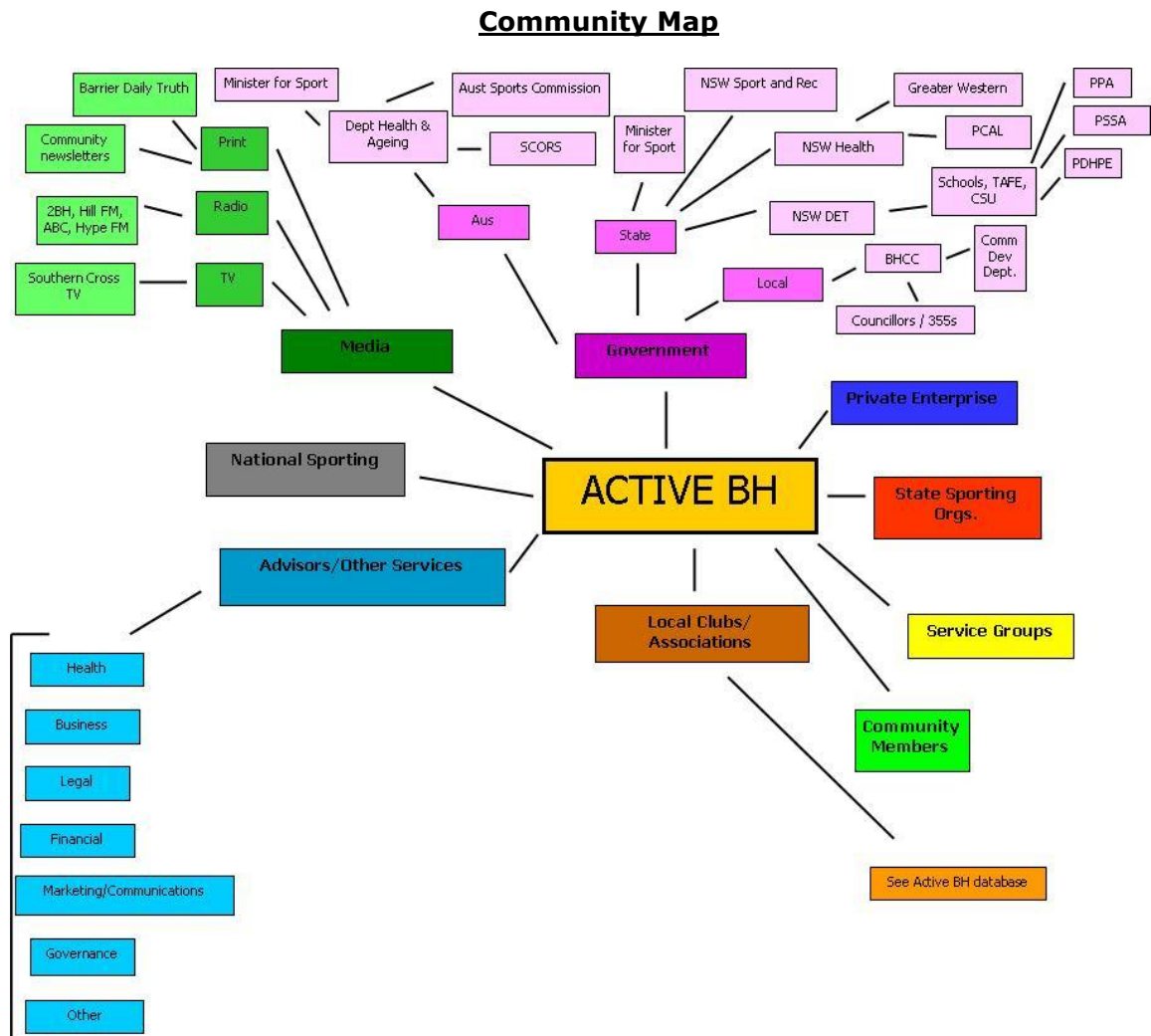
## Competitors

Active Broken Hill Incorporated is a community based organisation aiming to increase the number of people in Broken Hill involved in organised sport, incidental physical activity and active recreation. The unique nature of its operations means that the organisation does not have any competitors.

