Organisational Development Services
Review Report No.1

April 2013
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1. Overview

This paper details the findings following completion of Phase 1 of the Organisational Development Services project: Review of Current Situation for the Myall Youth & Community Network Centre Inc. including:

- An assessment of current organizational structure
- A review of Board structure and feedback from Board Members
- A review of strategic and policy documents
- A report to the Board with recommendations on the way forward.

This report has been compiled following:

- the outcome of an initial desktop document analysis and review of information e.g. existing organisational structure, strategic and policy documents (via email/post)
- one-on-one discussions with Executive Committee members and MYCNC Facility Coordinator
- a workshop with the Executive Committee on 19 March 2013 (Attachment A is a copy of the associated presentation).

While this report includes a clear set of recommendations, some of these recommendations fit within the scope of Phase 2 and 3 while others will need to be considered and actioned, if considered important, during subsequent stages. The MYCNC Executive Committee will have an opportunity to consider this report and recommendations during a second workshop on 18 April 2013.
2. MYCNC History

The Myall Youth & Community Network Centre (MYCNC) has been registered as an Incorporated Association since August 2004.

The MYCNC is situated in Dalby and operates as a multi-tenanted community service centre with a mixture of permanent full-time users, outreach services and day hires. The architecturally designed facility houses nine private offices, a visiting health consulting room, a common reception area, an internal courtyard, kitchen, a large meeting room and workshop area.

Prior to 2010 MYCNC was located in a much smaller facility at Iona convent which had one room for hire and a small conference room.

The MYCNC has on offer a suite of rooms for hire which range in size from medium, large to occasional and day hire offices including:

- Two smaller well-appointed meeting rooms
- A large conference room with attached fully appointed kitchen/service area servicing between 25 -30 clients at one time
- Range of activity and training rooms that will accommodate 15 to 20 persons
- 10 consulting rooms let to community service organisations mostly on long term tenancy agreements, and
- Four (4) activity/training rooms.

MYCNC currently principally services districts reaching Chinchilla to the north, Yarraman to the east, Millmerran to the south and Meandarra to the west which includes parts of not only Western Downs Regional Council but also Toowoomba Regional Council.

Immediately following the opening of the MYCYC in October 2010 the Dalby and surrounding communities had to respond to the 2010/2011 floods. As part of the community response program, the MYCNC was an identified recovery centre for the community until September 2011. Following this time, between late 2011 and mid 2012 minimal progress was made in getting the MYCNC administration refocussed particularly given it now had significantly enhanced business opportunities to offer the community.

The MYCNC currently has a 25 year Trustee lease with Western Downs Regional Council which concludes 31/8/2035 to occupy the space.

3. Current Organisational Structure

The MYCNC is currently directed by an Executive Committee, consisting of a diverse range of community members. The Committee is elected at an Annual General Meeting and the current membership includes:

- Councillor Carolyn Tilman (Chair)
- Norman Wotherspoon (Secretary)
- Vacant (Treasurer)
- Mabrey-Ann Fogarty (Member)
- Sarah Pocock (Member)
- Sue Fisher (Member)
The former Treasurer was Emma Glasby, a local accountant while the annual audits are completed by Darren Gray.

The day to day operations are managed by a Facility Coordinator currently funded by the Western Downs Regional Council until July 2014. The Council have also recently voted to continue with their support for the MYCNC until also July 2014. The Coordinator is assisted by a part time Administration Assistant employed by the MYCNC Executive Committee (the funding for which is partly funded via a grant from the Department of Communities). Figure 1 details the current management structure for the administration.

The MYCNC Executive Committee and Administration's relationship with the Western Downs Regional Council occurs at a variety of levels including:

- Western Downs Regional Council maintains ownership of the centre, while the MYCNC is responsible for ongoing operational matters including maintenance of the centre
- Western Downs Regional Council currently provides funding for the Facility Coordinator position until July 2014
- there is a direct reporting relationship between the Facility Coordinator and Council's Community Development Coordinator - East
- Western Downs Regional Council is represented on the Executive Committee.

The following diagram seeks to capture the abovementioned relationship.
4. Review of Board Structure - Outcomes

To ensure phase 1 of the project is completed in a comprehensive manner this section includes a review of key governance aspects of the MYCNC Administration as well as the MYCNC Executive Committee. Key findings include:

- The MYCNC Administration and Executive Committee is still at an early stage of a set-up phase and has struggled to move on from being a fledging organisation to being seen as a professional organisation.

- The MYCNC executive arm is inconsistently referred to as either the Executive Committee, Management Committee or, at times verbally Board, either on the website, relevant documents or by members.

- Since late 2011 it is considered that the MYCNC Executive Committee has been principally focussed on operations rather than strategic issues.

- Initial research indicated that, while the MYCNC is registered as an Incorporated Association, the MYCNC Executive Committee does not have formal Terms of Reference or readily available completed Department of Fair Trading “model rules” (Constitution).
- The frequency of MYCNC Executive Committee meetings do not appear to be held on a regular basis at a designated date/time of each month.

- Copies of MYCNC Executive Committee previous agendas and minutes for the last approximate six months are not readily available which does not align with maintaining sound governance standards.

- To date, a degree of consideration of the skills and expertise of the MYCNC Executive Committee has not occurred.

- While the Executive Committee’s understanding of corporate governance principles is of a sound standard, the previous decision to allow a member of the Executive Committee to assume operational responsibilities as the MYCNC Finance Officer and at the same time as role of Treasurer, does not meet standard governance principles as it fails to provide a clear separation of responsibilities and provides for a perceived conflict of interest.

- The governance relationship, from a financial and reporting perspective, between MYCNC and Western Downs Regional Council is confusing and should be clarified.

