

# COMMUNITY *Businesses...*



...The Big Picture, The Big Challenges,  
The Big Opportunities

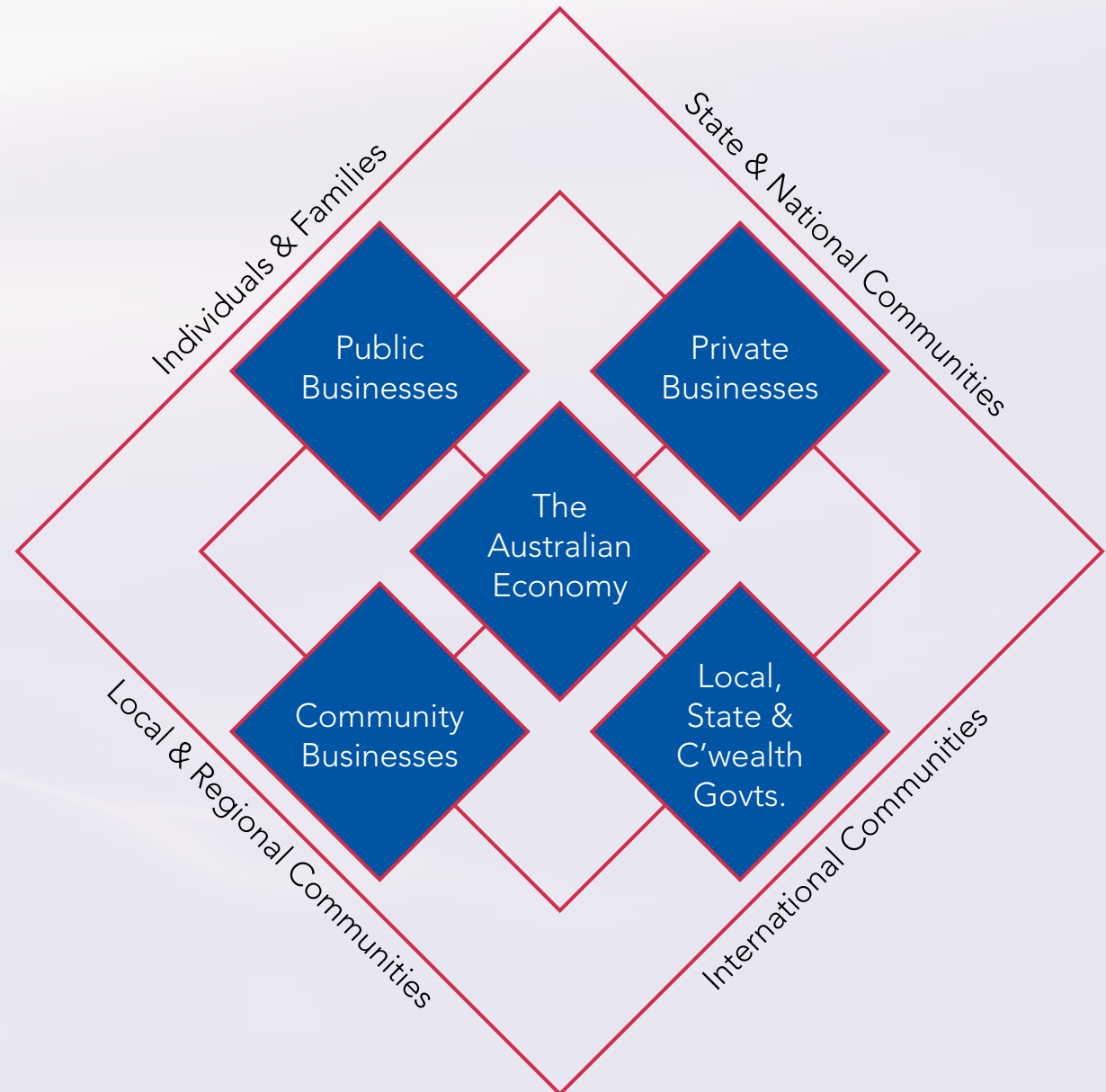
# Contents

- ◆ Community Businesses,  
The Big Picture ...
- ◆ The Big Challenges  
and Opportunities
- ◆ Discussion and Your Actions



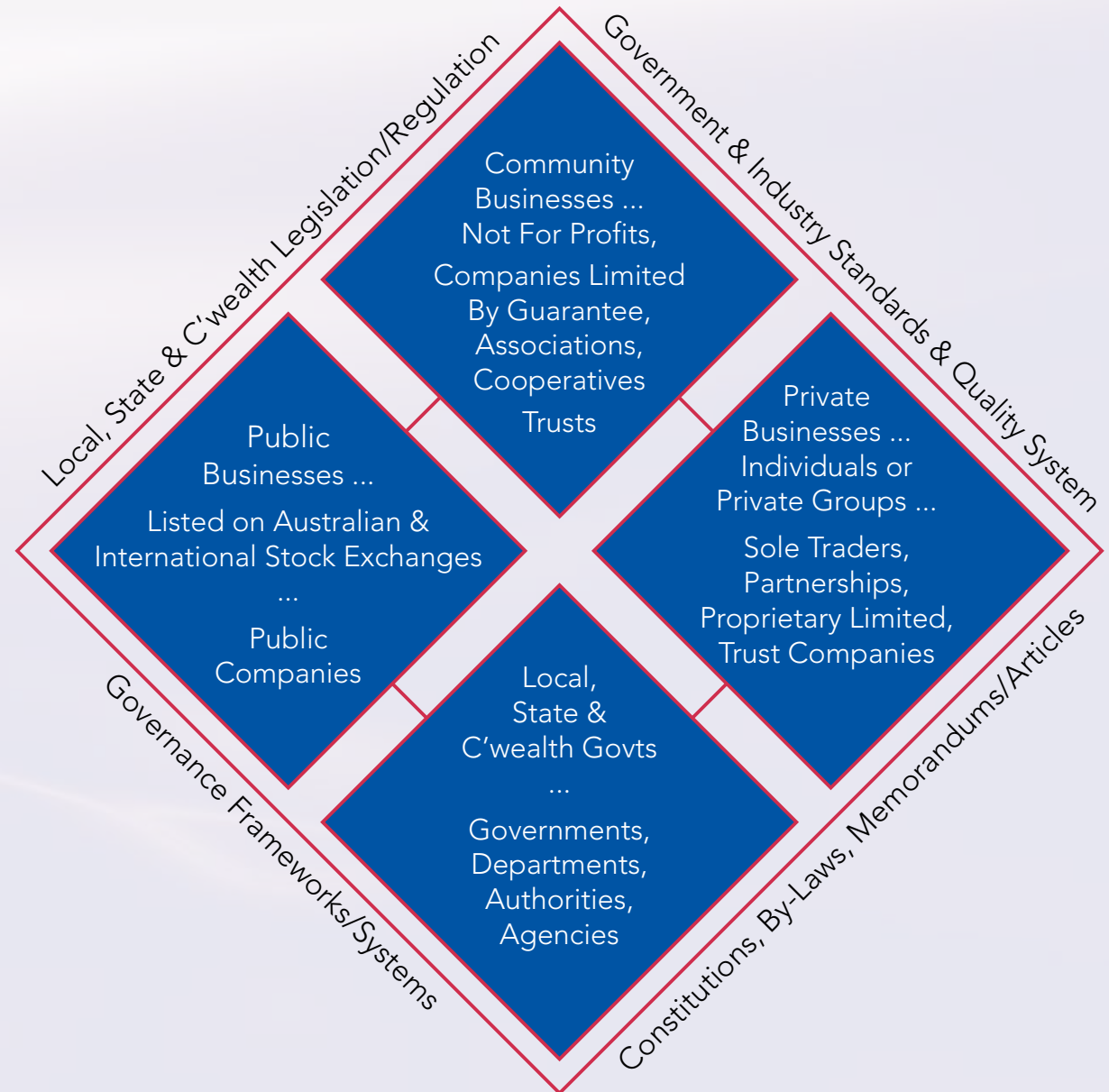
# Community Businesses, The Big Picture...

