

**Minutes of the Regional Advisory Committee Meeting**  
**23rd May 1995**

*I + B C Challen*

**Present:** **Andrew Ferry, Gerardine Christou, Tony Quinney, Alan Murnane, Janet Torney, David Fawell, Laurenne McKenzie**

**Meeting Opened:** **6.10pm**

David Fawell welcomed Laurenne McKenzie to the Regional Advisory Committee.

**1. Apologies:** **Professor David James, Ian Brain**

**2. Confirmation of Previous Minutes**

Motion: That the minutes of the previous meeting be accepted as circulated.  
Moved: T. Quinney Seconded: G. Christou

**3. Matters Arising from Previous Minutes**

There were no matters arising from previous minutes to be discussed at this point during the meeting.

**4. Correspondence**

A letter was sent from Bishop Challen to Ian Brain/David Fawell. This letter to be discussed during Directions 2000 component of meeting.

**5. Reports**

**5.1 Director's Report**

**Mudbrick Project**

Waiting to hear whether further funding will be made available from the Hugh Williamson Fund, which would enable the project to continue past current six month limit.

**Provincial Communities Enterprise Project**

An application for funding from the Hugh Williamson Fund was also made in regard to Teresa Arnold's work with PCEP.

**Donated Goods Division**

The Donated Goods Division is an area of some concern and discussions have been held in relation to the direction (short and long term) and management of this department.

The vacant position left by Tony Stephenson is under review and may be re-defined with more emphasis on sales and marketing. Tony Quinney pointed out that, as Tony handled many "contacts and contracts" it was important that these were managed carefully and new contracts were developed as soon as practicable.

Difficulty has arisen over several bales of clothing exported to a company in Fiji. The company has refused payment due to unsatisfactory quality of clothing. It is yet to be determined whether the clothing is of poor quality or whether the Fijian company has "its own agenda".

Andrew Ferry noted that exporting was a highly specialised area, often difficult to predict and manage.

David Fawell stated that it was necessary to determine whether to employ someone to manage exporting or discontinue.

Clarification is required on the projected income for Donated Goods for 95/96 as income from export sales quite high at \$120,000.

Tony Quinney stated that he would obtain a copy of the financial budget and ensure a copy is sent to all committee members.

The position left vacant due to Trevor Robertson's resignation will not be filled until the department's income is at a satisfactory level.

#### **Brotherhood Community Shop**

The Community Shop is having a good turnover with increased profits. Tony Quinney stated that it may be worthwhile to consider a venture of the same nature as "Cash Converters" as the second hand industry is being affected by growth explosion and people's expectation of cash for old goods.

#### **Pixie Property Maintenance Service**

Currently waiting to hear on three month contract with Cooks (roadbuilders) for five staff. If successful a vehicle would have to be purchased.

#### **Employment Action Centre**

Waiting to hear on a submission for SkillShare funding. If successful, this funding would go a long way to paying for some infrastructure costs.

#### **Food Bus**

The bus is currently running four nights a week, offering food and general referral and support. The Co-ordinator of this project reports that 500 people per month are being seen, including many families. A core of eight volunteers work on the bus on a roster basis and also seek practical community support from various Ballarat businesses, eg. food from butchers etc.

#### **Material Aid**

Following Judith Grossman's resignation this position was reviewed. It was decided to decrease the hours to part time and re-name it as "Brotherhood Aid Service". There will be increased liaison between this service and the Food Bus in the future.

#### **Koori Work and Family Needs Project**

Federal funding was received for this ten month project following a successful submission last year. Vincent Sully has been employed as the project officer and he will be looking at the particular needs of Koori staff.

### **Highlands Personnel**

Highlands Personnel have 120 people on their waiting list, however Federal Government has agreed to have someone employed for six months to provide assessment for these people.

#### **5.2 Directions 2000**

Bishop Challen noted that he had received a letter from David Fawell establishing the understanding of the outcome of the previous committee meeting of 24th April 1995.

Bishop Challen noted that he agreed with this letter except for the following:-  
:that the auspice could not be worked through in one year  
:that the reduction in support was agreed to, but in five years or less

Bishop Challen stated that five years or less was required to build up a public profile, as well as public support and an income base.

Bishop Challen noted that it would be important to concentrate on objectives and purposes, but the drafting of the constitution could be tackled at a later stage.

Bishop Challen noted that BSL Melbourne would like access to the new agency; it's people, experiences and learnings and that perhaps this information could be fed to SP&R.

