

Small Business Centre (Northwest Metropolitan) Inc.

ANNUAL REPORT



Reporting Period: 1 July 2010 to 30 June 2011

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1. EXECUTIVE SUMMARY

The **2010/11 Annual Report** provides an overview of the Small Business Centre (Northwest Metropolitan) Incorporated's [herein referred to as SBCNWM or the Centre] geographical area and the economical trends and special needs facing the North West Metropolitan service delivery area [herein referred to as the Region]. This Report also provides information on the Centre's stakeholders, statistical requirements, marketing plan and a detailed cash flow budget for the period, which demonstrates viability.

The Centre provides a free service to new and established businesses in the North West metropolitan corridor of Perth, from Girrawheen to Yanchep and serves the needs of small business operators in the region by providing confidential and practical assistance on a wide range of business related issues including:

- Practical business coaching
- Reference to specialist advisers
- Help through the maze of government departments and regulations
- Problem solving
- Marketing
- Financial management
- Legal structures
- Business licences
- Customer service
- Staffing matters
- Business planning
- Govt. regulations
- Finance

In doing so the Centre actively promotes, encourages and supports the economic development of the local government areas (LGAs) of the City of Wanneroo and the City of Joondalup, an approximate size of 784 square kilometres.

The estimated population of the North West Corridor for the year ended 30 June 2010 was 314,551 (Joondalup – 164,445: 0.61% growth per annum (over 10 years), Wanneroo – 150,506: 6.44% growth per annum (over 10 years).

Based on 2006 Census data, 35% of the population in both Joondalup and Wanneroo were born overseas, which has historically produced a large number of inquiries from people wishing to establish business and who had little or no knowledge of the requirements for setting up or running a small business in Australia.

Ensuring that these services are delivered in a cost effective and satisfactory manner within such a large and diverse region requires careful strategic planning and operational management. The Centre's Management Committee recognises the need to work collaboratively with all stakeholders and strives to ensure that the Centre is a vital contributor to the ongoing economic development and health of the region.

The SBCNWM has two offices. The larger office is in Joondalup at 4/189 Lakeside Drive and is shared with the Joondalup Business Association and Employfast (a division of the Chamber of Commerce and Industry). A second office is located in Wanneroo at Enterprise House, 935 Wanneroo Road, which is shared with the City of Wanneroo's Economic Development Team and the Wanneroo Business Association. Both premises are leased.

The Centre is in the main funded by three stakeholders - The Small Business Development Corporation (SBDC) (52%), the City of Joondalup (CoJ) (24%) and the City of Wanneroo (CoW) (24%). The Centre also generates a nominal income from other sources such as seminars.

As at the 30th June 2011 there were 3 full time staff employed at the centre.

The Centre Manager, Mark Diggins, is responsible for the day to day operational management of the Centre and assists in the provision of the facilitation services and manages the outreach service to Yanchep.

The Business Development Facilitator, Kathleen Dillon, provides facilitation services at the Wanneroo office.

The previous Client Coordinator/Administration Officer, Michelle Corbett, provided client administrative support to Mark, Bruce and Kathleen and assisted the centre manager with the monthly newsletters and running of client workshops. Elly Welch now fills that role.

Emma Hitchings and Summer Groves previously provided Reception cover and general office administration support for part of the year.

In the coming year the Centre will continue to implement small business development initiatives to fulfil the needs of the region's small businesses. This Report provides data on many economic issues that are evident in the service delivery area however the Centre will not be expected to be fully involved or single-handedly resolve these issues.

The SBCNWM will participate in alliances, forums and discussions with stakeholders (including but not limited to the City of Wanneroo, City of Joondalup, Wanneroo Business Association and Joondalup Business Association) and assist where possible without putting at risk its core services.

2. ORGANISATION DETAILS

Legal name of Organisation: SMALL BUSINESS CENTRE (NORTHWEST METROPOLITIAN)
INCORPORATED

Business Name: SMALL BUSINESS CENTRE NORTH WEST METRO

Offices: 4/189 Lakeside Drive, Joondalup, WA
Enterprise House, 935 Wanneroo Road, Wanneroo, WA

Postal Address: PO Box 3519, Joondalup, WA 6027

Other Contact details: Phone (08) 9300 1418 Fax (08) 9300 9239

Email: admin@sbcnorthwestmetro.com.au

Web: www.sbcnorthwestmetro.com.au

MANAGEMENT COMMITTEE MEMBERS as at 30 June 2010

<i>Name</i>	<i>Contact phone</i>	<i>Position Held</i>	<i>Date of Appointment to Committee</i>	<i>Representing</i>
<i>Ewan McAllister</i>	0417 099 877	Chair	Oct. 08 (Chairperson)	Wanneroo Business Association
<i>Russell Poliwka</i>	0418 926 846	Vice Chair	Jan. 06 (Vice Chair)	Joondalup Business Association
<i>Cllr Tom McLean</i>	0417 931 437	Treasurer	Mar. 07	City of Joondalup
<i>Cllr Tracey Roberts</i>	0409 112 954	Committee Member	Jan. 06	City of Wanneroo
<i>Russell Crook</i>	0419 839 070	Committee Member	14 Oct.09	Joondalup Business Association
<i>John Royle</i>	0422 978 652	Committee Member	11 Nov. 09	Wanneroo Business Association
<i>Fiona McArthur</i>	0414 700 936	Committee Member	23 Jan. 11	Wanneroo Business Association
<i>Teresa Ritchie</i>	0404 156 187	Committee Member	27 Jul. 11	Joondalup Business Association
<i>Sue Dash</i>	0400 687 952	Committee Member	Mar. 09 Resigned Sep.10	Wanneroo Business Association
<i>Alan Turner</i>	0410 606 456	Secretary	14 Oct.09 (committee) 11 Nov. 09 (secretary) Resigned Feb.10	Joondalup Business Association

EMPLOYEES in 2010-11

<i>Name</i>	<i>Position held</i>	<i>Start date</i>	<i>End Date</i>	<i>Full/Part time</i>
Bruce Thomas	Centre Manager	16 November 2009	15 October 2010	Full time

Mark Diggins	Centre Manager	27 October 2010	-----	Full time
Kathleen Dillon	Facilitator	4 January 2010	-----	Full time
Elly Welch	Receptionist/Admin	4 April 2011	-----	
Michelle Corbett	Client Coordinator	6 May 2010	25 May 2010	Part Time
Michelle Corbett	Receptionist/Client Coordinator	24 November 2010	5 April 2010	Full Time
Summer Groves	Receptionist/Client Coordinator	8 September 2010	23 November 2010	Full time
Emma Hitchings	Receptionist/Admin	22 March 2010	6 September 2010	Casual part time

FUNDING

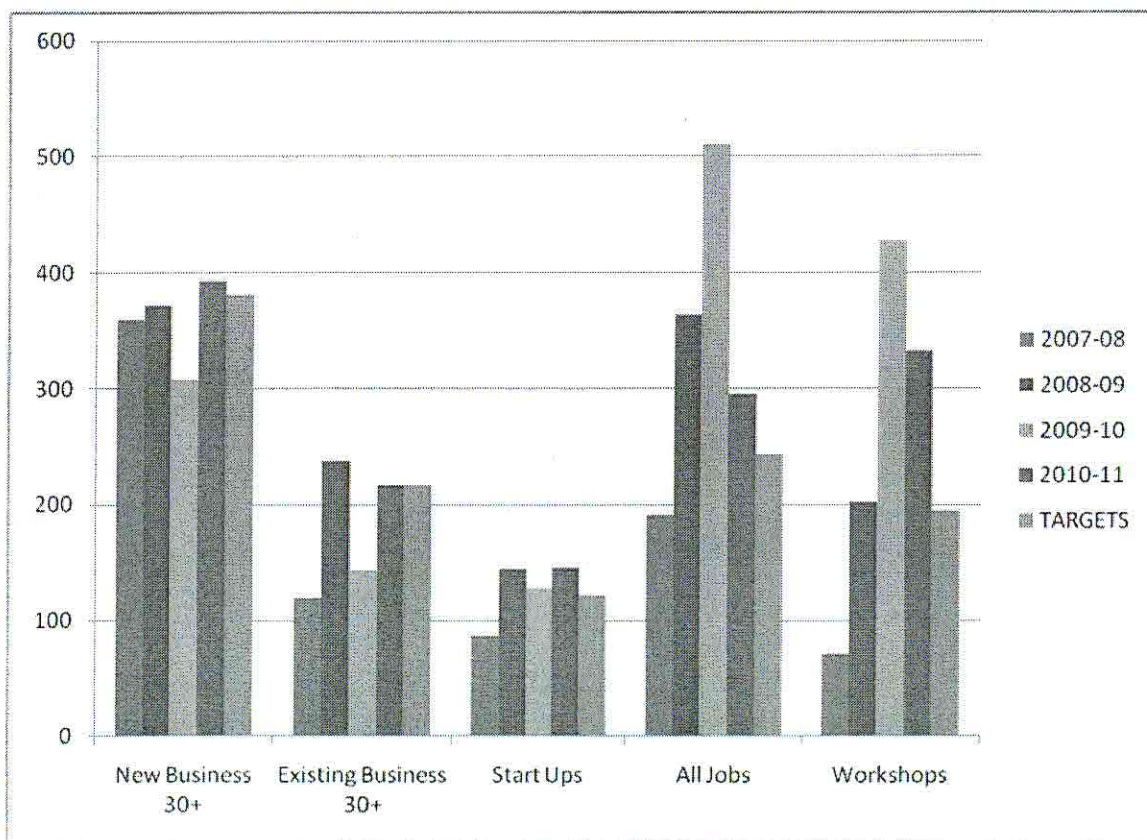
Organisation	Basis of Funding	Value
SBDC	Core Funding Small Business Centre	\$130,381.00
City of Wanneroo	Core Funding Small Business Centre	\$ 59,799.94
City of Joondalup	Core Funding Small Business Centre	\$ 59,799.94