- The MYCNC Facility Coordinator position reports to both the MYCNC Executive Committee and Western Downs Regional Council which is impractical and does not meet sound governance standards regarding clear delineation of responsibilities.

- The MYCNC Administration positions should be reviewed to ensure they have current position descriptions which detail not only reporting arrangements, financial delegations and performance review expectations but also reflect the Strategic and Business Plans that will be developed during this project.

5. Review of Strategic & Policy Documents - Outcomes

Following the outcomes of a desktop research and workshop with Executive Committee members on 19 March 2013 the following governance findings are provided in relation to a review of strategic and policy documents:

- The MYCNC Executive Committee/Administration does not have a Strategic Plan.

- The MYCNC Executive Committee/Administration does not have an appropriate Business/Operational Plan.

- The MYCNC Executive Committee has not developed an Organisational Sustainability Strategy that would be linked to their Business Plan.

- The MYCNC Executive Committee/Administration does not have an agreed budget or financial plan linked to strategic priorities.

- The MYCNC Executive Committee/Administration does not have a Marketing Strategy (other than what is in the draft Business Plan developed by the Facility Coordinator).

- The MYCNC Executive Committee does not have an Induction Manual (or Governance Manual) (which includes their Constitution, Policies, organisational overview, previous minutes, financials etc.) for when new members want to consider joining or have commenced as an Executive member.
— The MYCNC Executive Committee/Administration has no formal policies/procedures.
— It is considered that while members of the MYCNC Executive Committee have verbally advised why cash assets in the order of $250,000 have been accumulated this decision has not, according to the information provided to date, been reflected in a strategic or business plan including detail regarding the future potential use of these funds.

It should be noted that the abovementioned issues are consistent with many similar organisations that have evolved from a small, ‘hands-on’ style of committee to a larger, more professional operation that is struggling with lack of resources and a growing demand for the services they offer. These issues should not be seen as a reflection on the people that are/have been involved, more an explanation as to why sound governance practices need to be implemented.

6. Recommendations

On the basis of the abovementioned initial findings in relation to the MYCNC Board/Administration and a review of the strategic and policy documents the following recommendations are proposed:

a) The MYCNC executive arm should be consistently identified as the MYCNC Board.

b) While the MYCNC is registered as an Incorporated Association, the MYCNC Board must develop and endorse an agreed version of the Department of Fair Trading “model rules” or locate the current Constitution and ensure that document is relevant to the current organisation.

c) The frequency of MYCNC Board meetings must be agreed upon and a calendar of meetings provided to all Board members.

d) Meeting agenda and minute templates must be used consistently for all MYCNC Board meetings.

e) Endorsed minutes should be made available on the MYCNC website within a two week period of the meeting.

f) The skills and expertise of the MYCNC Board should be identified and considered during Workshop No.2 on 18 April 2013, particularly once the MYCNC strategic and operational priorities have been identified.

g) The MYCNC Board and its members should understand the need to “stay out of the kitchen” and only focus on strategic not operational issues.


i) A Memorandum of Understanding (MoU) should be developed between the MYCNC and Western Downs Regional Council to define and agree on key governance issues including, but not limited to, funding arrangements and reporting requirements.

j) The MYCNC Facility Coordinator and Administrative Assistance positions should be reviewed to ensure they have current position descriptions which detail not only reporting
arrangements, financial delegations and performance review expectations but also reflect the Strategic and Business Plans that will be developed during this project.

k) As an outcome of discussions held during Workshop No.2 on 18 April, the MYCNC will be in a position to develop a Strategic Plan, associated Business/Operational Plan, agreed budget or financial plan linked to strategic priorities and a Marketing Strategy.

l) Following completion of phases 2 and 3 of this project, the MYCNC needs to develop an Organisational Sustainability Strategy which includes three key aspects including:
   
i. The identification of future revenue raising ventures and a plan to secure a financially independent position.

   ii. Completion of an Efficiency Review Phase 2 by 30 June 2014 to measure efficiencies gained on the basis of the Process Audit undertaken in July 2012 and identify additional efficiencies to be gained, and

   iii. The provision of ongoing advice and mentoring support to the Facility Coordinator and MYCNC Board to ensure sound governance practices are introduced and consistently adopted.

m) The MYCNC Executive Committee needs to develop an Induction Manual (Corporate Governance Manual) (which includes their Constitution, Policies, organisational overview, previous minutes, financials etc.) for when new members want to consider joining or have commenced as an Executive member.

n) The MYCNC Executive Committee/Administration needs to develop an agreed set of formal policies/procedures.

7. Summary

While a number of the abovementioned recommendations can be considered and developed as part of Phase 2 and 3 of the Organisational Development Services Project some aspects such as the development of a Marketing Plan and development of position descriptions for MYCNC Administration staff are not within the scope of the agreed project.

To deliver on a number of the abovementioned recommendations, during the second workshop on 18 April, the MYCNC Board will undertake a SWOT analysis to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in the MYCNC business to ultimately enable the identification of an agreed goal/objective and identification of internal and external factors that are favourable and unfavourable to achieving that objective.

On the basis of initial discussions completed during Phase 1 of undertaking this project, it has been raised that there is a need to develop an Organisational Sustainability Strategy as detailed previously.

This report will be considered during the MYCNC Board meeting on 18 April following which time the outcomes will guide implementation of stages 2 and 3 of the Organisational Development Project. The Western Downs Regional Council will also be provided with a copy of the report as per the initial consultants brief.
Strategic Plan

2013-2018

starfire solutions

May 2013
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1. Chair's Message

The Myall Youth & Community Network Centre has a proud history of operating as a multi-tenanted community service centre with a mixture of permanent full-time users, outreach services and day hires. The architecturally designed facility houses nine private offices, a visiting health consulting room, a common reception area, an internal courtyard, kitchen, a large meeting room and workshop area.

