



Business Plan

2017-2022

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Executive Summary

The South West Autism Network Inc (SWAN) Business Plan brings together the planning and operations of the organisation into a thorough and succinct document that establishes a roadmap for the next 5 years.

This document encompasses the following plans and processes:

- The SWAN Strategic Plan 2015-2018
- Individual contributions from SWAN staff and Board
- Group discussions with internal and external stakeholders of SWAN
- A survey of SWAN internal and external stakeholders

Already, SWAN has demonstrated tremendous skill, knowledge, understanding and tenacity to be a major provider of services to people with Autism Spectrum Disorder (ASD) in the South West. SWAN has been able to achieve this through dedicated and skilled staff, an engaged Board (the majority of whom are directly impacted by ASD) and a dedicated, skilled volunteer base.

SWAN have a large membership who enjoy access to programs, support and 'life changing' advocacy services. SWAN have partnerships and benefactors who contribute to the sustainability of the organisation now and into the future.

With this bedrock of support and programs SWAN are strategically placed to expand their services within and outside of their current service area. This plan will assist in the growth and sustainability of SWAN into 2022.

Highlights

This plan has been developed to place SWAN in the best position to take advantage of previous achievements and support garnered in its 8 years of operation. It builds on this and sets targets to be placed as a provider of choice for its members.

The achievements gained through the Strategic Planning process and current program delivery, will be further enhanced through a strategy of increased membership via marketing, increased program delivery and individual plans. The Personnel Strategy will ensure that the SWAN structure will keep pace with increase demand and delivery.

Succession planning will take place for the staff and the Board to ensure continuance of operations and that people have the correct skills to achieve outcomes now and into the future.

A marketing plan has been developed centering on continued engagement through social media and website development that will flow-on to face to face engagement strategies.

SWAN's achievements will be highlighted through direct engagement with media outlets through planned and managed stories cognisant of respect and dignity of all participants. A focus on a person-centred, positive approach will celebrate the abilities of individuals diagnosed with ASD.

SWAN has completed a thorough SWOT analysis which has been used to examine each area, subsequently plan for managing Weaknesses and Risk, and capitalizing on Strengths and Opportunities.

SWAN will build on identified organisational risks and actions to create a risk management strategy that will manage the sustained growth of the organisation.

Financial Overview

SWAN will be increasing and diversifying its revenue base and investing this revenue into programs and staff. Increased revenue is anticipated as SWAN positions itself to receive funding via individualized programs through the WANDIS whilst expenditure increases are required in order to deliver, manage and administer an increasing number and diversity of programs. This will result in modest net profit outcomes for the budgeted period. This will be reviewed during Year 3 with higher net profit goals established in order to manage risk and increase sustainability.

| | FY2018 | FY2019 | FY2020 |
|--------------------------|----------------|---------------|----------------|
| Total Revenue | \$111,800 | \$150,000 | \$250,000 |
| Total Operating Expenses | \$110,800 | \$149,600 | \$248,350 |
| Net Profit | \$1,000 | \$400 | \$1,650 |

Revenues

The ability to quantify their strategy will ensure SWAN is better placed to prepare business cases for the delivery of essential services to their cohort of members. Having a coherent strategy and business plan will place the organisation at the forefront of service delivery in the South West. It is expected that revenues for program funding will see a slight increase in the first year of the business planning cycle with larger increases in the following years as the capacity of the organisation increases though targeted staffing changes.

Expenses

A significant proportion of expenditure for SWAN was in relation to salaries and on-costs for employees. This amounted to approximately 52% of total expenditure at the end of 2017. The other major area of expenditure was program costs which made up 23% of expenditure in 2017.

Salaries will increase as a proportion of expenditure over the 3 years of the profit and loss to approximately 57% of total expenditure-reflecting the personnel structure required to meet service delivery targets. As program funding increases, so will program expenditure. Costs associated with delivery will continue to increase and it is expected that program expenditure will increase as a proportion of total expenditure to approximately 31% of total expenses in 2020.

Corporate Governance

Company Ownership/Legal Entity

Established in 2009, the South West Autism Network (SWAN) is a not for profit, charitable organisation supporting individuals and families living with Autism Spectrum Disorders in the beautiful South West region of Western Australia.

Members are spread from Australind to Augusta, inland to Bridgetown, Manjimup and everywhere in between - including Eaton, Bunbury, Busselton, Dunsborough, Metricup, Cowaramup, Karridale, Margaret River, Collie and Donnybrook.

SWAN is working to improve acceptance and inclusion of children, teens and adults with Autism in our community, through improved access to information, resources, training and support services.