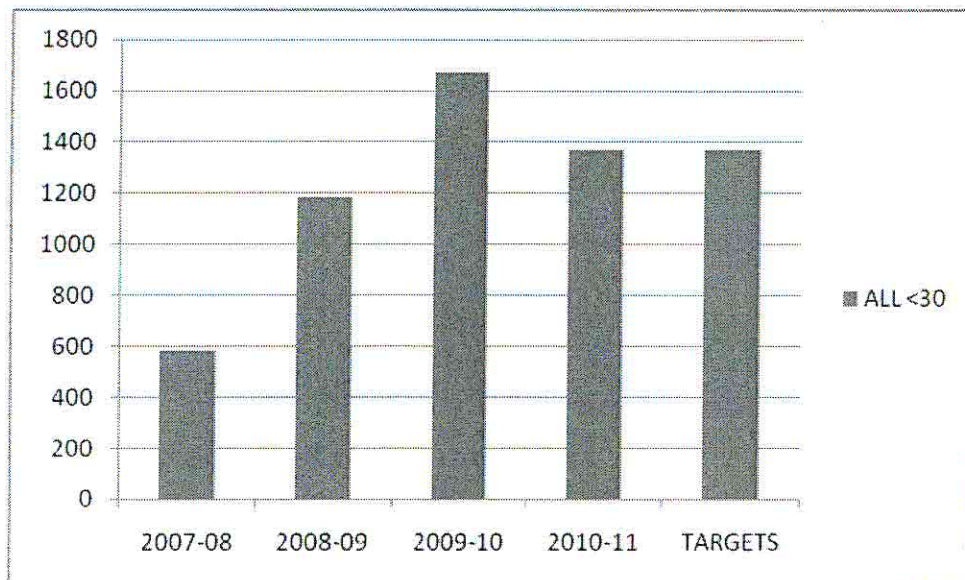
INSURANCE

Insurance Type	Name of Insurer	Amount of cover	Premium cost
Association Liability including Professional Indemnity	Vero Insurance Limited via Bruce Insurance Brokers	\$5,000, 000 any one claim; \$10, 000,000 in the aggregate	\$1,600.00
Workers Compensation	QBE Insurance via Integrated Risk Solutions	Common Law Liability \$50,000,000 any one person & \$50,000,000 any number of persons arising from 1 event.	\$1001.00
Business Pak including Public Liability	QBE Insurance via Integrated Risk Solutions	Includes Broadform Liability \$10,000,000	\$1,402.38

3. REPORTABLE STATISTICS

Type of Statistic	Forecast for Year	Actual 2009-10	% Achieved against Annual Target
New Business Client Sessions 30min+	381	392	103%
Existing Business Client Sessions 30min+	217	217	100%
Short Duration Sessions < 30min	1368	1370	100%
New Business Start-ups	122	145	119%
Jobs Created	244	295	121%
Workshop Participants	195	322	165%





SBC NWM Performance 2010-11 comparisons with FY 2007-08, 2008-09, 2009-10

4. ADDITIONAL ACTIVITIES OVER THE PAST TWELVE MONTHS

- *Introduction to operating a small business.*

The Centre continues to deliver its free introductory workshop BizBasics (previously “Starting in Business”) with variable results as far as attendances are concerned. We will continue with the workshops but review attendances and restructure where required.

- *BizFit Pulse Checks*

A rather successful business Health Check system BizFit ‘Pulse Checks’ ended in June 2011. The Pulsecheck programs assisted Small Business in identifying operational and knowledge based weaknesses in their operations, the centre and many other centres will continue to provide the service though post July 2011 it brings no revenue to the centre.

- *Local Business Associations and Council Economic Develop Teams*

The Centre continued to work closely with the Joondalup Business Association (JBA) and the Wanneroo Business Association (WBA) and regularly supported their member events through attendance and promotional activities.

The Manager has continued to foster close relationships with the Cities Economic Development Teams. And has re-established a good rapport with both EDO’s

- *Joondalup Business Centre (JBC) (incubator).*

Regular informal meetings have been held with the Manager of the JBC and a number of SBC training events continue to be held at the Centre.

- *Workshop Development and Facilitation.*

The Centre has conducted extensive market research on gaps in training and developed and delivered a number of successful workshops to fill those training gaps

Manager of the JBC and a number of SBC training events have also been held at the Centre.

During the year the Centre partnered with Yanchep Beach Joint Venture who underwrote a series of 'Women in Business' workshops in Yanchep.

5. STAFF TRAINING & DEVELOPMENT

With staff turnover and the resignation of the 6th manager in five years staff have not been in place long enough for any meaningful training to be delivered.

Elly and Mark have undertaken the complete redevelopment of the Procedures Manual as part training exercise and part Risk Management activity. Formal Training had been locked in for the coming financial year.

6. PUBLICITY & PROMOTIONS

The entire marketing budget had been spent before the current manager came on board, severely curtailing marketing activities; therefore more creative solutions were sought this year.

6.1 Website

The website the centre had did not come with a full content management system, despite the amount spent on it in the previous year. The new website is now almost complete

6.2 Advertising and Publicity

This year due to a lack of funds available in the budget the centre has taken a creative approach to marketing whilst still continuing to exploit traditional activities such as JBA and WBA events.

The centre has promoted itself on local radio via a series of drive time Small Business themed discussions on Twin Cities FM. It has also undertaken walking visits to small businesses within the immediate vicinity of the two offices.

During the year, the Centre also lectured at West Coast Institute of Training, contributed articles and columns to local papers, attended School Careers Open Days, Business Association Awards events, Tourism Council events, Local Community Association functions and co-hosted this year's Tax Office Workshops at Joondalup Arena.

The Cities and Business Associations continue to publicise our services, and in sponsoring workshops by entities such as the Department of Commerce we have reached many more potential clients on many other bodies' mailing lists.

This year we also managed a newsletter sponsor for the first time, to cover the costs of general marketing for the year.

6.3 Public Relations

Over the year, the Centre has continued to foster relationships with key stakeholders in the region and specifically, the Manager has built strong ties with the following stakeholders:

- Business Growth Centre
- Capricorn Village Joint Venture
- City Of Joondalup
- City of Wanneroo
- Community News
- Joondalup Business Association
- Joondalup Business Centre
- SBDC
- Satterleys
- Wanneroo Business Association
- West Coast Institute of Training
- Yanchep Beach J/V
- Yanchep Tourism Network
- Yanchep Beach Joint Venture

7. PROJECTED CASH FLOW BUDGET

See attached

8. FINANCIAL REPORT

See attached

9. AUDITED FINANCIAL STATEMENT

See attached

10. EXTRACT OF ASSET REGISTER

See attached

11. STANDARD FORM – ANNUAL MANAGEMENT BOARD AND AUDITOR’S CERTIFICATION STATEMENTS (WHOLE ORGANISATION)

Management Board Certification

I/We hereby certify to the best of my/our knowledge, information, and belief that:

- the accompanying financial statements of *Small Business Centre (Northwest Metropolitan) Inc* comprising the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows and the Notes to the Financial Statements for the period 1 July

2010 to 30 June 2011 have been prepared in accordance with Accounting Standards and other mandatory professional reporting requirements in Australia, from proper accounts to present fairly the financial transactions for the period 1 July 2010 to 30 June 2011 and the financial position as at 30 June 2011; and

- The Management Board and the Organisation have complied with the obligations imposed by the Constitution of the Organisation and the terms and conditions of the Contract.

