



Business Plan 2010-2011

EXECUTIVE SUMMARY

This is a conservative business plan that has been prepared on the basis of limited opportunities for new sources of funding. Despite this, the Centre is well placed to consolidate the quality of its programs and services and to continue to deliver to the standard that our clients have come to expect over the last few years. There is sufficient flexibility in the plan to be able to respond to unforeseen opportunities or threats that might arise during the year ahead.

Our particular plans to maximise available resources but produce a fiscally responsible budget for 2010-2011 are in the following 4 areas:-

Program Expansion

- We are anticipating increasing demand for family services reflecting the baby boom.
- While volunteer programs are almost full to capacity, we are continuing to expand school volunteering programs.

Program Reductions

- We will reduce Adult Disability programs by 5% (despite increasing demand from young adults in particular).
- We will reduce the number of Children's groups, but slightly expand after-school program.
- We will cut back several programs for Seniors (which are mostly funded by WMC) by reducing the frequency of operation. Where safety allows, others will be run by volunteers rather than by paid staff.

Funding

- we will receive increases in funding for:
 - Social access/shuttle-bus type transport from the Ministry of Transport
 - Carer Services – a 25% boost in funding will be received from ADHC;
- We will continue to apply for suitable small grants. There is unlikely to be further HACC tendering in FY11.

Financial Initiatives

- We will delay trade-ins on fleet in order to extend useful life of vehicles and save on depreciation costs.
- We will increase the emphasis on commercial bus hiring to offset costs.

- The Intake Coordination position has already been made redundant to save costs. This will result in some delay in processing new clients.
- After a year of no voluntary turnover we should be able to save money by delaying replacement of any staff who resign. Succession plans are in place for all senior roles. Our reliance on casual staff has been greatly reduced.
- We will increase the cost of membership
- We will intensify fundraising activities.
- We will evaluate the potential for for-profit activities to secure longer term financial stability.

BUSINESS PLAN 2010 -2011

Note: This Business Plan has been developed in conjunction with the Budget for 2010-2011. At the time of writing a number of funding sources for the next year, including three tenders, are still unknown. This plan will need to be reviewed if Holdsworth is successful in any of these tenders or if other significant funding becomes available before the start of the financial year.

1) Mission & Strategies

Holdsworth's Mission remains unchanged. The primary purpose of everything we do at Holdsworth is social inclusion. Our vision for the future is to continue our work in removing the barriers that prevent older people, carers, people living with disabilities and young families from participating in a connected community and maximising opportunities for healthy and happy life choices.

We will deliver our programs and activities by making the most of all physical, financial and human resources available to us throughout the community. To this end we will consider, consult with or enter partnering arrangements with other service providers, business, educational, government or community members.

Our primary source of funding will be the HACC program, with additional recurrent funding through Health and DoCS. We are entering a new phase in our partnership with Woollahra Council, reflecting the maturity of our relationship. Our extensive reporting obligations and effective control from Council will no longer be in place. This greater level of autonomy also brings with it more responsibility for ensuring our future financial viability. We will continue to pursue multiple sources of other funding.

We will continue to form and leverage effective partnering arrangements with other organisations within the community as a key strategy to assist us to deliver programs cost effectively. We will look for partnering opportunities whenever we consider a new program or review an existing program.

During the year we will investigate opportunities for running some for-profit activities/services in order to cross-subsidise other programs for which insufficient funding is available and for which clients would have difficulty making higher co-contributions. This will be the beginning of the establishment of a social venture model complementing our traditional benevolent service delivery model.

2) Present Status

We begin the year with a full complement of staff, all programs running at or close to capacity, over-crowded offices with no space for growth and a pared back budget in order to deliver a zero deficit budget for 2011.

Our clients are young families and seniors living in the Woollahra LGA and carers and children and adults with disabilities in Woollahra, Waverley, Randwick, Botany and Sydney LGAs. We are also the designated Community Transport provider for Woollahra. If successful in current tenders our programs for seniors may expand through the 5 LGAs.