Bishop Challen noted that he was concerned in regard to the projected income of \$120,000 for the Donated Goods Division.

Andrew Ferry stated that without a BSL connection to Ballarat, BSL Melbourne would lose its rural link.

Bishop Challen replied by stating that he believed it was "the wish" of Central Highlands to become stand alone.

Gerardine Christou replied that it was not a wish, but a response to Directions 2000.

Bishop Challen stated that he thought that significant people had wished for a stand alone agency prior to Directions 2000.

Andrew Ferry replied that this was not the case.

Bishop Challen stated that this matter had now been clarified.

Andrew Ferry stated that he had been away during much of the "stand alone" process and he would like clarification on the meaning of a "stand alone agency".

Bishop Challen stated that the new agency would have its own legal identity.

Andrew Ferry questioned whether the use of the BSL name would be approved.

Bishop Challen replied that this was a problem. In the short term the use of the BSL name would be used to gather support, however he was not wedded to an ongoing connection by name unless there was effective accountability on policy and performance.

Bishop Challen stated that it was his preference to enable the new agency to come into being, gather strength and then take a new name not connected to the BSL.

Andrew Ferry stated that, without the BSL name, the agency would find it very difficult to raise funds and would have to run on a shoestring. He stated the need to clarify the meaning of "stand alone".

Bishop Challen requested feedback on current services and how they reflect three areas defined in Directions 2000, ie. Operating Charter, Guiding Principles and Decision Criteria.

Alan reported that this information would be available in the next week.

Bishop Challen pointed out that he had requested the information in February.

Janet Torney expressed concern that the public not be "tricked" into believing the new agency was the BSL, by use of the name, when in fact it was not.

Tony Quinney pointed out that for the next five years (or whatever time frame was decided upon) the BSL name would have to be used in any case.

Janet Torney questioned as to why the BSL was "rationalising". Was it because the organisation had become too large?

Bishop Challen replied that the reason was not financial and went on to mention the following reasons:-

- organisation has "grown like topsy" with no clear corporate plan. Expansion arose due to opportunities created by governments.
- the BSL is losing some reputation for being innovative and creative
- directors are tied up with day to day management of their areas
- there is a lack of criteria available to judge what the BSL will or will not do
- considerable dissatisfaction about accountability of finance managers. This led to discussion between directors and then review.
- that the BSL, as a church sponsored agency, should be "outloving and outhinking" - the Bishop noted that this was his personal vision.

The possibilities for BSL Central Highlands were noted by the Bishop as follows:-

- stand alone agency
- some of the existing services handed away
- stand alone agency, but Melbourne BSL delivering something they could not do from Melbourne. This assistance would be for a certain term only.

The Bishop stated that it was not possible to continue with the situation as it is, given the three frameworks of Directions 2000. What would evolve would be a connection via the transfer of information and expertise, but no capital base.

Andrew Ferry re-iterated the Bishop's view of a stand alone agency with a transfer of information and expertise and stated that, if this were the case, he would be very concerned, that he would not wish to stay on a committee in order to "wind it down".

Bishop Challen replied by stating that the BSL was not in the business of terminating services, assuming the quality of those services. He stated that the issue needed to be explored and that if services could be handed on to other agencies, then those services would be able to continue.

Andrew Ferry stated that that, in his view, was "winding down".

David Fawell stated that he joined the committee because it was the BSL, and that it would be a possibility that he would resign if that was not the case.

Gerardine Christou stated that this view was shared by some staff.

Alan Murnane confirmed that staff wished for some link/exchange, but confirmation was needed of the nature of that link.

Andrew Ferry stated that as a stand alone agency, with no BSL connection other than information, the committee would dissolve. It would not be realistic to expect to raise money and keep staff involved. The question of the definition of affiliation needed to be resolved.

Andrew Ferry stated that Bishop Challen and the Board need to resolve quickly what they feel about affiliation and provided the following possible guidelines:-

- legal connection could be for twelve months
- financial reports made available every six months
- if Board unhappy with financial arrangements, six months notice could be given
- there would need to be good will on both sides
- the affiliation would be on a contractual basis for twelve months
- there would have to be some common objectives, however Ballarat may provide a program that was not entirely in line with BSL Melbourne's guidelines but in line with the broad objective.

Andrew stated that the committee was a conservative one and that the low funding would eliminate risk taking. If there was good will on both sides and an "out" option, then would this type of affiliation be possible?