Office Bearer Signature:

Ewan McAllister

Office Bearer Name:

EWAN McALLISTER

Office Bearer Position:

CHAIRPERSON

Organisation Name:

S.B.C. N.W.M

Date:

31/08/11

AUDITORS REPORT

To the Members

SMALL BUSINESS CENTRE – NORTH WEST METRO INC

Scope

I have audited the attached receipts & payments statement of **Small Business Centre – North West Metro Inc** as set out for the year ended 30 June 2011 from the invoices, bank statements and ledger books supplied. The Committee is responsible for the preparation and presentation of the financial report and the information contained therein, and it has determined that the basis of accounting used is appropriate to the needs of the committee. I have conducted an independent audit of the income & expenditure statement together with the records supplied, in order to express an opinion on them to the management committee. No opinion is expressed as to whether the basis of accounting used is appropriate to the needs of the committee.

The income & expenditure statement has been prepared for distribution to the committee for the purpose of fulfilling the Committee's accountability requirements. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates, to any person other than the committee or of any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the receipts & payments statement, and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion as to whether in all material respects, the profit & loss statement is presented fairly in accordance with the accrual basis of accounting.

The audit opinion expressed in this report had been formed on the above basis.

Audit Opinion

In our opinion the financial statements of **Small Business Centre – North West Metro Inc** presents a true and fair record and is in accordance with applicable Accounting Standards and other mandatory professional reporting requirements as at 30 June 2011.



Eleanor Shakeshaft FCCA
On behalf of **BAIN & ASSOCIATES**
WANGARA WA
August 26, 2011

Small Business Centre

North West Metro Inc

Financial Statements
For the year ended 30 June 2011

BAIN & ASSOCIATES

1st Floor, 32 Prindiville Drive

WANGARA WA 6065

Phone: (08) 9409 1920 Fax: (08) 9309 2127

Small Business Centre
North West Metro Inc

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Small Business Centre
North West Metro Inc
Detailed Profit and Loss Statement
For the year ended 30 June 2011

	2011 \$	2010 \$
Income		
Small Business Development Corp	132,653.73	128,219.00
City of Joondalup	59,799.94	57,778.00
City of Wanneroo	59,799.94	58,689.00
Other income	13,814.69	14,660.78
Total income	<u>266,068.30</u>	<u>259,346.78</u>
Expenses		
Employee costs	197,575.87	195,921.00
Occupancy costs	15,952.86	19,706.00
Other expenses	48,263.85	56,426.00
Total expenses	<u>261,792.58</u>	<u>272,053.00</u>
Profit from Ordinary Activities before income tax	<u><u>4,275.72</u></u>	<u><u>(12,706.22)</u></u>

The accompanying notes form part of these financial statements.

Small Business Centre
North West Metro Inc
Detailed Balance Sheet As At 30 June 2011

	Note	2011 \$	2010 \$
Current Assets			
Cash Assets			
ANZ cheque account			19,434.00
ANZ insurance account			6,302.00
ANZ online saver account			58,098.00
BOQ term deposit			49,998.78
Suncorp transaction account		163,008.26	
Suncorp high interest account		1,048.08	
Petty cash		124.00	192.00
		<u>164,180.34</u>	<u>134,024.78</u>
Receivables			
Receivables		371.47	347.00
		<u>371.47</u>	<u>347.00</u>
Total Current Assets		<u>164,551.81</u>	<u>134,371.78</u>
Non-Current Assets			
Property, Plant and Equipment			
Office equipment		23,013.55	23,013.55
Less: Accumulated amortisation		(9,335.00)	(9,335.00)
		<u>13,678.55</u>	<u>13,678.55</u>
Total Non-Current Assets		<u>13,678.55</u>	<u>13,678.55</u>
Total Assets		<u>178,230.36</u>	<u>148,050.33</u>

The accompanying notes form part of these financial statements.

Small Business Centre
North West Metro Inc
Detailed Balance Sheet As At 30 June 2011

	Note	2011 \$	2010 \$
<hr/>			
Current Liabilities			
Payables			
Unsecured:			
Creditors & accruals		20,981.67	9,709.00
		<u>20,981.67</u>	<u>9,709.00</u>
Current Tax Liabilities			
GST payable control account		11,633.64	(2,998.00)
		<u>11,633.64</u>	<u>(2,998.00)</u>
Total Current Liabilities		<u>32,615.31</u>	<u>6,711.00</u>
Total Liabilities		<u>32,615.31</u>	<u>6,711.00</u>
Net Assets		<u>145,615.05</u>	<u>141,339.33</u>
Equity			
Retained profits / (accumulated losses)		145,615.05	141,339.33
Total Equity		<u>145,615.05</u>	<u>141,339.33</u>

The accompanying notes form part of these financial statements.

Small Business Centre
North West Metro Inc
Notes to the Financial Statements
For the year ended 30 June 2011

Note 1: Summary of Significant Accounting Policies

The directors have prepared the financial statements on the basis that the company is a non-reporting entity because there are no users dependant on general purpose financial statements. The financial statements are therefore special purpose financial statements that have been prepared in order to meet the needs of the members.

The financial statements have been prepared in accordance with the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of the members. Such accounting policies are consistent with the previous period unless stated otherwise.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The accounting policies that have been adopted in the preparation of the statements are as follows:

(a) Property, Plant and Equipment (PPE)

Property, plant and equipment are carried at cost, independent of directors' valuation. All assets, excluding freehold land and buildings, are depreciated over their useful lives to the company. Increases in the carrying amount arising on revaluation of land and buildings are credited to a revaluation reserve in shareholders' equity. Decreases that offset previous increases of the same asset are charged against fair value reserves directly in equity; all other decreases are charged to the income statement. Each year the difference between depreciation based on the revalued carrying amount of the assets charged to the income statement and depreciation based on the asset's original cost is transferred from the revaluation reserve to retained earnings.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the asset's employment and subsequent disposal. The expected net cash flows have not been discounted in determining recoverable amounts.

(b) Provisions

Provisions are recognised when the company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reasonably measured.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at reporting date.

(c) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

Small Business Centre
North West Metro Inc
Notes to the Financial Statements
For the year ended 30 June 2011

(d) Revenue and Other Income

Revenue is measured at the value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets, is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Revenue recognised related to the provision of services is determined with reference to the stage of completion of the transaction at the reporting date and where outcome of the contract can be estimated reliably. Stage of completion is determined with reference to the services performed to date as a percentage of total anticipated services to be performed. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent that related expenditure is recoverable.

All revenue is stated net of the amount of goods and services tax (GST).

(e) Leases

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the company, are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight-line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the lease term.

(f) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST components of investing and financing activities, which are disclosed as operating cash flows.

(g) Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period, which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

Small Business Centre
North West Metro Inc
Directors' Declaration

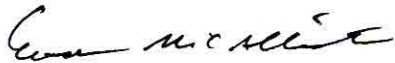
The director has determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies prescribed in Note 1 to the financial statements.

The director of the company declares that:

1. the financial statements and notes, present fairly the company's financial position as at 30 June 2011 and its performance for the year ended on that date in accordance with the accounting policies described in Note 1 to the financial statements;
2. in the director's opinion, there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Dated: 31/08/11



Small Business Centre
North West Metro Inc
Compilation Report to Small Business Centre

We have compiled the accompanying special purpose financial statements of Small Business Centre, which comprise the balance sheet as at 30 June 2011, the profit and loss account for the year then ended, a summary of significant accounting policies and other explanatory notes. The specific purpose for which the special purpose financial statements have been prepared is set out in Note 1 to the financial statements.

The Responsibility of the Director of Small Business Centre

The director of Small Business Centre, is solely responsible for the information contained in the special purpose financial statements and has determined that the significant accounting policies adopted as set out in Note 1 to the financial statements are appropriate to meet the director's needs and for the purpose that the financial statements were prepared.

Our Responsibility


On the basis of the information provided by the director of Small Business Centre, we have compiled the accompanying special purpose financial statements in accordance with the significant accounting policies adopted as set out in Note 1 to the financial statements and APES 315: Compilation of Financial Information.

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the director provided, in compiling the financial statements. Our procedures do not include verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

The special purpose financial statements were compiled exclusively for the benefit of the director of Small Business Centre. We do not accept responsibility to any other person for the contents of the special purpose financial statements.