## Stakeholders/Partners

As part its business planning process, Active Broken Hill has undertaken a comprehensive audit of possible stakeholders and/or partners that may be able to assist its operations.

A community mapping exercise was completed to ensure the organisation is in a position to make informed decisions and in turn maximise its chances of success.



**Figure 3:** Community Map

## Branding

Active Broken Hill recognises the importance of branding and as such has already commissioned the development of a professional logo which encapsulates what the organisation stands for. This logo also incorporates the slogan of "play your part".



**Figure 1:** Active Broken Hill Inc. logo

This branding will be used to maximise the impact of all marketing and communication initiatives conducted by Active Broken Hill.

## Promotion/ Modes of Communication

Following the initial start up phase, Active Broken Hill products and services will be made available subject to a membership subscription. This being the case, the organisation is very aware of the need to establish its credibility and image in this important period. As such *increasing the profile of Active Broken Hill Inc. in the local community* has been identified as a major goal within the organisation's strategic plan.

Active Broken Hill will work with the following media in the promotion of its initiatives:

### **Newspaper:**

Barrier Daily Truth

### **Television:**

Southern Cross Television

### **Radio:**

2BH  
Hype FM  
Hill FM  
ABC

In addition to mainstream media promotion, the following media tools will be utilised as modes of communication:

- Newsletters (internal and external)
- Signage
- Direct marketing
- Reports and studies
- Event participation
- Information forums/workshops
- Website

## Scheduling

A number of marketing and communication initiatives have been scheduled for 2010.

2010 Marketing Plan													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	COST
Newspaper column <sup>1</sup>					✓	✓	✓	✓	✓	✓	✓	✓	\$ -
Newsletter <sup>2</sup>						✓			✓			✓	\$ 750.00
Website design						✓							\$ 2,500.00
Newspaper <sup>3</sup>					✓	✓	✓	✓	✓	✓	✓	✓	\$750.00
TV							✓			✓			
Radio <sup>4</sup>								✓			✓		
Information forum/workshop <sup>5</sup>						✓		✓		✓		✓	\$ -
Event participation <sup>6</sup>								✓		✓			\$ -
Direct marketing						✓	✓	✓	✓	✓	✓	✓	\$ -
Signage												✓	\$ 300.00
BHCC website link									✓	✓	✓	✓	\$ -
PR/ABH profile presentation							✓	✓	✓	✓	✓	✓	\$ -
													\$ 4,300.00

<sup>1</sup> article to be published at least monthly, <sup>2</sup> newsletters to be circulated quarterly, <sup>3</sup> media releases, <sup>4</sup> community sheet, <sup>5</sup> forums /workshops TBA, <sup>6</sup> event participation TBA

## Cost

The marketing and communications budget for 2010 can be summarised as:

<b>Logo development</b>	\$ 0.00
<b>Advertising</b>	\$ 750.00
<b>Printing</b>	\$ 750.00
<b>Website design</b>	\$ 2500.00 (one off cost)
<b>Event participation</b>	\$ 0.00
<b>Signage</b>	\$ 300.00
<b>Total</b>	<b>\$ 4300.00</b>

## Evaluation

The effectiveness of Active Broken Hill Marketing and Communication strategies will be measured using the following criteria:

**Advertising** – Number of people who indicate that have seen it (anecdotal evidence and surveys)

**Events** - Number of people who attend

**Media relations** – number of articles published or broadcast

**Sponsorship** – number of organisations that provide sponsorship

**Surveys** – number of responses received

**Website** – number of visits

From this evaluation, annual reports will be generated which sporting groups can utilise when applying for funding to show a capacity of the funding being used to overcome local issues.