This Strategic Plan describes the preferred strategic position and direction for the next five years.

A Strategic Plan is a set of intentions or aspirations made at a point in time. It is well recognised that the Myall Youth & Community Network Centre operates in an ever changing, opportunistic environment where government policy and funding can change quickly.

The organisation will continue to respond quickly to such change, however, it will do so within a decision-making framework provided by this Strategic Plan. This means we will be selective and considered about every major decision in the context of where we want the organisation to be in five years' time.

<signature to be added>

Cr Carolyn Tillman  
Chairperson  
MYCNC Board

The MYCNC Board members include:

- Cr Carolyn Tillman, Chairperson
- Norman Wotherspoon, Secretary
- Mabrey-Ann Fogarty, Board Member
- Sarah Pocock, Board Member
- Julie Poulsen, Board Member
2. Vision

*An organization's vision statement represents their roadmap for the future.* With this in mind, the vision for the MYCNC is...

"Strengthening Our Community through Access to services"

3. Mission

*An organization's mission is a definition of whom and what they are.* The mission for MYCNC is...

"We provide services that support community groups, individuals and the business sector"

4. Values

*Values are the organization's fundamental beliefs in how they operate.* The values for MYCNC are...

1. Dedication to excellence
2. Embracing technology and good ideas for continuous improvement
3. Promoting a 'can do', 'want to' culture
4. Respect for each other within the MYCNC, Board and also broader community
5. Commitment to develop and empower people
6. Recognising and celebrating achievements
7. Achieving sustainable growth, providing shareholder value
8. Proactive development to meet customer's requirements
9. Promoting a safe, healthy working environment
10. Integrity in everything we do
11. Socially responsible, recognising our influence on the environment and our community


5. Goals

Goals are broad based strategies needed to achieve the mission of MYCNC. As such, the goals for MYCNC include:

1) To create a service that:
   i. Is caring and inclusive.
   ii. Strives to tackle the inequality that exists within our community of interest and provide support for those who are in need.
   iii. Strengthen our community by facilitating the development and establishment of new relevant services and educational programs.

2) Decreased financial dependence on external funding.

3) Provision of a community meeting hub.

6. Objectives

Objectives are specific, measurable, action oriented, realistic and time bound strategies that achieve the organisation’s goals and vision. In this regard, the objectives for the MYCNC include:

1) To engage with the community and build a service that is a greater asset to the community offering more services, programs and activities.

2) To reduce the MYCNC’s current reliance on external funding.

3) To achieve effective strategies for marketing and promotion.

4) To review our business practices and achieve further efficiencies in the MYCNC’s operations.

7. Tasks

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Indicators</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve a high level of fulltime occupancy of the centre’s consulting</td>
<td>Maintain 80% fulltime occupancy of the consulting wing</td>
<td>November 2013</td>
</tr>
<tr>
<td>wing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieve a high level of use of the function and activity rooms</td>
<td>Maintain 75% usage rate on the hire function and activity rooms</td>
<td>November 2013</td>
</tr>
<tr>
<td>Create community partnerships, in developing youth and broader</td>
<td>Developed a minimum of at least 3 new community projects and</td>
<td>March 2014</td>
</tr>
<tr>
<td>community projects and programs</td>
<td>programs in collaboration with key partners</td>
<td></td>
</tr>
<tr>
<td>Achieve new funding streams in an effort to create greater sustainability</td>
<td>Identify 5 and secure 3 new funding streams</td>
<td>May 2014</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Decrease financial dependence on external income/funding</td>
<td>Achieve a 30% level of diversification in external funding</td>
<td>July 2015</td>
</tr>
</tbody>
</table>

8. Communication Strategy

Reason for communicating:

To develop a broader corporate image, informing the community of who MYCNC is and what MYCNC has available.

Mechanisms for communication:

Includes the:

- Website
- Print media
- Shop front/telephone/email
- Social media, and
- Local community radio.

9. Implementation of Strategic Direction

Implementation of the Strategic Plan will be overseen by the MYCNC Board who in turn will receive quarterly reports from the MYCNC Facility Coordinator regarding achievement of the tasks in relation to the objectives. These quarterly reports once considered by the MYCNC Board will also be included on the MYCNC website.
Business Plan

2013-2015

May 2013
1. Executive Summary

The Myall Youth & Community Network Centre (MYCNC) has been registered as an Incorporated Association since August 2004.

The MYCNC has a proud history of operating as a multi-tenanted community service centre with a mixture of permanent full-time users, outreach services and day hires. The architecturally designed facility houses nine private offices, a visiting health consulting room, a common reception area, an internal courtyard, kitchen, a large meeting room and workshop area.

The MYCNC Board and Administration are still at an early stage of a set-up phase and has struggled to move on from being a fledgling organisation to being seen as a professional organisation.

In addition to the operational budget for the MYCNC this Business Plan describes additional key priorities and some associated finances that will form the focus of effort for the MYCNC to deliver on its Strategic Plan over the next two years.

A Business Plan is a formal statement of a set of business goals, the reasons they are believed attainable, and the plan for reaching those goals. It is well recognised that the Myall Youth & Community Network Centre operates in an ever changing, opportunistic environment where government policy and funding can change quickly.

The organisation will continue to respond quickly to such change, however, it will do so within a decision-making framework provided for within the MYCNC's Strategic Plan.
2. Organisational Analysis

The Myall Youth & Community Network Centre (MYCNC) has been registered as an Incorporated Association since August 2004.

The MYCNC is situated in Dalby and operates as a multi-tenanted community service centre with a mixture of permanent full-time users, outreach services and day hires. The architecturally designed facility houses nine private offices, a visiting health consulting room, a common reception area, an internal courtyard, kitchen, a large meeting room and workshop area.