3) Program/Service Offerings

In order to meet budget a number of programs have been cut back and staffing arrangements varied.

a. Disability Services

In Disability Services our adult programs have been cut by 5% (running over 38 weeks instead of 40 weeks).

We will be running two day programs, two evening programs, two Saturday programs and one Sunday program.

The Tuesday Art Program now runs out of Randwick Community Centre which is provided free of charge by Randwick Council. Two permanent part/time staff run this program. Clients from other services also attend this program with their own carers. With the move from Vacluse to Randwick we no longer provide Holdsworth Community Transport to clients living outside Woollahra LGA.

The Monday Respite program, 9.30-3.30 which is entirely volunteer run, continues at the Vacluse home of Robert Schneider. This program has the potential to be cost-positive to us as some of these clients have Community Participation funding which we may receive on a brokerage basis from other organisations (such as Miroma)

Wednesday evening Bowling in Randwick continues with 2 staff members and our Thursday evening Gym program now offers much more to our clients and is very cost-effective due to the generous sponsorship and staff of BFirm Fitness Studios at White City plus two staff members.

Our two Saturday social groups are divided between younger and older adults, and are designed to promote independence. Each has a very experienced team leader and one casual support worker. The Saturday Gang (older group) goes out on day trips fortnightly. Because of the demand for services in the 18 to 25 year group (23 clients currently), two separate groups of nine clients go on day programs on alternate Saturdays. Once a month there is an evening social program open to all our adult clients which may have up to 30 clients attending. Funky Sunday dancing continues eight times a year at Waverley College gymnasium, and is hosted by volunteers from the school with one member of Holdsworth staff.

Program No.		Times per year	Hrs per session	Hrs per year	# of clients	Total Outputs
DISABILITY						
	Adults					
1	Art Therapy	38	4.5	171	13	2,223
2	Gym	38	3	120	13	1,560
3	Bowling	38	3	114	13	1,482
4	Sat Gang	38	5	190	15	2,850
5	Independence	38	5	190	9	1,710
6	Funky Sundays	8	2.5	20	13	260
7	Monday Respite	35	6	210	12	2,520

Our Children's programs have been slightly re-structured for FY11 following the success of our trampolining program for which we had short-term funding in FY10. Instead of 4 separate, fortnightly Saturday groups we will be running only three groups, with teenage children now combined in a single group. Instead of the fourth group we will continue to provide a fortnightly trampolining program which will be made available to different children from the other three groups. Permanent staff act as Team Leaders on each program with two additional casual support workers plus volunteers.

Our school holiday programs have been reduced from 5 to 4 groups. We have phased out our group for high support teenagers as previous members of this group have now turned 18 and the remaining few have been referred on to Eastern Respite & Recreation who are funded for the high support needs of these children.

The changes listed above in adults' and children's programs are approximately a 5% reduction from last year. However, Disability Services will actually increase through additional openings on our Funsworth after-school program (which has been funded by Westfield) and by offering 2 week-end camps to be funded by the Care Fund.

Sexual Health Workshops for teenagers will continue to be run by a member of our staff.

Program No.		Times per year	Hrs per session	Hrs per year	# of clients	Total Outputs
Children - Saturdays						
8	Magic Possums (5-8)	19	5	95	6	570
9	Leaping Lizards (9-12)	19	5	95	9	855
10	Bounce	19	4	76	8	608
11	Cool Catz (15-18)	19	5	95	12	1,140
Children - holidays						
12	Fairy Penguins (5-8)	16	6	96	6	576
13	Crunching Crocs (9-12)	16	6	96	9	864
14	Flying Fish (15-18)	16	6	96	12	1,152
15	Sea Stars (13-18)	12	6	72	6	432
Children - after school						
16	Funsworth	160	4	640	5	3,200
Events						
17	Week-end Camps	2	50	100	15	1,500
Total						23,502

b. Carer Services

We have been offered a 25% increase in our recurrent funding for Carer Services. This will allow us to recruit an additional staff member at Team Leader (Gr 3) level for up to 14 hours per week, in addition to our full-time Coordinator (Gr 5) and 2 day per week Project Officer (Gr 4).