# Products and Services

## Overview

In response to extensive community consultation (*See Market Research*), Active Broken Hill Incorporated has identified a genuine community need/desire for thirteen specific products and services. These products and services are listed below.

Product/Service	Description
<b>Facilitation of Club/Association Training for sporting clubs</b>	Training in areas of Strategic/Business Planning, Coaching Courses, Volunteer Recruitment and Management, Supporting Country Sport Programs, Mediation training etc.
<b>Dissemination of relevant information</b>	Detailing sporting and active recreation events in Broken Hill, as well as local, state and national news items and activities.
<b>Provision of advice and information relating to grants and potential funding</b>	For equipment, sports trips, and capital works
<b>Development of a Resource library for sporting clubs/associations</b>	Resources to support all areas of club administration
<b>Assistance with organising events</b>	E.g.; Trades Fairs, Sports Expo's and community events
<b>Coordination of and publicity for recruitment &amp; membership drives</b>	
<b>Promotion of events/opportunities</b>	Through an electronic database, ABH website, via media and the 'Active Broken Hill Inc.' newsletter
<b>Development of a pool of financial resources to be able to provide sporting scholarships</b>	via membership subscriptions and outside grants
<b>Linkages into relevant programs</b>	e.g. Sport & Recreation and Young Leaders Programs.
<b>General advocacy</b>	For the growth and development of Sport and Active Recreation in Broken Hill
<b>Annual compilation of an "Active Broken Hill Calendar"</b>	Listing all sports meetings, games and active recreation events in Broken Hill for the forthcoming year.
<b>Generate support for sporting and active recreation groups in Broken Hill in 'times of need'.</b>	E.g. Via media, data base and newsletter, serving the purpose of encouraging a greater degree of collaboration between sporting and active recreation groups in Broken Hill as necessary.
<b>Growth and development of a credible and sustainable sporting achievement recognition and award program.</b>	Recognising local achievements in the sport and recreation industry

## 2010 Projects

Following comprehensive strategic planning, the Management Committee of Active Broken Hill Incorporated has committed to delivering 26 specific projects in 2010.

Whilst a number of products and services (operational) projects have been scheduled, many internal (strategic) projects will also be completed in order to ensure professional and effective delivery of these products and services.

Each project will be scoped, approved, delivered and evaluated using a consistent process as approved by the Management Committee of Active Broken Hill. This process will be supported by the use of a number of corporate documents.

In addition to being nominated for delivery in 2010, all projects have been scheduled in order of their perceived priority.

Priority scheduling is as follows:

- 1** – To be delivered by June 2010
- 2** – To be delivered by August 2010
- 3** – To be delivered by December 2010

Strategic			Operational		
Develop and implement a business plan	1	Apr-Jun	Develop and utilise a sport/recreation database	1	Apr-Jun
Develop and implement sound financial practices	1	Apr-Jun	Identify and promote sporting/active recreation opportunities (newsletter)	1	Apr-Jun
Collect and analyse data on individual sport/recreation trends	1	Apr-Jun	Highlight case studies of successful physical activity initiatives (newsletter)	1	Apr-Jun
Collect and analyse data on needs of sport/active recreation groups	1	Apr-Jun	Facilitate a regular common interest print media column	1	Apr-Jun
Conduct a community audit of possible partners	1	Apr-Jun	Publish data from surveys	1	Apr-Jun
Develop and implement effective communications measures	1	Apr-Jun	Launch Active BH to community	1	Apr-Jun
Develop and implement sound governance	1	Apr-Jun	Develop and maintain a website	2	Jul-Aug
Develop and promote Equity and Access policy	1	Apr-Jun	Conduct information workshops and forums for sporting/active recreation groups	2	Jul-Aug
Develop partnership with Broken Hill City Council	1	Apr-Jun	Participate in local sport/physical activity initiatives	3	Sep-Dec
Develop and implement risk management processes	1	Apr-Jun			
Develop and implement a marketing campaign	1	Apr-Jun			
Formalise mentoring relationship with Mallee Sports Assembly	2	Jul-Aug			
Undertake audit of operations	2	Jul-Aug			
Develop a panel of expert advisors	3	Sep-Dec			
Review strategic plan (2010-2012) validity	3	Sep-Dec			
Implement memorandum of understanding with Greater Western Area Health Service	3	Sep-Dec			
Regularly review literature and attend relevant forums	3	Sep-Dec			

