



FUTURE EMPLOYMENT OPPORTUNITIES INC.

BUSINESS PLAN

Managing:



ON TRACK
Training, & Employment



EAGLEHAWK RECYCLE SHOP



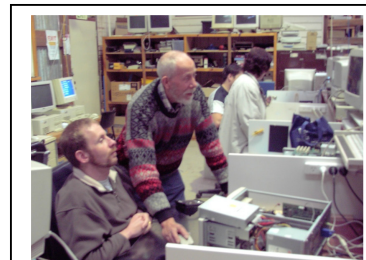
WORKSPACE AUSTRALIA LTD



TRADESTART



**COMMUNITY RECYCLING
VENTURES**



ENHANCE IT

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This Business Plan has been updated as of 16th October 2008 and will be reviewed in January of each year.

1. EXECUTIVE SUMMARY

Future Employment Opportunities Inc (FEO) commenced operation in 1981 as a Community Youth Support Scheme Project (CYSS) assisting young people into work by providing personal support and employment training. In 1989 CYSS was replaced with the Federally funded SkillShare Program which delivered employment training to long term unemployed people of all ages and was driven by employment placements. Courses varied but included the industry sectors of textile manufacturing, retail hospitality, office/administration, building/woodwork, literacy and numeracy. Personal development and job search techniques were major components of all courses. These courses continue today but under a National Accreditation Framework with FEO being a Registered Training Provider. In 1990 FEO shifted into its present premises at the Eaglehawk Railway Station and was known as the Eaglehawk Training Station.

In 1992 it was decided to introduce enterprise development and small business courses as the major cause of unemployment was insufficient jobs. Therefore, job creation became an additional focus.

The Eaglehawk Enterprise Centre was established in Victoria Street and operated for three years when it was handed over to the businesses established in the Centre. During this time FEO entered into a partnership with the Borough of Eaglehawk to construct an Industrial Park for start up businesses.

Known as Eaglehawk Enterprise Park, which now consists of 18 factories, it provided the base for Workspace Australia Ltd which was formed in 1998 and now operates seven enterprise centres assisting 80 start up enterprises.

As part of creating jobs the Eaglehawk Recovery & Sales Yard, now the Eaglehawk Recycle Shop, was started in 1994 and employs 9 full time and 5 part time employees.

In 1994 On Track Personnel commenced operation as an employment agency in Peg Leg Road and has assisted to place over 2,000 employees. In 1998 the Federal Government scraped SkillShare depleting the organisation of staff and resources. Since that time FEO's focus has been directed at becoming financially independent. While some programs are dependent on Government funding the organisation generates over 75% of its income.

Today FEO manages five Social Enterprises which gives people, mainly jobseekers, the opportunity to create work or activity for themselves. They include:

- On Track Training & Employment
- Eaglehawk Recycle Shop
- Enhance IT
- TradeStart
- Workspace Australia Ltd

Further details can be found on FEO's website at www.feo.net.au

2. ORGANISATION DETAILS

Organisation: An Incorporated Association registered as Future Employment Opportunities Inc.

Trading As: On Track – Training & Employment
Eaglehawk Recycle Shop
Enhance IT
TradeStart

Manages: Workspace Australia Ltd

Legal Name: Future Employment Opportunities Inc.

Registered Office: 12 Hall Street, Eaglehawk, Vic, 3556

Telephone: (03) 5446 7046

Facsimile: (03) 5446 2289

Email: info@feo.net.au

Web Site: www.feo.net.au

Committee of Management Members:

Mr Michael McKern, Mr Tony Carroll, Mr Mike Kiernan,
Ms Sandra Hansen, Mr David Kippen, Mr Ross Mitchell, Mr
David Gurry, Mr Michael Langdon, Ms Margot Falconer, Ms
Sandra Wilson, Ms Fiona Mummery, Mr Peter Cox.

CEO/Public Officer:
Mr Peter Cox

Accountant: Rebecca Dempsey

Bankers: Bendigo Bank

Auditors: Strategem Financial Group

3. MISSION STATEMENT

FEO will create opportunities for people who seek employment by providing training and support, by establishing self generated work enterprises and by contributing to build a vibrant and sustainable community.

3.1 Vision Statement

Every person who wants to work is employed

3.2 FEO's Goal

Employment growth is the central economic and social goal of FEO. By enhancing employment opportunities you enable individuals to gain self reliance, personal dignity and economic security and in doing so provide a vibrant civic community. FEO, when employing, will preference people already out of work

3.3 FEO's Ideals

Create Empowerment through Employment – Invigoration through innovation – Sustainability through sales and service.