## Community Businesses... Their Position In The Australian Economy & Society



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## Community Businesses... Their Position In The Australian Economy & Society



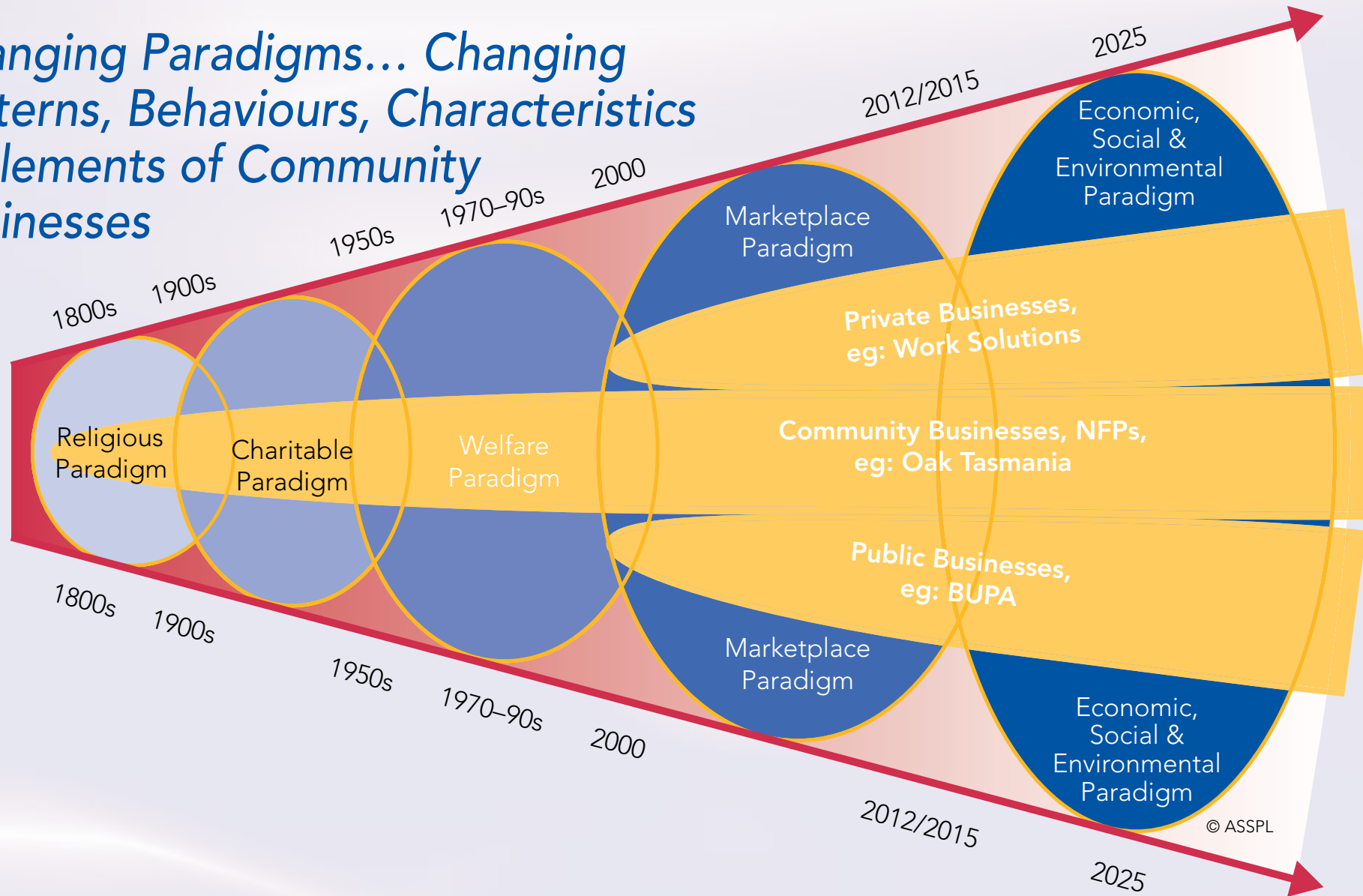
# Community Businesses, The Big Picture...

*Who's Who...  
In The Community  
Business Zoo?*



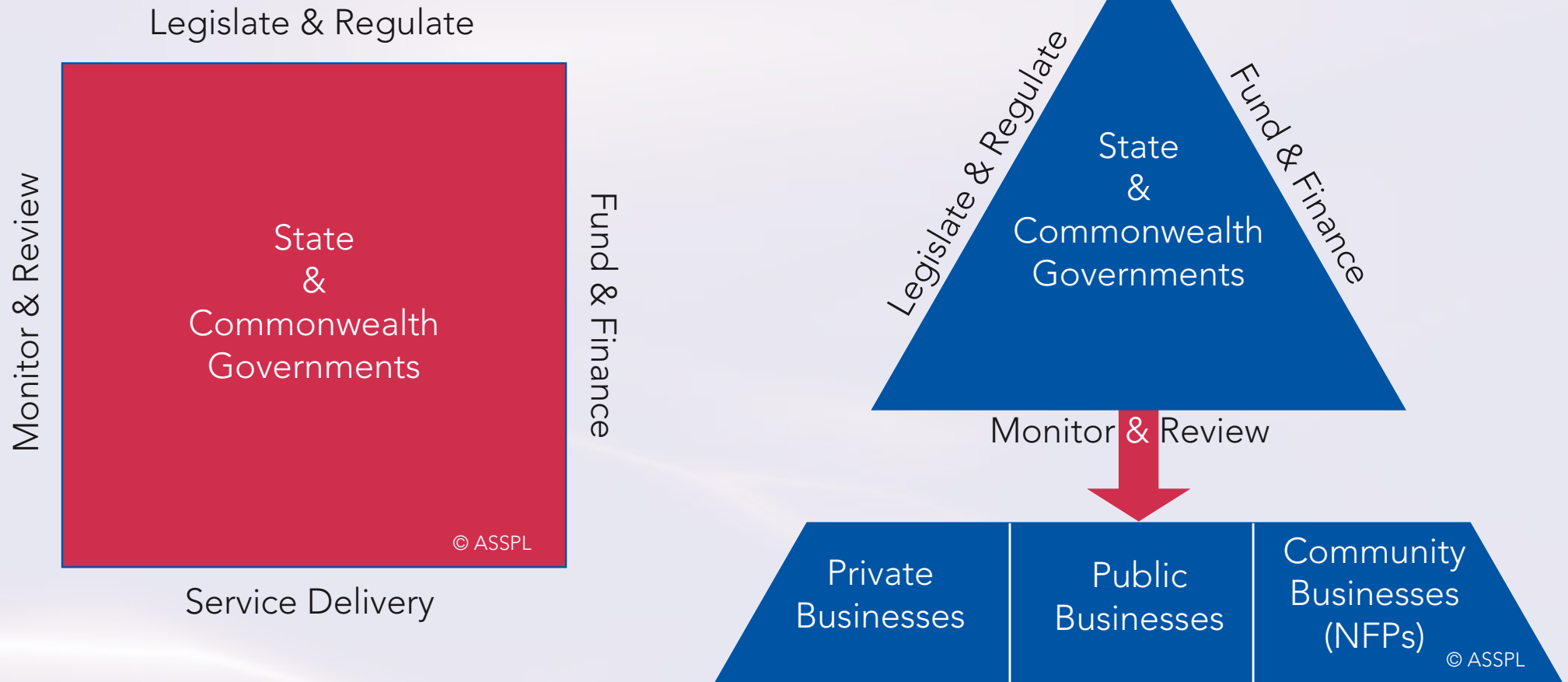
# Community Businesses, The Big Picture...

*Changing Paradigms... Changing Patterns, Behaviours, Characteristics & Elements of Community Businesses*



# Community Businesses, The Big Picture...

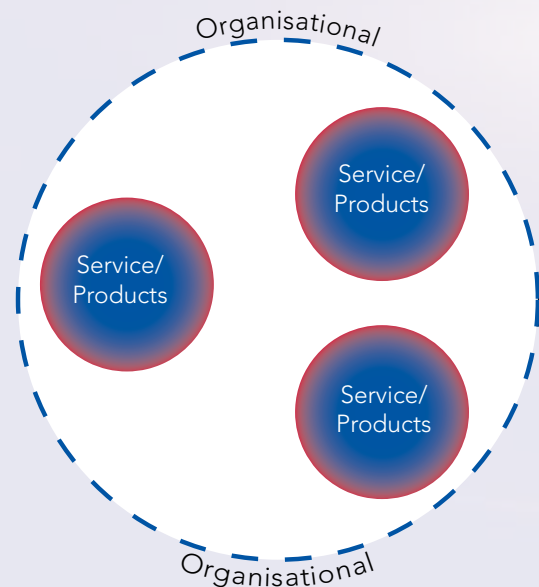
*The Changing Role of Governments...  
Service Delivery Is Tendered &  
Contracted Out To The Marketplace*



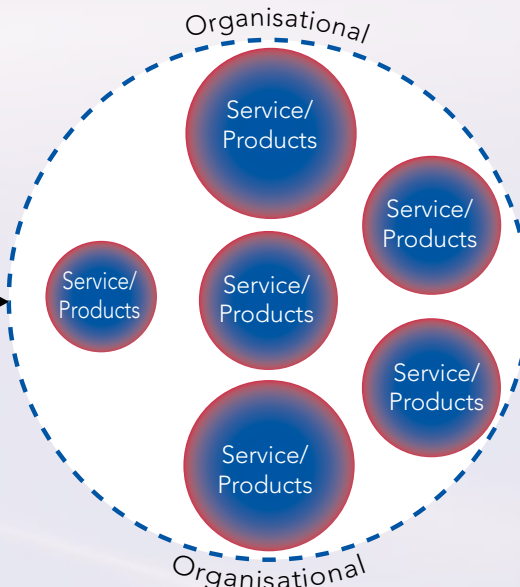
# Community Businesses, The Big Picture...

