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## Business Plan Template

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# Using this Template

Before you complete this business plan template and start using it, consider the following:

- 1. Do your research.** You will need to make quite a few decisions about your business including structure, marketing strategies and finances before you can complete the template. By having the right information to hand you also can be more accurate in your forecasts and analysis.
- 2. Determine who the plan is for.** Does it have more than one purpose? Will it be used internally or will third parties be involved? Deciding the purpose of the plan can help you target your answers. If third parties are involved, what are they interested in? Although don't assume they are just interested in the finance part of your business. They will be looking for the whole package.
- 3. Do not attempt to fill in the template from start to finish.** First decide which sections are relevant for your business and set aside the sections that don't apply. You can always go back to the other sections later.
- 4. Use the [*italicised text*].** The italicised text is there to help guide you by providing some more detailed questions you may like to answer when preparing your response. **Please note:** If a question does not apply to your circumstances it can be ignored.
- 5. Download the Business Plan Guide.** The business plan guide contains general advice on business planning, a complete overview of the business plan template and a glossary explaining the main terms used throughout this template.
- 6. Get some help.** If you aren't confident in completing the plan yourself, you can enlist the help of a professional (i.e. Enterprise Connect Centre, Business Enterprise Centre, business adviser, or accountant) to look through your plan and provide you with advice.
- 7. Actual vs. expected figures.** Existing businesses can include actual figures in the plan, but if your business is just starting out and you are using expected figures for turnover and finances you will need to clearly show that these are expected figures or estimates.
- 8. Write your summary last.** Use as few words as possible. You want to get to the point but not overlook important facts. This is also your opportunity to sell yourself. But don't overdo it. You want prospective banks, investors, partners or wholesalers to be able to quickly read your plan, find it realistic and be motivated by what they read.
- 9. Review. Review. Review.** Your business plan is there to make a good impression. Errors will only detract from your professional image. So ask a number of impartial people to proofread your final plan.



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RIVERLAND RESPITE  
&  
RECREATION SERVICE INC.

# Business Plan

**Prepared:** July 2011

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# Business Plan Summary

Provision of high quality, individualised and person centred services in the fields of

- Day Options services
  - Respite services
  - Brokerage services
- Recreation and Holiday services
- Supported Accommodation services
  - Transport support services
  - Mental Health support

Ensure long term financial stability and solvency. Invest in work force by means of up skilling, workshops and training opportunities. Participate in local Community events and investigate more options for 'Cottage Industry' opportunities for Day Options service; improve IT services by installing a server and linking all sites electronically to improve efficiencies and accountability. Replace fleet with majority of vehicles being LPG based; investigate the possibility of installing solar technology for Office and Day Options building.

## The Business

**Business name:** Riverland Respite & Recreation Service Inc.

**Business structure:** Incorporated entity; Not for Profit, Non Government

**ABN:** 54 571 932 525

**ACN:** N/A

**Business location:** 28a Kay Avenue Berri

**Date established:** 1987

**Business owner(s):** N/A

**Relevant owner experience:** Current CEO experienced in both Government and Non Government disability service provision and structure. Sector experience of 10 years;

**Products/services:** Provision of services for local people with a disability and their families; Linkage with local communities to provide more inclusive and accessible events, environments and society.

## The Market

### **Target market:**

People with a disability (ages 5 and up), that are eligible clients of Disability Services SA, other Government or Non Government agencies and have access to funding (included self funded); People with a Mental Health issues and people requiring assistance with transportation to medical appointments or social events but have not access to suitable vehicles (e.g. wheel chair buses)

### **Marketing strategy:**

Ongoing 3 year (2011-2013) funding from the Department of Families and Communities; Maintain current market share and continue with marketing of current services to key stakeholders and agencies. Increase IT based marketing (Website), Corporate branding (logo, Uniforms, ID tags, Fridge Magnets, Business Cards, printed Brochures); display of Corporate Information (brochures etc.) in strategic locations. Sponsorship of 'Riverland Community Services Vocation Scholarship Award', Neighbourhood Watch and the State Emergency Service (SES)