In 2017, the SWAN Board is made up of:

Dr Stephen Cohen (President)

Jasmine Geddes (Vice President)

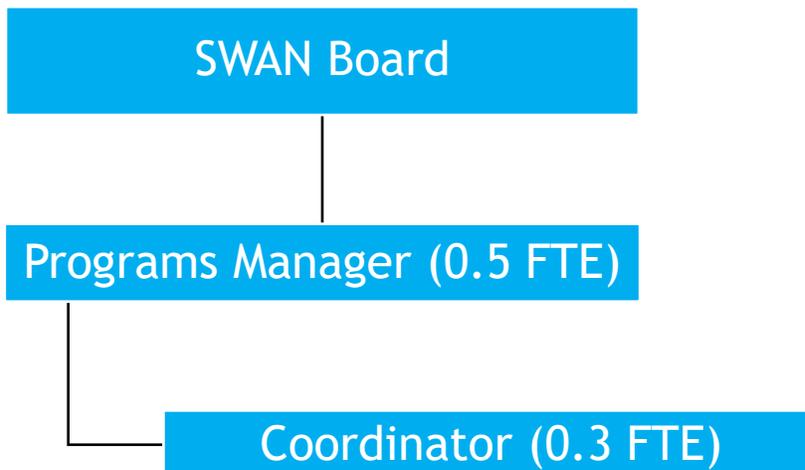
Veronica Madge (Secretary)

Grant Avery (Treasurer)

Liz Martin (General Member)

Kathryn Parker (Currently on leave of absence)

Management Structure



Vision

A community where everyone living with autism is able to live the life they choose.

Guiding Principles



Mission

To enhance the lives of individuals and families affected by autism spectrum disorders in their own communities by:

- Providing holistic support to individuals and families.
- Applying a strength-based approach with a focus on empowerment and instilling confidence.
- Partnering, aligning and collaborating with existing organisations with similar values.
- Sharing our success with other support networks, and pioneering positive change and improved regional services through these meaningful partnerships.
- Creating and improving choice and control in social and respite opportunities.
- Building community participation, inclusion and contribution for all people with disabilities, through improved understanding and awareness.

Key Strategies

1. Identify the needs of SWAN families in a holistic sense with particular regard to family functioning.
2. Provide opportunities for families, individuals and other interested parties to meet, interact and support each other.
3. Provide safe, accepting environments for children, young people and adults with ASD to increase socialisation and wellbeing.
4. Empower families and individuals to make informed choices.
5. Advocate on behalf of families and individuals.
6. To work in partnership with relevant service providers and other stakeholders in order to improve the lives of individuals and families living with autism.
7. Identify gaps in service provision within the region. Provide programs where appropriate to address these gaps or lobby to facilitate the addition of services that can be provided by other agencies.

SWOT Analysis

Based on a reassessment of SWAN services and activities by internal and external stakeholders, a re-examination of the SWAN Strategic Plan and a review of the customer survey, SWAN has developed a list of organisational strengths, weaknesses, opportunities and threats. This list was then analysed by SWAN and has been used to inform and formulate the business plan aimed at building on strengths and opportunities and managing weaknesses and threats to the organisation.

Strengths

- Strong advocacy through direct support to members and the provision of information and support.
- Our volunteers and staff demonstrate passion and dedication to our vision and purpose. They provide a personal experience and service to our members.
- We focus on insider viewpoint (People focused, person centred).
- We have an unparalleled knowledge of our area and provide this to our members.
- Our programs support families and members.
- We have, and show, compassion and understanding.

- We have a strong and growing membership.
- We have strong and constantly improving process/documentation/procedures (Dropbox).
- We have strong and expanding community ties.
- Our board live and breathe the vision, mission and guiding principles.
- We are 'Autism positive' and have a 'strength based' approach.

Weaknesses

- We do not have a consistent and reliable source of funding for our core business programs such as information, advocacy and member support.
- We do not have a corporate or political member or members of the Board. We need a Board succession plan.
- We need a communication/collaboration plan for similar organisations who are currently competitors or other organisations such as the Department for Communities – Disability Services (DCDS).
- We do not have enough staff capacity to deliver the programs expected of our members. This is currently supplemented through volunteer support.
- We need an internal staff succession plan.
- We need a marketing 'face' for SWAN, a SWAN Champion.
- There is a risk of burnout for our staff and volunteers.
- We need a stronger direction for the organisation.
- We do not have a physical or recognisable space or 'home'.

Opportunities

- We have an opportunity to grow and expand with our new building and plans for their use.
- We have a great deal of knowledge that can be monetised and shared with schools, the community and the media.
- The system for the WA NDIS could present a great opportunity for SWAN to sustainably expand its service provision.

- We have a private benefactor who can assist us to maintain and grow.
- Our staff, volunteer and member base provides the flexibility to implement succession planning for our staffing and board structures.
- We have sectoral knowledge and understanding which provides us with an opportunity to provide ASD specific support to our members.
- We improve the wellbeing of people with ASD making us a good target for funding opportunities.
- We raise the profile of ASD.
- We provide self advocacy services that could be expanded in the future.
- We support employment for people with ASD (20% of adults).
- We can provide a central hub and new programs such as DND (Dungeons and Dragons) that could plug current social gaps, encourage imagination and creativity.
- We can provide a purpose built and driven program of activities for people with ASD.
- There is a growing awareness and demand for SWAN services.
- Current partnerships such as with the Freemasons could be expanded into the future to other parts of the region.
- There is opportunity for us to have closer ties with the Aboriginal and Torres Strait Islander community.
- Our strategic and business plans will place us in a strong position for future funding rounds.
- We keep and have access to statistics that can assist our members and are attractive to funding bodies.