## Operations To Organisations ... Moving From A Set Of Operations To A Strong & Dynamic Organisation, Therein An Integrated Set Of Operations

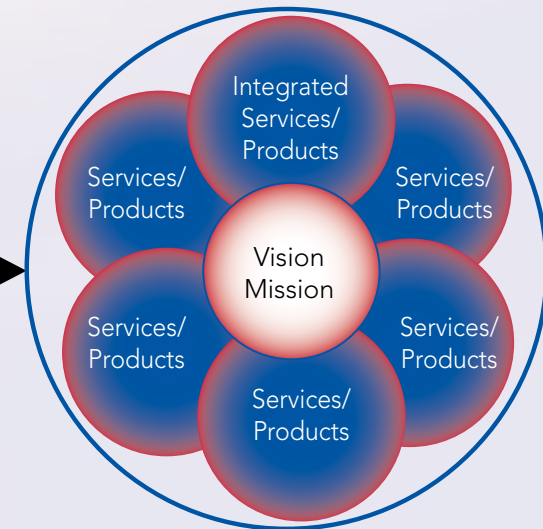
"We Are A Service"



"We Are In Transition"



"We Are An Organisation"



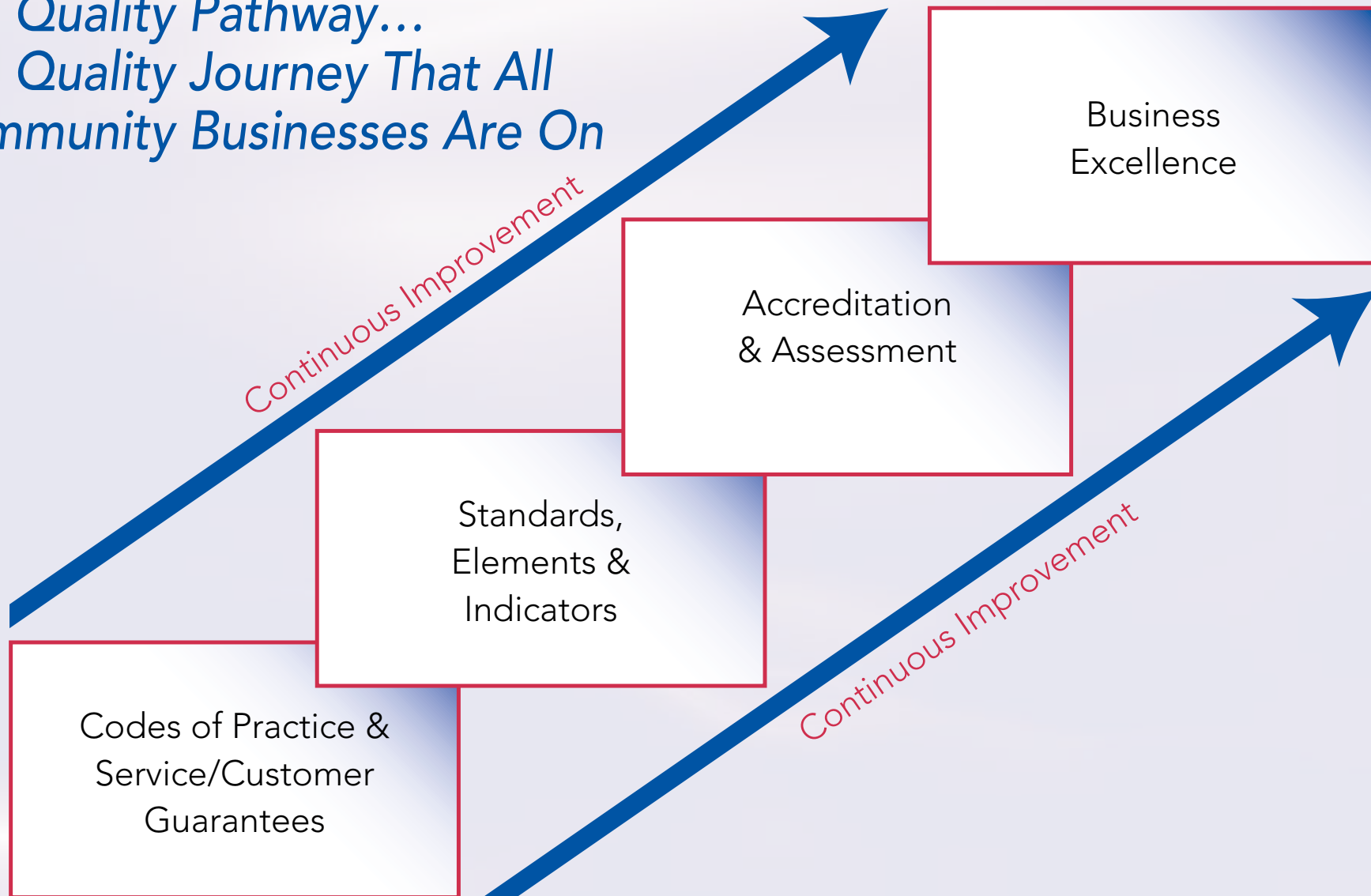
...we are a service  
 ...strong operationally  
 ...weak organisationally  
 ...manager of an operation

...are we a business, are we a service?  
 ...strengthening operationally  
 ...strengthening organisationally  
 ...manager/leader in transition

...we are a community business, developing and delivering products/services  
 ...organisationally strong, with an integrated set of operations...leader & developer of an organisation

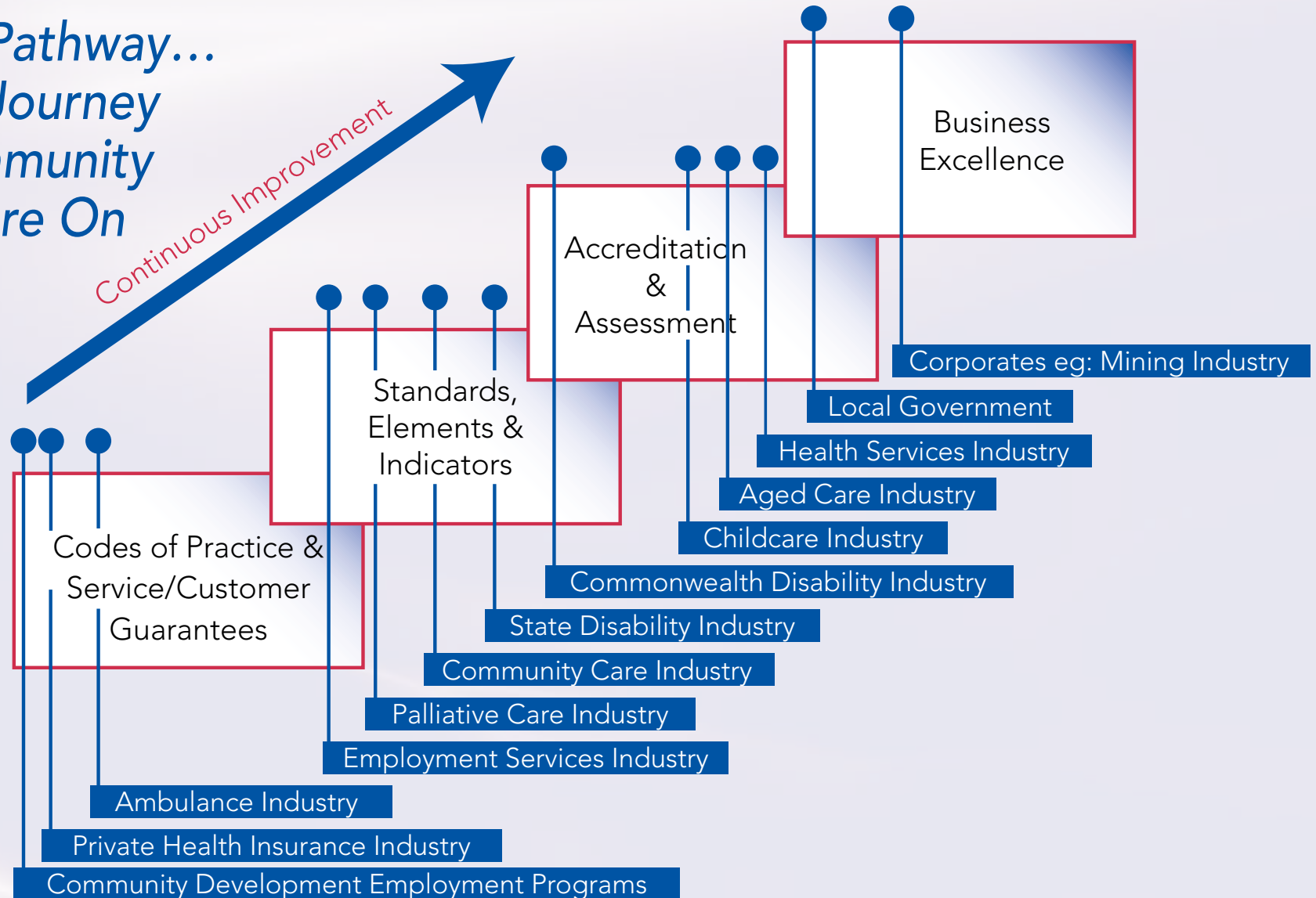
# The Big Challenges & Opportunities...