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The MYCNC has on offer a suite of rooms for hire which range in size from medium, large to occasional and day hire offices including:

- Two smaller well-appointed meeting rooms
- A large conference room with attached fully appointed kitchen/service area servicing between 25 -30 clients at one time
- Range of activity and training rooms that will accommodate 15 to 20 persons
- 10 consulting rooms let to community service organisations mostly on long term tenancy agreements, and
- Four (4) activity/training rooms.

MYCNC currently principally services districts reaching Chinchilla to the north, Yarraman to the east, Millmerran to the south and Meandarra to the west which includes parts of not only Western Downs Regional Council but also Toowoomba Regional Council.

Immediately following the opening of the MYCNC in October 2010 the Dalby and surrounding communities had to respond to the 2010/2011 floods. As part of the community response program, the MYCNC was an identified recovery centre for the community until September 2011. Following this time, between late 2011 and mid 2012 minimal progress was made in getting the MYCNC administration refocussed particularly given it now had significantly enhanced business opportunities to offer the community.

The MYCNC currently has a 25 year Trustee lease with Western Downs Regional Council which concludes 31/8/2035 to occupy the space.

The strategic and operational aspects of the MYCNC are overseen by the MYCNC Board and MYCNC Administration.
The MYCNC Board and Administration have identified a range of strengths, weaknesses, opportunities and threats which are detailed in the following table:

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- High quality facilities</td>
<td>- Lack of operational infrastructure</td>
</tr>
<tr>
<td>- Excellent customer service</td>
<td>- Size of building</td>
</tr>
<tr>
<td>- Diversity of service</td>
<td>- Community perception/business image</td>
</tr>
<tr>
<td>- Community participation</td>
<td>- Not being self-sufficient</td>
</tr>
<tr>
<td>- Multi-functional building</td>
<td>- Dated worn equipment and furniture</td>
</tr>
<tr>
<td>- Price advantage on rental space</td>
<td>- Inability to offer catering</td>
</tr>
<tr>
<td>- Position (geographical)</td>
<td>- Lack of funding</td>
</tr>
<tr>
<td>- Community support</td>
<td>- Lack of community involvement</td>
</tr>
<tr>
<td>- Community participation (i.e. Community Garden, Crime stoppers, fishing competition, skate park jam)</td>
<td>- Lack of staffing numbers for succession planning</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Creation of efficiencies (better utilisation of available space, man power and processes)</td>
<td>- Other function centres in the community</td>
</tr>
<tr>
<td>- Increase and improve networks and partnerships</td>
<td>- Lack of funding</td>
</tr>
<tr>
<td>- Create a positive business profile</td>
<td>- Inefficiency</td>
</tr>
<tr>
<td>- Private sector sponsorship</td>
<td>- Inability to keep pace with change, market, staff, processes, technology</td>
</tr>
<tr>
<td>- Effective marketing and media (traditional)</td>
<td>- Discontinuation of funding</td>
</tr>
<tr>
<td>- Effective use of social media, target specific marketing in the case of youth, and a low cost medium for raising the centre profile</td>
<td>- Struggle for Board involvement</td>
</tr>
<tr>
<td>- Create community awareness, via the creation of a community presence (be visible and involved)</td>
<td>- Declining number of volunteers</td>
</tr>
<tr>
<td>- Niche market small to medium size function and facility hire (focus on resource sector)</td>
<td></td>
</tr>
<tr>
<td>- Develop new business ventures and revenue streams</td>
<td></td>
</tr>
</tbody>
</table>

3. Industry Overview

The sector within which the MYCNC operates is the community development/social services support sector.

Within the broader region the MYCNC is the only centre that offers the diversity of service and has a multifunctional building to offer as part of the service that can be used.
It is considered that in the future, should the MYCNC position itself effectively, will be able to offer the services required as disadvantaged and vulnerable people become increasingly reliant on social services. In this regard, there will be a greater demand for the services offered within the MYCNC and need to increase the scope of services provided.

However, the ability of the MYCNC to effectively position itself will need to be carefully considered and planned given the ever decreasing Government funding that is being offered within the community development/social services support sector within the short to medium term.

4. Customer Analysis

The demographics of the MYCNC customers' is predominately drawn from the non-Government, not for profit sector looking for low cost long term office space. The customer base also includes businesses within Dalby and the surrounding districts including the resource sector.

The MYCNC has multiple roles in the community and, as such, it has two distinct customer target groups including:

**Community Organisations/Support Groups**

- The MYCNC provides space for a wide range of community organisations and support groups. These groups use the rooms free of charge on a weekly or monthly basis. These include Alcoholics Anonymous, Grief and Loss Counselling, Indigenous Support Services, amateur recreational clubs and horticultural groups to name a few. The centre is used by up to 35 small groups in a typical month free of charge.
- As part of our commitment to the community we are actively seeking full time long term community sector tenants. These will add capacity and provide new skill sets for the betterment of our community. Before this centre was build these services were only available if you could travel to Toowoomba.

**Business**

- The second target segment of the market for the MYCNC is business, from the small local operations to the large business of the resources sector. There is the opportunity to develop a profile that identifies the centre for government agencies and the resource sector as a provider of choice. The achievement of this will create an income stream that will help to offset the investment the centre makes to the community.

5. Competitive Analysis

The MYCNC has a unique selling position because it offers a wide range of high quality spaces that can be utilised in very different ways, and that cater to a wide spectrum of the market. Prior to the MYCNC being built many of these services was only available by travelling to Toowoomba.

