

I will be available to discuss the attached  
on  
Thursday October 25, 1990  
with

Metropolitan Staff Association Delegates  
2-3 pm in Board Room

Staff Meeting

3-4 pm in the Staff Room  
2nd floor  
67 Brunswick Street

A large, stylized handwritten signature that reads "Bill Ford". The "B" is very large and loops around the first part of the name. The signature is written in black ink.

Bill Ford  
Acting Executive Director  
24 October 1990

# BROTHERHOOD BROTHERHOOD OF ST LAURENCE

67 Brunswick Street, Fitzroy, Victoria, 3065 Australia.  
Telephone: (03) 419 7055, Fax: (03) 417 2691

Memo to: All Staff

October 24, 1990

From: Bill Ford, Acting Executive Director

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In July, I outlined the approach being taken to manage our difficult financial situation caused by problems at Metropolitan Donated Goods. Whereas we had budgetted for a cash inflow in the year to 30 June 1990 we in fact had a significant cash outflow. The Donated Goods problems made up a substantial part of the shortfall. Our cash reserves had therefore fallen to a dangerously low level and the budget cuts we made in July were designed to improve this situation. Our review of the position at the end of September, and the downturn in the economy generally, has required a further downward revision in our predictions of income.

The Board has therefore developed a tight strategy to ensure the survival of the BSL - to maintain our service and advocacy emphasis towards the poor and disadvantaged, to fulfil our vision and mission, and at the same time to create an organisation better equipped to meet the challenges ahead. In financial terms, the decision is that operating expenditure is not to exceed operating income.

This requires that further significant cash cuts are to be made in the 1990/91 financial year, which would have the effect of a \$1 million cut on a full year basis. In view of the urgency of the need to control the effects of our financial situation, it was agreed by the Board that the necessary action must be taken before our new Executive Director commences with us at the end of January.

Head Office will be restructured to support more efficiently our services and advocacy. The directorates of Income and Business Development, and Planning and Development will be abolished and their duties devolved to other parts of the Brotherhood. Two Directors, David Pollard and I, will leave the organization.

A new Metropolitan Region will be created, to bring together all the services provided to our clients in the metropolitan area. This will be structured along the lines of the two existing regions, and is to be financially self-sufficient in its operations. The Community Services directorate will be abolished and its duties absorbed into the Metropolitan Region, with John Wise as Regional Manager.

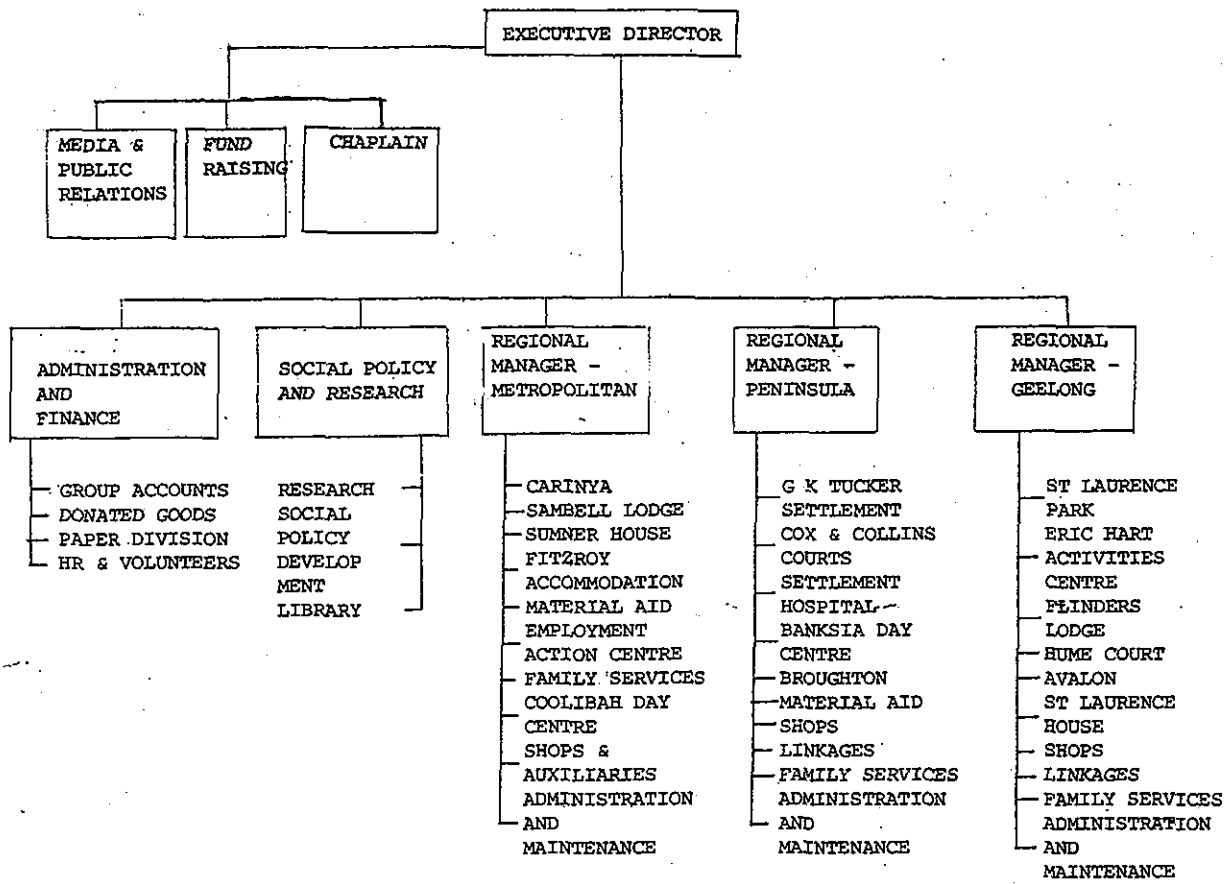
A new organization chart is attached, and the changes will be implemented progressively over the next few weeks.

It has been impossible to avoid staff cuts, despite our best efforts in redeploying people wherever possible. This means that the Brotherhood will lose the services of some valuable and long serving staff as well as some newer ones. All staff affected have been advised and all possible support is being offered to them.

In these difficult times, I am sure that everyone will continue to work together to achieve these changes so that when Michael Challen commences in late-January, the Brotherhood of St Laurence will be fully prepared for the challenges ahead.



BROTHERHOOD OF ST LAURENCE - ORGANIZATIONAL STRUCTURE



PLANNING COMMITTEES

- SERVICES - MANAGERS - SPR & REGIONS + EXECUTIVE DIRECTOR (INCLUDES NEW SERVICES/INNOVATIONS)
- BUSINESS - ST LAURENCE INDUSTRIES COMMITTEE
- ALL OTHER - SENIOR EXECUTIVES (AND BOARD AS APPROPRIATE)

HEAD OFFICE

- EXECUTIVE DIRECTOR
- ADMINISTRATION AND FINANCE
- SOCIAL POLICY AND RESEARCH
- MEDIA & PR
- FUNDRAISING
- CHAPLAIN