SINERGI

Strength In Numbers

BUSINESS PLAN 2006

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Vision

There are many assistance programs targeting many community groups. One group which tends to fall through the cracks are middle-aged men (over 35s). We know that there are many men who feel isolated, alone and without support, for all sorts of reasons and that, while there are a number of support groups that they can get involved in, there isn't one that caters for their specific needs. SINERGI has been created to address that issue.

Mission Statement

We believe that all men are integral to our community and that they deserve every opportunity to be supported and encouraged in achieving that integrity. The SINERGI mission is to provide those opportunities.

Target Group

Men aged 35 and over, in the Weston Creek area of Canberra requiring support for a broad range of issues, including but not limited to such things as:

- Single parents
- Absent fathers
- Victims of crime
- Financial issues
- Service provisions
- Grief and loss issues
- Loneliness/social isolation
- Substance abuse issues
- Lack of social skills/education

Needs Analysis

A comprehensive report on the needs and issues facing the Target group are at ***ATTACHMENT A***

Aims and Objectives

SINERGI has the following aims and objectives:

- We aim to provide holistic resources to the male population of Weston Creek – specifically targeted towards those aged 35 years and over;
- We will endeavour to assist government agencies and NGOs in providing resources for and access to our target group;

- We will publicise our services so that the whole population knows about our existence and is prepared to support us through financial and other means;
- We intend that all our services and referrals will be undertaken at the highest professional standards;
- We will employ only those people who are willing to abide by our vision and mission;
- We will continually review, revise and update our services

SWOT Analysis

Strengths and Weaknesses: Strengths and weaknesses which can contribute to or detract from the business's success including the market place and the business's position in the market, marketing objectives, purchasing procedures, production, the use of human resources and financial control.

Strengths	**Weaknesses**
• Experience in the industry	• Lack of business experience
• Young and energetic	• Funding shortfalls
• Affinity with the Target Group	• Lack of Government support
• Belief in business outcomes	• Lack of available training
• Background support from support agencies	• New service provider

Opportunities and Threats: While analysing the business's strengths and weaknesses determines the business in its current state, the analysis of opportunities and threats should determine future possibilities for the business. This may include political and legal events, possible actions of industry associations and pressure groups, changes in the community and economic developments. Opportunities and threats form part of the external environment of the business, while the strengths and weaknesses determine the unique aspects of any business.

Opportunities	**Threats**
• Bring resources to Target Group	• Treading on agencies toes
• Involvement of Government and NGOs	• Inability to secure funding
• Public support for Target Group	• Target Group stigmatised and further marginalised
• Empowering Target Group	• Burnout
• Strengthening of skills	• Lack of interest from Target Group

Risk Analysis

Score as follows, for Likelihood and Impact: High = 3, Medium = 2, Low = 1

Nature of Risk or Uncertainty	**Likelihood High/ Medium/ Low**	**Impact High/ Medium/ Low**	**Likelihood x Impact [Score]**	**Actions required and who will take responsibility to manage the risk**
Lack of business experience	H	H	9	Develop training for all staff in business management – Chairman/HRM
Inability to secure funding	H	H	9	Develop strategies to secure funding – CEO/FM
Burnout	H	H	9	Develop staff welfare strategies – HRM/CWM
Lack of available training	L	H	3	Develop training for all staff in Organisation objectives – Chairman/CEO/HRM
Target Group stigmatised and further marginalised	L	H	3	Marketing strategies – MM/PDM/RDM
Lack of interest from Target Group	L	H	3	Marketing strategies – MM/PDM/RDM
Funding shortfalls	M	H	6	Develop strategies to secure funding – CEO/FM
Treading on agencies toes	M	L	2	Marketing strategies – MM/PDM/RDM
Lack of Government support	M	M	4	Marketing strategies – MM/PDM/RDM

Board of Management and Directors

SINERGI focuses its success on its people and there are none better than the SINERGI Management Team:

Board Position	**Name**	**Directorship**	**Qualifications**
Chairman	Brian Williamson	Legal	35 years personnel and business management; communications strategies; policy planning and development; marketing; strategic analysis; information technology development; community welfare and development; life skills training