We are re-focusing our support groups during 2011 to give them greater purpose than peer support, with an emphasis on information exchange with a mix of relevant speakers and social outings. There are three groups for parents of children with disabilities, based on the age of the child (< 5, 5-18, >18), a men's group facilitated by a male staff member, a social group for carers of people with dementia together with their partners/parents, and our monthly facilitation role with a group of elderly Chinese carers in Ultimo.

With the extra position we intend to open up an Advocacy Group to help empower carers in their dealings with service providers and government agencies. We will also continue with what we see as our natural evolution to case management for clients with complex needs.

One-to-one counselling for carers, especially for those in crisis, remains at the core of our service and helps us to build trust relationships with many families that use our disability and seniors programs.

Every two months we aim to have carer social events or activities which are generally very low cost and are mostly funded from the Care Fund.

CARER SERVICES		Times per year	Hrs per session	Hrs per year	# of clients	Total Outputs
	Groups					
18	Creative Carers Carers and	22	2	44	8	352
19	Beyond	22	3	66	10	660
20	Carers Plus	5	2	10	8	80
21	East Enders	10	2	20	10	200
22	Men at Work	5	2	10	8	80
23	Chinese Carers	10	3	30	10	300
24	One to one counselling	47	1	47	10	470
25	Carers Events	6	5	30	25	750
TOTAL						2,892

c. Aged Services

The majority of our Aged Services programs are directly funded by Woollahra Council. In addition we receive HACC funding, and report MDS statistics for the following programs: Monday Discussion Group, Wednesday & Friday memory loss groups, Individual Shopping and Monthly Friday discovery trips.

In order to avoid budget overruns we have made a number of changes to aged services for FY11. Our Thursday bus outing which was taken over from Woollahra Seniors/Council last

year, has been cut back from fortnightly to monthly. Our music appreciation group which was piloted in FY09 and extended to FY10 has also been cut back from fortnightly to monthly for next year.

Discovery trips (our longer, monthly bus outings) are now limited to a single busload and all clients for this program must have good mobility. The bus-driver is now the Team leader on the program with two volunteers as client escorts. Yoga, Discussion Group, Movie Matinees, Saturday Fever and our Low Vision group are all led by volunteers. All of these programs are managed by paid staff and require a considerable amount of administration.

We will continue to monitor the effectiveness and safety of programs where the only paid staff member is the bus-driver/team leader. We will never run a program if we believe client safety is ever at risk. Only experienced volunteers with First Aid certificates are asked to take leadership roles on programs without other paid workers.

Frail-aged clients are given preference on our weekly Tuesday and Wednesday outings, which have paid staff.

With the abolition of the role of Client Intake Coordinator additional pressure has been placed on both the Aged Services and Community Transport teams to provide effective assessment of new clients. For new social access clients, unless there are current vacancies on our programs, we may take longer than in the past to undertake initial assessment. We will give preference in our assessment process to dementia clients who often require a lengthier intake process or to clients for whom we have been made aware of urgent need of assistance.

Special Events, for which we obtain extra funding, such as in Seniors Week, may be organised more frequently if we are able to identify additional funding. The Seniors Book project continues in partnership with Ascham.

One of our aims in FY11 is to develop cooperative activities with Waverley Council's seniors services. This may involve advertising Waverley programs to Woollahra clients in return for giving some access to Holdsworth programs for some Waverley clients. This will be an important step if we are successful in our tender for CBDC for which we will need to develop strategies to allow access from a wider catchment area.