## The Future

### **Vision statement:**

To maintain a strong market presence and continue to offer the local clientele, individualised, quality, enjoyable and educational services that are self sustaining and cost effective; maintain and support the local workforce in further training and developmental opportunities; Remain and build on a strong financial base and maintain and update current plant and equipment as required

### **Goals/objectives:**

- Attain Government supported Quality Assurance model (Service Excellence) by 12/11 achieving Certificate level;
- implement a Computer server to allow for all sites to be linked electronically by 12/11;
- increase fleet by additional vehicle (small car) by 12/11
- seek donation of new bus to replace ageing bus from Variety Club by 12/11
- increase utilisation of Respite services by 12/11
- seek further funding from Disability Services SA to assist with ageing issues in Supported Accommodation and subsequent higher care and support requirements

## The Finances

Being a Not for Profit organisation, the aim is to ensure fiscal viability and to remain financially solvent. The vast majority (~90%) of income is derived from Government, Commonwealth and other Non Government service providers. The remaining 10% is comprised of consumer contributions and self funded clients. The aim for 2011/2012 is to reach a profit of ~ \$ 15'000 while covering all workforce entitlement in full

## The Business

### Business details

**Products/services:** Provision of services to people with a disability and their families, people with Mental Health issues

### Registration details

**Business name:** [*Enter your business name as registered in your state/territory. If you have not registered your business name, add your proposed business name.*]

**Trading name(s):** Riverland Respite & Recreation Service Inc.

**Date registered:** 1/7/2000

**Location(s) registered:** South Australia

**Business structure:** Incorporated Entity

**ABN:** 54 571 932 525

**ACN:** N/A

**GST:** Yes; 1/7/2000

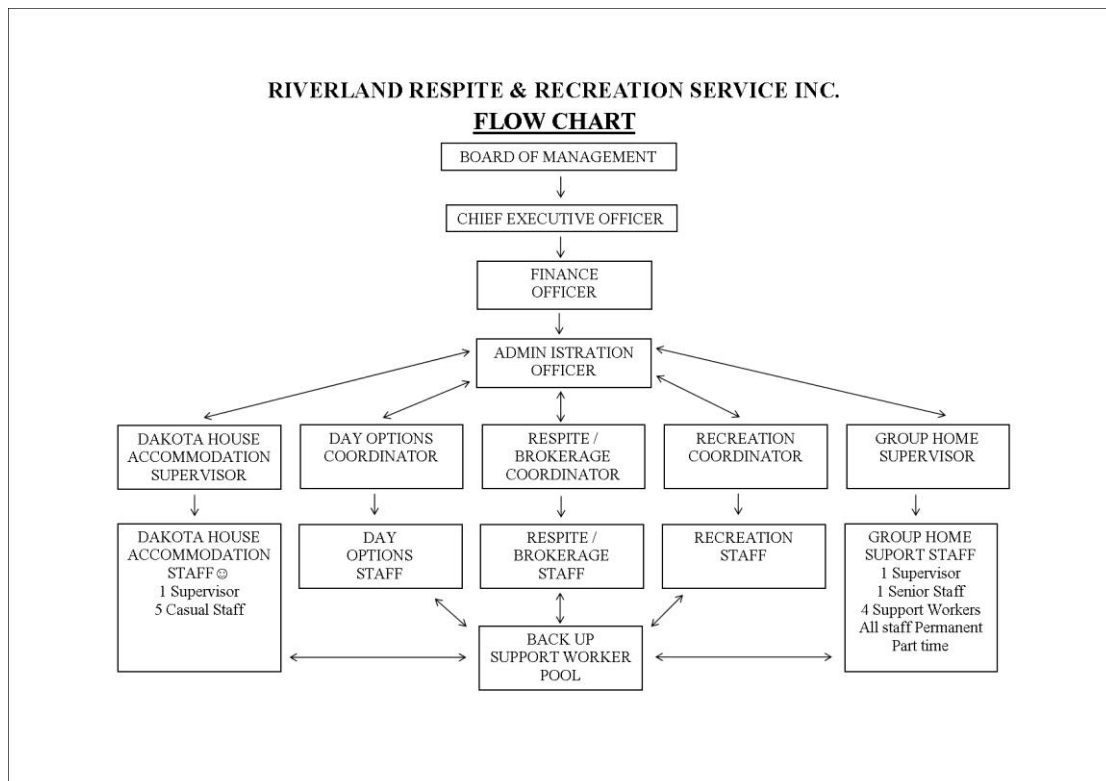
**Domain names:** www.riverlandrespite.org.au