Bishop Challen questioned whether this would be seen as a franchise model?

Andrew Ferry replied that this was the case - self funding and relatively small. This could be done over a three year period, with part of the funding going towards a local fundraiser. At the end of the 3-5 year term evaluation could be made of the size and chances of survival of the agency, as well as which services would be appropriate to be run.

Bishop Challen questioned as to whether this would be a permanent arrangement or limited to three to five years?

Andrew Ferry stated that there would be three segments to the arrangement, described as follows:-

#### **First Segment**

Commitment from both sides to work towards affiliation/franchise. Begin to rearrange activities/services. Some services closed down, some transferred, some expanded or continued.

#### **Second Segment**

Employ a fundraiser for a minimum of two years. Will enable evaluation to be made of fundraising potential for Central Highlands Region.

#### **Third Segment**

At the end of the 3-5 year period the franchise arrangement would commence.

#### **Once under a franchise arrangement there are two options for operation:-**

1. Ballarat agency raises all funds.
2. BSL Melbourne continues to see Ballarat agency as worthwhile enterprise and contributes by way of a grant, eg. part salary of fundraiser. This grant reviewed on a regular basis.

This arrangement would allow the BSL to reduce in size and scale and continue to maintain strong rural links, but would also keep faith with the people of Ballarat.

Tony Quinney stated that he had grave misgivings about Central Highlands' ability to fund itself without assistance from the Brotherhood and that he agreed with Andrew Ferry.

Bishop Challen commented that within ten years time the activities/services would constitute a self determining body.

Tony Quinney stated that services could be brought forward through the BSL structure, with the BSL name gradually fading out, eg. Highlands Personnel.

Andrew Ferry stated that the time frame could be reduced to three years. During that time a fundraiser could be employed. Another five years would be allowed to run as a franchise. Beyond the five year period the Brotherhood name would gradually be removed.

Alan Murnane questioned whether the agency would be affiliated in reporting requirements but legally independent.

Andrew Ferry replied that the agency would be legally independent after three years. Andrew expressed the hope that the Brotherhood would offer a measure of financial support for eight years, decreasing in the last five years.

Bishop Challen stated that he agreed in terms of principle, but the issue would need to be thought through. Bishop Challen commented that one other key criteria would be the solving of the "poor vs disadvantaged" discussions.

Tony Quinney stated that the Brotherhood and the Ballarat agency would have "common objectives".

Andrew Ferry stated that there would have to be goodwill on both parties.

David Fawell commented that the BSL had a good reputation in Ballarat and was thought of as a proactive agency. He commented that the Brotherhood would be likely to suffer if they cut off their own services.

### **5.3 Treasurer's Report**

Tony Quinney reported that he was unable to discuss the figures as they were incomplete. Tony stated that there were problems associated with virtually every area.

Tony stated that his accounting firm will commence reviewing some accounts. A meeting will be called within the next fortnight to discuss the problems with the figures and to gain a better "picture". Tony explained that last month's accounts were incomplete, particularly costings, as data and information not fully installed to Landmark.

Andrew Ferry commented that the deterioration in the accounts was very sudden and unexplained.

Bishop Challen questioned as to whether this meant that staff were unsure of what to do.

Tony Quinney confirmed that this was the case as the information to and from managers is inadequate. Tony stated that he would review the figures and then speak to Bruce Ellis.

Bishop Challen stated that he had always had suspicions in regard to the budget.

**Meeting Closed:**      **8.15pm**

**Next Meeting:**      **6.00pm**                **Tuesday 27th June 1995**

**BSL CENTRAL HIGHLANDS REGION  
DEPARTMENTAL REPORT  
ENDING 31/5/95**

---

**Brotherhood Community Shop (Carmel Brown)**

- supply of qual stock  
- profit - \$18,000/a.

May has been a better month for our shop, we have plenty of customers coming in and browsing. Most customers usually make a purchase which indicates that we must have the right stock in our shop for the customers. The stock we get from our Donated Goods section is top quality and people comment that our stock is great and at a reasonable price.

**Case Management (Michael Toner)**

This month has seen us start our new contract with ESRA with another possible 480 clients onto our books. These are starting to come in now.

With our new contract we have employed a new staff member that being Maria Kovocic who has had 23 years experience in the employment area.

Placements have started to increase over the last month so we are looking forward to some good results in the near future. All in Case Management is working well.