*The Quality Pathway...  
The Quality Journey That All  
Community Businesses Are On*



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*The Quality Pathway...  
The Quality Journey  
That All Community  
Businesses Are On*



# The Big Challenges & Opportunities...

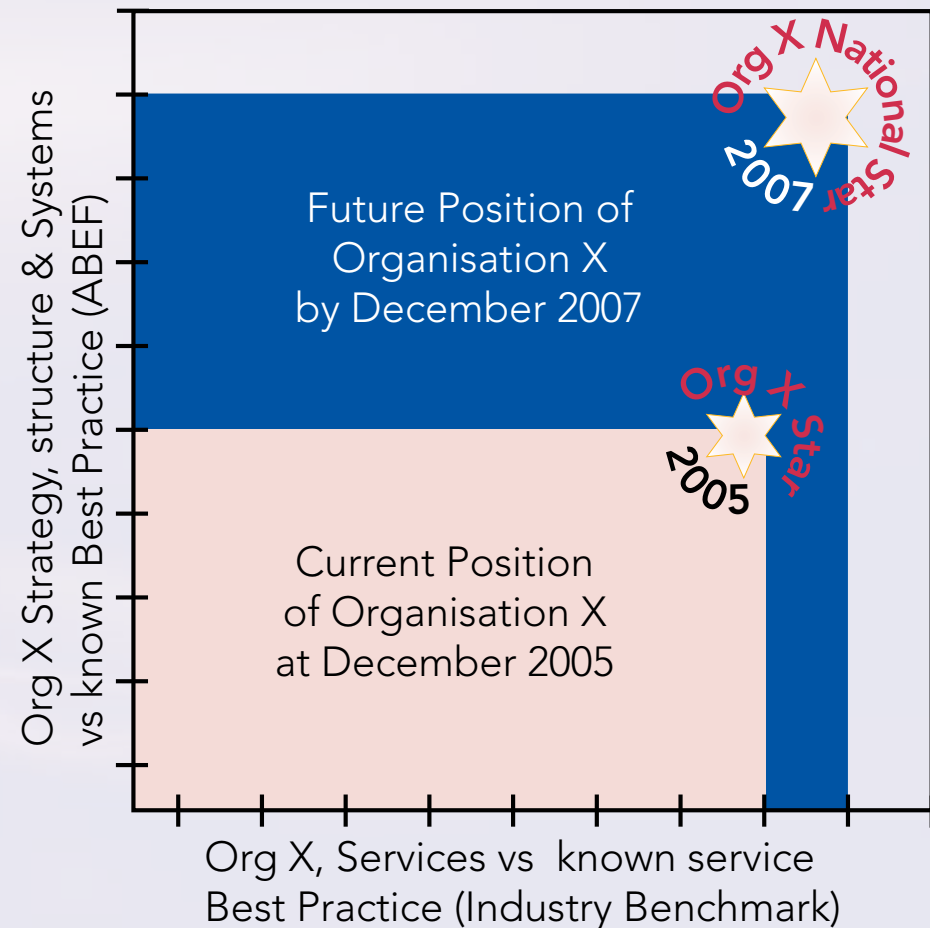
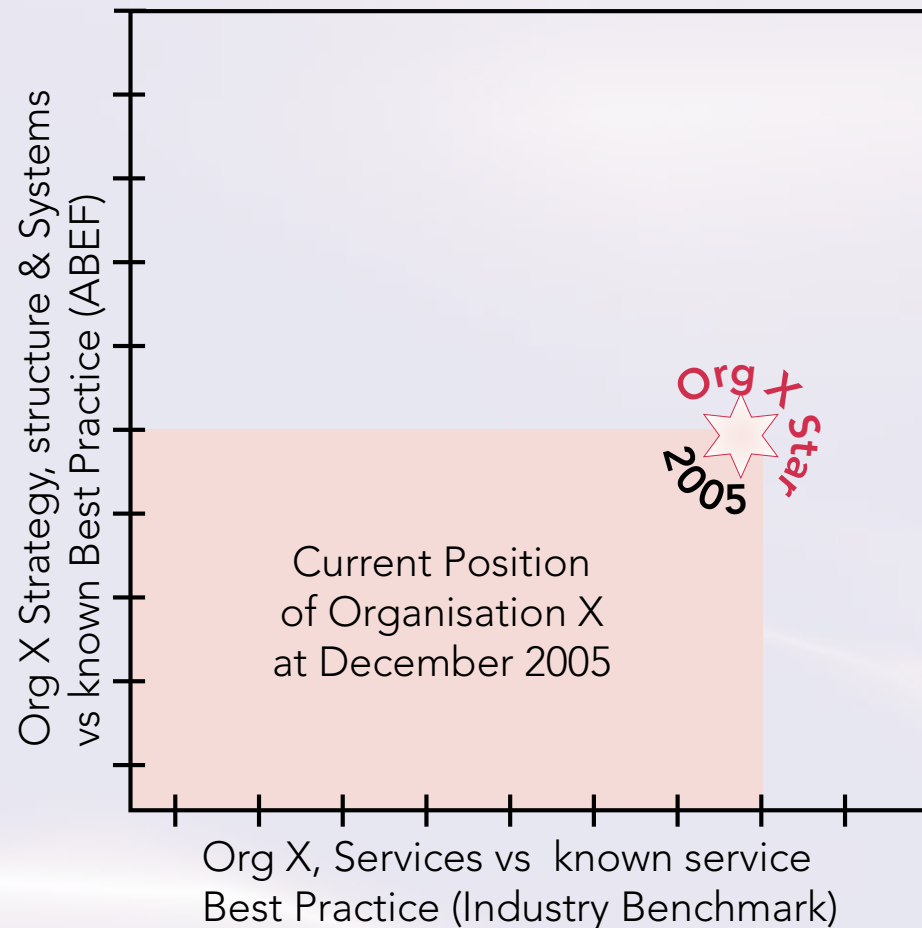
## *The Onslaught Of... Accreditations, Certifications & Registrations*



# The Big Challenges & Opportunities...

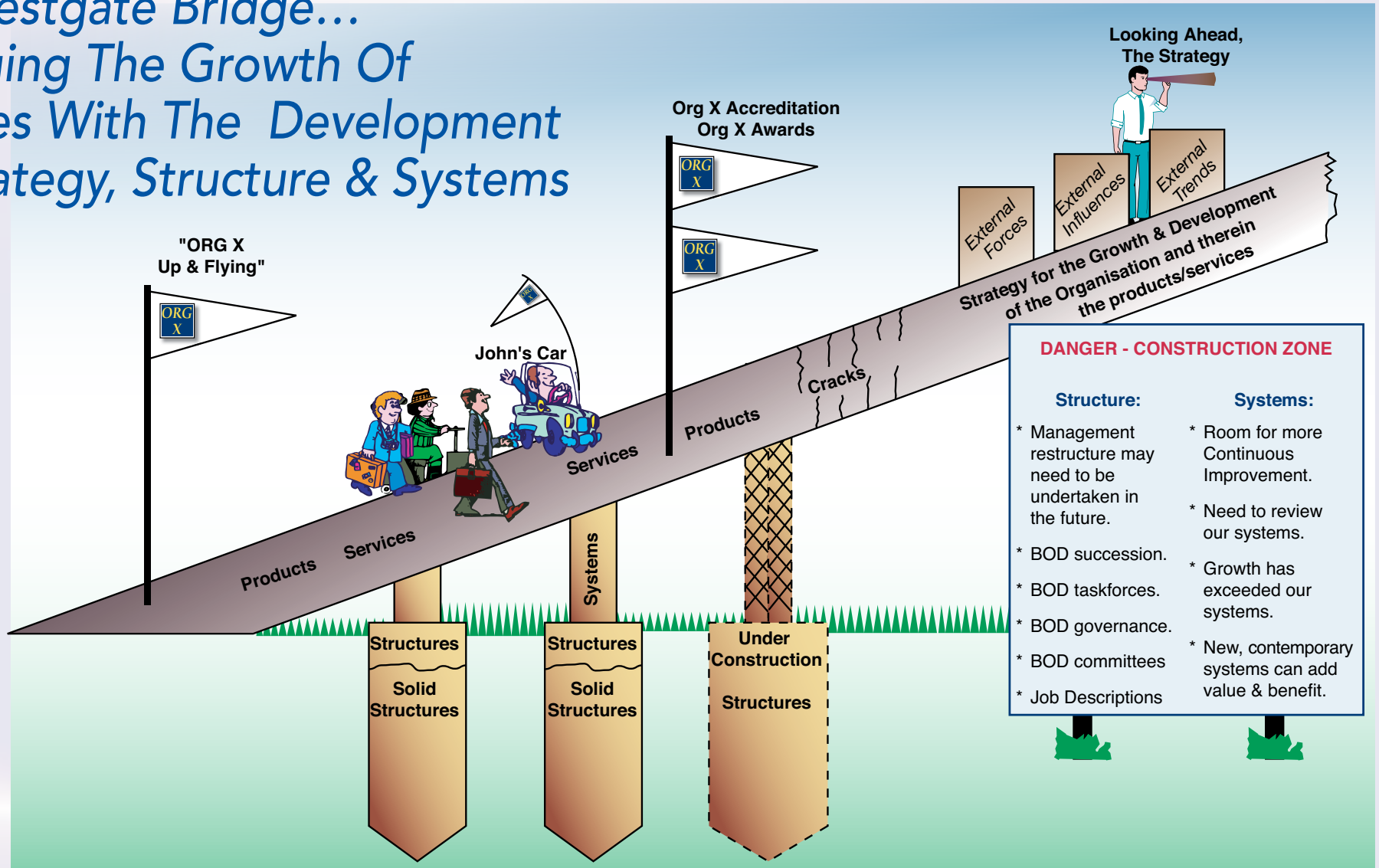
## Organisational Development...