The MYCNC offers exceptional value to the customers across the region because it provides high quality rental spaces in a fully equipped modern facility at the lowest rate in Dalby and, in this regard, the MYCNC offer great value for money.
6. Marketing Plan

A Marketing Plan outlines the approach the MYCNC will take in getting the word out about our services to our target markets. This brief plan details the advertising, sales and promotional tools we will use and the expected business improvement that will be achieved. This plan should be read in conjunction with the Operational Plan that details how advertising will be used to achieve the key priorities.

Advertising & promotional strategy

<table>
<thead>
<tr>
<th>Advertising/Marketing mechanism</th>
<th>Expected business improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct marketing scan</td>
<td>Understand current marketing activity</td>
</tr>
<tr>
<td>Confirm target markets</td>
<td>Know the markets for the business</td>
</tr>
<tr>
<td>Identify gaps in current marketing activities and develop strategies to address them</td>
<td>Comprehensive marking plan to drive effectiveness</td>
</tr>
<tr>
<td>Develop target advertising for defined segments determined by the above (For example Community based organisations may require direct mail advertising as opposed to broad based media. Alternatively, Mining Companies may respond better to direct phone calls from Executive members as opposed to direct mail)</td>
<td>Marketing/Advertising materials targeted to key segment delivers improved uptake by better delivery to the segment.</td>
</tr>
<tr>
<td>Fully utilise opportunities for free print media coverage.</td>
<td>This will aid in developing a broader corporate image, informing the community of who we are and what we have available.</td>
</tr>
<tr>
<td>Review and utilise relevant social media opportunities.</td>
<td>Given part of our target market is youth the use of social media is an effective mechanism to communicate with this sector of the community.</td>
</tr>
<tr>
<td>Become more actively involved with other community organisations and activities/events to raise our public profile.</td>
<td>Will develop a positive corporate image and also benefit the community.</td>
</tr>
<tr>
<td>As customers (new or existing) use/visit/phone/email the centre ensure we encourage these individuals/organisations to consider booking space in the consulting wing or function/activity room wing.</td>
<td>Existing customers will increase their use of the centre.</td>
</tr>
<tr>
<td></td>
<td>New customers will become aware of what the centre has to offer and book to use it accordingly.</td>
</tr>
</tbody>
</table>
7. Financial Plan

Our financial objective is to:
- Create a financially self-sufficient and viable community hub.

Mechanisms to achieve this include:
- Use of some reserves to:
  - Implement new/improved practices as part of the Stage 1 Internal Productivity Audit which focused on:
    - New application of existing technology
    - Staffing levels
    - More use of Volunteers
    - Process efficiencies
    - Administrative efficiencies
    - Market analysis “who we market to and why”
  - Review existing mechanisms for marketing and update accordingly e.g. Website
  - Other elements as detailed in the Operational Plan (section 8).
- Small to large business opportunities (e.g. from purchasing specific types of equipment that will gain an increased return in terms of the number and frequency of the rooms being rented through to developing a business agreement with resource company for space to be rented on a retainer basis).

Section 8 details the Operational Plan for the MYCNC including key priorities, associated budget and timing for completion.
## 8. Operational Plan

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>BUDGET</th>
<th>INITIATIVE</th>
<th>MONTH</th>
<th>RESPONSIBILITY</th>
<th>MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Achieve high level of fulltime occupancy of the consulting wing</td>
<td>$1,500</td>
<td>Undertake a customer relations survey to ascertain current impediments</td>
<td>August 2013</td>
<td>Facility Coordinator</td>
<td>Active participation in customer relations survey by key stakeholders/partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>External contractor to undertake survey work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TBD</td>
<td>Consider the outcomes of the customer relations survey and introduce required changes to address impediments</td>
<td>September 2013</td>
<td>Facility Coordinator</td>
<td>Maintain 80% fulltime occupancy of the consulting wing</td>
</tr>
<tr>
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<td></td>
<td>MYCNC Board</td>
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</tr>
<tr>
<td></td>
<td>$2,000</td>
<td>Review and more fully utilise current and new advertising tools (e.g. website, local papers)</td>
<td>November 2013</td>
<td>Facility Coordinator</td>
<td>Schedule of marketing opportunities developed and implemented</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Profile promoted extensively</td>
</tr>
<tr>
<td>2. Achieve a high level of use of the function and activity rooms</td>
<td>$1,500</td>
<td>Undertake a customer relations survey to ascertain current impediments</td>
<td>August 2013</td>
<td>Facility Coordinator</td>
<td>Active participation in customer relations survey by key stakeholders/partners</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>External contractor to undertake survey work</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TBD</td>
<td>Consider the outcomes of the customer relations survey and introduce required changes to address impediments</td>
<td>September 2013</td>
<td>Facility Coordinator</td>
<td>Maintain 75% usage rate on the hire function and activity rooms</td>
</tr>
<tr>
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<td></td>
<td>MYCNC Board</td>
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</tr>
<tr>
<td></td>
<td>$2,000</td>
<td>Review and more fully utilise current and new advertising tools (e.g. website, local papers)</td>
<td>November 2013</td>
<td>Facility Coordinator</td>
<td>Schedule of marketing opportunities developed and implemented</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Profile promoted extensively</td>
</tr>
<tr>
<td>3. Create community partnerships, in developing youth and broader community projects and programs</td>
<td></td>
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<tr>
<td>$1,500</td>
<td>Undertake an engagement survey with key state/federal government agencies, local community based organisations to identify gaps in community projects/programs being offered</td>
<td>October 2013</td>
<td>Facility Coordinator</td>
<td>External contractor to undertake survey work</td>
<td>Active participation in engagement survey by key stakeholders/partners</td>
</tr>
<tr>
<td>Nil</td>
<td>Present outcomes to MYCNC Board including suggestions regarding new projects and programs</td>
<td>November 2013</td>
<td>Facility Coordinator</td>
<td>MYCNC Board</td>
<td>Identified at least 3 new community projects and programs in collaboration with key partners</td>
</tr>
<tr>
<td>Nil</td>
<td>Formalise Memorandum of Understandings (MoUs) with key partners to develop new projects and programs</td>
<td>March 2014</td>
<td>Facility Coordinator</td>
<td>—</td>
<td>Develop a minimum of 2 MoUs with partners</td>
</tr>
</tbody>
</table>