**Licences & permits:** N/A

## Business premises

**Business location:** Current Office and Day Options location is centrally located in Berri, with wheel chair parking and access. Size occupied is ~ 85 sqm for Office facilities and ~ 450 sqm for our Day Options service. Both business locations are co-located in the same building on 28a Kay Avenue Berri SA 5343. All premises are leased with a current 3 year lease in place. *Future space limitations in current Office size may require a shift if service continues to expand*

## Organisation chart



**Figure 1:** Organisation Chart.

## Management & ownership

**Names of owners:** N/A

**Details of management & ownership:** Chief Executive Officer responsible for all day to day management requirements of the service. Overseen by Board of Management and reports to Board on a monthly basis.

**Experience** Current CEO experienced in both Government and Non Government disability service provision and structure. Sector experience of 10 years; Service has been operating since 1987 before merging with another Non Government service provider to commence service in its current form in 2000.

## Key personnel

### Current staff

[List your current staff in the table below.]

Job Title	Name	Expected staff turnover	Skills or strengths
Chief Executive Officer	Mr. Stefan Hirschi	3-5 years	Extensive experience in Disability sector over 10 years; Tertiary Education in Habilitation
Finance Officer	Masada Maher	3-5 years	extensive experience in all aspects of financial operations (e.g. Payroll, Accounting)
Rec./Holiday Coordinator	Ms. Trish Lacey	5-10 years	excellent people and communication skills, sound knowledge of managing her portfolio
Day Options Coordinator	Ms. Emma Fry	5-10 years	new member of staff; previous experience in working in Day Options and sound skills in managing her portfolio
Respite/Brokerage Coordinator	Ms. Deb Lambert	5-10 years	long serving and extensively experienced member, having worked in all aspects of Disability services
Supported Accommodation Supervisor	Ms. Sharon Boehm	3-5 years	extensive experience in supported accommodation and managing staff and liaising with families
Administration Officer	Ms. Nioa Tsakanakos	5-10 years	great Office management skills and skilled in most portfolios and utilised to backfill for other senior staff (e.g. Finance)

### Required staff

[List your required staff in the table below.]

Job Title	Quantity	Expected staff turnover	Skills necessary	Date required
Admin Assistant	1	1-2 years	Office Management skills, IT skills, sound communication skills	Dec 2012



**Recruitment options**

Utilising of local employment providers, advertising on Website and local paper; offering current casual staff to apply; options of staff sharing concept with 2 other local service providers

**Training programs**

Training programs are provided by TAFE due to legal requirements that all staff have Certificate III as a foundation for employment; Internal training is provided for Mental Health First Aid, Disability Specific training (based on availability and cost), IT training etc.; CEO to undergo further training in Managing Workforce, Industrial issues and OCHSW on an ongoing basis.

**Skill retention strategies**

Staff Training worksheet centrally stored on share drive, reviewed quarterly to ensure required legislative requirements are met (e.g. Senior First Aid, Manual Handling, Criminal History checks; centralised monitoring by Administration Officer and notices received from Health providers to inform of pending expiry of Medication Accreditation via email; Regular Bi-Annual training for other required training (Manual Handling)

**Products/services**

Product/Service	Description	Price
Support Services	Assistance of Daily Living services	\$ 38.19/hr (varies depending of time of day/weekend/Public Holiday)
Day Options	Daily Centre based services	annual funding of \$ 163'702
Supported Accommodation	provision of staffing for Group Home	annual funding of \$ 214'015
Respite services	provision of Respite services	annual funding of \$ 172'714
Recreation & Holiday services	provision of Rec./Holiday services	annual funding of \$ 251'363
Brokerage services	provision of brokerage services	annual funding of \$ 308'000
Transport services	provision of transport services	~ \$ 5'000

**Market position:** Major provider of disability services in the region, sole provider of Respite and Recreation/Holiday services; Competitive services/fees;

**Unique selling position:** Centrally located with fleet of vehicles that can accommodate wheel chair clients; sound and competitive service provision; Intake and assessment procedures undertaken by Coordinators in flexible fashion; ability to offer highly flexible and tailored services

**Anticipated demand:** Brokerage demand difficult to determine but anecdotal and previous history suggests that Brokerage will remain in steady demand and remain around the \$ 300 - \$ 350'000 per annum. All other services are annually funded by the State Government of South Australia.