3.4 “It makes common sense”

Employment growth and the reduction of unemployment are the most effective means for developing a vibrant civic community, reducing poverty and inequity and for increasing economic security, self reliance, personal dignity and freedom.

It makes common sense – when employment grows everybody benefits, for not only are jobseekers offered the opportunity to support themselves and contribute to the community, but net national income improves through increased production, tax revenue increases and there is reduced income support payments, so improving living standards for all.

Therefore, employment growth is the central economic and social goal of our organisation.

4. VALUES OF THE ORGANISATION

4.1 Ethical Standards

The conduct of Future Employment Opportunities Inc. and its staff, volunteers and Board Members complies with all Government Legislation and contractual obligations.

These include:

- Affirmative Action (Equal Employment Opportunity for Women) Act; Archives Act; Audit Act; Crimes Act; Disability Discrimination Act; Freedom of Information Act; Privacy Act; Racial Discrimination Act; Sex Discrimination Act.

Staff are employed to carry out specific tasks. Each member has special skills that are required in the Project. Staff are encouraged to be creative, innovative and to display a sense of responsibility that they are ‘in charge’ of their particular area of expertise. New directions are given high priority and these will eventuate through the building of a team that can share and have a commitment to those who are not in paid employment.

Future Employment Opportunities Inc. is a not for profit organisation and its resources are used to improve the services provided to jobseekers, employers and the community. Resources are only used to achieve the organisations goals.

4.2 Consultation

Members base their understanding of the community, jobseekers, employers and service purchasers, and their needs on consultation. Consultation helps to ensure that the needs of these groups are considered in all the organisation's operations. In particular, the availability and quality of existing services in the community is always considered before new ventures are undertaken.

The organisation understands it is important that the community, particularly employers and jobseekers, have an input and influence the way services are provided. It is also important that the community provide a review mechanism on how funds are spent and identify key success factors in determining future direction. The role is paramount as some funds come from the taxpayer. This role is carried out by the annually elected Committee of Management.

Future Employment Opportunities Inc. sees itself as an integral part of the local social and economic fabric. It sees its involvement in employment and training services as a means of making a wider contribution to community development.

4.3 Customer needs are paramount

Students, jobseekers, employers and other customers are provided with individualised services and treated in a professional manner at all times. Their needs are served through a holistic approach to service delivery and through empowering them as a means of fostering personal development and the fulfilment of personal potential. Their needs are serviced through the establishment of good relationships so as to fully understand their circumstances and requirements. In all aspects of service delivery, the emphasis is on responsiveness, appropriateness, flexibility, quality and timeliness.

The Social Security Review (1988) sums up our understanding of work.

“For most work provides identity, social relationships, a time scale for each day, opportunities to develop skills, and sense of purpose, and a source of status as well as income. Denial of a job therefore denies the individual not only income but also the satisfaction of a range of important social and personal needs.”

We believe it is the nature of the economic system that does not allow for sufficient jobs for the people who require them. Therefore, in most cases it is not the fault of the individual as to why he/she is out of work but rather the system upon which we all live.

All training courses are based on **adult learning principles** and are very different to secondary school learning methods. Participants make the choice to attend courses to learn new and maintain existing skills and will have the opportunity to help formulate the course content. As adults it is recognised that participants already know a lot and have been through many life experiences which are valuable to others. As adults it is up to them to do work and take responsibility for their learning.

Courses consist of meaningful discussions and practical experiences in an atmosphere where everyone has something worthwhile to contribute, in which all seek to know more.

4.4 Development of Enterprises

As there are insufficient jobs for the people who want to work, or skills do not suit a particular locality, development of self funding enterprises are a high priority. These enterprises are established on strict business criteria based on market niche's which will not compete with existing jobs in the local economy. The enterprises will be fully accountable to the Committee of Management and be monitored by the organisation's accountant. All enterprises will be subject to annual audits.

The key characteristic of these enterprises is that they are business opportunities which are clearly good for the local community and which are commercially viable. Above all, they must create employment. They must pay their own way. Together they will solve some of the problems of unemployment, poverty and economic decline.

They are started on the basis of "if there are no shared significant ideas, then there will be no shared significant action".

The employees of the enterprises have to be more than just a source to generate profits. They now become an associate in a common purpose. To efficiently operate a community enterprise that will generate work not only for themselves, but for others who may be out of work.