**Disability Access Support Service (Fiona Duffy)**

During May DASS has visited six SkillShare projects, attended a Disability Reform Program panel meeting and assisted a SkillShare project in improving its physical accessibility by providing for an architect to assess the premises. DASS also provided information on funding options for the work and provided some financial assistance for the work to be done.

DASS participated in a national teleconference of DASUs where we discussed issues around our funding applications. This new regular contact between DASUs is proving to be useful and informative.

DASS also participated in the official opening of the new outreach of Ararat SkillShare in Beaufort, and in an Options Expo run by Highlands Personnel and DSS at Wendouree Village Shopping Centre. The DASS Newsline was published and circulated to a mailing list of over 850 people and organisations. Equipment has been lent to four SkillShare projects and is about to be hired to an outside organisation for a person with a disability starting employment. They will trial an adaptive keyboard with a view to purchasing one with DEET funding in the future. We have also sold five copies of the publication "Disability Training Strategies and Resources". The library of adaptive equipment owned by DASS is now available to organisations other than SkillShare on a fee for service basis and this is being marketed through Newsline.

**Donated Goods Division (Barry Crittenden)**

Sales picked up slightly this month, but our donations through the bins are down. We completed a bag drop in Stawell this month with very good results, 1500 bags put out and 256 bags were collected, that is a 18% return rate. We will be commencing a bag drop in Ararat in the month of June, which should increase our donations to fill current orders.

### Donated Goods Division (continued)

Brett Whittacher, our export market buyer arrived in Ballarat this month, Alan Murnane, Anne Davies and myself had a long discussion with Brett about exports and his requirements for purchases. Brett suggested two approaches to this market if we wish to head in this direction. We need to think seriously about this and plan our way through this market, as it can be very lucrative to us if we wish to pursue it in the future.

Tony Stephenson left us this month to take up a position at the Melbourne D.G.D. We wish Tony all the best in the future.

My staff and I have taken up the challenge of filling the position of sales in the wipers area and to their credit have done extremely well in continuing a high turnover in this area.

### Highlands Personnel (Alan Murnane)

Unfortunately we saw the departure of one of our staff in May under somewhat difficult circumstances. After a considerable investigation and a number of meetings with the staff member, there was no other suitable alternative. The Human Resources Department at BSL in Melbourne was most helpful throughout the process.

*backed up for Ian's absence* As I have been acting as the Director in Ian's absence, Fiona Jane Pyers has taken on most of my responsibilities, apart from Finance and Department negotiations.

*for Ian's absence* I am currently negotiating our contract for the next financial year in terms of number of people to be placed.

Highlands Personnel is functioning well, even after the departure of a staff member and my full time secondment to Ian's position.

### Koorie Work and Family Needs (Vincent Sully)

*initially for V.S.* The first progress report on the Koorie Work and Family Needs Project has been sent to the Department of Industrial Relations. Initial consultation with all participating Koorie and non-Koorie staff and management has almost been completed. A methodology for the project has been established and background research has unearthed some interesting issues including: the extent to which Employee Awards reflect Aboriginal needs; cultural differences in child care and Aboriginal values in the design and delivery of services . The first management committee meeting for the project will be Thursday 22nd June.

### Landcare and Environment Action Project (Ros Smith)

May has been a great month financially for the LEAP Department with curriculum materials and licensing sales worth \$30,000. All stock had to be reprinted so we took the opportunity to make improvements and select recycled paper. To date we have done no active marketing and yet there continues to be a steady interest and increase in the number of clients using the Certificate in Basic Landcare and Environment Action.

We now have over 200 clients and are hoping to transfer all our client information onto Access database in the near future in order to make operations more efficient. We also plan to do some marketing.

### Landcare and Environment Action Project (continued)

Anne Murphy has started working on new elective modules for the curriculum and is making great progress.

Phillip Mobbs and myself will be conducting a curriculum training day at Bellinger in northern NSW for trainers from the area in mid June.

ATCV Leap groups are all in their final places and keeping Liz and myself busy sending out certificates, paying trainers for their services and attending final presentations.

### Provincial Communities Enterprise Project (Teresa Arnold)

May brought good news for the Provincial Communities Enterprise Project with word from Hugh DT Williamstown Foundation that they will continue to fund enterprise facilitation services for another year, with a review at the end of the third year. In addition they will also fund enterprise facilitation for one year in a small rural community and especially important: they will fund, on a contract basis, the preparation of a curriculum for the professional development of enterprise facilitators and a curriculum for people starting up a new enterprise. The curriculum work is particularly relevant to the latest federal government report Enterprising Nation where there are some major opportunities spelt out. With respect to the Ballarat Employment and Enterprise Fund, there has been a strong flow of potential applicants with a few already showing real promise.