1st Floor, 32 Prindiville Drive
WANGARA WA

BAIN & ASSOCIATES



26 August, 2011

**SMALL BUSINESS CENTRE
(NORTH WEST METROPOLITAN) Inc.**



**SMALL
BUSINESS
CENTRE**

North West Metro



**SERVICE DELIVERY
PLAN**

JULY 2011 – 30 June 2012

SERVICE DELIVERY PLAN

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 - 2.3.1 Strategies to address the Regional issues
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1. EXECUTIVE SUMMARY

The 2011 - 2012 Service Delivery Plan provides an overview of the Small Business Centre (North West Metropolitan) Incorporated's [hereinafter referred to as the Centre] geographical area and the economic trends and social needs facing the North West Metropolitan service delivery area [herein after referred to as the Region]. This Plan also provides information on the Centre's stakeholders, statistical requirements, and a detailed cash flow budget for the period, which demonstrates short term viability based on current funding streams.

The Centre provides a free service to new and established businesses in the North West metropolitan corridor of Perth, from Girrawheen to Yanchep and serves the needs of small business operators in the region by providing confidential and practical assistance on a wide range of business related issues including:

- Practical business coaching
- Reference to specialist advisers
- Help through the maze of government departments and regulations
- Problem solving
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Staffing levels will comprise 3 full time staff with the following office representation:

Joondalup Office:

- The Centre Manager, Mark Diggins, is responsible for the day to day operational management and service delivery of the Centre and also assists in the provision of facilitation services and workshops.
- The receptionist/administrator is the window of the organisation and is the first point of contact for all clients as well as providing general office administration support to the Centre Manager and the facilitator and assistance with organising workshops.

Wanneroo Office:

- The Business Development Facilitator (Kathleen Dillon) provides the majority of the facilitation services and also facilitates workshops held monthly in Joondalup and Wanneroo.

Professional Development of all staff is ongoing to ensure they have the skills and knowledge required to provide a quality and effective service in accordance with the funding agreements of the three key stakeholders.

This year staff will undertake the following formal qualifications:

Elly Welch Certificate IV Business

Mark Diggins Certificate IV Training and Facilitation

KEY ECONOMIC INDICATORS

With all the current key indicators lower than at this time last year and the Australian Dollar high; the 2011-2012 year will be challenging for the Centre. A large range of economic conditions are negatively impacting business confidence:

Dr Harley Dale, HIA Chief Economist in his HIA Industry Outlook Breakfast in Perth (March 2011) expressed concern that housing affordability, the lack of available land and difficulty in obtaining finance were key issues in the stalling market.

"The bottom line is that the cost of new housing is too high."

The Westpac - Melbourne Institute sentiment index slid to its lowest level in two years in June (2011), hitting a low last seen in the financial crisis. Confidence about personal family finances slumped lower than in the crisis.

- Asked what type of news they remembered hearing in the past month, an extraordinary 44 per cent of those surveyed mentioned "budget and taxation", almost twice the number who recalled hearing of interest rates and eight times the number who remembered hearing about politics.
- *"It is unusual for tax to register as so important," said Westpac economist Matthew Hassan. "We have only ever had recall that big when there are major changes afoot - during the introduction of the goods and services tax in 2000, and during the mining tax debate in 2010."*

Australia's business sentiments rapidly deteriorated in May (2011). According to the NAB business confidence survey, the managers of numerous Australian enterprises complain about the government's economic policy, which affects retail trade, manufacturing production and almost all the economic sectors not related to the country's mining industry. May's index of business conditions declined by 4pts while the business confidence index for the same period declined by 1 pts down to +6.

- The unfavorable business conditions in Australia's construction sector, wholesale trade and manufacturing production are mainly caused by the considerable strengthening of the Australian Dollar. However, for the same reason the business conditions in the country's mining industry have improved up to the all-time record of +50pts. The level of business confidence remains weak.
- The NAB has downgraded its forecast for the country's economic growth in 2011 from 2.1% down to 1.8% while expecting the Reserve Bank of Australia to increase the key interest rate in late summer and late 2011.

The Westpac Melbourne Institute consumer sentiment index has found confidence has dropped to the lowest level since June 2009. The Westpac - Melbourne Institute Index of Consumer Sentiment fell 2.6 per cent between May and June to 101.2.

New Treasury Secretary Martin Parkinson strongly disputed the "temporary" high dollar theory: in May (2011) he told a lunch of the Australian Business Economists group in Sydney that *"the Australian economy is facing sustained*

strength in the dollar, not a short-term spike." This has obvious implications for exporters and is already impacting on weakening manufacturing and tourism sectors.

The Department of Trade and Finance's **Budget Overview** document published in May 2011 projects a stable 2011-2012: Overall, the Western Australian economy is forecast to grow by 4.5 per cent in 2011-12, following estimated growth of 4 per cent in 2010-11. This reflects a number of factors, including expectations of moderating growth in the working age population and a projected moderation in business investment after several years of exceptional growth.

SPECIFIC LOCAL BUSINESS ISSUES

The following table looks at key local issues facing Small Business within the 2011-2012 period and beyond.

Categories	Key Issues
Geographic spread of the Wanneroo Council area	<p>The spread of the Wanneroo Council area along the coastal corridor effectively means that a growing number of 'Wanneroo' clients are coming to the Joondalup office due to its proximity.</p> <p>We need to look at flexible options to servicing these new potential clients and building awareness in the coastal growth area.</p>
Economic Infrastructure	<p>The continued growth of the Wanneroo Council area and geographic spread offers opportunities to new and existing business in the area. Several key developments: the expanded Joondalup Health Campus and the Motor Industry Training association centre (among others) are solidifying the North West Metros position for growth.</p> <p>In the coming years the growth in the number of new retail and light industrial developments offer opportunities for businesses to expand with the population.</p> <p>Major Infrastructure and a lack of public transport in the northern coastal corridor are inhibiting the ability of employees to access full or part time employment. In the medium term the freeway and rail extensions will improve communications.</p>
Retaining and building a local workforce	<p>Joondalup and Wanneroo councils are focussed on attracting and retaining skilled - professional workers for the region. This is a common problem across the metro region but the ability to attract other key infrastructure projects will assist in this regard.</p>
Technology trends and affordability	<p>A low proportion of business clients are able to afford or embrace emerging technology. This dulls their competitive edge and makes them less efficient. Many businesses do not have their own websites and we have developed a course to allow businesses to do this with minimal cost.</p>
Leasing Affordability	<p>Local small businesses are finding it difficult to sustain and maintain a commercial shop front and more and more start-ups are starting from home.</p>

The 2011-2012 financial year will be very challenging for the centre. Despite the overall strength of the Australian and West Australian economies the developing two-tier economy in WA is making things difficult for small businesses, especially in the manufacturing and tourism sectors. With this trend is likely to persist businesses will be looking at ways to cope with the lack of trickle-down from the resources sector.

Economic conditions are expected to remain for some time. We have seen an increase in the 2010-2011 year of the number of existing businesses looking for assistance and a decline in Small Business start ups. The centre needs to look at the practical help it can offer to existing businesses in more difficult economic circumstances and focus on these existing businesses and how we can assist them to expand or to maintain their market presence.

The Centre will focus on raising awareness of the services business can access and focus on providing practical assistance. A key component of our strategy over the next twelve months will be to work with key stakeholders and to align ourselves with regional growth strategies.

SBC NORTH WEST METRO'S STRATEGIC DIRECTION

The Small Business Centre North West Metro (*the Centre*) was established in January 2006 to service the needs of the small business community in the area covered by the Cities of Joondalup and Wanneroo in the Northwest Metropolitan Region of Perth. A small business is generally accepted to have less than 20 employees.

The role played by the Centre is considered vital to the ongoing economic development and health of the region in that it assists in the creation of wealth by facilitating:-

- The establishment of new Small Businesses.
- The growth of existing Small Businesses.
- The growth of local employment opportunities within the context of Small Business.

Mission

Create and support opportunities to build the capacity of small business enterprises, both start-up and existing, through targeted business support and skills development services and the promotion of innovation and entrepreneurship opportunities in the Region

Our Mission will be achieved by:

- Maintaining a public profile to ensure that prospective clients are aware of our services.
- Providing facilitation services to proposed and existing small business owners/managers.
- Increasing client awareness of other sources of information available to them in establishing or improving their small businesses.
- Providing referral services for clients to specialist advisors including accountants, lawyers and insurance brokers.
- Providing business skills development workshops and seminars for small business clients.
- Working co-operatively with regional stakeholders to identify opportunities to provide improved service delivery in terms of quality, quantity and availability.
- Maintaining staff professionalism and integrity at high levels to ensure that clients are treated with the utmost courtesy, respect and confidentiality.
- Maintaining the efficient allocation of financial, personnel and physical resources so that the resource allocation to the service of clients is maximised.