5. STRUCTURE OF FUTURE EMPLOYMENT OPPORTUNITIES INC.

Future Employment Opportunities Inc. is known as FEO.

The Annual General Meeting of the organisation is held in October of each year where the Committee of Management is elected. These elections are advertised 28 days prior to the meeting notifying members of the community that they can nominate.

An Annual Report of activities and an audited financial report is circulated at this time and is available for public scrutiny.

The Committee of Management, which sets policy and plans for the future employs a CEO to manage the day to day operation. The CEO employs staff to manage and deliver services. Staff are organised into teams so that all have a say in the delivery of services.

The Teams include:

- On Track – Training & Employment
- Eaglehawk Recycle Shop
- Enhance IT
- TradeStart
- Workspace Australia Ltd

FEO manages Workspace Australia Ltd on a day to day basis, however it is subject to another Board of Directors and company constitution and contractual arrangements.

5.1 Ownership

FEO is a 'not for profit' community based Incorporated Association and is a stand alone organisation with its Committee of Management elected annually.

5.2 Units of FEO

5.2.1 On Track Training & Employment

Delivers a wide range of courses usually relevant of the employment needs of the community. These include – Office Administration, Hospitality, Retail, Aged and Child Care Services, Manufacturing, Literacy and Numeracy and Personal Development. Most courses are conducted under a National Competency Framework and students are issued results based on their competency. Courses are open to all adults. Most courses are funded through the Loddon Campaspe Mallee Regional Council of Adult & Community Further Education with some courses being conducted by means of a fee for service to better meet local demand. It is important to note that training recognition is national and operates the same as any TAFE College.

Other activities include:

TeamWorks

The benefits of a TeamWorks Program are to achieve an understanding of teamwork characteristics; to develop co-operation within a team environment; the ability to improve self esteem; an opportunity to enhance group/staff morale; an opportunity to overcome challenges; the ability to improve communication skills; and increased understanding of trust. This program is conducted in a non threatening environment and is based on challenge by choice.

Skills.net/Unlimited Potential

Skills.net provides free or affordable Internet access and training to those people who wouldn't otherwise have such access. The Internet and new communications networks are pervading all aspects of people's lives. They are changing the way people stay in touch with friends and families, pay bills, exchange information and form communities of interest. The Internet is changing the way communities and businesses interact, and changing the way societies and economies operate. As with other technological revolutions – railways, automobiles, electricity and the telephone – the Internet and new communication networks are having a profound impact on people's lives.

R.O.S.E. Program (*Rotary Orphan Student Exchange*)

It is proposed that each year the R.O.S.E. Program will bring several senior students from the Pattaya Orphanage (five students during the inaugural year 2004-2005 and four students for 2005-2006) to Bendigo for approximately 12 months to live with local caring families and attend On Track to undertake Certificate in General Education for Adults. Giving the orphan students an opportunity to learn English in an English speaking country is the primary reason for the program. This will be an opportunity that they would never otherwise experience and on return to Thailand they will be assured of extremely good employment prospects or further education. An impassioned request for the program came from the late Father Ray Brennan who founded the Pattaya Orphanage. His devotion to the orphans, the underprivileged, blind and handicapped, elderly and street kids, etc. is legendary not only in Pattaya and Thailand but throughout the world. His passing in August 2003 has made Rotary only more determined to ensure his request to send orphan students to Australia to learn English is realized. The program will be a tribute to his memory and works. 'On Track' is on the Commonwealth Register of Institutions and Courses for Overseas Students and provides an accredited course free of charge to Rotary because of the international goodwill it will engender and the humanitarian nature of the program. On Track has suited the R.O.S.E. Program extremely well. Its personalized approach has ensured that the students this year not only

have a great command of the English language but they have also obtained additional life skills before they return to Thailand.

5.2.2 Employment Division

The Employment Division operates an employment agency assisting jobseekers to gain work and supporting employers with their recruitment needs. This Program is funded by the State Government. It places a great deal of emphasis on resourcing jobseekers to find their own work. It also fills vacancies by providing a responsive, efficient and reliable service to employers.

5.3 FEO Enterprises

5.3.1 Eaglehawk Recycle Shop

Is a recycling enterprise which started in 1994. It has two important goals of reducing waste to landfill and creating new jobs. Today it is a self sustaining business which employs 14 people, 9 of which are full time. It does this by collecting items which come into the landfill and resells them back to the public. In partnership with the City of Greater Bendigo it has increased the life of the landfill to 2010 and operates Transfer Stations at Strathfieldsaye, Huntly and Heathcote. The most important aspect of this enterprise is that it is operated by the workers themselves under the supervision of FEO.