Board Position	Name	Directorship	Qualifications
Secretary/Public Officer	Vanessa Reid	Human Resources	Organisation and planning; secretarial management; communications; creative writing; training and mentoring; people management; office administration; marketing; budget planning; mediation and negotiation; alternative therapies; medical management; interior design; community welfare
Treasurer	Kylie	Finance	Budgeting management; administration; child and disability care; communications information technology development; leadership development; medical management; drama coordination
Management Representative	Jodie Commens	Chief Executive Officer	Leadership and management; mediation and negotiation; aged, disabled and community care; medical administration; welfare management and support; counselling and case management
Member	Jess Thomas	Program Co-ordination	Program development; leadership development; organisation and events management; public relations; outdoor education; public speaking; creative writing; theatre, drama and stage management; stage lighting; creative development; information technology development; medical administration; casework and counselling; OH&S; budgeting and finance; chairmanships

Board Position	Name	Directorship	Qualifications
Member	Elissa Patterson	Marketing	General management; business and sales management; budgeting and finance; public relations; negotiation; media promotion; theatre and drama; information technology development; security management; electrical installations; aged, welfare and youth work; OH&S; medical administration; fluent in five languages (English, Croatian, German, Serbian, Hungarian)
Member	Michael Gardiner	Research and Development	Accomplished musician; creative writer; management; business analysis; business coordination and management; counselling and mediation; sports organisation; research and development; chairmanships
Member	Amy Bolas	Client Welfare	Casework and counselling; conflict management; communication; mediation and negotiation; small group facilitation; indigenous affairs; research and development;

Strategies

Strategic Goal 1: Provision of Holistic Resources

Objective 1.1: Commencement of programs covering requirements of the target group by 31 December 2006

Performance indicator:

- All items highlighted by the Needs Analysis will have Strategic Plans in place

Objective 1.2: Targeting of major needs of target group

Performance Indicator:

- At least three programs targeted towards major needs will be fully established

Strategic Goal 2:
Assistance to agencies in providing quality client services

Objective 2.1: List all agencies supporting/available to the target group

Performance indicator:

- List is seen as exhaustive by Management Team and Board of Directors

Objective 2.2: Network with agencies to engender support for developing a support policy specifically aimed at the target group

Performance indicator:

- All agencies spoken with individually
- 90% of agencies agree to a combined network meeting
- Network meeting seen as a success by agencies and SINERGI management

Strategic Goal 3:
Media Saturation

Objective 3.1: Saturate the media with promotional material regarding Business Objectives

Performance indicator:

- Within six months there are at least 10 news items related to the sinergi Business strategies.

Strategic Goal 4:
Establish Professional Benchmarks

Objective 4.1: To ensure that all parts of the business are aligned with best practice principles

Performance indicator:

- Acceptance by management and the board of unit functional statements, strategies and policies.

Strategic Goal 5:
Engagement of Quality Professionals

Objective 5.1: Develop systems to support management and employee compliance with professional standards

Performance indicator:

- Time taken to fill a position, number of vacancies filled within target time, compliance with selection procedures, number of suitable employees.

Strategic Goal 6: Business Review and Evaluation

Objective 6.1: To ensure that the business meets its objectives and outcomes in a way that allows for acceptance by the target group, the community and relevant agencies.

Performance indicator:

- The business is accepted by the funding agency as a viable operation within the industry.
- The client base for the business is secure and ongoing.

Objective 6.2: Manage the changes necessary to keep the business viable and secure

Performance indicator:

- The business is accepted by the funding agency as a viable operation within the industry.
- The Board of Directors and the Management Team are satisfied that the business meets current industry requirements.

Functional Statements

Chief Executive Officer

Requirements	Function	Inputs	Outputs	KPIs
Needs analysis	Marketing , R&D and proj manager build a needs analysis	Client base Community groups Government stats	Needs analysis report	Needs analysis report accepted by the Board
Business plan	Management and staff combined with past business plans	Staff function/duty statements. Staff discussion	Quality business plan	Business plan accepted by the Board.
Financials	Finance manager create a successful budget with the Marketing Manager	Finance reports. Salaries. Marketing report	Finance report	Finance report accepted by the Board.
Legal requirements	Ensure business complies with state government requirements	Financial reports. Government rules and regulations. Legal advice	Legally binding business statement	Legal business statement accepted by the Board.
Staff management	Effective rostering and management of staff.	Rosters in co-operation with finance budgets	Functioning staff roster	Roster and duty statements accepted by the Board.
Product creation.	Create a workable and profitable product with Marketing, Research &	Marketing report, R&D and needs analysis	Workable program and product	Product and program accepted by the Board.