AGED SERVICES PROGRAMS		Times per year	Hrs per session	Hrs per year	# of clients	Total Outputs
	Groups					
	Monday					
26	Discussion	49	3	147	15	2,205
27	Tuesday Outing	47	6	282	15	4,230
	Wednesday					
28	Outing	47	6	282	15	4,230
	Wednesday					
29	Memory Loss	50	6	300	15	4,500
	Wednesday					
30	Movies	22	2.5	55	15	825
31	Thursday Outing	12	6	72	15	1,080
32	Thursday Music	12	2	24	15	360
33	Thursday Yoga	47	1	47	15	705

	Friday Memory					
34	Loss	50	6	300	15	4,500
35	Friday Discovery	12	7	84	22	1,848
36	Saturday Fever	12	6	72	22	1,584

Services/Events

	Individual					
37	Shopping	50	1	50	15	750
38	Special Event	1	2	2	75	150
	Project - Seniors					
39	Book	3	1.5	4.5	40	180

**TOTAL
AGED
SERVICES
SUPPORT
HOURS**

27,147

d. Community Transport

Community Transport runs its own programs directly, provides transport services to both Aged and Disability Services, and with its excess capacity provides at-cost services to other community organisations and for-profit services to non-community organisations. Buses are also made available to Woollahra Council for its own use when required and when we have capacity.

Individual Transport (IT) primarily using our three cars is the most demanding of our programs due to assessment of clients, scheduling, confirming and then re-confirming return trips each day. From Monday to Friday there are usually two cars on the road from 8.30 to 4.30 with a third car used at peak times. One car provides social access transport each Saturday. Preference is always given to clients requiring transport to and from medically related appointments and bookings are made up to 3pm the business day before transport. If there is capacity, social access transport (for example, hairdresser or solicitor appointment) is also provided, but not confirmed until day of transport. A \$10 fee is charged for return trip from anywhere within the Woollahra LGA to points as far as POW or RPA hospitals. All our drivers are employees. Volunteers are occasionally asked to travel and stay with clients during visits (for example – eye hospital appointments).

Each Thursday and Friday we operate shopping buses, each of which does two complete circuits to and from Edgecliff Shopping Centre. Our bus assistants and volunteers assist with carrying shopping to clients' kitchens.

We continue to run our regular Monday transport for mostly wheel-chair bound stroke-recovery clients who travel to Club Rose Bay for a lunch time activity. This is a specifically funded service.

Clients are assessed based on their mobility requirements. IT clients must be able to get themselves in and out of our vehicles (including transfers from a folding wheelchair). Clients who cannot move from the wheel-chairs are transported in our hoist-equipped buses.

We have budgeted for a total of 2,000 hours of commercial bus hiring, including our school runs for Ascham. There is potential to grow this even further with more marketing activity.

COMMUNITY TRANSPORT PROGRAMS		Times per year	Hrs per session	Hrs per year	# of clients	
40	Individual Transport - M-F	490	6.5	3185	1	3,185
41	Individual Transport - Sat	50	7	350	1.5	525
42	Stroke Recovery Group	46	3.5	161	5.5	886
43	Shopping Bus - Thurs	50	5	250	15	3,750
44	Shopping Bus - Fri	50	5	250	15	3,750
45	Shuttle Bus Tues	48	7	336	3	1,008
	Woollahra MC transport	26	2	52		
	Ascham	185	4	740		
	Other Commercial	50	25	1250		
TOTAL						13,104

e. Community Relations

Family Services for children under 6 operates during school terms. We budget for about 185 rain-free days per year. Each day our supported playgroup attracts about 50-60 families, each of which may have one or two adults and one to three children. We expect this level of participation to continue and even grow further given the baby boom of the last few years.

Within Playgroup a number of other specific programs are conducted each term. The most popular of these is the children's music programs provided by an independent contractor who hires our Library three mornings each week. Other programs include weekly story time in partnership with Woollahra Library and sports fundamentals.

Once a term we schedule a special event day with outside performers activities.

Twice a week we will continue to host baby days for children under 12 months, facilitated by our Parent Support team-leader. As part of our Parent support program we will have guest speakers six times each term. We have also obtained funding to run the "Children are People Too" program. We will continue to liaise widely with other early childhood service providers in the area to develop the family strengthening side of our role.

The other major program within Community relations is our placement of volunteers as one-to-one visitors to isolated seniors. We have grown the number of clients on this program

from about 10 to 25 during FY10 and foresee continuing growth in FY11. Taking clients shopping will continue to increase as part of this service.