5.3.2 Enhance IT

Enhance IT is helping to increase access to information technology by obtaining excess computer equipment donated by businesses and individuals, refurbishing them and making them available to low income families and not for profit organisations.

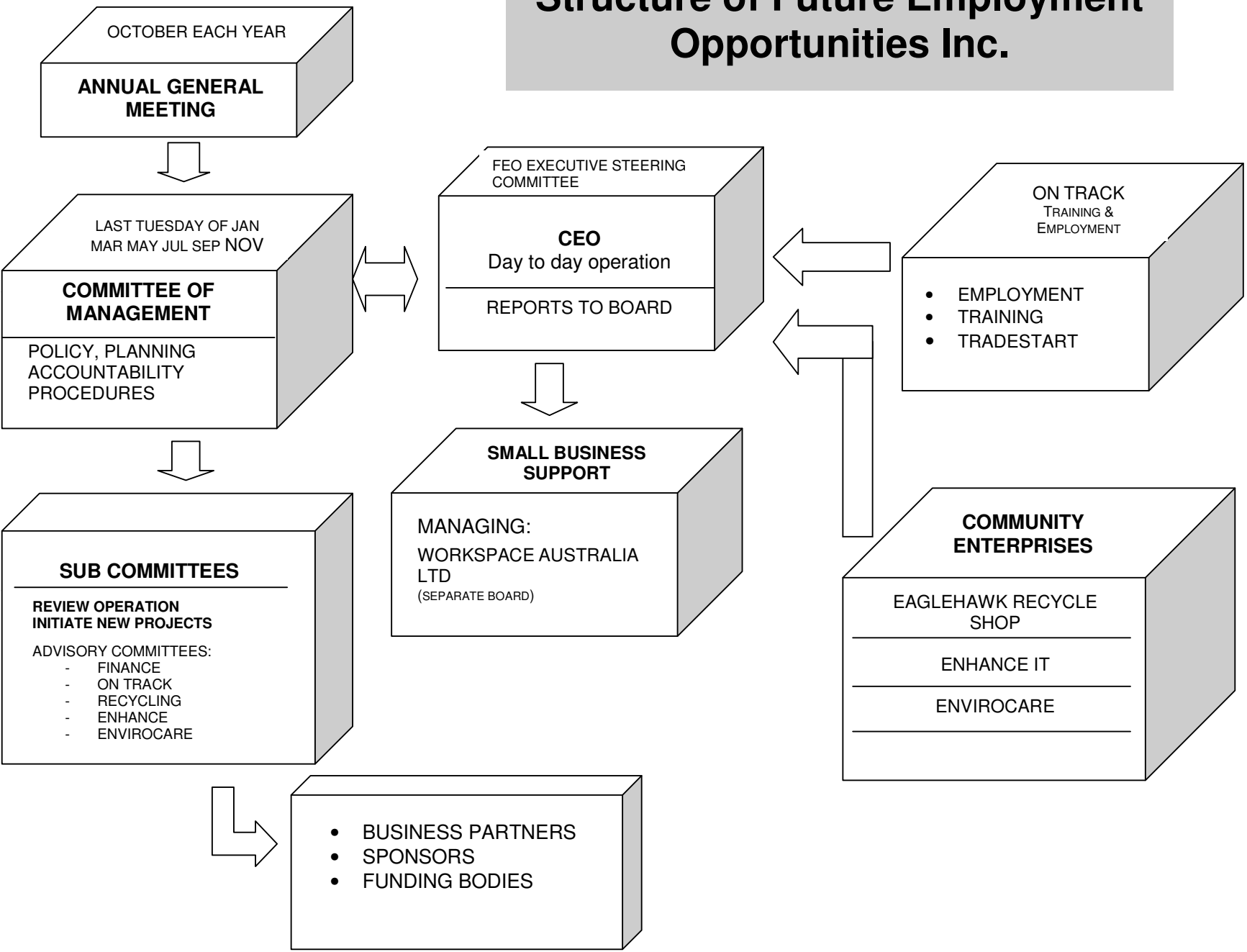
5.3.3 TradeStart

A new project started in January 2005 introduces young people to a workshop environment. The students targeted will be those who are not achieving academically at school, however are good with their hands. The project will include hands on workshop experience and introduction to employers looking to employ an apprentice.