**Pricing strategy:** Annual adjustment to Consumer Price Indexation. Price structure includes components for Transport costs, Administration cost and Staff Training costs.

**Value to customer:** Necessity to assist with ongoing quality of life, activity of daily living or maintenance of relationships by offering Respite services.

**Growth potential:** Growth will remain small, depending on various external factors, e.g. funding allocation and priority assessment undertaken by funders (e.g. Disability Services SA, Commonwealth Carers etc.)

## Innovation

### Research & development (R&D)/innovation activities

N/A

### Intellectual property strategy

N/A

## Insurance

**Workers compensation:** Compulsory Insurer Work Cover SA; levy paid;

**Public liability insurance:** Insured with the Department of Families and Communities, Government of SA

**Professional indemnity:** VERO Insurance Limited

**Product liability:** N/A

**Business assets:** Insured by Department of Families and Communities, Government of SA

**Business revenue:** N/A

## Risk management

*[List the potential risks (in order of likelihood) that could impact your business.]*

Risk	Likelihood	Impact	Strategy
Fire/Destruction of Office building and IT system	Highly Unlikely	High	Backup of all data daily, and back up drive (x2) taken home by CEO and Finance Officer; Laptops taken home by staff
Fire/Destruction of Respite House	Highly Unlikely	High	Hard wired Fire Detection system; Checked monthly
Fire/Destruction of Supported Accommodation setting	Highly Unlikely	High	Hard wired Fire Detection system; checked monthly

## Legal considerations

*[List the legislation which will have some impact on the running of your business. For example: consumer law, business law, or specific legislation to your industry.]*

- Disability Services Act 1993
- National Standards for Disability Services 1993
- Disability Discrimination Act 1993
- Occupational Health and Safety Act 2004
- Child Protection Act 1993
- Work Cover Cooperation Act 1994
- Superannuation Act 1990
- Commercial Law
- Taxation Law
- Riverland Respite and Recreation Service Collective Agreement 2009
- Social Community Home Care and Disability Award 2010

## Operations

### Production process

N/A

### Suppliers

N/A

### Plant and equipment

*[List your current plant and equipment purchases. These can include vehicles, computer equipment, phones and fax machines.]*

Equipment	Purchase date	Purchase price	Running cost
Telephone system	1/7/2011	\$ 4233	N/A
IT Server	1/8/2011	\$ 5500	\$ 1000 pa
Business Car	1/9/2011	\$ 15000	\$ 2500 pa

### Inventory (see attached)

Inventory item	Unit price	Quantity in stock	Total cost

**Technology (Software):** MYOB Accounting & Payroll Software; Microsoft Windows Vista Operating system; Microsoft Office 2007

**Trading hours:** Business Hours are 9am to 5pm, Monday to Friday with on call provisions for staff during weekends; Service open 365 days/year with the exception of Office and Day Options service that closes over Christmas/New Year period

**Communication channels:** telephone (landline/mobile), mail, shopfront, email, fax and/or internet blog/social networking website

**Payment types accepted:** Cash, Cheques, Electronic Funds Transfer (EFT); Payment terms are 14 days

**Warranties & refunds:** N/A

**Quality control:** Customer feedback, Complaints mechanism/policies; Interactive feedback mechanisms (Facebook/Website) Quarterly Newsletters

**Memberships and affiliations:** Member of National Disability Service (NDS); Member of Greening Australia; Member of Trees for Life; Member of Australasian Society for the Study of Intellectual Disability (ASSID)

## Sustainability plan

### Environmental/resource impacts

Fuel consumption to maintain fleet; Electricity supply for all outlets; Water consumption