We plan to host at least one Community Fun Day during the year and will participate in other Community Events arranged by other organisations.

COMMUNITY RELATIONS PROGRAMS		Times per year	Hrs per session	Hrs per year	# of clients	
	Family Services					
48	Playgroup	185	3	555	60	33,300
49	Parent training	15	3	45	5	225
50	Shake Rattle & Roll	720	0.5	360	10	3,600
51	Story Time	40	0.5	20	20	400
52	Sports Fundamentals	40	0.75	30	20	600
53	Parenting Support Talks	24	1	24	15	360
54	Baby days	80	3	240	10	2,400
55	Special children's events	4	3	12	75	900
	Outreach Services					
56	Community Links/Clasp	26	2	52	25	1,300
Total Community Services Support Hours						43,085
Total Holdsworth Client Hours						110,250

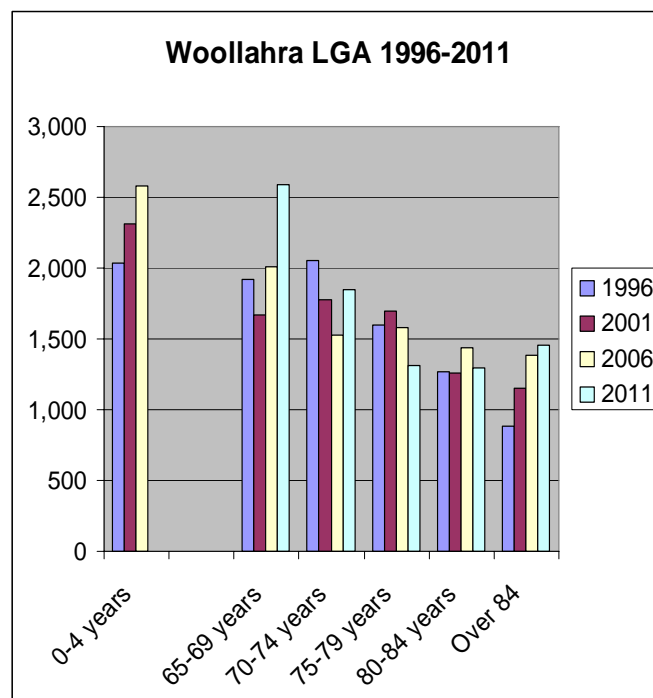
4) Profiles of Client/User Groups, Waiting Lists & Projections

Our target groups continue to be defined according to our funding agreements and by our Constitutions. Our largest funder is the Home & Community Care Program (HACC) which is administered in NSW by Ageing, Disability & Home Care, Department of Human Services (ADHC) and NSW Transport & Infrastructure. Our recurrent funding which is in place for FY11 targets seniors (>65) or Indigenous people (>45) living at home within the Woollahra LGA. This stream of funding is for social support (including dementia specific), community and individual transport and food services. Each of these service types is very broadly

defined under our agreements with ADHC and NSW&I. This is supplemented by a small grant from NSW Health (SESIHHS) for medically-related transport.

Our HACC funding for seniors in Woollahra is relatively small so services for this group are most heavily reliant on Woollahra Council.

The majority of our seniors are aged in their 80s and 90s. The proportion of the Woollahra community aged over 65 is forecast to continue to increase in the year ahead and for some time to come. The graph on the right suggests that there will be about 2,700 people over 80 living in Woollahra in the next year. Not all of these will be living at home so will not all be eligible for HACC services and many may still be quite independent and not in need of services. At any one time we expect to be providing services to up to 300 people on our seniors programs with over 400 using our Community and Individual Transport Services on a regular or occasional basis. Most Aged Services clients use transport, but not all transport clients access social support programs.



Most have some mobility/frailty issues with about 20% having some memory loss. Our model allows for clients' needs to be met as their health, mobility and cognitive abilities change over time. It will therefore continue to be necessary to run a larger number of programs with relatively smaller numbers of clients in each to ensure that the activities are appropriate for the abilities and interests of the clients.