### Movin Towards National & International Best Practice



# The Big Challenges & Opportunities...

## The Westgate Bridge... Managing The Growth Of Services With The Development Of Strategy, Structure & Systems



# The Big Challenges & Opportunities...

## From Managing The Organisation... To Governing The Organisation

From:

State Associations

Committees of Management  
who manage the organisation

Many Committee members and a  
representative Committee model

Tired, old constitutions and no  
governance documentation

To:

Companies Limited By Guarantee (Not For Profit)  
within Commonwealth Corporations Act

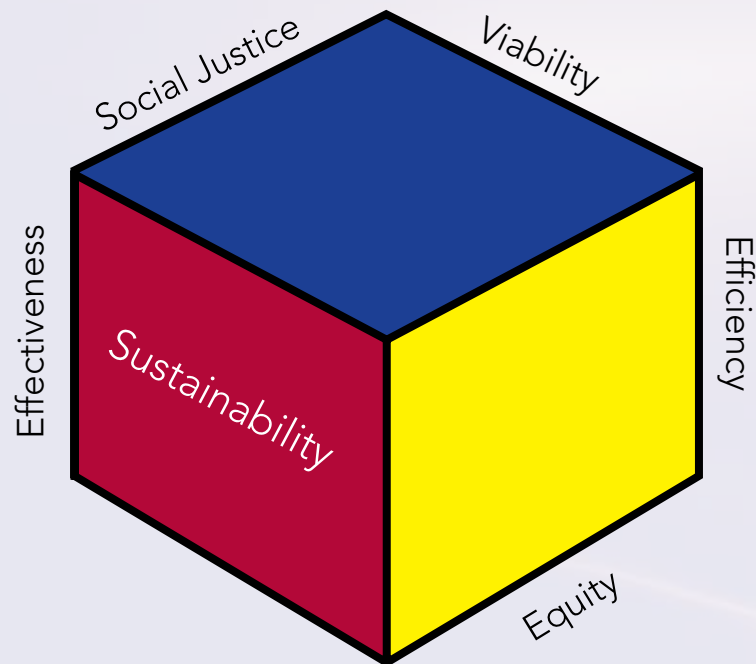
Boards of Directors/Boards who govern the  
organisation and management who manage the  
organisation

Small numbers of Directors who operate on a skill  
based model of governance

The use of a comprehensive governance system. eg:  
governance policies & procedures, Board Job  
Descriptions, Directors' Position Descriptions

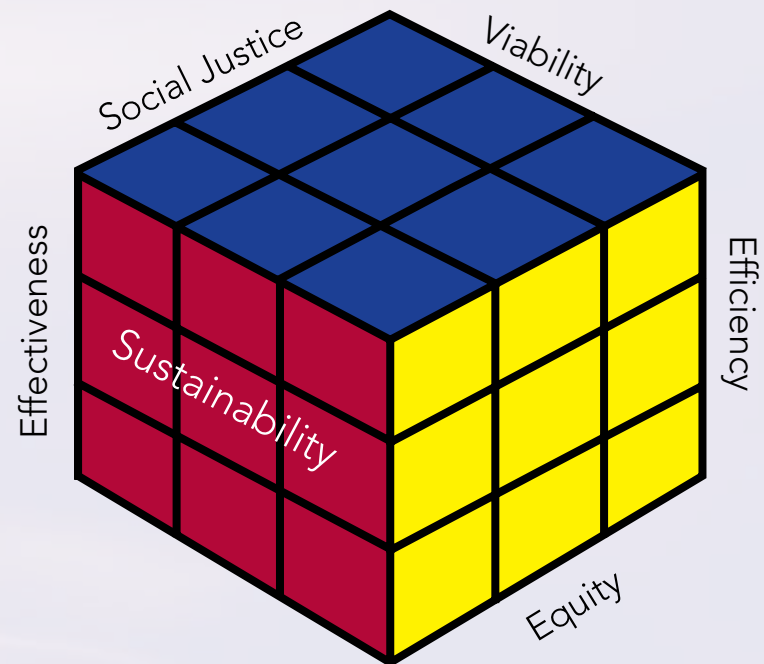
# The Big Challenges & Opportunities...

*Type of Organisation...  
specialist Niche or Multi-service*



Specialist Niche Organisation ...  
... one operation/service

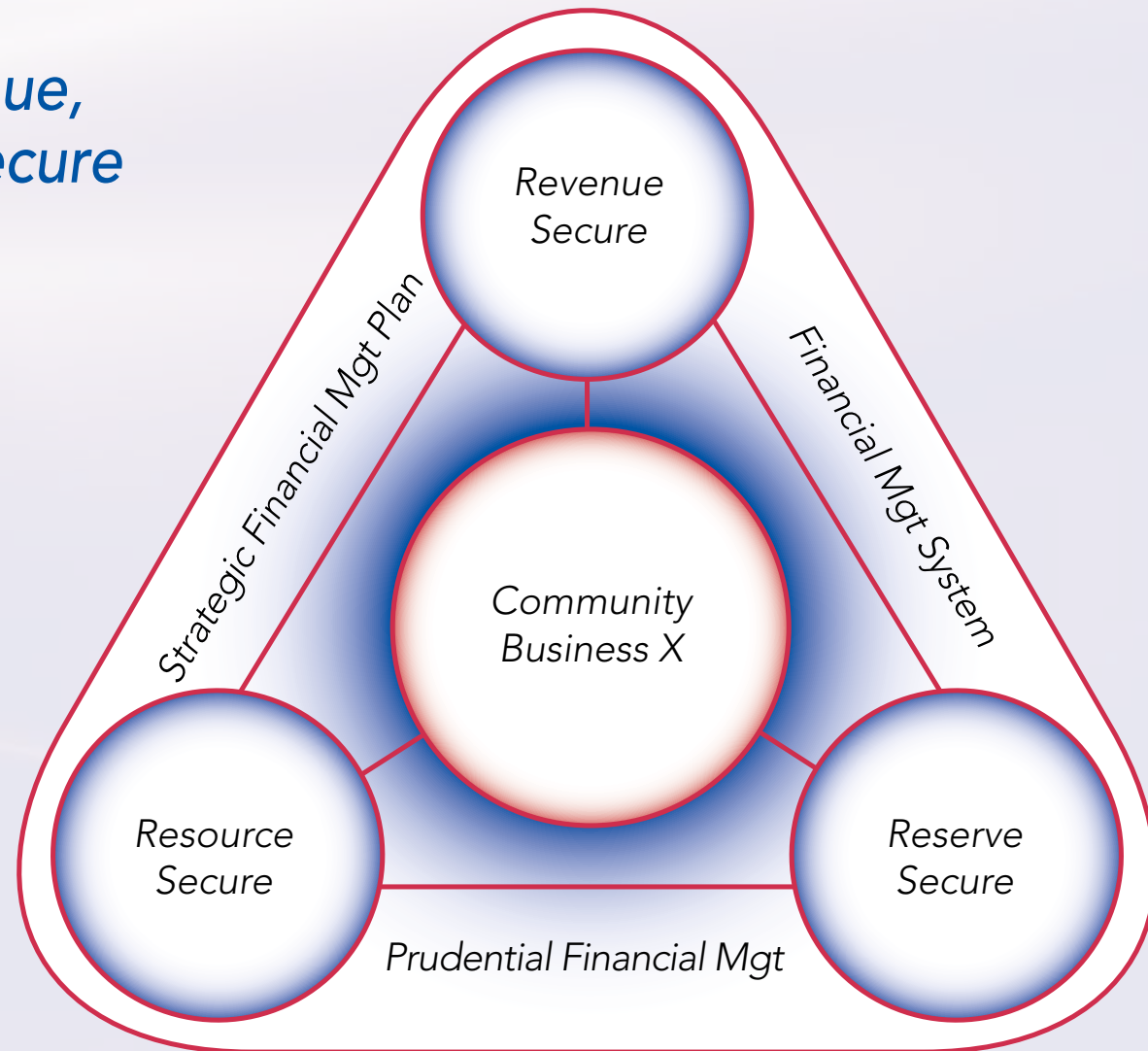
OR



Multi-Service Organisation ...  
... several to many different  
operations/services