### Community impact and engagement

N/A

### Risks/constraints

N/A

### Strategies

Transition towards maximising fleet vehicles on LPG; maintain heating/cooling for all premises at 'Best Practice Levels'; investigate transition towards Solar Energy production at sites; utilise rain water at all sites to minimise consumption of mains water

### Action plan

*[List your key sustainability/environmental milestones below?]*

Sustainability milestone	Target	Target date
Majority of fleet vehicles on gas	80% of fleet	2014
Reduce reliance on electricity/Transition to Solar Energy	25%	2014

## The Market

### Market research

N/A

### Market targets

Children (5+) and Adults with an Intellectual Disability and their families/carers;  
Adults with a Mental Illness and their families/carers; Local Service Area of District  
Councils Berri/Barmera, Loxton/Waikerie and Renmark/Paringa; eligible for  
funding from various sources or self funded access

### Environmental/industry analysis

See attached Regional Profile 2010 Riverland from Australian Bureau of Statistics

### Your customers

#### **Customer demographics**

Clients of Disability Services SA and their families; Clients of Health or Allied  
services with a Mental Illness; Ages 5 and up;

#### **Key customers**

Funding organisations Disability Services SA, Commonwealth Carers, other State  
Government agencies and Non Government agencies

#### **Customer management**

Ongoing and frequent contact (telephone, email, face to face) to ensure ongoing  
collaboration and information exchange.

## S.W.O.T. analysis

[List each of your businesses strengths, weaknesses, opportunities or threats in the table below and then outline how you plan to address each of the weaknesses/threats.]

Strengths	Weaknesses
<p>Strong market position; excellent networks with local funders and providers; established and well resourced work force; Strong and experienced Management Team; Cost effective; Sole provider of Recreation/Holiday services in our region; Innovative service provider, flexible and tailored to clients requests; Information Technology orientated (Server, connected service outlets etc.); Comprehensive plant and equipment pool to service demand (e.g. vehicles, buses, lifting equipment etc.); High demand for brokerage services which provide excellent source of income;</p>	<p>Majority of funding is dependent on Government contracts (75%) which are signed for 3 years (2011-2014); funding is limited and restricts abilities to meet normal business costs (e.g. Insurances, Fuel costs, replacement of IT systems, rent etc.); Uncertainty of brokerage demands due to nature of requests and funding available by funding bodies</p>
Opportunities	Threats
<p>Expand into new market, Mental Health Support due to major injection of Commonwealth funding as of 2011; all staff trained in Mental Health First Aid; High statistics of Mental Illness in core clientele (people with a Intellectual Disability and families/carers) and the general population; Rational is based on regional economic indicators are low due to current difficulties in viticulture and associated effects down the chain; Major employers reducing local employment base;</p>	<p>possible requirement of expanding work force to cater for increased demand, leading to added stress and demands on small Management Team, possible increase in stress leave, illness and absenteeism; Loss of focus on core business (Intellectual Disability population); movement of large proportion of population out of the region to seek employment opportunities, closure of shops and business and reduction of clientele base;</p>

## Advertising & sales

### Advertising and promotional strategy

[What strategies do you have for promoting and advertising your products/services in the next 12 months?]

Planned promotion / advertising type	Expected business improvement	Cost (\$)	Target date
Online Advertising on Website	more service requests/request for information	nil	Dec 2011
Attendance at Riverland Field Days	more service requests/request for information	\$ 600	Sep 2011
Professional Printing of Business brochures	display of brochures in strategic locations/increased service requests	\$ 2500	Aug 2011
Sponsorship of SES/Neighbourhood Watch	calendar advertisement/increased service requests	\$ 1300	Oct 2011

### Sales and marketing objectives

Team consists of CEO/Finance Officer/Administration Officer and Chairperson of Board of Management

### Unique selling position

N/A

### Sales and distribution channels

Channel type	Products/services	Percentage of sales (%)	Advantages	Disadvantages
Main Office	All services	10%	centralised access for community members and clients	High rental cost; option of relocation
displayed brochures in agencies/locations	All services	20%	accessible by large number of community members and clients	Maintaining displays
Strong ongoing networks with key agencies (Disability Services SA etc.)	All services	60%	established procedures in place; knowledge of funding sources	Nil
Website	All services	10%	Global access to information	Nil

## The Future

### Vision statement

**‘Acknowledging disability.....  
Focussing on ABILITY’**

### Mission statement

**‘to enrich the lives of people with a disability and their families by supporting and encouraging active Citizenship in the Community and our World’**

### Goals/objectives

See attached Strategic Plan 2011-2014

### Action plan

**Please note:** This table does not include sustainability milestones as they are listed in the sustainability section above.