Threats

- Limited availability of information regarding the WA NDIS change/rollout.
- We do not have access to our own premises in the short term.
- There is a lack of ongoing funding.
- Our skills and services are copied and poached by other organisations particularly in

the not-for-profit sector.

- Competition with other providers.
 - City of Busselton gap \$20k funding.
 - DCDS Information Linkages & Capacity funding round we were deemed suitable but no funding provided.
(We were regarded as lacking capacity however a Perth organisation was funded and that organisation approached SWAN to deliver)
- We operate very well but in a niche market.
- We need to protect our image and focus on strengths and abilities.
- We need to manage the 'Red Tape' aspect of our environment, e.g. DCDS requiring Motor Vehicle Insurance information and we do not own a vehicle.
- We need to protect our staff and volunteers from 'burnout'.
- We do not have a SWAN 'figurehead' who is able to represent us at a local, metropolitan and state level, particularly in government circles.

Marketing

The marketing strategies to be implemented over the 2017-2022 period are intended to increase knowledge and awareness of Autism in the South West through programs, partnerships and advocacy facilitated by the South West Autism Network (SWAN). The current marketing activity is concentrated on social media and is primarily carried out by the Programs Manager (0.5 FTE) with some support from a Coordinator (0.4 FTE). The strategy will focus on the use of existing platforms with emphasis on resourcing and personnel to maximise the impact and fulfill the potential of existing channels.

With the current resources, there is limited opportunity to increase reach through the various channels that are already in existence. While there is a good cross section of platforms for marketing and PR opportunities, there needs to be an increase in personnel resources for these strategies to be successful (more detail in Personnel section). The most active platform also rated as the most effective for engagement of clients, the SWAN Group (private Facebook group) is a safe, trusted collection of families and clients that form a community network providing advice, support and fielding questions. The SWAN – South West Autism Network public Facebook page is an active, engaging and informative space that has regular posts that are relevant and interesting to the audience. Improving consistency and regularity of posts rather than a concentration of posts at random times will improve engagement rates and organic growth of the community.

Stakeholder Relationships

There is currently a strong alignment with RAIN (Regional Autism Intervention Network) and there is opportunity for this stakeholder relationship to grow and develop when SWAN gains preferred provider status through DCDS WA NDIS. RAIN are able to assist SWAN extend their networks and clients through the Bunbury region where they are primarily located, and link into the schools they currently work with creating opportunities for referrals and increased engagement with the wider community.

In the wider community there are several unofficial stakeholders that support SWAN through donations, in-kind support and volunteering. By formally capturing and recording this support through the existing database, opportunities to leverage these stakeholder relationships through PR and marketing channels can be further realised and benefit all parties. Furthermore, the database can then be used for statistical purposes in strategic planning, and funding applications to accurately identify and justify the need for further resourcing.

A Stakeholder Management Plan is instrumental to retaining these valuable relationships and monitoring the satisfaction of SWAN partners, and building increasing support for the network through cash donations and in kind support.

Marketing KPI's

| Description | Measure | Completion Date |
|--|--|-----------------|
| Write a simple marketing/communications strategy (1-2 page) that details the language, branding, intent and key messages as well as KPI's for the numerous marketing platforms. This will assist with resourcing personnel and handover to any new staff. | Completed Strategy | October 2017 |
| Review Facebook analytics for the public Facebook page to decide peak times for engagement of the audience, schedule 2 Facebook posts per day around the am/pm peak times. | Achievement of 2 posts per day consistently for the previous month. | October 2017 |
| Schedule Facebook posts once or twice per week to ensure consistent messaging (decide on percentages of local content, personal stories, shared content etc.) leaving intentional gaps for events that are coming up or stories you anticipate will be relevant based on activity. | 2 'message posts' per week consistently for the previous month. | October 2017 |
| Friends of SWAN closed group - decide importance of this group in relation to time spent administering (within resources available) if not justifiable, invite people to the private group or public page. | Report provided to the SWAN Board with recommendation(s). Board decision tabled. | December 2017 |
| Plan for engagement with local media (newspapers) prior to key events to showcase SWAN throughout the year, suggested activity; Autism Awareness | 3 Stories presented in local newspaper during the previous 6 months | June 2018 |

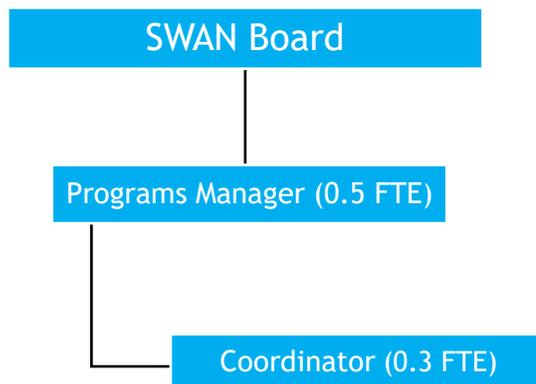
| Description | Measure | Completion Date |
|--|---|-----------------|
| Month (April), highlighting location of services, highlighting program/s, focus on past program success story/testimonial. | | |
| Improve the existing 'in kind/volunteer' database | Database contains the following information; <ul style="list-style-type: none"> • Name (individual or organisation) • Value of donation (place a \$ value) • What was donated (time, goods, resources) | March 2018 |