# The Big Challenges & Opportunities...

*Triple R...  
The Need To Be Revenue,  
Resource & Reserve Secure*

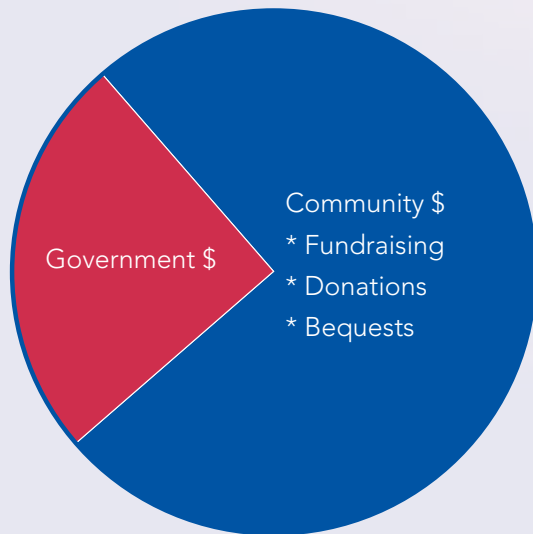


# The Big Challenges & Opportunities...

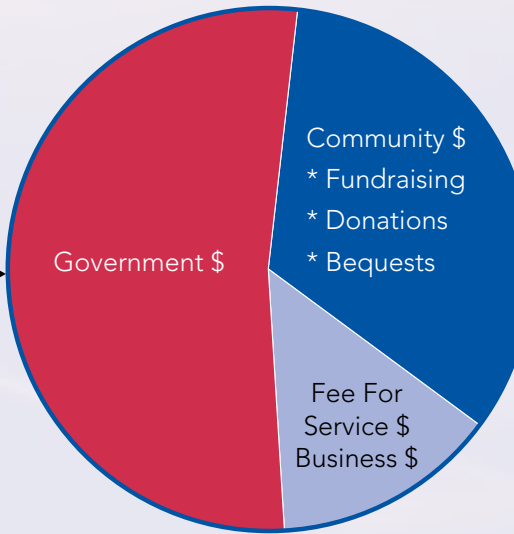
## The \$ Flows...

### Past, Present & Future \$ Flows

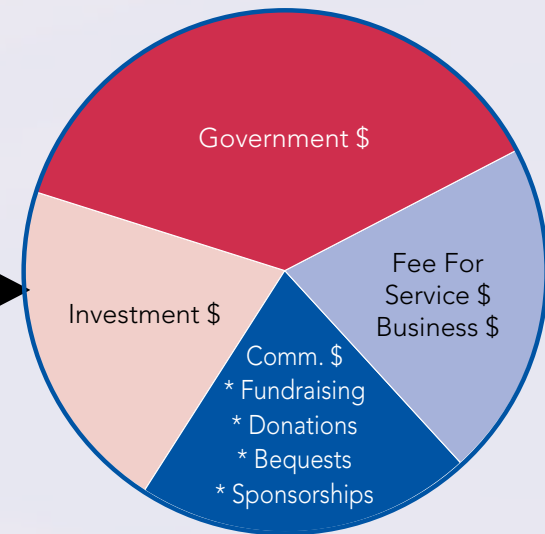
#### Past \$ Trends



#### Present \$ Trends

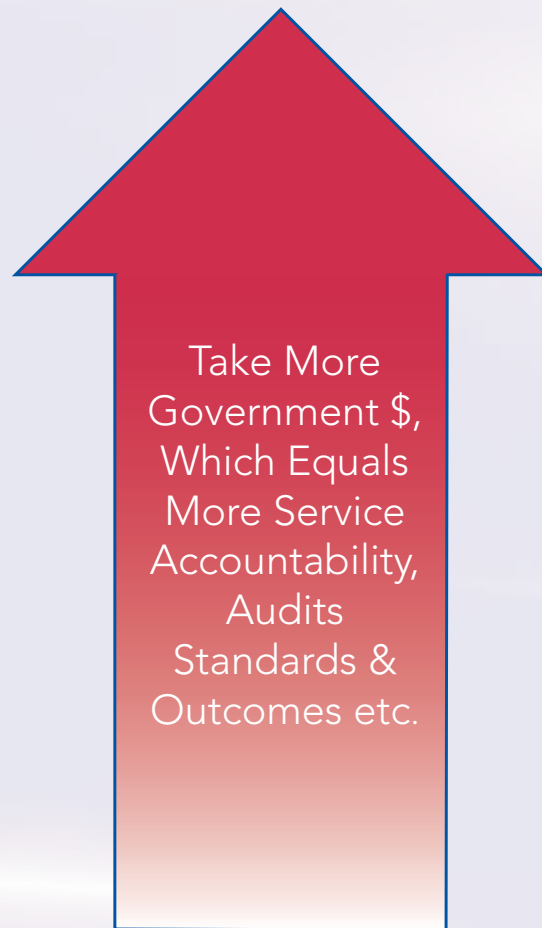


#### Future \$ Trends



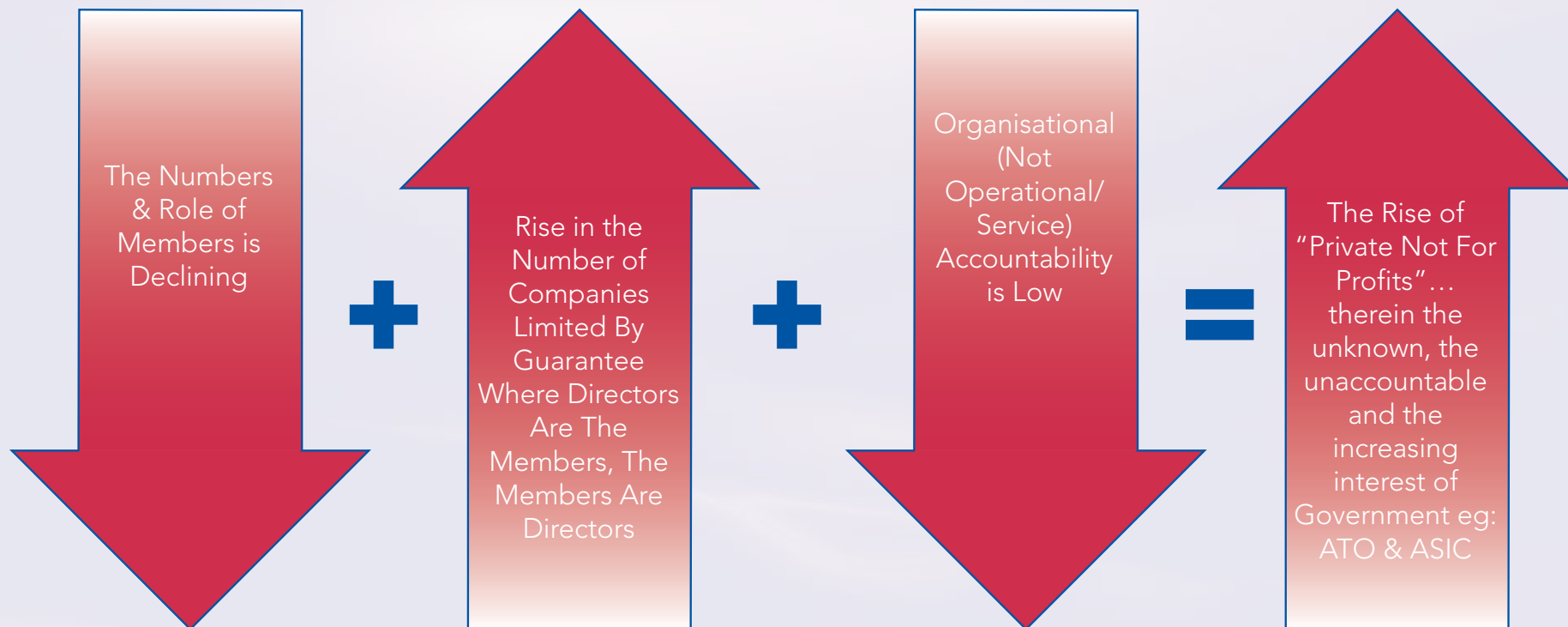
# The Big Challenges & Opportunities...

## Take It Or Leave It... The Government \$



# The Big Challenges & Opportunities...

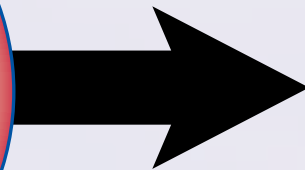
## Accountability... Accountable To Whom?