May has been a funny month with Forty Plus, there has been a complete change of office bearers and several minor incidents of poor communication, a breakthrough has now cleared the air with respect to PCEP, but there are tensions within the group which still concern me and might present strategic problems, I hope not.

Creswick Community Centre has contracted to PCEP to run more business planning workshops, with contract coming from Daylesford also. I will also be running business planning workshops at Forty Plus in July and am considering running one at King Street to bring together a number of one to one clients. It has been very busy without Tim and Jo, but the new funding clears the way to relieve this situation.

### Prevention of Youth Homelessness Project (Pauline Bolch)

In the last couple of months the project has recruited two new workers; John Perham (early April) to work on the Peer Mediation program at Ballarat Secondary College, East & Wendouree Campuses, with Year 8's & Year 9's. Another part of John's work is to train parents as support people and advocates for other parents across the 4 State Secondary Colleges in Ballarat.

As of Monday 5th June, Laurie Clarke will be working with us on the Koorie work.

The work on the general practitioners strategy and issues relating to young people at risk and those who are homeless is being further developed.

By the end of the financial year the PYHP project will be fully staffed and going full steam ahead.

## BROTHERHOOD OF ST. LAURENCE

CENTRAL HIGHLANDS REGION  
DIVISIONAL SUMMARY

	1993/94 Actual	1994/95 MAY Actual	1994/95 MAY Budget	Fav (unfav) Variance	1994/95 MAY Actual Y-T-D	1994/95 MAY Budget Y-T-D	1994/95 Budget	YEAR FORECAST
<b>FUNDRAISING</b>								
Donated Goods	14,010	(4,914)	1,865		1,035	20,515	22,240	-25000
Big Bin	16,374	1,295	(816)		(2,709)	7,956	8,680	(1,000)
	<b>30,384</b>	<b>(3,619)</b>	<b>1,049</b>		<b>(1,674)</b>	<b>28,471</b>	<b>30,920</b>	<b>(26,000)</b>
<b>EMPLOYMENT SERVICES</b>								
EAC Management & Training	(65,406)	(7,325)	(4,387)		(140,769)	(48,257)	(52,800)	(120,000)
Employment Placement Unit	6,493	(889)	476		(762)	5,236	(9,060)	(762)
Case Management	0	9,198	21		33,455	126	0	33,000
C.B.E Program	0	0	1,297		0	5,188	0	0
Disability Access Unit	0	6,930	(693)		0	(7,623)	(8,460)	0
Highlands Personnel	5	0	(756)		0	(8,323)	(9,080)	0
Pixie Property Services	3,200	(22,003)	(2,139)		(30,876)	(23,529)	(25,790)	(25,790)
Jobskills	0	58,688	(1,681)		(1,727)	(18,491)	(20,340)	(1,727)
Youth Services	0	(8,764)	(1,446)		(24,909)	(11,567)	(17,350)	(23,000)
LEAP	0	7,751	(719)		0	(8,470)	(9,280)	0
Project Development	0	(46,894)	(1,655)		(129,636)	(13,240)	(19,860)	(112,000)
PCE Project	(54,033)	(9,814)	(849)		7,584	(6,793)	(10,190)	5,000
	<b>(109,741)</b>	<b>(13,122)</b>	<b>(12,531)</b>		<b>(287,640)</b>	<b>(135,743)</b>	<b>(182,210)</b>	<b>(245,279)</b>
<b>SOCIAL POLICY &amp; RESEARCH</b>								
Prev. of Youth Homelessness	0	0	0		1,237	0	(8,710)	0
	0				1,237		(8,710)	0
<b>FAMILY SERVICES</b>								
Koori Work & Family Needs	0	63	0		63	0	0	0
Aboriginal Liaison Officer	0	(8,696)	(4,040)		(68,467)	(36,360)	(48,490)	(70,000)
Material Aid	(33,155)	0	(3,092)		(37,262)	(34,012)	(37,300)	(51,000)
	<b>(33,155)</b>	<b>(8,633)</b>	<b>(7,132)</b>		<b>(105,729)</b>	<b>(70,372)</b>	<b>(85,790)</b>	<b>(121,000)</b>
<b>ADMINISTRATIVE SUPPORT</b>								
Directorate	(199,167)	(23,238)	(8,112)		(103,721)	(89,232)	(97,510)	(120,000)
Administration	0	9,391	13		(45,006)	125	0	(47,000)
Project Support & Development	0	0	(3,000)		0	(24,000)	(36,000)	0
H.O. Corp Charge	(11,004)		0		0	0	0	0
	<b>(210,171)</b>	<b>(13,847)</b>	<b>(11,099)</b>		<b>(148,727)</b>	<b>(113,107)</b>	<b>(133,510)</b>	<b>(167,000)</b>
Auditors Adjustments	(10,000)		0		0	0	0	
<b>SURPLUS(DEFICIT) BEFORE A</b>	<b>(332,683)</b>	<b>(39,221)</b>	<b>(29,713)</b>		<b>(542,533)</b>	<b>(290,751)</b>	<b>(379,300)</b>	<b>(559,279)</b>
Extraordinary Expenses	(170)		0		(99,389)	0	0	0
Maintenance	0		0		0	0	0	0
<b>TOTAL CENTRAL HIGHLANDS</b>	<b>(332,853)</b>	<b>(39,221)</b>	<b>(29,713)</b>		<b>(641,922)</b>	<b>(290,751)</b>	<b>(379,300)</b>	<b>(559,279)</b>