Marketing Platform KPI's

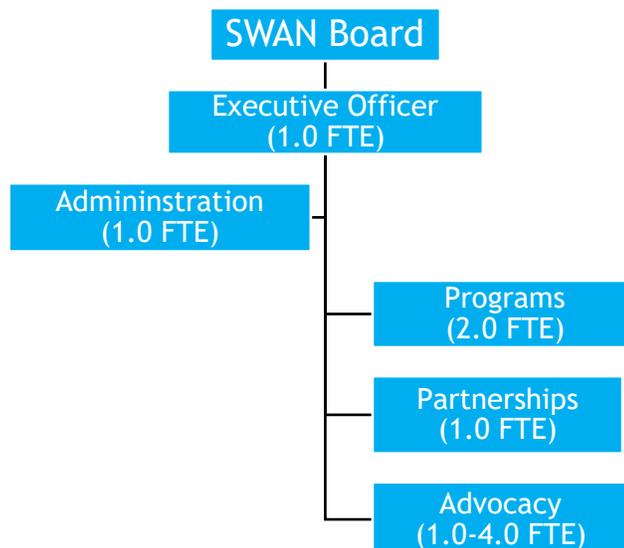
| Marketing Platforms | 2017 (July) | 2018 | 2019 | 2020 | 2021 | 2022 |
|-----------------------------------|--|------|------|------|------|------|
| SWAN Public Facebook Page | Current Likes: 973 Post frequency: 2 daily | 1050 | 1200 | 1500 | 1700 | 2000 |
| SWAN Group (private FB Group) | Current Members: 467 | 500 | 550 | 600 | 650 | 700 |
| Friends of SWAN (closed FB Group) | Current Members: 78 *if continuing | 100* | 120* | 150* | 170* | 200* |
| Newsletter | Mailing List #'s (452) Frequency: Monthly | 500 | 550 | 600 | 650 | 700 |
| Media Coverage | One story/year in print newspaper (online article shared to Facebook page) | 2 | 4 | 6 | 6 | 6 |

Personnel Strategy

Organisational Chart (Current 2017)



Organisational Chart (Proposed 2022)



The priority for SWAN will be to secure funding to increase its available FTE to ensure the growth of programs, partnerships and advocacy. Depending on funding sources, this could see the Advocacy side of the organisation building initially, with the expected Endorsed Provider status gained through WA NDIS allowing for significant increase in support able to be delivered and remunerated by SWAN. Once funding sources are recognised it will be a priority to identify the appropriate areas for growth of the organisational chart. Beginning with the inclusion of administration support, even on a part time basis, will allow the existing Programs Manager and Coordinator valuable time to work on programs and advocacy and build these aspects of the business. Ideally, partnerships will be fully staffed in the future, however in the interim looking at the board to provide advocacy, partnership and relationship building in the community will be a key role.

It has been identified that the project coordinator is being sought out by stakeholders locally and from Perth to provide advice, assistance and share knowledge. By establishing a

consulting option for the engagement of the Programs Manager and Coordinator, remuneration opportunities can be identified, and marketed to engage existing stakeholders. This funding source can then be used to further expand the FTE in the organisation, and initially look at employing administration support to assist with the growth of the organisation (policy, procedures, planning, and marketing responsibilities).

Key activities (Organisational Chart 2022)

Programs

Ideally two programs officers, one focusing on school aged children (4-17 year olds) and another focusing on post school (18+) will be employed to expand and develop the following life skills and workplace skills programs:

- AutStars;
- YES Program;
- Camps;
- Hobby Groups (Lego, coding, dungeons & dragons etc); and
- Life skills/workplace skills.

Partnerships

- Support early intervention partnerships by facilitating venue space or areas to run programs, then to progress into SWAN programs.
- Relationship building (stakeholder identification, management and development).
- PR and Marketing (supported by Administration officer).

Advocacy

- Individual/family client centred approach and plans.
- This role has the potential to expand (up to 4.0 FTE) once Endorsed Provider status is registered for WA NDIS.

There is currently no existing personnel strategy or formalised organisational policy manual. The focus over the next 18-24 months will be the progression of the policy manual for the organisation, led by the Programs Manager. The manual should include (but not limited to):

- Guidelines on how the organisation manages its people.
- Guidelines around recruitment, promotion, compensation, leave, training, standards of behaviour and disciplinary procedure.
- Incorporate regulation and governance requirements for diversity, ethics and address

legal and ethical safety for SWAN as well as personal safety for employees.

- Working alone policy.
- Social media policy.

The manual should be updated on a yearly basis by the Coordinator and on an as needs basis throughout the year. Updates to the Policy Manual are to be communicated via email and at regular staff meetings. The Policy manual should be accessible by all employees at any time. As the organisation grows in FTE and capacity, it is expected that staff training and professional development are a priority, and budgeted appropriately.