Strategic Objectives

The following objectives have been set by the Management Committee as priority areas for 2010-2013. These six objectives are designed to assist the Centre to achieve its Mission.

Objective 1:

To be known as the provider of choice for small business assistance, information and training services in the northwest metropolitan region.

Objective 2:

To maintain and continuously improve the quality and capacity of services to existing businesses and new business startups.

Objective 3:

To improve coverage of core and fee-for-service activities in ways that is equitable across the region.

Objective 4:

To enhance the Centre's strategic processes and to ensure effectual management of its human resources.

Objective 5:

To maintain financial viability and to achieve funds in reserve.

Objective 6:

To enhance the profile and credibility of the Centre within the local business community and with current and potential stakeholders.

These objectives will be achieved through the following activities:

a. continue to provide free guidance and assistance consultations to new and existing business operators in:

- Business Licences
- Business Planning
- Buying and Selling a business
- Customer Service
- Feasibility studies and Market research
- Financial Management – strategic and operational
- Government regulations
- Grants, subsidies & Finance
- Insolvency and Debt collection
- Legal Structures
- Marketing, Advertising and Promotions
- Problem solving and ideas generation/exploration
- Staffing matters
- Tax matters

b. Continue to provide free or low cost business seminars aimed at clients who want to go into business or operators of newly established businesses. In 2011-2012 we will concentrate on the development of more practical rather than theoretical sessions to be held both at our Joondalup and Wanneroo offices as well as reaching out into new 'growth' areas along the Northern Corridor after a series of well attended 2011 workshops at Clarkson and Yanchep.

Provide low cost training services to assist existing business operators to sustain and grow their business. The seminars will focus on again practical skills and relevance to existing economic conditions. Our most successful events from the start of 2011 were those marketed in conjunction with our stakeholders and we will continue to focus on raising awareness via these channels. Continue to work with and liaise with the Economic Development Teams in the City of Joondalup and City of Wanneroo to foster high performing industries targeted in the Cities respective Economic Development Plans.

c. To continue to work closely with the Cities, ECU, West Coast TAFE, the BGC, The SBC Network, Government departments, industry associations, developers, registered training organisations and high schools to support those organisations' planning and provision of professional, personal and business development learning opportunities within the Region.

d. Provide adequate resources and training for staff in the Centre to maintain and enhance quality customer service across all the SBC NWM's activities.

2. MARKET ANALYSIS

2.1 The Service Delivery Area

The Centre services the Local Government Areas of:

- City of Wanneroo
- City of Joondalup

The primary area, over which the services of the Centre are delivered, is known as the Northwest Corridor and extends over an approximate area of 784 square kilometres. The estimated population of the North West Corridor for the year ended 30 June 2010 was 314,551 (Joondalup – 164,445: 0.61% growth per annum (over 10 years), Wanneroo – 150,506: 6.44% growth per annum (over 10 years).

LGA'S WITH LARGEST AND FASTEST POPULATION GROWTH, Western Australia

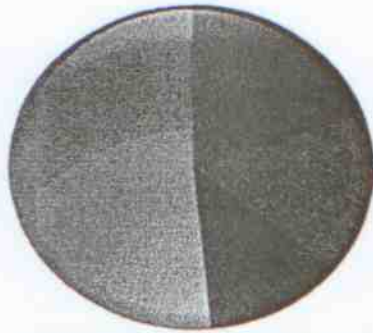
Regional Population Growth, Australia (Released at 11.30am (Canberra time) 31 March 2011)

Estimated Resident Population, Statistical Local Areas, Western Australia

Local Government Area	ERP at 30 June		Change		State Rank (2009-2010)	
	2009r no.	2010p no.	2009r – 2010p no.	%	Fastest Growth (b) no.	Largest Growth no.
Wanneroo (C)	144107	150106	5999	4.2	7	1
Stirling (C)	198746	202014	3268	1.6	40	3
Swan (C)	110020	112960	2940	2.7	18	4
Rockingham (C)	100203	104130	3927	3.9	10	2
Cockburn (C)	88677	91313	2636	3.0	14	7
Mandurah (C)	68250	70413	2163	3.2	13	9
Gosnells (C)	103992	106724	2732	2.6	20	6
Armadale (C)	58136	60983	2847	4.9	3	5
Canning (C)	87537	88433	896	1.0	54	14
Perth (C)	17089	17955	866	5.1	2	15
Joondalup (C)	162148	164445	2297	1.4	43	8

Industry Sector	\$M	%
Manufacturing	\$3,321.287	19.3 %
Rental, Hiring & Real Estate Services	\$2,852.056	16.6 %
Construction	\$2,164.755	12.6 %
Other	\$8,857.150	51.5 %

Output (\$M)



Joondalup (C) and Wanneroo (C) (Jan 2011)

- Manufacturing \$3,321.287
- Rental, Hiring & Real Estate Services \$2,852.150
- Construction \$2,184.755
- Other \$8,857.150

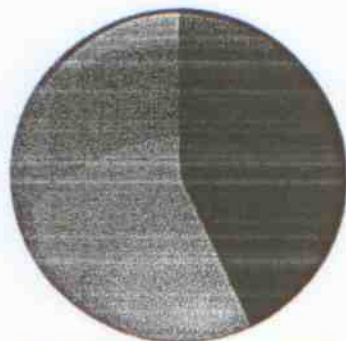
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Employment

Total Employment in the Joondalup and Wanneroo area is estimated at 55,633 jobs. The major contributors to employment are

Industry Sector	Jobs	%
Retail Trade	9,952	17.9 %
Education & Training	7,574	13.6 %
Health Care & Social Assistance	6,421	11.5 %
Other	31,686	57.0 %

Employment (Jobs)



Joondalup (C) and Wanneroo (C) (Jan 2011)

- Retail Trade 9,952
- Education & Training 7,574
- Health Care & Social Assistance 6,421
- Other 31,686

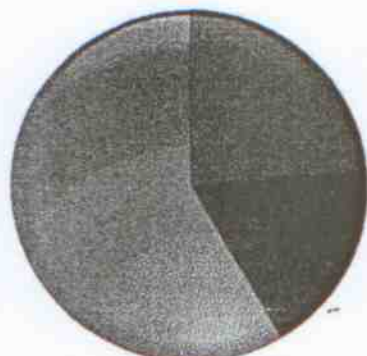
REMPILIAN

Value-Added

Total Value-added in the Joondalup and Wanneroo area is estimated at \$8,360.673 million. The major contributors to value-added are

Industry Sector	\$M	%
Rental, Hiring & Real Estate Services	\$1,959.347	23.4 %
Education & Training	\$759.412	9.1 %
Manufacturing	\$755.076	9.0 %
Other	\$4,886.838	58.5 %

Value Added (\$M)



Joondalup (C) and Wanneroo (C) (Jan 2011)

- Rental, Hiring & Real Estate Services \$1,959.347
- Education & Training \$759.412
- Manufacturing \$755.076
- Other \$4,886.838

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Joondalup (C) and Wanneroo (C) (Jan 2011)

Data sourced from:

- 2006, ABS, Census JTW Employment Data
- 2006 / 2007, ABS, National Input Output Tables
- June 2010, ABS, Gross State Product

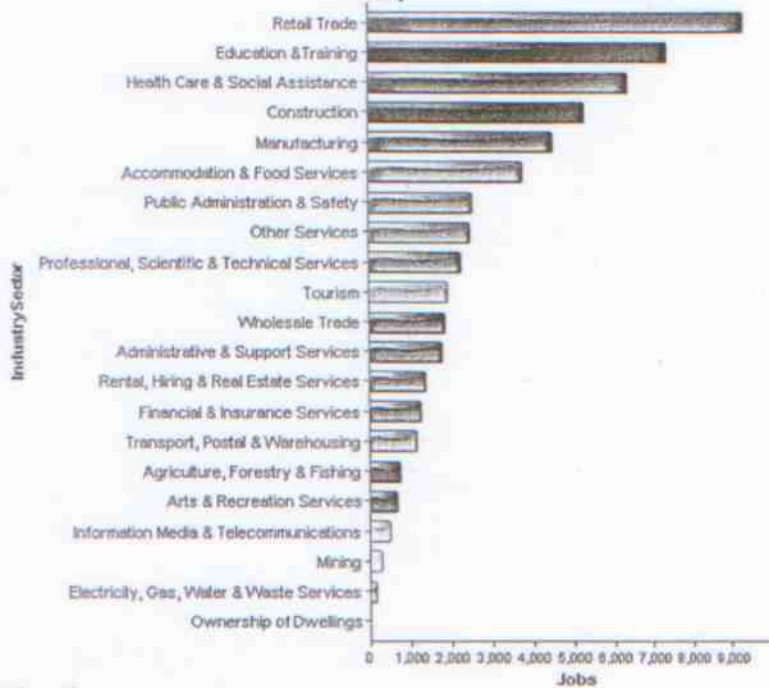
Employment Report with Tourism Sector January 2011

This report shows the number of employees whose place of work is located within Joondalup (C) and Wanneroo (C). The estimated employment generated by tourism for each industry sector has been deducted and consolidated into a separate tourism sector.