for BCE

*Recess & BCE***MEMO**

**TO:** Michael Challen  
cc: Bruce Ellis

**FROM:** Alan Murrane

**RE:** Finances & Directions 2000

**DATE:** 16th June 1995

**1994/95 Finances**

Current calculations suggest that the deficit for Central Highlands will be, at worst, \$160,000. This is based on the worst possible scenario, so we could expect at least some improvement on this figure. I am working towards having a clearer picture to be presented to the Finance Committee in Melbourne and to the Advisory Committee in Ballarat on the 27th June. These figures do not include the \$99,000 for Jobskills that Bruce is still investigating relating to a previous period.

**1995/96 Budgets**

In the light of this years deficit I am in the process of re-working next years budgets. The main areas for consideration are:

- 1) **Mud Brick Project:** This project has been a major contributor to this years problems. For this reason and others I have decided to close down this project as of 16th June 1995. Saving for next year - \$23,000 - as per budget.
- 2) **Donated Goods Division:** A number of concerns are obvious within this operation. I organised with Bruce Ellis for 2 staff from DGD Melbourne to conduct a stocktake of DGD Ballarat on 15th June 1995, to help determine the financial position of this project.

I also meet with the Manager of DGD Ballarat on 15th June 1995, to re-work budgets for next year. Given our current problems operating in the export market we cannot, at this stage, consider this a realistic form of income. Therefore the combined estimates for profit 95/96 will be considerably revised.

They are currently 2 staff down but I am holding at this level for now.

- 2 -

- 3) Employment Action Centre: Anticipated deficit in this area for 94/95 is in the vicinity of \$130,000, compared to an original budget deficit of \$49,000, and an expected deficit of \$100,000, after the loss of the Jobskills program. We have already removed 1 staff position from this project (saving \$30,000) and are looking over the reduction of another part time management position within that area. Therefore expenses will come in as expected.
- 4) Project Development: is the other major area with budget overruns in 94/95. However with 2 staff now departed from this area, and the recent grant of \$150,000 for the Williamson Foundation, I shall ensure that they are operating to budget.
- 5) Material Aid: This is currently budget for a deficit of approximately \$49,000. This position is currently vacant, and even though we have advertised and interviewed, I have put it on hold until we re-evaluate next years budget.
- 6) Income: The only area that income is not guaranteed for next year is the EAC. This is the nature of this type of training program. Should we be successful in our application for the SkillShare Program, the situation will change dramatically.

*know what?*

**Directions 2000:** After discussions at the Ballarat Finance Committee last Thursday night, I would like to request that the requests from you re: Directions 2000 as outlined in a letter to Ian Brain dated 6th April 1995 be placed on a temporary hold until August, when I will have more time and energy for the task and less other tasks which are demanding my attention. The other alternative at this stage is to bring in a consultant and increase our costs.

The Ballarat Advisory Committee is also I believe looking for in principle response from you re: affiliation.

I shall see you on Monday

Regards,

Central Highlands

"Subsidies from H.O."