5.3.4 Workspace Australia Ltd

As previously stated Workspace Australia Ltd is subject to a different Board of Directors and company constitution. Workspace operates seven Enterprise Centres located in Eaglehawk, Bendigo, Castlemaine, Maldon, Gisborne, Dunolly and Donald and presently has 80 tenants. The staff in this unit also support people with business ideas who come into FEO.

Structure of Future Employment Opportunities Inc.



5.4 Premises

FEO leases the Eaglehawk Railway Station from Vic Track and has a lease to 2012. The area is made up of the main station building, which has 10 rooms, four out buildings, two goods sheds and a workshop. It is situated on about four acres of land. It is planned to extensively landscape the area as it is basically degraded public land. There is potential for further buildings to be erected for educational and enterprise activities.

6. EMPLOYMENT BY INDUSTRY – City of Greater Bendigo Census 2001

Employment of Industry identifies people employed in the labour force and excludes overseas visitors. The Census of Population and Housing data relates to the Place of Enumeration, which is the location where the data was collected on the day of the census in 1996 and 2001. There has been no change to the classification since 1996, and is based on the Australian and New Zealand Standard Industry Classification (ANZSIC).

On Census night 2001 there were 86,068 people counted in the City of Greater Bendigo representing an increase of 4,730 people (5.8%) since 1996.

The number of people employed in Bendigo has grown by 4,732 (15.36%) from 30,817 on Census night in 1996 to 35,549 in 2001. This is a significant increase on the previous census periods, being 1991 to 1996 an increase of 1,521 people employed (5.19%), 1986 to 1991 2,433 (9.06%), and 1981 to 1986 1,547 (6.11%).

The percentage increase in Greater Bendigo is larger than the percentage increase for Victoria of 197,336 people employed (10.5% from 1,884,880 to 2,082,216).

Health and Community Services (13.36% of total people employed) has passes Manufacturing (12.67%) as the second biggest sector by employment behind Retail Trade (17.96%).

Employment Growth

The Health and Community Services sector had the largest increase with an additional 1,019 people employed (27.5% increase from 1996 census – increasing from 3,731 people employed in 1996 to 4,750 people employed in 2001), Retail Trade was second with 914 (16.7% - 5,472 to 6,386), followed by Construction by 629 (32.6% - 1,929 to 2,558) Property and Business Services by 528 (27.5% - 1,917 to 2,445), and Accommodation, Cafes and Restaurants by 313 (24.6% - 1,272 to 1,585). The latter four sectors shows a strong growth where there is a large number of small businesses operating.

There was a strong growth in employment in the Agriculture, Forestry and Fishing sectors of 173 (17.6% - 1,085 to 1,297).

Manufacturing has a net increase of 168 (3.9% - 4,335 to 4,503) people employed in the industry, despite the continued impact of restructure in the Textile, Clothing and Footwear Sector across Australia and the closure locally of Rocklea Spinning Mill and Stafford Ellinson. Australian Defence Apparel continues to go against the trend.

**City of Greater Bendigo
1996 and 2001 Employment by Industry**

Division	Persons Employed				
	1996	2000 (No.)	2001 (%) ¹	Change (No.) ²	Change (%) ³
A Agriculture, Forestry & Fishing	1085	1297	3.65	212	19.5
B Mining	142	138	0.39	(4)	(2.8)
C Manufacturing	4335	4503	12.67	168	3.9
D Electricity, Gas & Water Supply	298	296	0.83	(2)	(0.7)
E Construction	1929	2558	7.20	629	32.6
F Wholesale Trade	1416	1505	4.23	89	6.3
G Retail Trade	5472	6386	17.96	914	16.7
H Accommodation, Cafes & Restaurants	1272	1585	4.46	313	24.6
I Transport & Storage	874	1020	2.87	146	16.7
J Communication Services	823	927	2.61	104	12.6
K Finance & Insurance	957	1111	3.13	154	16.1
L Property & Business Services	1917	2445	6.88	528	27.5
M Government Administration & Defence	1047	1184	3.33	137	13.1
N Education	2709	2892	8.14	183	6.8
O Health & Community Services	3731	4750	13.36	1019	27.3
P Cultural & Recreational Services	700	823	2.32	123	17.6
Q Personal & Other Services	1267	1403	3.95	136	10.7
R Not Classified	843	726	2.04	(117)	(13.9)
Total	30817	35,549	100.00%	4732	15.4%

NOTES:

1. 2001 (%) – is the percentage of employment for each industry sector compared to the total employment for Bendigo in 2001.
2. Change (No.) – is the change in employment by number of people by industry from 1996 to 2001 Census.
3. Change (%) – is the change in employment in 2001 as a percentage of the people employed in Bendigo by industry compared to 1996.