The total employment estimate for Joondalup (C) and Wanneroo (C) as at January 2011 is 55,633 jobs.

It is estimated that the employment generated by the Tourism Sector for Joondalup and Wanneroo is 1,908 jobs or 3.4% of all employment.

Employment (with separate Tourism Sector) (Jobs) - Joondalup (C) and Wanneroo (C) (Jan 2011)



REMP L I A N

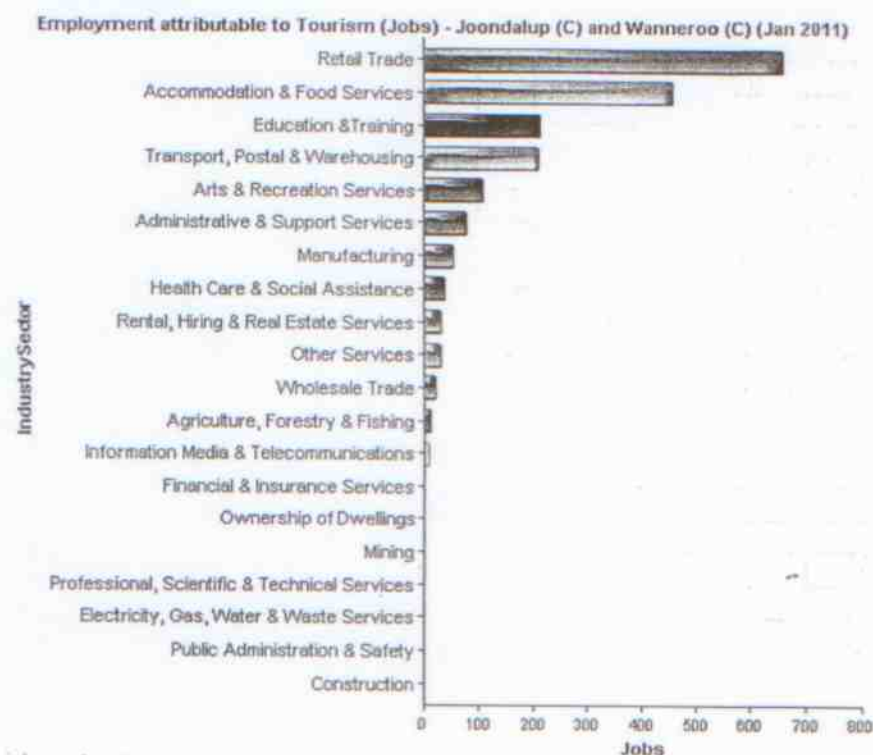
All industry sectors in Joondalup (C) and Wanneroo (C) ranked by Employment

Joondalup (C) and Wanneroo (C) (Jan 2011)

Industry Sector	Jobs	%
Retail Trade	9,295	16.7 %
Education & Training	7,361	13.2 %
Health Care & Social Assistance	6,384	11.5 %
Construction	5,289	9.5 %
Manufacturing	4,534	8.1 %
Accommodation & Food Services	3,768	6.8 %
Public Administration & Safety	2,536	4.6 %
Other Services	2,497	4.5 %
Professional, Scientific & Technical Services	2,245	4.0 %
Tourism	1,908	3.4 %
Wholesale Trade	1,862	3.3 %
Administrative & Support Services	1,774	3.2 %
Rental, Hiring & Real Estate Services	1,362	2.4 %
Financial & Insurance Services	1,263	2.3 %
Transport, Postal & Warehousing	1,149	2.1 %
Agriculture, Forestry & Fishing	750	1.3 %
Arts & Recreation Services	671	1.2 %
Information Media & Telecommunications	491	0.9 %
Mining	305	0.5 %
Electricity, Gas, Water & Waste Services	158	0.3 %
Ownership of Dwellings	30	0.1 %
Total	55,633	

Employment Attributable to Tourism January 2011

This report shows the number of jobs in each industry sector in Joondalup (C) and Wanneroo (C) which service demand generated by tourists to the area. The total tourism related employment estimate as at January 2011 for Joondalup (C) and Wanneroo (C) is 1,908 jobs.



REMP LIAN

All industry sectors in Joondalup (C) and Wanneroo (C) ranked by Tourism Employment

Joondalup (C) and Wanneroo (C) (Jan 2011)

Industry Sector	Jobs	%
Retail Trade	657	34.4 %
Accommodation & Food Services	454	23.8 %
Education & Training	213	11.2 %
Transport, Postal & Warehousing	207	10.9 %
Arts & Recreation Services	108	5.6 %
Administrative & Support Services	76	4.0 %
Manufacturing	53	2.8 %
Health Care & Social Assistance	37	1.9 %
Rental, Hiring & Real Estate Services	31	1.6 %
Other Services	30	1.6 %
Wholesale Trade	21	1.1 %
Agriculture, Forestry & Fishing	13	0.7 %
Information Media & Telecommunications	8	0.4 %
Financial & Insurance Services	1	0.1 %
Ownership of Dwellings	0	0.0 %
Mining	0	0.0 %
Professional, Scientific & Technical Services	0	0.0 %
Electricity, Gas, Water & Waste Services	0	0.0 %

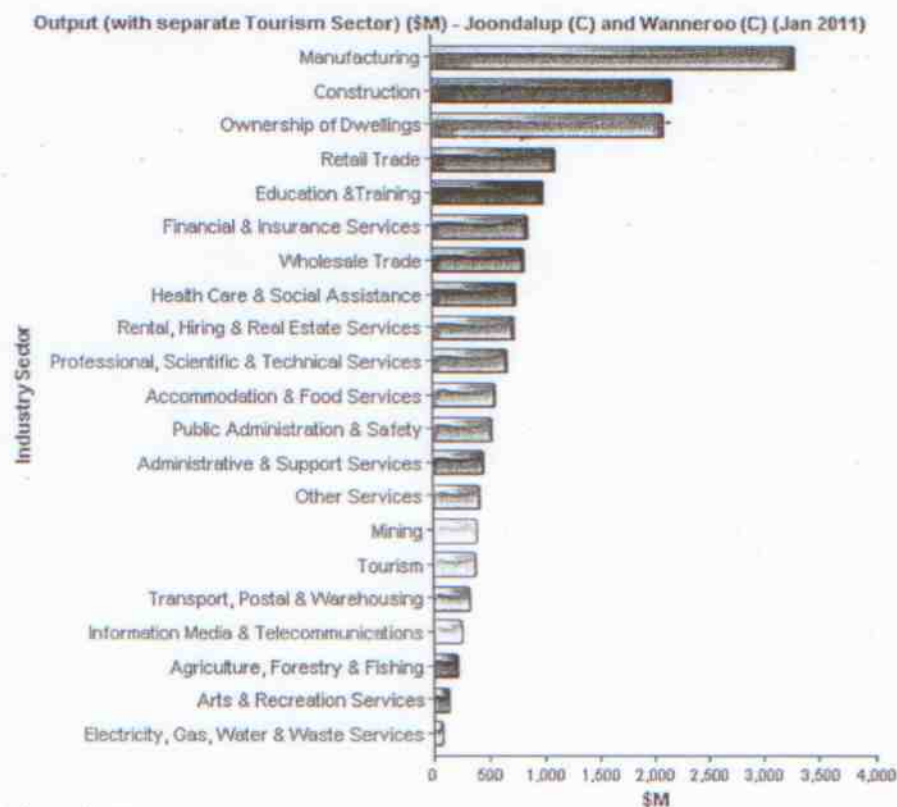
Public Administration & Safety	0	0.0 %
Construction	0	0.0 %
Total	1,908	

Output Report with Tourism Sector

This report shows the gross revenue generated by businesses and organisations in Joondalup (C) and Wanneroo (C). The estimated output generated by tourism for each industry sector has been deducted and consolidated into a separate tourism sector.

The total output estimate for Joondalup (C) and Wanneroo (C) as at January 2011 is \$17,195.248 million.