SWAN Board

There are currently opportunities for the SWAN Board to attract and retain some key individuals into Board positions for the organisation. It has been identified that additional diversity and key strengths are required in order to transition SWAN into the next phase of organisational success. The advocate role is a key role that will need a recruitment plan put in place, where identification of suitable individual strengths can be identified and focused on in the recruitment of the individual/s. The organisation needs to attract a figurehead of the community, who is able to instigate key partnership and relationship discussions with stakeholders (primarily in government), and as such should have adequate networks in this area.

The ideal candidates sought for places on the SWAN board are:

- A diagnosed adult Autistic individual;
- A youth representative;
- An advocate from wider community (not currently staff or volunteer of SWAN); and
- Possibly identified from South West community, Rotary, Freemasons.

Personnel KPI's

| Description | Measure | Completion Date |
|---|--|-----------------|
| Consulting plan in place for Programs Manager and Coordinator, marketed through available channels and communicated to key existing stakeholders. | Consulting plan presented to Board | December 2017 |
| Recruitment plan in place for further Board positions to be filled. | Plan presented to Board for approval, Board recruitment undertaken | June 2018 |
| Appoint administration support to assist Programs Manager and Coordinator. | Administration Support Officer commences | August 2018 |
| Additional groups and programs expanding to coincide with additional funding secured (increasing existing FTE of Programs | Increase FTE of Programs Manager and Coordinator to 1FTE each | January 2019 |

| Description | Measure | Completion Date |
|--|-------------------------------|-----------------|
| Manager and Coordinator positions to 2.0 FTE) | | |
| Human Resources Policies incorporated into an overall policy manual. | Completion of Policy Manual | December 2018 |
| Appoint additional advocacy staff member (1.0 FTE) | Commencement of Staff member | July 2019 |
| Appoint additional programs and advocacy staff members (2.0 FTE) | Commencement of Staff members | July 2020 |
| Appoint additional programs and advocacy staff members (2.0 FTE) | Commencement of Staff members | December 2021 |

Strategy and Implementation

The following section of the business plan provides guidance to the Board relating to the progress of the organisation against the plan components. Reporting can take place immediately against the measurement areas and updated as progress is made towards implementation, delivery and the achievement of goals and strategies.

Performance Measurement

- Staffing structure implementation.
- Policy Manual completed.
- Marketing plan implementation.
- Reporting to the Board on KPI's.
- Risk Management implementation.
- Revenue and expenditure increases.
- Modest profit of 1% maintained for 1st three years, increasing thereafter.

KPI Summary

| 2017/18 | |
|--|---------------|
| Measurement | Month |
| Marketing | |
| Completed Strategy | October 2017 |
| Achievement of 2 posts per day consistently for the previous month. | October 2017 |
| 2 'message posts' per week consistently for the previous month. | October 2017 |
| Report provided to the SWAN Board with recommendation(s). Board decision tabled. | December 2017 |
| 3 Stories presented in local newspaper during the previous 6 months | June 2018 |
| Database contains the following information; <ul style="list-style-type: none"> • Name (individual or organisation) • Value of donation (place a \$ value) | March 2018 |

| 2017/18 | |
|--|----------------|
| Measurement | Month |
| • What was donated (time, goods, resources). | |
| Public Facebook 1050 | June 2018 |
| Private Facebook Members 500 | June 2018 |
| Closed Facebook Group Members 100 | June 2018 |
| 2 Newspaper print stories | June 2018 |
| Mailing list members increase to 500 | June 2018 |
| Personnel | |
| Consulting Plan presented to Board | December 2017 |
| Plan presented to Board for approval, Board recruitment undertaken | June 2018 |
| Risk Management | |
| Risk Management System report to Board of Management | March 2018 |
| Board sign off Business Plan identified risks/actions. | June 2018 |
| Financial | |
| Revenue to \$111.8K | June 2018 |
| Expenditure \$110.8K | June 2018 |
| Net Profit \$1k | June 2018 |
| 2018/19 | |
| Marketing | |
| Public Facebook 1200 | June 2019 |
| Private Facebook Members 550 | June 2019 |
| Closed Facebook Group Members 120 | June 2019 |
| 4 Newspaper print stories | June 2019 |
| Mailing list members increase to 550 | June 2019 |
| Personnel | |
| Administration Support Officer commences | August 2018 |
| Completion of Policy Manual | December 2018 |
| Increase FTE of Programs Manager and Coordinator to 1FTE each | January 2019 |
| Risk Management | |
| Board approves revised risk management plan | March 2019 |
| Financial | |
| Revenue to \$150K | June 2019 |
| Expenditure \$149.6K | June 2019 |
| Net Profit \$0.4k | June 2019 |
| 2019/20 | |
| Marketing | |
| Public Facebook 1500 | June 2020 |
| Private Facebook Members 600 | June 2020 |
| Closed Facebook Group Members 150 | June 2020 |
| 6 Newspaper print stories | June 2020 |
| Mailing list members increase to 600 | June 2020 |
| Personnel | |
| Commencement of Advocacy Staff member (1FTE) | July 2019 |
| Risk Management | |
| Risk management plan reviewed and organisational risks addressed | December 2019 |
| Financial | |
| Completion of 3 year review and preparation of 2021 & 22 Budgets | April/May 2020 |
| Target of 150 Individual Funding Plans reached | June 2020 |
| Revenue to \$250K | June 2020 |
| Expenditure \$248.35K | June 2020 |