# The Big Challenges & Opportunities...

*Independent to Interdependent...  
We Do The Lot,  
Or We Seek Assistance*

Small to Medium  
Organisations



Medium to Large  
Organisations

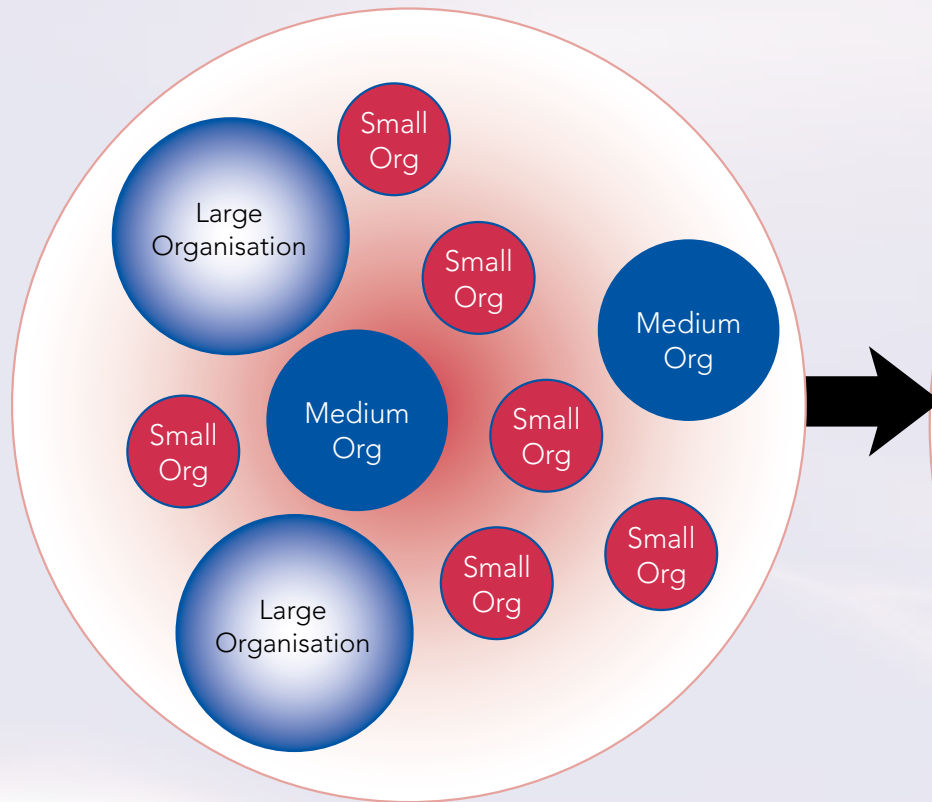


# The Big Challenges & Opportunities...

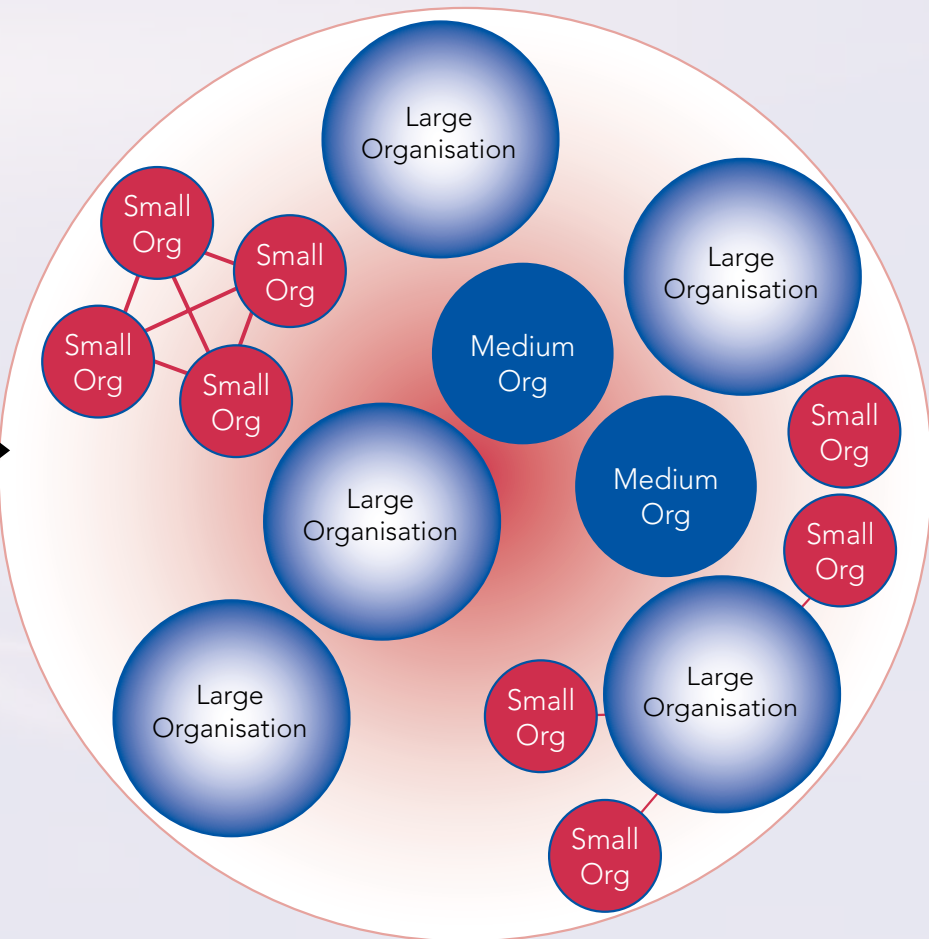
*Size Matters...*

*The Small Succumb, The Large Get Larger...*

The Present

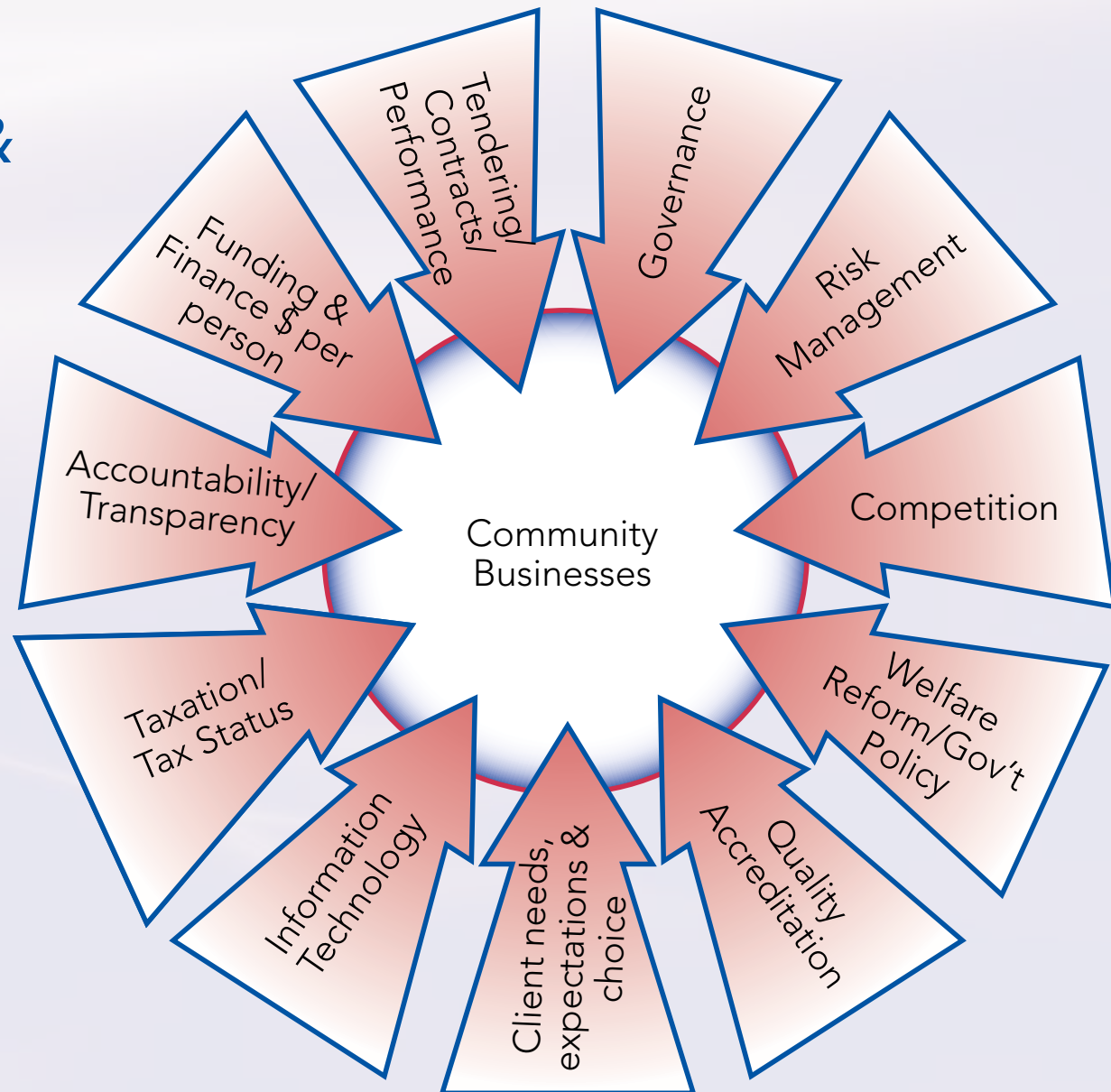


The Future



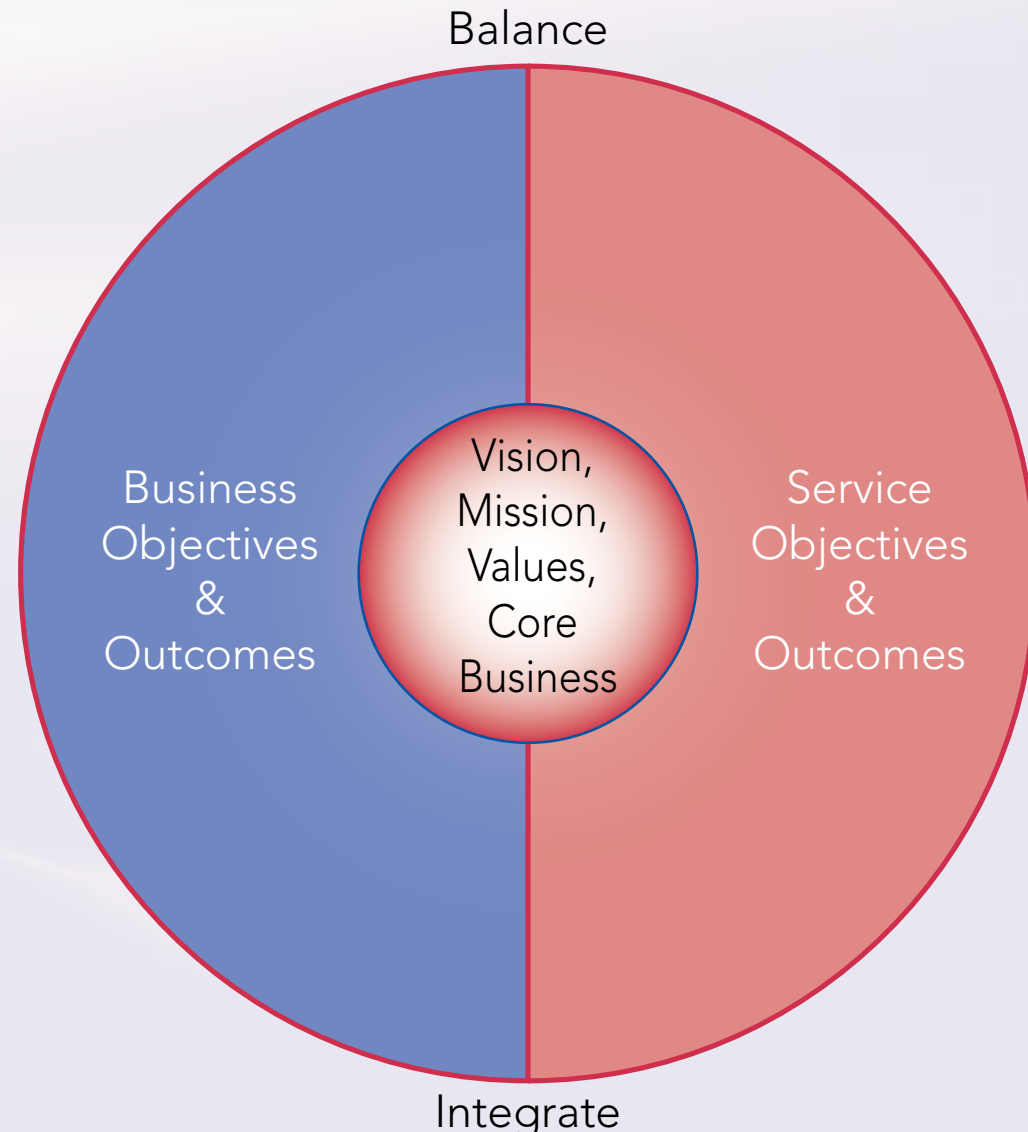
# The Big Challenges & Opportunities...

Key Drivers Of 21C...  
The Forces Of Change &  
Development



# The Big Challenges & Opportunities...

*The Balancing Act...  
Balance & Integrate  
The Business & Service  
Objectives & Outcomes*