Tourism generates an estimated \$366.562 million or 2.1% output generated in Joondalup and Wanneroo as at January 2011.



REMPLAN

All industry sectors in Joondalup (C) and Wanneroo (C) ranked by Output

Joondalup (C) and Wanneroo (C) (Jan 2011)

Industry Sector	\$M	%
Manufacturing	\$3,282.672	19.1 %
Construction	\$2,164.755	12.6 %
Ownership of Dwellings	\$2,090.628	12.2 %
Retail Trade	\$1,106.322	6.4 %

Joondalup (C) and Wanneroo (C) (Jan 2011)

Industry Sector	\$M	%
Education & Training	\$988.850	5.8 %
Financial & Insurance Services	\$857.929	5.0 %
Wholesale Trade	\$819.941	4.8 %
Health Care & Social Assistance	\$752.605	4.4 %
Rental, Hiring & Real Estate Services	\$734.914	4.3 %
Professional, Scientific & Technical Services	\$676.713	3.9 %
Accommodation & Food Services	\$555.627	3.2 %
Public Administration & Safety	\$536.305	3.1 %
Administrative & Support Services	\$451.149	2.6 %
Other Services	\$415.569	2.4 %
Mining	\$393.433	2.3 %
Tourism	\$366.562	2.1 %
Transport, Postal & Warehousing	\$330.298	1.9 %
Information Media & Telecommunications	\$244.489	1.4 %
Agriculture, Forestry & Fishing	\$212.196	1.2 %
Arts & Recreation Services	\$136.894	0.8 %
Electricity, Gas, Water & Waste Services	\$77.398	0.5 %
Total	\$17,195.248	

2.2 Special Needs of the Service Delivery Area

The City of Wanneroo and the City of Joondalup are diversely different and both create different opportunities and problems for residents and businesses.

Joondalup

The North West Corridor is expected to grow substantially over the next 25 to 30 years, furthering strengthening the position of Joondalup as a strategic city centre. Joondalup provides service and commercial activities for the North West corridor and complements the large industrial areas in Wanneroo. As urban growth expands to the north and the east, demand for a more intense and diverse centre for knowledge based and service industries will increase in Joondalup City. The City is home to more than 13,400 registered businesses (City of Joondalup Profile) with strong health, education, tourism, retail, finance and professional service sectors. These businesses service a growing regional population of approximately 314,500 which is expected to increase to an estimated 418,000 by 2031.

Joondalup is in the main a white collar area, reflected in both businesses in the area and the workers who live there. The main sources of employment are in the retail, educational, health, professional services, legal & business services, tourism and personal services industries.

Joondalup population has now achieved a relatively stable growth rate and the City's focus has turned to increasing facilities to establish and grow local businesses.

In July 2011 Edith Cowan University will take over current Joondalup Business incubator focusing on the commercialization of ECU's research activities as well as the incubation of small business. At the same time the site is being expanded to accommodate an additional 8 offices. The Small Business Centre intends to solidify its bonds with the new management team and continue to provide services to tenants. The change offers opportunities for the Centre to partner with ECU in new initiatives.

The \$300 million extension to the Joondalup Health Campus is nearing completion. When complete will be one of the largest hospitals in Western Australia and employ over 3,600 staff.

The Joondalup Learning Precinct is made up of the three co-located education campuses of Edith Cowan University, West Coast Institute of Training and the Western Australian Police Academy. These three campuses employ over 1,600 staff and service over 23,000 student enrolments.

Joondalup is well serviced with infrastructure and well positioned to attract state government departments who may be persuaded to relocate from the CBD.

These developments will have a positive effect on job opportunities in the region and will impact positively on local business growth.

Wanneroo

The City of Wanneroo has a rich cultural diversity with 72 per cent of the population having been born overseas and is one of WA's oldest and fastest growing local government authorities. The current population is over 150,500 and is estimated to increase to 238,000 residents by 2021. With such a rapidly expanding population the City of Wanneroo is faced with the challenge of delivering the necessary infrastructure to cater for the growing community's needs, while ensuring our impact on the environment is minimised.

The City of Wanneroo is committed to long-term investments in key projects that will help fast track our regional development, improve existing infrastructure, increase tourism and generate economic and employment growth for the future.

Wanneroo is in the main a blue collar area, reflected in both businesses in the area and the workers who live there. The largest proportion of businesses in the City are in construction and retail trade, followed by manufacturing, wholesale trade, property and business services, rural, personal and other services, health and community services, and cultural and recreational services. It currently has the second highest population growth rate of any regional area in Australia.

Wanneroo currently has three large industrial estates covering an area of 1500ha; Wangara and the Enterprise Park which specializes in medium sized companies in manufacturing, light industry and technology, Landsdale which specializes in light and heavy industry and Neerabup which is currently under development for mixed business use and which it is planned will expand to an area of approximately 1000ha and will offer employment to approximately 20,000 people.

The coming major development in the Yanchep/Two Rocks and the Alkimos/Trinity/Jindalee areas with a mixture of residential, social and business land uses are already underway.

2.3 Regional Issues

It is anticipated that with the continued growth of the region and the current instability in the economy, the need for the services of the Small Business Centre will increase in the forthcoming year.

In addition, as a result of the change in the economic climate we will be focusing on increasing our assits to existing business' in the region to ensure they are remain viable and are well placed to weather out the current economic cycle.

As at 2009 there were 12,911 registered businesses in Joondalup and 10,117 in Wanneroo and a large percentage of these are low cost start-up businesses and home-based businesses.

We need to target our advertising and marketing initiatives and work with our stakeholders to ensure that the specific needs of the Home Based Business sector, including low cost networking opportunities and skills development, are provided for.

Traditionally, attendance at workshops and forums has been poor but we have seen that attendances are increased when we work with stakeholders to deliver packages of services. Also it is interesting that fee paying courses both 'lock-in' the clients and show higher attendances.

There are a relatively low number of local jobs in relation to the locally based workforce and the challenge for both cities is keeping the local workforce in the region as the population increases (avoiding "dormitory suburbs")

2.4 Future Trends

We need to work with our local stakeholders to promote, encourage and support the economic development of the region by facilitating the establishment of small businesses and supporting their ongoing growth.

This year the Joondalup city council and other Joondalup stake holders signed the Memorandum of Understanding calling on the state government to consider locating general government sector agencies in the Joondalup city centre, enhancing Joondalup's profile as a regional centre.

The continued Northern development of the Wanneroo Council area North of Quinn's Rock will lead to a growth in traditional service industries and businesses to cater for the population growth.

2.5 Stakeholders

The Centre will continue to foster alliances and partnerships with regional stakeholders including:

- State and Federal Government Departments including Small Business Development Corporation (SBDC), DOCEP, ATO, Workcover, Tourism WA
- LGA's- City of Joondalup and City of Wanneroo
- State and Federal Members of Parliament
- Local Business Associations - Joondalup Business Association (JBA) and Wanneroo Business Association (WBA) and other local networking organisations
- Joondalup Business Centre (incubator)
- Sunset Coast and Yanchep Tourism Associations
- Developers including, Capricorn Beach Joint Venture/Creating Communities, Yanchep Beach Joint Venture and Landcorp.
- Yanchep-Two Rocks Employment Forum
- SMERC (*Small Medium Enterprise Research Centre*), Edith Cowan University
- West Coast TAFE
- Community Newspaper Group
- Local Banks (ANZ, Westpac, Bendigo Bank, NAB, Commonwealth Bank, Bank West etc)
- Accountants, Solicitors, Insurance Brokers, Financial Brokers and other small business service providers
- Trainers and private training organisations

2.6 Community Awareness of Small Business Centre

Community awareness of the Centre remains a high priority and previous marketing initiatives involving media have not produced the results expected and will not be repeated given the high costs of advertising.

Additionally, we are receiving inquiries from new clients referred to us by existing clients and our email newsletter continues to grow in number.

Strategies for community awareness:

- Continuance of monthly e-newsletters.
- Marketing campaign/mail out to approx 300 clients with invalid email addresses, to obtain up to date information which will increase our email distribution (cost to be funded by Australia Post under SBC WA sponsorship)
- Continued involvement with local high school career expos
- Co-hosting workshops with the Australian Taxation Office.
- Continue to attend regular networking events held by local business associations and other local business/professional organisations.

- Review potential for involvement in local business association awards either on the judging panel, or through promotion of the events and assisting clients to prepare their business plan and applications for awards.
- Continuance of Facebook promotions/activities
- Review links with stakeholder web portals as well as the Business Association websites/portals and also The Business Growth Centre website/portal
- Commence blogs on Facebook and website
- Investigate free radio advertising on local radio stations and review demand/support for regular talk back show on issues affecting SME's.
- Continuance of Managers involvement in Yanchep/Two Rocks tourism network committee.
- Strengthen outreach services at Yanchep and other areas as identified.