| 2017/18 | |
|---|---------------|
| Measurement | Month |
| Net Profit \$1.65k | June 2020 |
| 2020/21 | |
| Marketing | |
| Public Facebook 1700 | June 2021 |
| Private Facebook Members 650 | June 2021 |
| Closed Facebook Group Members 170 | June 2021 |
| 6 Newspaper print stories | June 2021 |
| Mailing list members increase to 650 | June 2021 |
| Personnel | |
| Commencement of Program and Advocacy Staff members (2FTE) | July 2020 |
| Risk Management | |
| Annual risk review presented to the Board | July 2020 |
| Financial | |
| Target of 225 Individual Funding Plans reached | June 2021 |
| Revenue to reach revised target | June 2021 |
| Expenditure reach revised target | June 2021 |
| Net Profit reach revised target | June 2021 |
| 2021/22 | |
| Marketing | |
| Public Facebook 2000 | June 2022 |
| Private Facebook Members 700 | June 2022 |
| Closed Facebook Group Members 200 | June 2022 |
| 6 Newspaper print stories | June 2022 |
| Mailing list members increase to 700 | June 2022 |
| Personnel | |
| Commencement of Program and Advocacy Staff members (2FTE) | December 2021 |
| Risk Management | |
| Annual risk review presented to the Board | July 2021 |
| Financial | |
| Target of 337 Individual Funding Plans reached | June 2022 |
| Revenue to reach revised target | June 2022 |
| Expenditure reach revised target | June 2022 |
| Net Profit reach revised target | June 2022 |

Risk Management

Through discussions with internal key stakeholders, significant organisational risks were discussed and assessed, and SWAN have implemented a risk management policy and procedure within the organisation. Risks are managed through reports and decisions between staff and the Board, in line with the Risk Management Procedure.

SWAN have completed a Risk Matrix outlining risk severity and likelihood, which applies a risk rating and procedure to record risks and actions taken. It also details the process of reporting risks to the Board for approval of measures to mitigate organisational risk. From this a rolling review, assessment and approval will be applied.

Major Business Risks

| Area | Description | Rating | Action |
|----------------|--|----------|--|
| Record Keeping | Member record lost | Major | File Management system to be incorporated into Policy Manual |
| | Member record misused | Major | As above |
| Volunteers | Volunteer does not act in accordance with SWAN policy | Major | SWAN Policy Manual provided to all volunteers and signed off |
| | Incident/Injury involving a volunteer | Moderate | Incident/accident system implemented |
| Financial | Funding stream disappears | Major | Diversification of funding streams |
| | Administrative costs exceed funding program | Moderate | Strengthen assessment procedures of funding applications |
| | Lack of confidence by external providers resulting in funding being lost or not approved | Moderate | Policy Manual completed with Project Management and reporting system |
| Advocacy | Lack of support on a local and state level | Major | Board succession plan implemented |

Key Performance Indicators

| Description | Measure | Completion Date |
|--|--|-----------------|
| Development of Risk Management System | Risk Management System report to Board of Management | August 2017 |
| Review of Business Plan identified risks | Board sign off Business Plan identified risks/actions | June 2018 |
| Organisational risk review undertaken under the revised system | Board approves revised risk management plan | March 2019 |
| Risk review undertaken | Risk management plan reviewed and organisational risks addressed | December 2019 |
| Annual Risk Reviews implemented | Annual risk review presented to the Board | July 2020 |

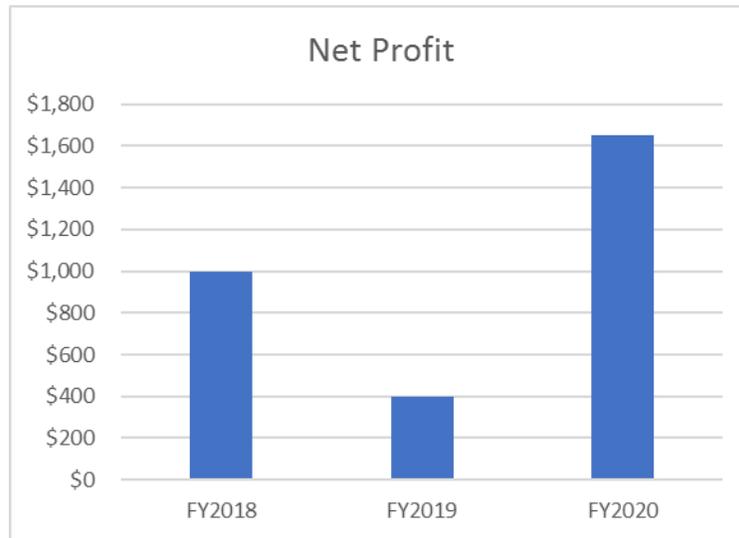
Financial Management

There are three main pillars to the financial management of SWAN into the future, increasing the capacity to run programs through changing the staffing structure, leveraging from the planning of the organisation to be better placed for successful funding applications and increasing awareness through marketing, increasing member numbers and therefore greater advocacy and program delivery requirements.