# Risk Management

The operations of not-for-profit organisations have become complex and the possibility of litigation occurring as a result of their operations is an ever present reality. The exposure of not-for-profit organisations to liability goes further than the loss of the assets themselves and/or the insolvency or winding up of the not-for-profit. Directors of not-for-profit organisations may also personally face legal actions against themselves by members, third parties and governmental authorities for breach of their duties as directors. Given the increased risk to both not-for-profit organisations and their directors, there is an increasing need to protect their assets from lawsuits and creditors on a pro-active basis.

It is impossible to adequately address all aspects of liabilities faced by Active Broken Hill incorporated's operations, and the pro-active steps which should be taken to protect against such risks

## Risks

The organisation has conducted a comprehensive assessment of possible risks that may impact on its operations. Risks have been identified in the areas of governance, human resources, marketing and communications, as well as product and service delivery.

In response to this identification, measures have been implemented to manage each risk/issue.

Area	Risk/Issue	Management tools
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Clarification of who has control of organisation</li> <li>• Recognition of Management Committee's authority</li> <li>• Regular meeting attendance by Management Committee</li> <li>• Auditing of operations</li> <li>• Adequate communication of committee responsibilities to existing, new and future committee members</li> <li>• Authority to sign cheques on behalf of the organisation</li> <li>• Committee member awareness regarding their duties when carrying out the objects of the organisation</li> <li>• Effective use of subcommittees as an alternate to a large Management Committee</li> <li>• Use of an advisory board to complement the Management Committee</li> <li>• Committee member awareness of fiduciary responsibilities</li> <li>• Exercising of due diligence by remaining knowledgeable about the organisation's operations and ensuring its</li> </ul>	Constitution  Constitution, membership terms and conditions  Management Committee attendance policy  External auditor employed on annual basis  Committee member induction policy/procedures  Cheque signing authority policy  Code of ethics, position descriptions  Subcommittee terms of reference  Advisory panel engaged  Regular review and adherence to Incorporations Act  Regular policy review and alignment with

	<p>assets are properly protected</p> <ul style="list-style-type: none"> <li>• Proper orientation and training for new committee members</li> </ul>	<p>business/strategic plans</p> <p>New committee member induction policy, committee member manual</p>
<b>Human resources</b>	<ul style="list-style-type: none"> <li>• Screening of volunteers</li> <li>• Development and adoption of policy statements and/or manuals for managing volunteers in relation to conduct and performance</li> <li>• Development and implementation of a policy concerning sexual harassment</li> <li>• Discipline procedure for volunteer members</li> <li>• Compliance with applicable statutory requirements, such as privacy legislation and occupational health and safety</li> <li>• Safety of workers, volunteers and the public</li> <li>• Conflict of interest</li> </ul>	<p>Working with children checks conducted for each volunteer</p> <p>Code of ethics, discipline policy, position descriptions, volunteer policy</p> <p>Sexual harassment policy</p> <p>Volunteer policy, discipline policy</p> <p>Compliance policy, OH&amp;S policy</p> <p>OH&amp;S policy</p> <p>Conflict of interest policy</p>
<b>Risk</b>	<ul style="list-style-type: none"> <li>• Establishment of a risk Management Committee</li> <li>• Record maintenance of its insurance coverage</li> <li>• Disclosure of all risks to insurer</li> <li>• Existence of Directors' and officers' liability coverage</li> <li>• Adequacy of insurance coverage</li> <li>• Crisis management</li> </ul>	<p>Risk Management subcommittee terms of reference</p> <p>Record management policy,</p> <p>Accountability and transparency policy</p> <p>Associations liability insurance</p> <p>Public and Products liability Insurance, Personal Accident insurance</p> <p>Risk Management audit to be conducted by advisor</p> <p>Crisis management policy and procedure</p>
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Compliance with its financial obligations including reporting and auditing</li> <li>• Adherence to requirements pertaining to Not for profit status</li> </ul>	<p>Adherence to obligations under Incorporations Act, annual audits, engagement of financial advisor</p> <p>Adherence to obligations under Incorporations Act, annual audits, engagement of financial advisor</p>
<b>Marketing and Communications</b>	Protection of trademarks and copyright	Copyright policy, registration of logo, domain names
<b>Products and Services</b>	Development and administration of effective liability shields in the form of informed consents, disclaimers, releases, waivers and indemnities for programs	Project scoping process, disclaimer waiver use, sponsorship policy