2.7 Community/Stakeholder Feedback

- Request to SBDC for client feedback resulting from their contact with our clients to measure service delivery.
- Continue to monitor client feedback from workshops and "fee for service" seminars.
- Continuance of client follow ups on the 3,6,12 Scheme (all clients are contacted 3 months after first contact or after a later enquiry, followed by a further contact 6 months later and then again at 12 months and annually thereafter). This should ensure we maintain our market presence and relevance with our clients and also ensures the integrity of client information stored in our client management system.

3 STATISTICAL REQUIREMENTS

3.1 Forecast Achievable Outcomes

Targets	New Business Client Session 30mins+	Existing Business Client Session 30mins+	Short Duration Client Sessions	New Business Start-ups	Jobs	Workshop Participants
10/11	381	217	1368	122	244	195
11/12	385	220	1370	144	294	200
% Change						

3.2 Recording of Statistical Data

Statistical data will be recorded using ACTI Software Contact Management Software.

3.3 Evaluation of Measurable Outcomes

The outcomes will be measured and reviewed against the inputs and quantified in relation to their efficiency. These evaluations will be reported to and monitored quarterly by the Centre's Management Committee and reported quarterly to all stakeholders.

Management Committee meetings are scheduled quarterly as per the following table:

Date	Venue
13 th July	Joondalup
12 th October	Wanneroo
11 th January	Joondalup
11 th April	Wanneroo
11 th July	Joondalup

Reporting will be submitted to the Management Committee in time for the above meetings, following which it will be distributed to the three stakeholders.

3.4 Training

The Centre's Management Committee will ensure all centre employees as well as the Committee Members themselves; receive adequate professional development training to meet the Agreement requirements of SBDC including the following:

- The Centre Manager will attend the National BEC/SBC's *Small Business Development Conference* in 2011 subject to financial performance and available funding.
- The Centre Manager and Chairperson will attend the SBDC/SBC State Conference in Perth in 2011.
- The Management Committee undertakes to support staff members in their pursuit of personal development and to ensure staff members receive ongoing training relevant to the service delivery of the Centre.
- Centre manager to attend SBDC professional development sessions in 2012

4 FINANCIAL PLANNING

4.1 Cash Flow Forecast

The budget and cash flow forecast attached provides an annual forecast demonstrating the expected cost of running the centre and the shortfall of income vs costs and highlights the reliance on and necessity of cash reserves to fund the operating shortfall and also to cover operating expenses pending receipt of stakeholders funding.

4.2 Financial Statements as at 31 May (includes Profit & Loss statement and balance sheet)

The unaudited Financial Statements attached disclose our position as at 31 May.

Audited Financial Statements for the full trading year ended 30 June will be provided by 31 October

Signed:



Ewan McAllister, Chairperson

On behalf of the Management Committee

Small Business Centre (North West Metropolitan) Inc.

**SMALL BUSINESS CENTRE
(NORTH WEST METROPOLITAN) Inc.**



**SMALL
BUSINESS
CENTRE**

North West Metro



**SERVICE DELIVERY
PLAN**

**JULY 2011 – 30 June 2012
Additional Addendum Projects**

SERVICE DELIVERY PLAN – ADDITIONAL PROJECTS

Over the coming period the SBCNWM will offer the following additional services, and embark on the following additional projects. The purpose of the additional projects is threefold: (a) The raise awareness of the Centre through partnerships with other organisations and stakeholders to promote its activities; (b) to deliver practical 'hands-on' training for businesses rather than theory; and (c) to reach out to more existing businesses, that may not have previously used the SBCNWM services or indeed been aware of them.

Partnership Projects

The centre will work with stakeholders and other organisations to raise awareness of the Centre's activities.

- We will continue to partner with the ATO to deliver Small Business sessions in conjunction with ATO seminars
- Small Business Smart Business (SBSB) – we will continue to run the scheme again this year and promote it heavily
- Working with Yanchep Beach Joint Venture to deliver courses and workshops to the north Wanneroo region – starting with a series of co-facilitated 'Women in Business' workshops
- Working in conjunction with local schools to develop business skills in year 10 students
- Working with the BDM at Wanneroo council to scope and source the possibility of an incubator in the Wanneroo local council area
- Working with ECU to develop a 'business partnership program' to match students with businesses. The emphasis will be on business planning and marketing

Practical hands-on Business Training

The centre will continue to develop additional 'hands-on' training for business and continue to provide the sessions developed last financial year:

- Build your own website in a day
- How to join the Social media revolution (and which social media is right for your business)
- How to Facebook effectively
- Practical book-keeping with Excel

We will continue to request feedback from clients this year and use the information to develop targeted practical workshops.

Reaching out to existing businesses

Whilst the Partnership Projects will obviously have some traction in this area, the SBCNWM will continue to reach out to existing businesses

- We will recommence our Twin Cities FM Small Business Radio show again in 2011-2012
- Promoting Business Benchmarking facilities available to the centre and the benefits of benchmarking
- Continue to attend open days



Signed:

Ewan McAllister, Chairperson

On behalf of the Management Committee

Small Business Centre (North West Metropolitan) Inc.

Small Business Centre North West Metro Budget and Cashflow Forecast 2011-2012

ATTACHMENT 4

[illegible]

Total Systems	2,809												
TELEPHONES													
Land Lines													
Telephones - Joondalup	4,860	405	405	405	405	405	405	405	405	405	405	405	405
Telephones - Wanneroo	1,140	95	95	95	95	95	95	95	95	95	95	95	95
Total Landlines	6,000												
Mobile													
Mobile Plans	2,000	149	139	138	144	140	137	363	224	138	141	185	102
Total Mobile	2,000												
Computers													
ADSL - Joondalup	240	20	20	20	20	20	20	20	20	20	20	20	20
ADSL - Wanneroo	192	16	16	16	16	16	16	16	16	16	16	16	16
Total Computers	432												
Total Telephones	8,432												
STAFF													
Superannuation	14,436	1,110	1,110	1,666	1,110	1,110	1,110	1,110	1,110	1,110	1,666	1,110	1,110
Wages & Salaries	160,400	13,367	13,367	13,367	13,367	13,367	13,367	13,367	13,367	13,367	13,367	13,367	13,367
Personal Development													
Manager/facilitator	1,000	1,000											
Receptionist	700	700											
Total Personal Development	1,700												
Recruitment													
Staff Recruitment	1,500						1,500						
Total Recruitment	1,500												
Employment Expenses													
Consultancy Fees	0												
Staff Amenities	200	5	3	21		106	7			17		14	28
Staff Bonus (10% of wages)	16,040												
Total Employment Expenses	16,240												
Total Staff	194,276												
TRAVEL													
Mileage	1,500	92	64	206		119	229	163	145		106	219	156
Mileage - Wanneroo	350	29	29	29	29	29	29	29	29	29	29	29	29
Travel/Accommodation	0												
Parking	80	7	7	7	7	7	7	7	7	7	7	7	7
Total Travel	1,930												
PROFESSIONAL SERVICES													
Bookkeeping Contract	7,177	552	552	690	552	552	690	552	552	690	552	552	690
Audit Fees	1,000			1,000									
Bank Fees	420	35	35	35	35	35	35	35	35	35	35	35	35
Total Professional Services	8,597												
INSURANCE													
Professional Indemnity													
Public Liability & Business	2,700												2,700
Workers' Compensation	750												750
Association Liability Insurance	-1,200		-1,200										
Total Insurance	2,250												
OFFICE ACCOMODATION													
Rent - Joondalup	15,600	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
Rent - Wanneroo	2,656			664			664			664			664
Total Office Accommodation	18,256												
OFFICE GENERAL													
Small Items of Equipment	200				100					100			
Committee Meetings	150	38			38			38			38		
Stationery	1,300			325			325			325			325
Gifts	50						50						
Total Office General	1,500												
POSTAGE													
Postage	80		1	22			2	2	24		21		7
Post Box Rental	123								123				
Total postage	203												
TOTAL EXPENSES	245,377	19,532	16,393	21,148	17,800	18,334	21,282	18,101	18,577	19,515	18,086	17,930	22,838
OPERATING PROFIT	56,304												
NET PROFIT/(LOSS)*	56,304	-19,532	-16,393	-21,148	182,381	-18,334	-21,282	-18,101	-18,577	-19,515	-18,086	-17,930	-22,838