The Food Manufacturing Sector has shown strong growth with an increase in people employed of 137 (14.4% - 951 to 1,088). This sector underpins strong opportunities for growth in the manufacturing industry in the future.

The significant decrease in Rubber Manufacturing of 252 (69.4% - 363 to 111) reflects a reclassification of employees at Empire Rubber to Motor Vehicle and Part Manufacturing which increased by 367 (489.3% - 75 to 442), when combined there has been a net increase in employment in these 2 sectors of 115 (26.2% - 438 to 553) people employed.

Electricity, Gas and Water Supply sectors saw a net decrease in employment of 2 (0.7% - 298 to 296) people. This sector had pressure placed on regional jobs through the privatisation of electricity and gas businesses with Electricity and Gas Supply employment decreasing by 35 (17.9% - 195 to 160) whilst Water Supply, Sewerage and Drainage Service increase by 33 (32% - 103 to 136).

Communication Services employment increased by 104 (12.6% - 823 to 927) and Finance and Insurance sector by 154 (16.1% - 957 to 1,111). Both these sectors have had significant loss of employment due to restructure of large corporate operators, which has been supplemented with increased employment in Call Centres and with the growth of the Bendigo Bank.

In the Property and Business Services sector, the growth was predominantly from an increase in Business Services of 502 (31.6% - 1,591 to 2,093) people employed. There was an increase of 66% (46.8% - 141 to 207) people employed with Real Estate Agents which reflects the high growth in the housing sector over recent years. Growth in Property Services was dampened by a large decrease in employment in Machinery and Equipment Hiring and Leasing of 71 (51.8% - 137 to 66), which reflects the restructure of many finance companies in consolidating their operations in Melbourne.

Government Administration employment has surprisingly increased by 214 (13.1% - 834 to 1,048). Defence employment decreased by 73 (40.8% - 179 to 106).

Education has increased by 183 (6.8% - 2,079 to 2,892), Personal and Other Services by 136 (10.7% - 1,267 to 1,403) and Cultural and Recreational services by 123 (17.6% - 700 to 823).

Employment Impacts

The growth in part time employment has had a large impact on the growth in employment given that the largest employment growth has occurred in Health and Community Services where there is a large proportion of female employees and Retail Trade where there is a higher proportion of people under 25 years employed in the industry (21.4% compared to the economies average of 10.1%).

Profile of Eaglehawk

Eaglehawk has a strong sense of community, a commitment from its citizens to improve its social network and has a long history of many active groups.

However, Census figures historically demonstrate that adults are under-employed.

- Eaglehawk has an unemployment rate of double the national average.
- One third of students had already quit school at 16 years of age.
- Eaglehawk has fewer tertiary graduates than any other urban area in Victoria.
- Eaglehawk is one of the poorest urban areas in Victoria.

- It has more sole parent families relative to population than other areas of the state. Over 50% of all students attending Eaglehawk Secondary College come from single parent families.

7. KEY OUTCOMES

- 7.1 Training** - To conduct courses for 500 people annually with a minimum of 75% of students being competent in the modules they undertake during the course.
- 7.2 Employment** - To assist to place 100 jobseekers into employment annually.
- 7.3 Enterprise** - ● To employ one additional staff member at the Eaglehawk Recycle Shop annually. ● To develop Enhance IT into a viable community enterprise which recycles 250 computers annually. ● To accommodate approximately 85 businesses with 12 graduations per year and maintain occupancy of 80% in Enterprise Centres that are managed by FEO on behalf of Workspace Australia Ltd.

8. KEY SUCCESS FACTORS

- A strong and widely representative Committee of Management who have successful business experience and community involvement. The Committee will direct the Management Team to implement relevant programs and will scrutinize all expenditure.
- A Management Team that follows the direction of the Committee of Management and will be prepared to implement new ideas, programs and initiatives that will lower the number of people out of work.
- A financial accountability system that is understood by all those involved and controlled by a qualified accountant.
- A culture that is all inclusive so everybody contributes to the well being and development of the organisation and its participants.
- A flexible and open organisation that is willing to maintain rapport with all involved including jobseekers, students, employers, Governments – at all levels, other education institutions.
- Individual enterprises will have their own business plan.

9. MARKETING STRATEGY

The profiling and marketing of Future Employment Opportunities Inc will be the responsibility of the Committee of Management.

The Committee will develop a range of strategies which ensures:

- i) Regional and local awareness and understanding of the activities of the organisation.
- ii) Community involvement and 'ownership' of programs.