| 4. Achieve new funding streams in an effort to create greater sustainability |
|---|---|---|---|
|$8,000| Develop an Organisational Sustainability Strategy| October 2013| Facility Coordinator| External consultancy| Report developed on time and within budget|
| Nil| Present Strategy to MYCNC Board for consideration/endorsement| November 2013| Facility Coordinator| MYCNC Board| —| Report favourably considered and endorsed by the MYCNC Board|
| TBD| Develop Engagement Strategy to potentially secure partnerships with new funding agencies/organisations| February 2014| Facility Coordinator| External consultancy| —| Identify 5 new funding streams by 30 January 2015|
| TBD| Implement Engagement Strategy and secure new funding agencies/organisations| May 2014| Facility Coordinator| —| —| Secure 3 new funding streams by 30 January 2015|
5. Decrease financial dependence on external income/funding

<table>
<thead>
<tr>
<th>Cost</th>
<th>Activity</th>
<th>Time</th>
<th>Responsible Party</th>
<th>Expected Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,000</td>
<td>Review 2012-13 budget and identify key areas to achieve future internal operational savings (using the outcomes of the Phase 1 Efficiency Review)</td>
<td>June 2013</td>
<td>Facility Coordinator, External consultancy</td>
<td>Review completed and at least 3 areas identified</td>
</tr>
<tr>
<td>Nil</td>
<td>Consider the outcomes of the abovementioned review and develop plans to implement required changes to achieve efficiencies</td>
<td>September 2013</td>
<td>Facility Coordinator, MYCNC Board</td>
<td>Plans developed and implemented</td>
</tr>
<tr>
<td>Nil</td>
<td>Develop 2 year budget to align with the Business Plan</td>
<td>July 2013</td>
<td>Facility Coordinator</td>
<td>Two year budget developed and endorsed</td>
</tr>
<tr>
<td>TBD</td>
<td>Undertake a Phase 2 Efficiency Review to measure efficiencies gained on the basis of the Process Audit undertaken in July 2013 and identify additional efficiencies to be gained</td>
<td>June 2014</td>
<td>Facility Coordinator</td>
<td>Phase 2 Efficiency Review completed</td>
</tr>
<tr>
<td>TBD</td>
<td>Review abovementioned initiatives and develop a report detailing overall savings achieved</td>
<td>July 2015</td>
<td>Facility Coordinator, MYCNC Board</td>
<td>Achieve a 30% reduction in external funding by 30 June 2015</td>
</tr>
</tbody>
</table>

**TOTAL $19,500 not including those sections where costs are yet to be determined.**

**Note**
- costs identified are indicative and will need to be costed and confirmed as the work is undertaken
- a number of initiatives are yet to have costs determined – these costs will need to be added to the total above.
- total cost does not include the normal annual operational budget (including staff expenses etc) for the centre.
9. Management

The day to day operations are managed by a Facility Coordinator currently funded by the Western Downs Regional Council until July 2014. The Coordinator is assisted by a part time Administration Assistant employed by the MYCNC Board. Figure 1 details the current management structure for the administration.

During the next 12-18 months it is anticipated that the Facility Coordinator will work closely in an operational context with members of the MYCNC Board including the Chairperson as the MYCNC moves on from being a fledging organisation to being seen as a professional organisation. After this period of time it is anticipated that the expertise of the MYCNC Facility Coordinator will support a model where the MYCNC Board moves to being more strategically focussed.

The MYCNC Board has completed a skills audit to identify their individual and combined strengths and areas for improvements during the next two years. The key findings include:

- The areas for which the Board members have stated that they do not have any skills/qualifications include:
  - Housing or estate management
  - Architecture/urban design
- The areas for which the Board have stated that they do have the skills/qualifications for include:
  - Construction industry
  - Care services
  - Community development
  - Local/State/Commonwealth government
  - Financial management/accountancy
  - Legal
  - Business
  - HR/training and development
- Media, public relations and marketing
- Information technology
- Managing organisations
- Strategic and business planning
- Asset management.

Given the two areas for which the Board members have stated they do not have any skills/qualifications are areas that are not a priority in terms of the focus of the MYCNC, it is considered that this means no further action is currently required in terms of seeking either external advice or need to recruit a board member with a specific skill set/professional experience.
Corporate Governance Manual

May 2013
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1. Role of Board

The role of the Board includes, but is not limited to:

- Hold the Facility Coordinator accountable for ensuring the Strategic and Business Plans are implemented.
- Approve the budget for the MYCNC on an annual basis.
- Provide direction to the Facility Coordinator regarding the setting of priorities.
- Act as a sounding board for ideas.
- Determine organisational policy.
- Ensure adequate financial and statistical records are kept.
- Ensure adequate financial resources are available.
- Ensure appropriate financial delegations are in place.
- Ensure systems are in place so that the service operates by best practice.
- Conform to the relevant legal requirements.
- Review this Policy Document at least annually.

In general the Board does not deal with operational issues, but rather issue of policy. Operational issues are generally dealt with by the Facility Coordinator.

2. Composition of Board

The Board includes the following executive roles:

- Chairperson
- Secretary/Treasurer
- Directors
3. Code of Conduct

Introduction
The Board Members, MYCNC employees and volunteers have an obligation to perform the roles and responsibilities of their respective positions in an appropriate manner.