Requirements	Function	Inputs	Outputs	KPIs
	Development and Public Relations Managers			
Marketing/ research and development	Research and develop a project and then sell that program to the relevant market	Needs analysis. Marketing report. Government and NGO's reports	Program that reaches the nominated target group.	Program that reaches the nominated target group and is accepted by the Board.

Legislation Team

The function of the Legislation Team at SINERGI is to ensure that all the requirements for the company under law, moral and ethical obligations are successfully met. The following table sets out the specific functional responsibilities of the Group.

Requirements	Function	Inputs	Outputs	KPIs
1. Corporations Law	To audit the financial aspects of the Business	Financial reports	Statements of viability	The Business meets statutory requirements
2. Board Membership	To oversee the appointment, resignation and/or removal of Board members and Directors	Board minutes; Management Minutes	Statements of Board membership and Business Directorships	The Business meets statutory requirements
3. Agreements	To draw up and oversee any agreements with outside bodies	Board minutes; Management minutes; Draft Agreements	Legally binding Agreements	All parties to Agreements are satisfied with the arrangements
4. Company Issues	To ensure that the Business complies with all laws and regulations	Statutory policy documents	Business Plan and Business policy documents	Approval of the Business reports by delegated authorities

Marketing Team

The function of the Marketing Team at sinergi is to ensure that all promotions for the business are in order and to make sure there is a market for the actual company. The marketing manager is also the media liaison officer and is the public relations manager and also the public front for the company

Requirements	Function	Inputs	Outputs	KPIs
Promotions	To put our products on the market and our business on the scene.	Needs Analysis, Surveys.	Pamphlets, Community Notices.	Continued Client Intake.

Requirements	Function	Inputs	Outputs	KPIs
Media Liaison	Relate to the media.	Media Interest	Media releases	six months there is at east 10 newspaper articles or news coverage on sinergi.
Public Relations	To insure that the business is accepted by the client base by relevant government agencies and by the public at large.	Business plan, management discussions, research and development proposals, program information.	High level profile to all stakeholders, by way of public fronts.	Known within the public.

Finance Team

The Finance Team is responsible for overseeing all financial aspects of the business.

Requirements	Function	Inputs	Outputs	KPIs
Pay staff	Process payroll including the maintenance of personal records, salary, superannuation, taxation and leave entitlement records	Discussions with HR manger about personal records. Computerised payroll system Government regulations re superannuation, tax etc	Staff records, payroll accounting tables Pay slips	98% of staff are paid correctly 98% of staff records are accurate
Accounts	Processes the general ledger, accounts payable, accounts receivable and asset register accounting functions	Discussions with all team leaders about their accounts, equipment required etc	Able to pay bills on time. Get equipment if needed	Bills payed on time Equipment brought
OHS and compensation	Processes occupational health and safety and workers compensation claims	Inform staff and clients about OH&S Inform staff of compensation rights	Less injuries and compensation claims	

Requirements	Function	Inputs	Outputs	KPIs
Reports	Produces internal and external budgetary, statistical and financial monitoring reports. (including the annual financial statements, periodic finance reports and taxation returns)	Collect reports from all team leaders, collect tax returns	Reports up to date and correct Taxes are correct able to hand in on time	Taxes handed in on time

Human Resource Management Team

The Human Resources Management Team is in charge of hiring and dismissing staff, creating and maintaining staff policy and discipline, Occupational Health and Safety policies and procedures and supervising staff welfare.