This will result in increased revenues into the organisation in the form of program funding, funding plans through the WA NDIS and an increase in donations. There will be a corresponding increase in expenditures in the form of staff salaries and on-costs and program expenditures.

In 2017, expenditure exceeded income mainly due to late and non-payment of programs by debtors to SWAN. It is projected over the 3 years of the profit and loss analysis that SWAN will make slight profits of approximately 1% of revenue. This fits with the not-for-profit status of the organisation. In the future, it is hoped that the percentage of profit will increase with economies of scale and diversification of income streams. Any profits will be reinvested back into the organisation as asset purchases/replacements, further program delivery or as a provision for financial risk management.

Net Profit Forecast



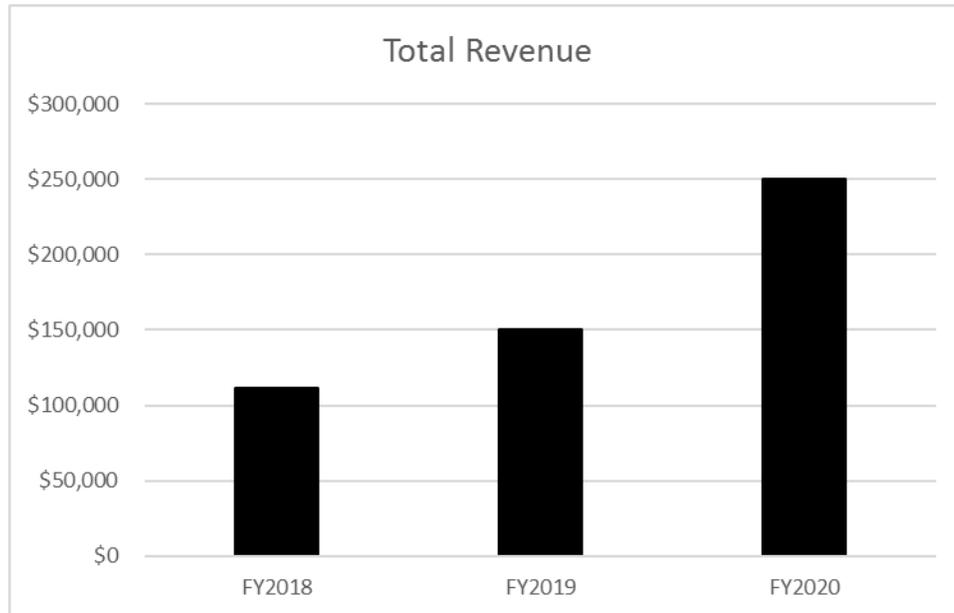
Revenue Strategy

Through the ability to quantify their strategy going into the future SWAN will be better placed to prepare business cases for the delivery of essential services to their cohort of members. Having a coherent strategy and business plan will place the organisation at the forefront of service delivery in the South West. It is expected that revenues for program funding will see a slight increase in the first year of the business planning cycle with larger increases in the following years as the capacity of the organisation increases through targeted staffing changes.

The state government is currently considering changes to the WA NDIS that will have impacts for all organisations in the disability sector. SWAN have commenced positioning themselves as being a unique service provider with the capacity and capability of delivering user centric services to their members. Member plans and advocacy support programs have been and will continue to be delivered allowing SWAN to be an endorsed support organisation with the Department for Communities Disability Services. This will allow members to select SWAN to deliver these services within the structure of the State program, allowing this revenue stream to rapidly increase. This service is currently being delivered by SWAN primarily in a volunteer capacity. This strategy will align the service provision to the change in personnel structure so that these 'professional' services are delivered within a fee for service model.

The marketing strategy for SWAN will increase the number of individuals who are aware of the services and the benefits to individuals and the community. This will be accompanied by direct strategies to increase donations to the organisation through events, partnerships and

drives and ensuring that businesses are aware of the Deductible Gift Recipient (DGR) status of SWAN. As a result of this strategy SWAN will increase donations in real terms over the period of the plan.