Purpose
The purpose of this policy is to clearly define the expectations of the Board Members and employees/volunteers in devolution of Director’s and organisational responsibilities.

Authorisation
MYCNC Board.

Policy
Board Members and employees/volunteers will:
1. Act honestly and in good faith.
2. Ensure that the organisation’s activities are in conformity with its constitutional objectives and stated direction (Strategic Plan).
3. Disclose potential conflicts of interest as soon as they arise. This includes financial, political or personal benefit from:
   - Other business or professional activities.
   - Employment or accountability to other people or organisations.
   - Membership of other organisations.
   - Ownership of property or other assets.
4. Not use their position and information for personal benefit or advantage at the expense of the organisation.
5. Act in the best interests of the organisation. The interests of the organisation are the members as a whole, not any particular member or group of members. For example, representatives should act for all members, not just those they represent.
6. Exercise powers for their proper use.
7. Respect the privacy and confidentiality of information obtained in the course of their participation and not share information that refers to staff members or members of the management group to any group or individual outside the organisation unless required to by Law of official direction.

Procedures
- Where there is a conflict of interest on a particular item, the Board member or staff member/volunteer must disclose such a conflict and remove themselves from any discussion (if required), decision or vote.
- For Board members, the declaration should be minuted in the Board minutes. If it becomes apparent that there will be continuing conflict, the member must resign altogether from the Board.
• When the Chairperson and/or Facility Coordinator becomes aware of real or potential conflict of interest involving one or more members, the Chairperson and/or Facility Coordinator must take whatever steps are necessary to ensure that the conflict is managed in an appropriate manner according to this policy.

• Individual members/employees/volunteers, aware of a real or potential conflict of interest of another member, have a responsibility to bring this to the notice of the Chairperson and/or Facility Coordinator.

For Board members examples of conflict of interest could be (but are not limited to):
• When a Member or his/her immediate family or business interests stands to gain financially from any business dealings, programs or services of the organisation.
• When a Member, him or herself offers a professional service to the organisation.
• When a Member stands to gain personally or professionally from any insider knowledge if that knowledge is used to personal advantage.
• Where a Member or the ex-officio member of the Board has a role on the governing body of another organisation, where the activities of that other body may be in direct conflict or competition with the activities of MYCNC.

Responsibility
• It is the responsibility of all Board Members and employees to follow the Code of Conduct Policy as detailed within this policy documentation.
4. Meeting Attendance Policy

Carolyn – have you obtained a copy of the Constitution to see whether it states what the Meeting Attendance requirements are?

Introduction
Regular attendance at MYCNC Board meetings is essential in order to maintain continuity and cohesion in the management and governance of the MYCNC and Administration.

Purpose
This meeting attendance policy is intended to encourage regular attendance at MYCNC Board meetings and to provide procedures to deal with any failures in such attendance.

Authorisation
MYCNC Board.

Policy
MYCNC Board Members are expected to demonstrate their commitment to the organisation by unbroken attendance at the committee meetings on which they sit except when prevented by unforeseeable events.

Procedures
- The Facility Coordinator/Administration Officer shall notify members of forthcoming meetings no sooner than 7 working days before the set date of the meeting.
- Where Board Members are prevented from attending any meeting, they should notify the Chair of their intended absence.
- Where a meeting is arranged to be held either in the form of a teleconference or online, the Chair should notify members accordingly. Participation in these meetings shall be equivalent to attendance at a regular meeting.

Attendance requirements
If a member is absent for two consecutive meetings without first notifying the chair of their absence, or if a member is absent for three consecutive meetings having notified the chair of their absence, that member is in breach of their obligations and is liable be removed from the Board, subject to the following processes.

Process
- If a member is in breach of their attendance requirements then the chair shall consult them to discuss this matter.
- If the member’s difficulties are resolvable, then the chair shall attempt to resolve them.
- If no mutually satisfactory resolution is possible, and if the member wishes to continue on the Board, then the member’s response will be put to the Board at its next meeting. The member shall be entitled to speak to this item, and to vote on it. The Board will then decide what actions to take regarding that member’s future membership on the Board.
• If the Board decides that termination is justified, the Board may suspend that person's membership of the Board. In the event the member wishes to continue in his or her position, the suspension shall be put to a general meeting for approval. The suspended member shall be given an opportunity to be heard, either personally or through a representative, and may submit materials in writing to be circulated.

• When any person has been removed from the Board under this provision, the Board will promptly initiate a process to recruit a new member. The person whose membership has been terminated shall retain the right to stand again at the next AGM for the committee.

Responsibility
It is responsibility of the Board Chair to monitor the attendance of each member and to issue warning as appropriate.
5. Standing Meeting Procedure

Introduction
Meetings should be conducted in an efficient, productive manner.

Purpose
The purpose of this policy is to detail the process for Board meetings so that a standard format is used and understood by members.

Authorisation
MYCNC Board.

Policy
- Wherever possible, a standard agenda format is to be used.
- The Chairperson is to review the Board Meeting Papers with the Facility Coordinator prior to issue.
- The Minutes must follow the format of the agenda and faithfully record decisions and the reasons for those decisions.
- The Board papers and minutes must be distributed a minimum of 2 weeks prior to a Board meeting.
- The Board will pre-schedule monthly meetings, plus ad hoc meetings as necessary to address special issues.

Procedures
The Board Papers usually include:
1. Agenda.
2. Register of Conflicts of Interest
3. Governance Checklist
4. Minutes of Previous Meeting
5. Treasurer/Finance Report
6. Facility Coordinator Report
7. Strategic/Policy Review discussion as required
8. Background papers where appropriate.

The Minutes must follow the format of the agenda and faithfully record decisions and the reasons for those decisions.