Requirements	Function	Inputs	Outputs	KPIs
Training and Development	To create opportunities for professional development in order to increase expertise and efficiency of staff.	Training days, options for further professional development.	Higher degree of staff efficiency and skills, reports on the effectiveness of training and improvement in performance.	Training days per employee, actual training to planned training, cost of training, learning gain per course, job improvement after course.
Employee Health and Safety	To ensure the safety and welfare of the staff.	OH&S standards and procedures	Organisational OH&S policy and related staff training, reports on incidents.	Days lost due to workplace injury, number and cost of workers compensation payouts, rehabilitation success rate, etc
Recruitment and Appointment	To ensure the smooth and efficient running of the business through employing suitable workers within the required time frame.	Advertising and interviewing of potential candidates, selection criteria and job descriptions.	Selection and training of suitable employees, inductions.	Time taken to fill a position, number of vacancies filled within target time, compliance with selection procedures, number of suitable employees.

Requirements	Function	Inputs	Outputs	KPIs
Industrial Relations	To ensure that Industrial laws and recommendations are followed to benefit the business and the employee.	Industrial Relations legislation.	Reports on industrial relations disputes and resolution of complaints.	Number of disputes, hours lost in industry disputes.
Salaries and Remuneration	To ensure that staff payments are regular and increased according to their experience etc.	SACS Award rates, meetings with the financial officer.	Notification on salary increases to employees.	Rate of change of average salary, percentage of incorrect payments, percentage of overdue salary increase.
Staff Attendance	To keep the business running smoothly while ensuring adequate leave options.	Meetings with staff to gauge levels of workplace stress, and approve leave applications.	Reports on staff attendance and reasons for leave.	Holiday and sick day leave available per employee, total working days per employee.
Performance Appraisal	To keep the business running efficiently.	Motivational team meetings and activities. Goal setting with staff.	Reports on staff efficiency and achievements.	Number of goals achieved.
Policy Development and Implementation	To create and implement policies on EEO, harassment, unfair dismissal, vilification and discrimination, OH&S, privacy and redundancy.	Government standards and codes of practice in relation to the different policy areas.	Organisational policy in line with the standards on EEO, harassment etc. Staff awareness of policies and implications of not following them.	Number of grievances.

Program Co-ordination Team

General

The general functions of the Program Co-ordination Team at SINERGI are to design, implement and report on all activities and programs run by the business.

Requirements	Function	Inputs	Outputs	KPIs
Planning	Assisting in the completion of the Needs Analysis, research and development and accessing client group.	Literature review, research into other similar services, demographics, meetings with the research and development officer and public relations officer.	Needs Analysis, report on the needs of the client group and potential program ideas.	

Requirements	Function	Inputs	Outputs	KPIs
Program Creation	To create programs that are relevant to the clients and tailored to meet their needs.	Surveys, needs analysis, demographics and research, planning report, meetings with client welfare officer and HR Manager. Focus groups.	Program Outline and Report, estimated cost of the programs.	Attitude of focus group participants, estimated cost to benefit of programs, relevance of the program to the target group.
Program Implementation	To implement the programs.	Access to client group, meetings with the Client Welfare Officer & HR Manager, equipment and staff.	Reports on the success of the programs, client attendance.	Number and regularity of clients, sustainability of the group, improvement in client support networks and outlook.
Program Evaluation	To continually evaluate and improve the quality of the programs.	Feedback forms, client attendance report, meetings with the Client Welfare Officer and Financial Officer.	Evaluation Report and Recommendations.	

Research and Development Team

The function of the Research and Development Team is to identify within the target group their biological, psychological and social needs, to ensure that the Organisation focuses on appropriate delivery of services.

REQUIREMENTS	FUNCTION	INPUTS	OUTPUTS	KPIs
Research the needs and requirements of the target group and develop programs and strategies to meet them	Prepare a Needs Analysis	Statistics	Needs Analysis	Agreement to Need’s Analysis recommendations
	Develop proposals based on the Needs Analysis	Needs Analysis; other programs/ Agencies	Proposal	Agreement to proposals
	Discover areas of need requiring study and the development of programs	Research current services available, + perform a. gap analysis on target group	Development proposal for target group	Programs are embraced by target group
	Stimulate, encourage and guide research into clients needs	Continuous research and appraisal of needs and measures of assistance	Present information to management from research	Management agrees with reports
	Compile	Continuous	Continuous	Management is

	abstracts of pertinent research and disseminate research findings	research into current events/ media/ support agencies	dissemination of pertinent data	satisfied with the quality and content. Meets Organisation objectives and output requirements
	Evaluate and recommend research projects to the board for action	Research project data	Evaluation and recommendations	Meets the needs of the target groups Meets financial constraints

Client Welfare Team

The function of the Client Welfare Team at sinergi is concerned primarily with the welfare of the client, to represent the interests and needs of the clients and ensure that all clients are given adequate support in relation to the need.