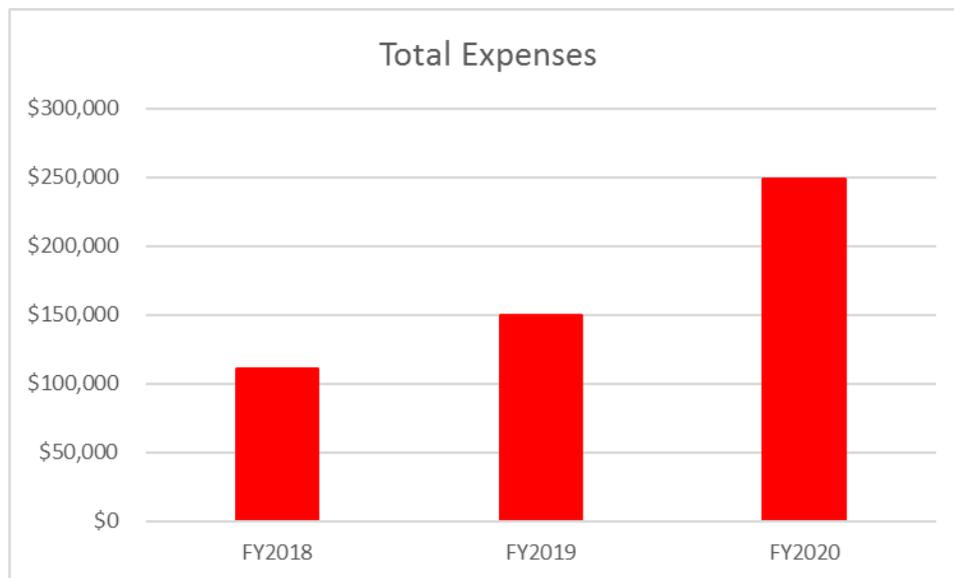
Expenditure Strategy

As with most organisations a significant proportion of expenditure for SWAN was in relation to salaries and on-costs for employees. This amounted to approximately 52% of total expenditure at the end of 2017. The other major area of expenditure was program costs which made up 23% of expenditure in 2017.

It is not expected that expenditure for SWAN decrease very much below expected revenues over the life of the business plan. As a not-for-profit organisation SWAN is committed to ensuring that all revenues are used in the support of members.

It is expected that salaries will increase overall due to the personnel program that will be introduced to drive service delivery. Salaries will increase as a proportion of expenditure over the 3 years of the profit and loss to approximately 57% of total expenditure, reflecting the personnel structure required to meet service delivery targets. It is expected that this will level out or slightly decrease as SWAN grows due to efficiencies and economies of scale in service delivery. Other areas of expenditure may increase as a result particularly in the area of professional fees, reflecting partnerships that will develop over the planning period.

As program funding increases, so will program expenditure. Costs associated with delivery will continue to increase and it is expected that program expenditure will increase as a proportion of total expenditure to approximately 31% of total expenses in 2020. These costs will increase proportionately as increased delivery is maintained.



Financial Management KPI's (5 Years)

- Increase income through successful program funding applications by approximately 23% in year 2 and 50% in year 3 with more modest increases in other years.
- Increased funding through individual plans and advocacy. Members with funded plans to total 150 in 2020 with 50% increases in 2021 & 2022.
- Modest profits maintained throughout the plan of 1% of revenue. Profit review to take place in 2020 to explore increased profit in 2021 and 2022 as a risk management and reinvestment measure.
- Salaries and on-costs to increase to 57% of expenditure in 2020 and remain at that level or slightly decrease with increasing revenues (increased expenditure to be reflected in program costs).
- Program expenditure to increase to 31% of expenditure in 2020 reflecting increased program funding and expenditure.

3 Year Budgeted Profit and Loss

| | FY2018 | FY2019 | FY2020 |
|---------------------------------|------------------|------------------|------------------|
| Revenue | | | |
| Benefactor | \$40,000 | \$20,000 | \$10,000 |
| Donations | \$3,000 | \$5,000 | \$7,000 |
| Support Services | \$10,800 | \$50,000 | \$85,000 |
| Programs | \$58,000 | \$75,000 | \$148,000 |
| Total Revenue | \$111,800 | \$150,000 | \$250,000 |
| Direct Costs | \$0 | \$0 | \$0 |
| Gross Margin | \$111,800 | \$150,000 | \$250,000 |
| Gross Margin % | 100% | 100% | 100% |
| Operating Expenses | | | |
| Salary | \$48,000 | \$67,200 | \$114,200 |
| Employee Related Expenses | \$12,000 | \$16,800 | \$28,550 |
| Program Costs | \$38,000 | \$47,000 | \$78,000 |
| Advertising | \$600 | \$1,500 | \$3,000 |
| Cleaning | \$1,000 | \$1,000 | \$1,000 |
| Fundraising Expenditure | \$1,200 | \$3,000 | \$5,000 |
| Insurance | \$6,000 | \$6,500 | \$8,000 |
| Office Expenses | \$1,200 | \$2,000 | \$3,000 |
| Telephone / Internet | \$1,600 | \$1,600 | \$1,600 |
| Other Staffing Costs | \$1,200 | \$3,000 | \$6,000 |
| Total Operating Expenses | \$110,800 | \$149,600 | \$248,350 |
| Operating Income | \$1,000 | \$400 | \$1,650 |
| Taxes | \$0 | \$0 | \$0 |
| Total Expenses | \$110,800 | \$149,600 | \$248,350 |
| Net Profit | \$1,000 | \$400 | \$1,650 |
| Net Profit / Sales | 0.9% | 0.3% | 0.7% |