We expect to be able to manage the demand for transport services. Clients who do not book us in time will generally be able to use taxis or will access Sir Roden Cutler Charities which provides an alternative free service staffed by volunteers. We do not keep a waiting list for transport, but have a history of being able to meet almost all transport requests.

With services for seniors we will fill most programs on a first in basis. Many of our more popular programs will book out quickly. There will always be a waiting list for social support programs, with most clients wanting to access multiple programs. We will manage this by rationing each client to ensure that nearly everyone receives at least some services. Many of our clients seek to attend specific programs because of particular friendship networks they have developed and we will try to keep friends together where possible. We also give preference for bus trips to clients who no longer drive or who would otherwise have great difficulty getting out. There should always be capacity on some of our free programs, such as Movie Matinees, to ensure that everyone will get at least some service.

Partnerships with Waverley Council will be important to be able to deliver a better balance of programs for fit and frail seniors. This is a key goal for FY11.

We intend to delay the time taken for assessment if we do not have immediate vacancies on high-demand programs. There is no point in raising clients' expectations if we do not have the capacity to expand our services.

We will continue to undertake assessment for new Memory Loss clients, whether or not we have immediate vacancies as there is often a lengthy lead time to get a new client on to a program. Vacancies do come up on these programs fairly frequently as clients progress to full-time care or pass away.

Holdsworth Family Services receives a grant from Community Services, Department of Human Services under the Community Services Grants Program (CSGP) which was provided to strengthen families. We target families within the Woollahra LGA, but about 20% of our clients live in surrounding suburbs. With nearly 60 families attending each day we estimate that close to 40% of Woollahra's young families will access our programs at some time during FY11. The baby boom in Woollahra is clearly shown on the right side of the graph on the previous page.

The major part of our HACC funding is for social support for children and adults with disabilities across Woollahra, Waverley, Randwick, Botany and Sydney LGAs (known as the SE Sydney Local Planning Area). Our carer funding covers the whole of the LPA and is to provide Counselling, Information and Advocacy Services.

We anticipate the number of clients with disabilities seeking services in the year ahead to grow to about 150. Our strategy will be to try to provide at least some services to new clients, on a back-up basis, when regular clients are unable to attend programs.

The bulk of our carers care for someone who is also a client of our disability or seniors programs, however, we will also provide services for carers whose care recipients are not our clients. Mostly these other carers are looking after someone with high support needs whom we are not funded to assist. Many of our carers are looking after more than one person, often across different generations or with a number of children with similar disabilities.

We expect to have up to 60 clients participating in our carer groups across the year. Each week we will provide one-to-one services for about 10 individuals (up to about 200 across the year), some of whom will be seeking only basic assistance, but others will have very complex needs over many months.

Our ability to provide carer services is our major point of difference from other services operating in the region, but also means that many families come to rely on us for quasi-case management services that go beyond our actual funded services.

5) Marketing Strategies

Because of the limitations of our funding, staffing, vehicles and premises, it is not possible to plan for growth in our services without new funding becoming available. With close to full capacity on most programs there is little point in our marketing our programs very widely as to raise expectations which we cannot meet is inappropriate.

However, we will continue to market our services throughout our networks of other service providers, community groups and directly to our existing and past clients through the use of our website, Facebook site, email, quarterly general and specific seniors newsletters, targeted mail-outs and very occasional newspaper advertisements in the local newspaper.

We are also launching an on-line referral system for the use of members of the Eastern Division of General Practice to allow doctors to make easy referrals to us of clients who might benefit from our services.

It will be important to do sufficient marketing so that our name and services remain known to our wider community of stakeholders, including our current and potential benefactors and funders.