Requirements	**Function**	**Inputs**	**Outputs**	**KPI's**
To represent the interests and needs of the clients.	Regular meetings with client group and colleagues.	Ensure that regular meetings are established.	Clients will receive adequate support, and will be informed on their rights as a client	Continued client intake. 90% of clients pleased with the service
Cooperate with colleagues to promote professional interests and concerns.	Regular meetings with colleagues to discuss client needs.	Ensure that regular meetings are established.	SINERGI board members and staff will be informed on new and existing client welfare relations	Continued Client Intake.
Survey development	Survey clients every 3 months	Ensure surveys are updated	Client input in relation to standard of service	That surveys are done at a regular 3 month interval.
Communication with Govt/NGOs in relation to new practice procedure.	Regular communication every three months.	Ensure that services are adequate and up to date in regards to client welfare	Up to date practice	Continued client intake.

Managing Change

In order for the business to become and remain viable, one of the most important aspects is the management of change – both within the industry as a whole, including matters that affect the services to our client base, and within the business itself, including R&D, strategic development and resource gain or improvement.

Whenever change occurs there are three major questions that need to be examined:

- How fundamental is the change? Does it only affect a few working practices or does it represent a shift in how people think about and relate to the business?
- How far reaching is the change? Does it affect most staff and clients?

- How important is the change? Is it crucial in helping/hindering the business achieve its goals or is it an extra, albeit a useful and welcome one?

Answers to these questions will determine the way in which the change is to be integrated.

Stage 1: Initiation

- SINERGI will establish links to Government and other community agencies, and to local needs and priorities
- Our Marketing Team will talk to those likely to be affected by any changes and will endeavour to get concrete support from influential people within the industry and the client base.
- Management will need to ensure continually that Teams consult widely and collaborate with key stakeholders. Those likely to be affected need to be kept informed of what is happening, what is being considered, how it will affect them, etc.
- All Teams affected by any changes need to develop clear processes to engage people with the change and make the process as transparent as possible. Staff and clients need a good idea of how the change will be implemented.

Stage 2: Implementation

- The Management Team will appoint a co-ordinator with clear responsibility to keep things moving and to orchestrate the process. In the whole process ownership and empowerment of stakeholders need to be maintained.
- Staff need to have some control over the process, including deciding priorities, formulation of ideas about new roles and responsibilities, training requirements and strategies on how they meet the required outcomes.
- It is interesting that most writers believe that, for any change to take root, support on its own is not enough – some pressure is also needed. People need such pressure to change their behaviour but this only works in an environment where there is also lots of support to help them cope and enough ‘space’ to enable them to develop their own view of what is happening.
- The Human Resource Manager will play a key role in providing high quality training/advice/technical assistance/trouble shooting. If individuals are going to develop their practice, assistance needs to continue when staff come across challenges further down the line.
- A SWOT analysis of tangible benefits and rewards, challenges and opportunities in relation to the change will be developed and strategically disseminated to both staff and clients. Feedback will include answers to questions such as:
  - Are clients happier?
  - Is the service reaching more people?
  - Are aspects of staff jobs more interesting or satisfying?

  Examples of success will be publicised. (People are more likely to be persuaded by seeing the benefits than by being told how good it is.)

This stage of the change process focuses on the needs of people and how they can be helped to change. However, some systems should also be put in place: co-ordination and support.

Stage 3: Incorporation

- Business mechanisms and systems, for example committee structure, training programme, purchasing policies, client consultation, need to be worked on to incorporate any change into the way the business functions day-to-day.
- Competing demands from new initiatives/policies/government requirements may cause attention and resources to be switched away from the core business. Management will make decisions on the time, energy and resources needed to continue the business in the face of competing demands.

- Management must also ensure that the business adapts its systems and procedures to accommodate the demands of the change.

(Adapted from “The Change Management Toolkit”, (2005), NSW Department of Community Services http://www.communitybuilders.nsw.gov.au/getting_organised/managing/pnet.html)