

Appendix

Directions 2000: Extracts from review:

Operating Charter

Since its beginnings the Brotherhood has been a dynamic institution, shifting focus in response to changing needs within the community and as new opportunities have been identified. Within the context of its Mission Statement, the Brotherhood adopts the following set of propositions as its operating charter for going forward into the next century.

1. The Brotherhood is a Melbourne based organisation that has a wider regional and national impact.
2. The Brotherhood's charter is to work with, and for, the well-being and empowerment of people who are poor.
3. Drawing on its experience in directly providing services for some of the most neglected and needy people in our community, the work of the Brotherhood of St Laurence involves the advocacy of positive social change based on policy and research.
4. The Brotherhood is a multi-service agency.
5. The Brotherhood is an organisation founded within the Anglican tradition that encourages the involvement of all people supporting its mission.
6. The Brotherhood is an autonomous organisation, which is committed to continuing as an independent voice for people in our community who are poor.
7. The capacity of the Brotherhood centres around its people. The Brotherhood relies on professional workers to provide the highest quality of performance, to support the greatest possible contribution from volunteers, and to promote community self help.
8. The Brotherhood's work relies upon the direct support of the community, as expressed through donations, voluntary work, good will, and grants from governments and philanthropic trusts.
9. The Brotherhood is accountable to its Charter, its active supporters in the community, its staff and voluntary workers and, above all, the people it seeks to serve.
10. The primary role of the Brotherhood's Board is to comply with its statutory obligations under its Act of incorporation and, as custodians of the Brotherhood's Charter and values, to:
 - establish the strategic directions of the organisation;
 - marshal the support of the community for the Brotherhood's work;
 - ensure good management, accountability, and financial viability;
 - support and assist the management team in their task of building and renewing organisational capability; and
 - ensure effective management succession.
11. The primary role of the Brotherhood's management team is to provide leadership to the organisation in both the articulation and implementation of its Charter through:
 - ensuring the Brotherhood's operations are managed within a strategic framework;
 - marshalling the available resources of the Brotherhood for the greatest impact;
 - attracting, developing and inspiring paid staff and volunteers to achieve the highest standards of service and of innovation; and
 - ensuring accountability and responsibility in all areas of activity, including the achievement of financial and budget targets.
12. As a champion of positive social change, the Brotherhood will itself change in response to wider changes in the community and the emergence of new areas of need.

Guiding principles for service involvement

1. The Brotherhood's activities are founded on the principle of empowering the people it seeks to serve.
2. The Brotherhood will support and assist local communities to develop initiatives in new areas through empowering and seeding new ventures, but will try to avoid permanent colonisation.
3. The Brotherhood will give priority to the needs of people who are poor, particularly in areas that are not being addressed by other agencies, or new and emerging areas of need in the community.

4. The Brotherhood will give priority to areas where synergies between advocacy and services for target groups can be developed.
5. The Brotherhood seeks to ensure diversity of funding in order to secure its independence.
6. The Brotherhood will only do that which it can do well, and where it can have a wider impact and strategic influence.
7. The Brotherhood does not aspire to be simply the biggest service provider in any particular area of activity.

Decision criteria for service participation

There is an identified need

1. People who are poor have a demonstrable need for certain services.

Programs can be designed to produce positive change

2. There is a viable and productive strategy to address this need.
3. The particular service creates direct opportunities for advocacy and social change.
4. The particular service is consistent with the Brotherhood's overall policies and priorities.

There is a distinct case for the Brotherhood's involvement

5. In providing services the Brotherhood will be able to produce positive outcomes for both individuals and the community.
6. There is scope to provide services that:
 - are developed in consultation with the people involved;
 - will demonstrate new approaches;
 - respond to new and emerging needs in Australia's social environment;
 - increase access to, and participation in, the community's services; and
 - underpin a wider impact through the advocacy of social justice.
7. Other agencies are not as well placed to address the challenge and the Brotherhood can make a distinctive contribution.

Represent the best use of the Brotherhood's limited resources

8. The specific program complements or extends existing Brotherhood involvement in the area, providing opportunities to secure scale efficiencies.
9. The program adds to the overall effectiveness of the Brotherhood in pursuing its Mission, by creating economies of scope (synergies).
10. The program builds upon the skills and the capabilities available to the Brotherhood.
11. The program does not expose the Brotherhood, without due consideration, to unfunded liabilities or divert assets or resources from higher priority projects.
12. The program can be implemented within the Brotherhood's core administrative structures.

Reliance on government funding must not impose undue constraints

13. There is scope for the Brotherhood to 'add value' over and above the terms of the service contract with government.
14. There is scope for the Brotherhood to 'top up' government funds to extend service initiatives.
15. Government-funded projects are consistent with the Brotherhood's Mission and priorities, and can be implemented within the Brotherhood's corporate planning parameters.
16. Government funding will not constrain the Brotherhood's ability to exercise its public advocacy functions.

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