## **Policies/procedures**

In order to ensure operations are conducted professionally and consistently, the organisation has developed, and will be guided by the following policies and procedures:

- Equity and Access
- Affirmative Action
- Committee Attendance
- Budget Planning
- Cheque signing authority
- Committee confidentiality
- Committee dispute resolution
- Conflict of interest
- Committee member induction
- Conduct of meetings
- Fundraising
- Governance
- Legislative compliance
- Committee member recruitment
- Media relations
- Sexual harassment
- Crisis management
- Copyright
- Sponsorship
- Subcommittees
- Transparency and accountability
- Volunteers
- Code of ethics
- Bullying
- Discrimination
- Fraud
- Grievance
- OH&S
- Privacy
- Reimbursement
- Records management

To ensure ongoing validity, all policies and procedures will be reviewed on a biannual basis.

## **Insurance**

Active Broken Hill Incorporated currently holds insurance in the following areas:

### **Public & Products liability insurance:**

Public - \$20,000,000 any one event

Products - \$20,000,000 in the aggregate any one year

Underwriter: LOCAL COMMUNITY INSURANCE SERVICES, Adelaide, SA

### **Association's liability:**

Limit of Liability - \$5,000,000 in the aggregate during the Period of Insurance.

Underwriter: LOCAL COMMUNITY INSURANCE SERVICES, Adelaide, SA

### **Personal Accident (COMMITTEE MEMBERS/VOLUNTEER WORKERS)**

Accident only death & capital benefits - \$100,000

Weekly benefit payable for max 104 weeks - \$750

Underwriter: LOCAL COMMUNITY INSURANCE SERVICES, Adelaide, SA

# Finances

## Financial overview

### Financial objectives

- Secure a major sponsor to the value of \$3000.00
- Receive recurrent funding of \$3000.00 from Broken Hill City Council
- Adhere to budgeted expenditure and thereby achieve a net profit of \$2374.40

### Finance required

- Start up costs will total \$1249.50. This funding has already been secured
- 2010 Income will be generated from two sources
  1. securing a major sponsor (\$3000.00) and
  2. annual grant funding from Broken Hill City Council (\$3000.00)

## Assumptions

The financial tables on the subsequent pages are based on the assumptions listed below:

- Active Broken Hill will not introduce membership subscription fees until 2011
- The organisation will attract a major sponsor by July 2010
- 2011 financial estimates include allowances for CPI
- Broken Hill City Council will again be forthcoming with their annual \$3000.00 contribution
- Active Broken Hill will continue to receive in kind support from the Broken Hill Enterprise Development Centre in the form of free rent for meeting room (\$1350.00 p.a.)

**A detailed breakdown of start up costs, balance sheet forecast, profit and loss forecast and expected cash flow can be found in Appendix A**