Responsibility
It is the responsibility of the Chairperson and the Facility Coordinator to ensure that meetings are prepared for, and run, in the most efficient and productive manner possible.
6. Agenda for General Meetings

Introduction
General Meetings should be conducted in an efficient, productive manner. The Rules of the MYCNC includes certain requirements for General Meetings which should be adhered to.

Purpose
The purpose of this policy is to detail the Agenda for General Meetings so that uniformity is ensured and also so that the general meeting requirements of the MYCNC are met.

Authorisation
MYCNC Board.

Policy
The Agenda format for General Meetings will be:
1. Welcome
   Come to order as quickly as possible when the start of the meeting is indicated.
2. Apologies
3. Declaration of Conflicts of Interest
4. Minutes of the (previous) General Meeting held on (date)
   If any corrections need to be made, do this now by indicating the exact error. Once the minutes are confirmed or accepted, they cannot be changed following the closure of the meeting at which they are adopted.
5. Business Arising from the Minutes
   To be limited to matters directly arising from the Minutes and not to include matters which will be dealt with in reports and general business.
6. Treasurer/Finance Report
   Motion from the Treasurer:
   That the financial statement as distributed be received
7. Facility Coordinator’s Report
8. Business Arising from Report
9. Strategic/Project Reports
   Motion from a Board member:
   That the reports be received and the recommendations as detailed be adopted.
10. General Reports
    Motion from the presenter of the report:
    That the report be received and the recommendations as detailed be adopted. Individual recommendations/items may be presented as individual motions. All issues related to the area of the report should be dealt with after the presentation of that report.
11. General Business
12. Date of Next Meeting and Close of Meeting
Responsibility
It is the responsibility of the Chairperson and the Facility Coordinator to ensure that General Meetings are prepared for, and run, in the most efficient and productive manner possible. It is also the responsibility of the Chairperson and the Facility Coordinator to ensure that the obligations of the Rules of the MYCNC concerning General Meetings are met.
7. Agenda for Annual General Meetings

Introduction
Annual General Meetings should be conducted in an efficient, productive manner. The Rules of the MYCNC include certain requirements for Annual General Meetings and these should be adhered to.

Purpose
The purpose of this policy is to detail the Agenda for Annual General Meetings so that uniformity is ensured and also so that the annual general meeting requirements of the Rules of the MYCNC are met.

Authorisation
MYCNC Board.

Policy
The Agenda format for Annual General Meetings will be:
1. Time, Date and Venue
2. Opening by the Chair
3. Apologies
4. Minutes of the last Annual General Meeting
5. Motion that the minutes of the meeting held on (previous date) be confirmed as printed.
6. Business arising from the minutes
7. The Facility Coordinator’s Annual Report
8. Confirmation of Office Bearers
9. Financial Statements
10. Auditor’s Report
11. Appointment of Auditor
12. Motions on Notice
13. Closure

Procedures
Refer to MYCNC for procedures to be followed in the preparation and conduct of Annual General Meetings.

Responsibility
It is the responsibility of the Chairperson and the Facility Coordinator to ensure that Annual General Meetings are prepared for and run in the most efficient and productive manner possible.

It is also the responsibility of the Chairperson and the Facility Coordinator to ensure that the obligations of the MYCNC concerning Annual General Meetings are met.
8. Flying Minute Policy

Introduction
Flying Minutes are a means of gaining Board consideration of urgent issues that require formal adoption by the Board which cannot wait until to the next scheduled Board Meeting.

Purpose
The purpose of the Flying Minute is for the Facility Coordinator to make recommendations on issues that require urgent consideration by the Board.

Authorisation
MYCNC Board.

Policy
The Board endorses the use of Flying Minutes but they are to be used only when absolutely necessary. For a Flying Minute to be carried, the number of affirmative responses in writing must be a majority for Flying Minute to be considered an endorsement by the Board. For the purposes of this policy, electronic correspondence via email will be considered “in writing”.

Procedures
- The Facility Coordinator will disseminate the Flying Minute to Board Members via email or facsimile.
- The Flying Minute must include detailed recommendations to be considered by the members of the Board.
- The Flying Minute must include detail of the process by which Board members are to respond.
- The Flying Minute must include a date and time for response, by the Board Members.

Responsibility
- It is the responsibility of the Facility Coordinator to manage the use of Flying Minutes – only when extremely necessary.
- It is the responsibility of Board Members to respond to the Flying Minute by the date and time detailed during dissemination.
9. Media Spokesperson Policy

Introduction
Media issues and responses should be handled in an appropriate manner, ensuring that the organisation is conveying the message required. It is not desirable in any organisation to have a number of people talking to the media, especially on issues where media could misconstrue the message being conveyed. It is therefore beneficial to have one or two people within an organisation delegated the responsibility to handle all media issues, on behalf of the organisation.

Purpose
The purpose of the Media Spokesperson policy is to clearly identify those delegated the authority to speak to the media on issues concerning the MYCNC.

Authorisation
MYCNC Board.

Policy
• The Board authorizes that the Chairperson (or delegate) of the MYCNC be the only person to speak to media on issues concerning the MYCNC.
• It is recognised that the Chairperson may delegate this authorization in times of absence or specific expertise.
• It is recognised that, at times, the organisation may engage media organisations to work with MYCNC, and, in these circumstances, the Facility Coordinator should advise the Board that he/she has authorized those companies to speak to media on behalf of the MYCNC.

Procedures
The Chairperson will advise the Board of any delegations enacted under this policy. The Facility Coordinator will advise the Board of any delegations enacted under this policy.

Those Board members (not with delegated authority) approached by media personnel to make comment on issues concerning the MYCNC should direct those enquiries to those people with delegated authority under this policy and not make any comment themselves.

Responsibility
It is the responsibility of the Chairperson (or delegates) to make media comment or response on behalf of the MYCNC.