# The Big Challenges & Opportunities...

*ESE Sustainability...  
The New Journey Of  
Discovery & Learning*



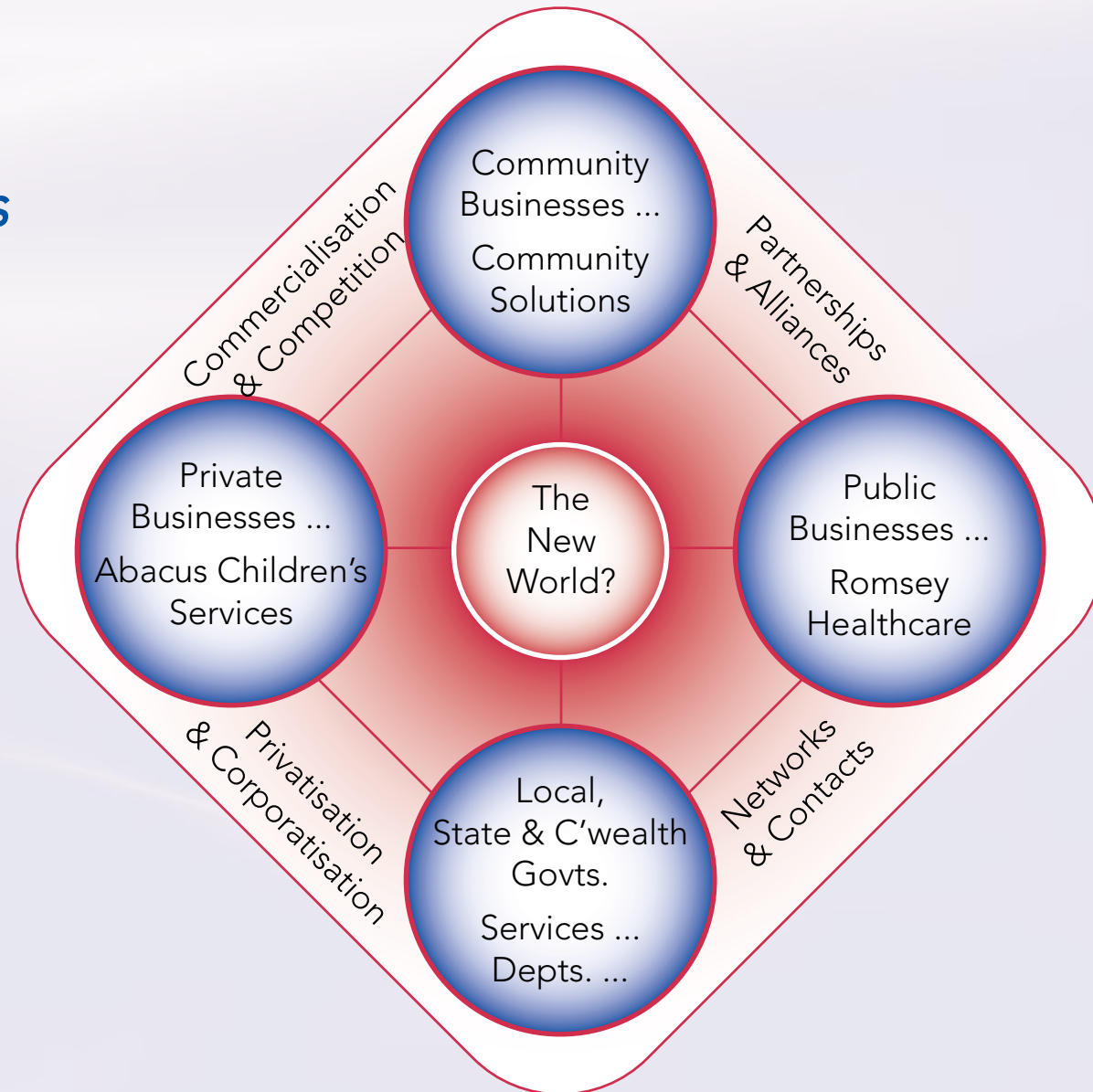
# The Big Challenges & Opportunities...

*The Four Ss...  
Integrated Strategy,  
Structure, Systems  
& Services*



# The Big Challenges & Opportunities...

*The New World...  
The Rise Of Some,  
The Demise Of Others*



# The Big Challenges & Opportunities...

*So What Does This All Mean*

*...For You?*

*...Your Management Team?*

*...Your Staff?*

*...Your Board?*

*...Your Clients?*

*...Your Customers?*





# Further Information

For further information, a copy of this presentation, other presentations or to discuss your board's requirements contact:

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