9.1 Corporate Identity

- The Committee will trade under such names that will ensure the development of individual programs and enterprises.
- The brand name "FEO" will be used to identify work of the organisation.

- Future Employment Opportunities Inc will be used to sign all legal documents including contracts and leases.
- Individual enterprises will use the FEO letterhead when promoting their enterprise.

9.2 Minimum Marketing Output

- Staff will be provided with a shirt with the FEO logo on it.
- Staff will have business cards to promote their work/services.
- A media release will be published weekly promoting a service, program or enterprise of the organisation. Each staff member to take responsibility and to be allocated a rostered release.
- Regular advertising will take place and an amount will be identified in each annual budget.
- Attendance at Networking meetings, seminars and conferences will be regular with an endeavour to work in partnership with other organisations being a high priority.
- Each division/enterprise will develop an individual marketing strategy.
- All units will regularly maintain a website presence.
- **Other Outputs:**
 - Each jobseeker, student, employer and other customers will be given a card promoting our services and will be asked to pass it on to someone who may benefit.
 - Regular annual events will take place to promote the work of the organisation.

10. HUMAN RESOURCE STRATEGY

10.1 Our Culture

Staff are employed to carry out specific tasks. Each member has special skills that are required in the Project. Staff are encouraged to be creative, innovative and to display a sense of responsibility that they are 'in charge' of their particular area of expertise. New directions are given high priority and these will eventuate through the building of a team that can share and have a commitment to those who are not in paid employment.

10.2 Appointments

All positions will be advertised with a job description. The CEO will interview applicants with the assistance of other staff. A Committee member will also assist in the selection of senior staff.

10.3 Orientation

Each new staff member will be given an introduction to the organisation that will include:

- Explanation of the employment contract.
- Introduction to the Award process.
- A copy of the Staff Induction Manual and Job Description.
- An introduction to all staff.
- A comprehensive tour of FEO, its facilities, resources and processes.
- Provision of work station and access to a computer with Internet.
- A location where all mail and messages can be left.
- A copy of the Program/Project Contract which will contain procedures and responsibilities.
- A comprehensive induction to the organisations reception facilities including use of telephone, fax, photocopier and all information available from that point.

10.4 Professional Development

The Committee of Management is committed to the ongoing training of staff as an integral component to the development of the organisation. Staff training provides the opportunities for employees to enhance their professional skills thereby improving the potential outcomes of the organisation.

The CEO will interview each staff member annually as part of an Employee Development Program where staff are acknowledged for their contribution to the organisation and their training needs assessed as part of a personal action plan.

10.5 Compliance

The CEO will ensure that the organisation complies with all Occupational Health and Safety Legislation, the Equal Opportunity Act (Vic) 19843 and all laws, regulations and statutory requirements, Federal, State, or local relating to its operation.

The CEO will report compliance and any significant breaches of the above to the Committee of Management or its nominated representatives as soon as is practical and at each Committee of Management meeting in the form of a due diligence report.

11. FINANCIAL STRATEGY

11.1 Pricing Strategy

The fee for courses will be kept to a minimum at all times and hardship cases will be given due consideration for concessions.

Fee for Service course charges are to be calculated at a level which will cover expenses and make a small surplus which will be injected back into resources and facilities.

11.2 Financial Partnerships

- | | |
|--|---|
| ACE | ♦ Development funds to improve resources, facilities and professional development. |
| ACFE | ♦ Funding of various courses including Business Administration, Hospitality, Literacy, Aged Care. |
| City of Greater Bendigo | ♦ Contract for the operation of Transfer Stations at Huntly Strathfieldsaye and Heathcote and Licence Agreement to operate at the Eaglehawk Landfill. |
| DEST/BRACE | ♦ Literacy Course Funding. |
| St Lukes | ♦ Development programs for disadvantaged young people. |
| Workspace Australia Ltd | ♦ Contract for the Management of day to day operations of Workspace. |
| EcoRecycle, Victoria | ♦ Provision of capital funding for recycling. |
| Rotary Club of Eaglehawk | ♦ Rotary Orphan Student Exchange. |
| Microsoft | ♦ Provision of software for recycled computers. |
| Dept for Victorian Communities | ♦ Funding of Employment Program. |
| AMP Foundation/Social Ventures Australia | ♦ Provision of seed funding for TradeStart |
| Social Ventures Australia | ♦ Support and Mentoring for the development of Social Enterprises. |

11.3 Debtor Control Strategy

A debtor/credit control strategy exists to ensure the collection of all moneys owing in an efficient and timely manner.