## 1995/96 Budget Estimates

Mayba		
\$30,000	EAC	(70,500) <sup>\$180,000 excludes possib \$ for skilshere</sup>
8000 ✓	Youth Serv.ys	(8,000) Food bus. Trust \$
-	X Mud Brick (closed)	1. K. Heritage Tr. (3,000)
20,000 ✓	Aboriginal Liason Office	2. K. Farm needs + Employ (49,500) 3. Ab.co-op (6,000)
	Dictionary includes G.C. + manager \$60,000 (22 people)	(142,000)
	Administration	(6,000) <sup>altern. funds?</sup> reduce by one allowed
	Provincial Committees (Williamson)	
20,000	Enterprise Project	(12,000)
	Big Bin (Shop)	18,000 ✓
	Painted Goods	0
	Deficit	<u>(\$ 337 000)</u>
	Other - H.O. levy,	<u>11,000</u> <u>≈ \$ 350,000</u>

Pixies - work care cover.  
92% of engaged.

High	nil
DASS	nil

**MEMORANDUM**

To: Alan Murnane, Central Highlands  
From: +MBC  
Subject: Central Highlands  
Date: 22 June, 1995

---

**CONFIDENTIAL**

Thank you for your recent memo re Central Highland's financial position.

I need to discuss this in the context of Ian Brain's departure, *Directions 2000* and the BSL total budget for 1995-96.

Furthermore, I need to give a clear lead to the Advisory Committee, which meets on Tuesday 27 June.

Would you please meet with me on Monday 26 June at 11.00 a.m. to discuss the following:

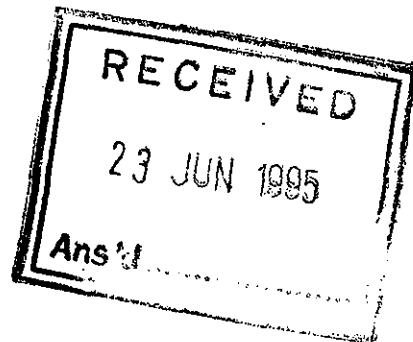
1. What will be the financial situation of C.H on 30/6/95 and how that will affect the rest of C.H. ~~\$210,000 worse~~,
2. What services **will** have the greatest drain upon central resources in 1995-96? *see list.*
3. Which of these cannot be adjusted to be self funding? *difficult?*
4. Which of these (from no. 3) appear to be outside *Directions 2000* criteria?
5. Which of these could be transferred to another auspice?
6. What financial support will be required for services (from no. 3) remaining (after nos. 4, 5)?
7. What implications does this have for staffing?

Thank you.

**M E M O**

**TO:** All Committee Members

**FROM:** Alan Murnane



---

Please note that this months Committee Meeting has been altered to  
Tuesday, 4th July 1995.

We hope that this is convenient for you. Could you please confirm your attendance with  
Melissa at BSL Central Highlands.

BROTHERHOOD OF ST. LAURENCE

CENTRAL HIGHLANDS REGIONAL COMMITTEE MEETING

TUESDAY 4TH JULY 1995  
6.00 PM

---

A G E N D A

---

**VENUE:** 20 King St Nth, Ballarat

**DATE:** Tuesday 4th July 1995

**TIME:** 6.00 pm

1. Apologies
2. Confirmation of Minutes
3. Matters Arising from Previous Minutes
4. Correspondence  
95/95 Budget
5. Reports:
  - i) Director
  - ii) Directions 2000
6. General Business

*- Terms of Reference -*

*Task Force investigating the withdrawal of the Brotherhood  
from direct responsibility for services  
within the Central Highlands Region*

The Implementation Committee is commissioning a Task Force to prepare for the Board of the Brotherhood a report on withdrawal of the Brotherhood from direct responsibility for services within the Central Highlands Region.

*Members of the Task Force to investigate the withdrawal of the Brotherhood from  
direct responsibility for services within the Central Highlands Region:*

Lesley Dredge (Convenor)	General Manager, BSL - Peninsula
David Fawell	Chair, Regional Advisory Committee, Central Highlands
Sue Kirkegard	Board member
John Wise	General Manager, BSL - Metropolitan
Alan Murnane	BSL Central Highlands
Gerardine Christou	BSL Central Highlands

The Task Force is requested to prepare such a report with the following desired completion dates:

1. Draft for discussion by the Implementation Committee - no later than 17 August
2. Final Draft to Implementation Committee - no later than 25 August
3. Presentation to the Board of the Brotherhood - at the 5 September meeting

The Task Force will report through the Executive Director.  
The Executive Council will seek regular briefings on progress.