6) Capital Requirements

- a. The Community Transport fleet consists of 3 x 22-24 seat Rosa and Coaster buses (one with wheelchair access), 2 x 12 seater Sprinter buses (both with wheelchair access), 1 x 9 seater Vito van, 2 x Ford station wagon LPG station wagons and 1 Holden Astra (petrol) hatchback. The Finance Committee will be closely monitoring the replacement plans for vehicles during FY11 to ensure we have appropriate vehicles for our needs and to attempt to maximise the effective life of each vehicle. Purchase of new vehicles are our major capital costs and we will continue to maintain sufficient reserves to replace vehicles when required.
- b. We need to identify additional office accommodation in the next year. We have reserves of \$100,000 for office refurbishment, but do not have the capacity to pay any rent without further funding.
- c. We will also seek non-recurrent funding from ADHC for the purchase of a new client relationship management (CRM) software if we can identify a suitable product to meet the diverse needs of our compliance regime and our own internal needs.

7) Management, Staffing & Administration

At the beginning of the year we have identified three part-time roles that we have budgeted to fill. We will wait for the outcome of tenders before determining the most effective staffing structure. We will also need to delay recruitment to these positions in order to save on staff costs. With a 25% increase in our funding for carer services we will be recruiting an additional part-time person early in the new financial year.

After a year of no voluntary turnover of permanent staff we expect to have at least 10-15% turnover in FY11. If any staff member does leave we will use the opportunity to re-examine our structure to ensure that it is both cost effective and appropriate to meet our client needs.

We will continue to develop strong succession plans for all our senior roles, by providing learning and development opportunities and ensuring that most staff are sufficiently skilled to cover the role of their immediate supervisor. The four managers will each be asked to cover for each other's role and for the CEO during periods of leave to build up centre-wide skills as well.

Our greatest opportunity for limiting any budget blow-out is our use of casual staff. We have already planned to cut back significantly on the number of shifts, but will cut further if necessary during the year.

During 2010 volunteering has grown to the point where we have ceased to have sufficient opportunities for meaningful roles. Many of our programs involve use of buses and to take on an extra volunteer means refusing a seat on the bus to a client, which means there is a

genuine upper limit to our number of volunteers. We will continue to develop new plans for the effective use of volunteers, without putting clients' safety at risk.

8) Financial Projections

Our budget has been prepared to produce close to a zero bottom line. We anticipate modest indexation of our state government grants, but based on early advice from staff we do not expect any increase in our grant from Woollahra Council. We have received a grant of \$50,000 from Westfield, which offsets the otherwise lower public funding in 2011 than in 2010, a year in which we benefited from a number of one-off funding sources.

We are seeking to make up income through increased commercial bus usage, higher membership fees and donations. With a reduction in programs we do not expect to be able to have any increase in fees from clients.

On the expense side we are budgeting to contain employment costs through reduction in the use of casual staff and by delaying recruitment to any vacated positions. Extending the life of two buses is budgeted to save up to \$40,000 on depreciation costs, but may be a false economy if maintenance costs increase or trade in prices drop significantly.

9) Funding Requirements & Proposals

We need to be identifying new sources of funding continuously. Small grants between \$1,000 and \$20,000 are advertised throughout the year and we will continue to apply for everything that we possibly can. We have already budgeted for about \$30,000 of non-recurrent grants.

Our fundraising strategy is targeting new corporate partnerships that might be used to fund specific programs as well as an increase in our individual giving which is allocated to the Care Fund. We see major bequests as the main avenue for a future new building.

It is unlikely that any further ADHC tenders will be announced in FY11 as last year's tenders were meant to cover two years of growth funding. If individual tenders are not awarded then further allocations by invitation may be made.

Opportunities for for-profit activities will also be pursued and are be planned for separately.

10) Implementation

There is little new in proposed programs for 2011 and most planning has already been completed. We do not foresee any significant hurdles in implementation of these programs.

Three tenders have been submitted to ADHC for Centre Based Day Care with Transport. Our tender proposals contain implementation programs which will be activated should we be successful. As indicated in the introduction, if any announcement is made about these tenders prior to 30 June this plan and associated budget will need to be adjusted significantly. If we are successful there is a phase in period proposed to allow us to adjust to the new programs required to be delivered in a timely manner.