Priority will be given to timely collections of course fees, funding payments and financial obligations, as specified in tenders, funding agreements and contracts.

The Management Team will implement an "Action Plan", in conjunction with the Committee, to recover monies owed to the organisation that fall outside the terms of agreements.

11.4 Funding Strategy

Future Employment Opportunities Inc will seek funds from all sectors of the community for ongoing programs, however all effort will be taken to ensure that the majority of overall funding is self generated.

Future Employment Opportunities Inc. will be managed so that it is not financially reliant upon Government funding in order to guarantee its continuity. All financial responsibilities such as holidays, superannuation, long service leave, will be calculated each six months and set aside for payment in a term deposit account.

11.5 Budget and Cashflow Management

A detailed budget follows. Budgetary assumptions include:

Future Employment Opportunities Inc will operate as a self sustaining business obtaining the majority of its income from self generated funds.

This will be achieved through the development of programs which address employment creation along with economic and social well being of the community.

Sponsorship will also be sought to enhance the operation of the organisation in particular, to develop employment opportunities and to expand enterprise activities.

All levels of Governments will be encouraged to provide funding to the organisation particularly in areas of high unemployment.

All income and expenditure will be reported to each Board meeting, matched to the current budget.

An aged receivables report will also be presented to each meeting with appropriate action being recommended by the management team.

Budgets are based on previous actual costs incurred. Where new programs are introduced budgets will be based on similar programs and prior accounting experience.

Assumed income and expenses will increase by CPI from year to year.

11.6 Financial Performance Indicators

A range of financial performance indicators will be produced on a bi-monthly and an annual basis. These will include:

- Period profit and loss accounts.
- Comparison actual results to budget.
- Balance Sheet

12. RISK MANAGEMENT STRATEGY

12.1 Insurance

The Committee of Management will take out the following insurance policies.

- Public Liability
- Property and Motor Vehicle.
- Directors and Officers
- Professional Indemnity (including fidelity)

12.2 Loss of a Key Person

The Management Team will ensure that all procedures, practices and systems are documented in detail in a "procedures manual".

A copy of the Procedures Manual will be held by the CEO and a copy will be located in reception for staff and others who may request to see it.

The Management Team will put in place a system to minimize the impact of the loss or absence of a member of the Management Team.

13. COMMITTEE OF MANAGEMENT

13.1 Responsibilities

Governance is perhaps the most important part of FEO if it is going to grow and meet its goals. That is, a group of people with a variety of business skills and social understanding who set policy and accountability procedures and oversee the operation of FEO. They delegate day to day responsibility of running the organisation to staff who understand its vision and hold common values with other members of the Board.

Responsibilities will include:

- Develop and annually update a strategic plan for the organisation.
- Set policy regarding the organisation's operation including:
 - Arrangements for annual audits of finances
 - Reporting arrangement for staff
 - Division of duties between the Committee and staff.
 - Terms of employment and remuneration arrangement for staff.
 - The staff's delegated authority to make financial and legal commitments with the Committees approval.
 - Standard agreements between the organisation and other clients.
 - Reviewing the performance of the organisation and its staff.
 - Consideration of succession planning for Committee Members and staff.
 - Risk management.
- Manage the external relationships and communications strategy of the organisation.
- Be accountable for all facilities.
- Support the business operations of the organisation.

Above all, the Committee must allow the staff to manage.

13.2 Term of Appointment

The Committee will be appointed each year at the Annual General Meeting and where a vacancy occurs during the year, the Committee is able to co-opt a new member.

13.3 Guidelines for the Personal Characteristics and Skills of a Committee Member

The personal characteristics required include:

- Commonsense negotiation skills.
- Lateral positive thinker demonstrating flexibility and vision.
- Interested in and motivated by Future Employment Opportunities objective and philosophy.
- Sound communication and networking skills.
- Well developed and demonstrated leadership skills in their field.
- A high degree of credibility within the community.
- Ability to work in a team environment.
- Community minded and able to focus at a regional level.

Skills and expertise required of a Committee member includes:

- Sound knowledge of business practice and principles.
- Understanding of government systems, etc. (includes political awareness).
- Property management expertise.
- Strategic planning.
- Network Development.
- Mentoring.

14. FORWARD PLANNING

Planning Sessions will be held from time to time or as determined by the Committee of Management to review the Business Plan. All stakeholders including committee members, staff, sponsors and program participants will be invited to attend.