The Terms of Reference follow:

## ***Terms of Reference***

In accord with ***Directions 2000***, the Board of the Brotherhood of St Laurence at its meeting of 4 July 1995 resolved that:

- The Brotherhood of St Laurence shall withdraw in an organisational sense from Central Highlands.
- Given that decision, it appoints a Task Force ... to present a plan ... on how this will be achieved by 30 June 1996 having due regard to the continuation of services and the wellbeing of the staff.'

This Task Force is to ...

1. Consult with staff and external agencies, drawing on the Barnes & Volk Report commissioned by the Central Highlands Region and presented to the Implementation Committee in March 1995; identify those current services which can stand-alone; initiate exploratory discussions with appropriate compatible agencies, including the Anglican Diocese of Ballarat, about alternative management options for other services.
2. Identify what (if any) funding or ownership constraints arise from the current financial interests of Federal and State Government and other funding bodies in the activities of the Brotherhood in the Central Highlands Region.
3. Examine and report upon the range of options (including whether any services ought remain within Brotherhood management) and, following consultation with interested and affected groups, make a recommendation with advice on the feasibility of putting this into action by 30 June 1996.
4. If the reporting timeline allows - where services are to be stand-alone, identify and recommend on the options for the type and structure of the legal entity to which the Brotherhood could pass control of and responsibility for the existing services, their assets and any continuing obligations.
5. Examine and suggest ways of minimising the impact of any recommendation on the current clients and staff.
6. In consultation with the Brotherhood's Human Resources Department with reference to any preferred option, seek and provide advice on the Industrial Relations requirements in the transfer of staff from one employer to another, including the transfer of staff entitlements.
7. Establish the foreseeable options for the Brotherhood in seeking to ensure placement for people in our target group (whether present service users or prospective users) should a service pass from Brotherhood management.
8. Liaise with the internal group investigating the financial implications for the Brotherhood (Sandy Clark, Chair - Board Finance Sub-Committee & Bruce Ellis, Deputy Director - Finance). The report should incorporate the findings of that investigation.
9. Ascertain what financial assistance would be needed from the Brotherhood during the period 1 July 1995 to 30 June 1996 in implementing the preferred option.
10. Provide advice on strategies to manage and communicate any recommended change to clients, families, staff and community.
11. Provide regular information to staff.

Dear Alan,

Thinking about how we make our public comment, I think that we need to separate Ian's farewell, which is an inhouse situation, from the BSL announcement.

It is just the timing that needs to be considered, and it would seem appropriate to announce it early next week when the Task Force takes up its position formally with its Terms of Reference.

I have drafted the following release for you to discuss with Gerardine. Let me know what you think about doing it early next week and of the content.

### **BROTHERHOOD SEEKS CONTINUATION OF SERVICES AFTER WITHDRAWAL**

Bishop Michael Challen, Executive Director of the Brotherhood of St Laurence, said that new strategic directions decided by the Board last December as well as financial constraints had resulted in the need to find ways in which local services could continue after the Brotherhood withdrew from direct responsibility for them.

Concerned to let the community know that these valued services will not necessarily be lost to them, Bishop Challen said that a Task Force had been appointed to identify those services which can stand alone and initiate discussions with appropriate compatible agencies about alternative management options for other services.

'The Terms of Reference of the Task Force make it clear that they focus on the needs of the local community and the staff of the Brotherhood of St Laurence, and consult with all affected groups before making their recommendations', he said.

Bishop Challen said that 'the Brotherhood came to Ballarat when there was little in the way of employment services. In that six years, the vitality and initiative of the Brotherhood staff have provided excellent wide-ranging services and we have a constructive and helpful relationship with the community and the funding bodies.

'The decision also follows recommendations of the 1994 organisational review, Directions 2000, which will better equip the Brotherhood in its mission to provide innovative services to people on low incomes', he said.

Bishop Challen said 'the review's recommendations are consistent with our history and tradition, which is about going in where there is a need not being met by others and then letting go so that the service can either run itself, or be run by others in the local community, as occurred in Bendigo in Aged Care in 1974'.

'Although financial considerations had precipitated the decision to arrange a hand over of Central Highlands regional services sooner rather than later, it had always been the intention to do so', he said. 'These constraints were a result of a series of difficult financial years resulting in the need to use our capital reserves. They were compounded by decreasing financial resources in fundraising areas in general, he said.