Milestone	Date of expected completion	Person responsible
Implementation of IT server	31/8/2011	Management Team
Implement new staff uniforms	31/8/2011	Management Team
Purchase of new car	31/10/2011	CEO/Finance/Board
Accreditation for Service Excellence Framework	31/12/2011	CEO



# The Finances

## Key objectives and financial review

### **Financial objectives**

Remain financially solvent and ensure all legal work force entitlements are covered. Reinvest any surplus funds back into core service provision and client service provision; Reduce expenditure and increase income; Explore new funding opportunities (Mental Health);

### **Finance required**

N/A

## Assumptions

The financial tables on the subsequent pages are based on the assumptions listed below:

- *[List your financial assumptions. These can include seasonal adjustments, drought or interest rates etc.]*

## Balance sheet forecast (attached)

[Double-click the table below to enter your details or attach your own Balance sheet forecast at the back of this business plan]

<b>BALANCE SHEET FORECAST</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Current assets</b>			
Cash			
Petty cash			
Inventory			
Pre-paid expenses			
<b>Fixed assets</b>			
Leasehold			
Property & land			
Renovations/improvements			
Furniture & fitout			
Vehicles			
Equipment/tools			
Computer equipment			
More...			
<b>Total assets</b>	\$0	\$0	\$0
<b>Current/short-term liabilities</b>			
Credit cards payable			
Accounts payable			
Interest payable			
Accrued wages			
Income tax			
More...			
<b>Long-term liabilities</b>			
Loans			
More...			
<b>Total liabilities</b>	\$0	\$0	\$0
<b>NET ASSETS</b>	\$0	\$0	\$0

### Profit and loss forecast (attached)

[Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan]

<b>PROFIT &amp; LOSS FORECAST</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>
<b>Sales</b>			
less cost of goods sold			
More...			
<b>Gross profit/net sales</b>	\$0	\$0	\$0
<b>Expenses</b>			
Accountant fees			
Advertising & marketing			
Bank fees & charges			
Bank interest			
Credit card fees			
Utilities (electricity, gas, water)			
Telephone			
Lease/loan payments			
Rent & rates			
Motor vehicle expenses			
Repairs & maintenance			
Stationery & printing			
Insurance			
Superannuation			
Income tax			
Wages (including PAYG)			
More...			
<b>Total expenses</b>	\$0	\$0	\$0
<b>NET PROFIT</b>	\$0	\$0	\$0

### Expected cash flow (see attached Budget 2011/12)

[Double-click the table below to enter your details or attach your own expected cash flow sheet at the back of this business plan]

<b>EXPECTED CASHFLOW [YEAR]</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>OPENING BALANCE</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Cash incoming</b>												
Sales												
Asset sales												
Debtor receipts												
Other income												
<b>Total incoming</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Cash outgoing</b>												
Purchases (Stock etc)												
Accountant fees												
Solicitor fees												
Advertising & marketing												
Bank fees & charges												
Interest paid												
Credit card fees												
Utilities (electricity, gas, water)												
Telephone												
Lease/loan payments												
Rent & rates												
Motor vehicle expenses												
Repairs & maintenance												
Stationery & printing												
Membership & affiliation fees												
Licensing												
Insurance												
Superannuation												
Income tax												
Wages (including PAYG)												
More...												
<b>Total outgoing</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Monthly cash balance</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>CLOSING BALANCE</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

## Supporting documentation

Attached is my supporting documentation in relation to this business plan. The attached documents include:

- Inventory List
- Balance Sheet 2009/2010
- Profit and Loss Statement 2009/2010
- Budget 2011/2012
- Strategic Plan 2011-2013
- Australian Bureau of Statistics, Riverland 2010