

The Brotherhood of St Laurence

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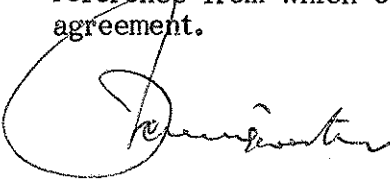
7th December, 1987.

TO THE MEMBERSHIP OF THE BROTHERHOOD OF ST. LAURENCE

Attached is a draft of a statement of goals, objectives, strategies, plans and activities for the B.S.L., and also a joint draft statement of mission.

We have been working on this material for some months and although it is not yet in its final form, it will suffice as an outline of where the B.S.L. is at the present time.

The joint statement of mission has been prepared by the heads of all Anglican agencies on the basis of an initial draft prepared by me. The present arrangement is that the document should go to each organisation for discussion and eventual ratification. The aim is to identify the point of reference from which our agencies have come and it is hoped we can reach agreement.



Peter Hollingworth,
Executive Director.

**THE G.O.S.P.A. 5 YEAR PLAN FOR
THE BROTHERHOOD OF ST LAURENCE**

***A draft general introductory goal statement
which all Anglican related agencies might endorse together.***

As one member in a loose knit family of voluntary welfare agencies with a common mission and established through Anglican auspices, the Brotherhood of St. Laurence is committed to the building of a more just, caring and mutually supportive society in Australia. Such a society seeks to achieve the best possible mix between individual freedom and corporate responsibility through a pervasive sense of accountability to God in its individual and institutional relationships.

It believes that as all people are born of equal worth in the sight of God, so the society must work consistently to ensure equal opportunity for all and to correct those serious inequalities which lead to poverty and disadvantage.

Believing in "God's Option for the Poor" the B.S.L. accepts, along with others, the primary goal of ensuring that the poor, the disadvantaged and the excluded of society are given the life chances, resources and opportunities needed to achieve their dignity and full potential as children of God, born in the Divine Image.

**THE G.O.S.P.A. 5 YEAR PLAN FOR
THE BROTHERHOOD OF ST LAURENCE**

1. Goals

Goals refer to the ends to which our efforts are directed. They are summarised by the statement that we will work to create a society in Australia which is compassionate, supportive and just in its dealings with all its members, especially those who are poor, excluded and disadvantaged.

The achievement of this goal will require policies and programs which will improve the economic and social circumstances of such people, without undermining the vulnerable position of others who are only marginally better placed.

Such a society will create and will not only reduce substantially the level of primary disadvantage, it will also encourage people to find their dignity and their self esteem and by helping them improve their capacity in managing their lives and those of their families. This will also require a greater degree of involvement in and control over the decisions that affect their lives. The welfare act in such a society will be based on the principal of inter-dependence and reciprocity, where a sense of giving and receiving is developed in all human transactions.

2. Objectives

These are the defined portions of the goal to be achieved. They must be measurable, specific, achievable and be owned by all those associated with the B.S.L.

They include the following:

- a. the provision of a range of general services directed towards the needs of low income people, including older people, families, children, young people and the disabled which encourage material independence, dignity, inter-dependence and self-management which will improve their general quality of life;
- b. monitoring and evaluating existing B.S.L. service programs, to improve their quality in order to benefit the users and also to inform other service organisations and the wider community of appropriate ways of moving in new directions;
- c. undertaking and monitoring innovative service projects aimed at testing out the validity of new or alternative approaches to assisting people in need;
- d. uncovering, elaborating and interpreting wider community needs, through research and documentation;
- e. reforming those administrative systems affecting the live of low income people;
- f. developing and formulating policies in areas of particular importance to the well-being of disadvantaged people such as income security, employment and housing and the ways by which such programs might be financed;

- g. increasing community awareness through advocacy programs, of the nature and extent of human need and the need for more effective distribution policies thereby promoting community action to achieve constructive change;*
- h. working with education systems and institutions in curriculum development to improve students' understanding of poverty and social disadvantage;*

- i. *working beside and resourcing groups concerned to promote justice and compassion, such as churches and church-related organisations by developing common strategies for justice and caring;*
- j. *working with government, the corporate sector, trade unions and other community groups to foster and develop a shared understanding of the nature and extent of contemporary needs, to harness resources and to work together in resolving problems such as unemployment and housing;*
- k. *promoting the B.S.L. and advocating its mission in a positive way, using all appropriate means of public communication within the Australian cultural context;*
- l. *through such means, attracting and securing funds necessary from government and community to support all aspects of the organisation in its mission.*
- m. *creating a caring organisational ethos whereby all B.S.L. members, Board, volunteers and staff can carry out the B.S.L. mission of compassion and justice.*

Thus the defined portions of our goals involve:

- * service delivery;*
- * research;*
- * policy development;*
- * program innovations;*
- * community education;*
- * public affairs;*
- * income generation.*

3. Strategy

This refers to the method of applying resources to goals and indicates how things will be done. It will involve choices in setting directions.

It will mean the following.

- a. *Securing all the necessary financial resources to enable all the defined portions of our goal to be tackled, simultaneously working at each of them . These resources will come not only from government subsidies, but through B.S.L. efforts, including the Donated Goods Divisions, Laurence Industries, Auxiliaries, donations to appeals, legacies, charitable bequests and grants from philanthropic trusts.*

Over the next three years, greater effort and additional resources will be applied to the extension of entrepreneurial initiatives in order to increase the proportion of untied funds from independent sources. B.S.L. independence is a critical factor in the successful implementation of all objectives. It will allow us to have an unequivocal public voice, service programs appropriate to the needs of low income people and policy and research closely related to practical work experience.

Each year the Executive will make informed projections on these resources and through the budgetting process, recommend to the Board the financial apportionments to each department, according to stated priorities.

- b. *These priorities will be determined after appropriate consultation and will be allocated in the framework of a five year plan.*

4. Plans

Over the next five years, the B.S.L. will establish a detailed plan of action to implement a range of strategies. These will apply specifically to those defined portions of the overall goal as listed.

a. Service Delivery:

- i. Examine, evaluate and where necessary, upgrade and improve the quality of care required in the B.S.L.'s various institutions and programs, ensuring that aged residents are able to maintain maximum dignity, personal decision making and inter-dependence over their lives.
- ii. Renew professional commitments to very disadvantaged and low income families through the development of new programs emerging out of Limurru, and possibly, other auspices.
- iii. Examine other service programs which may be required.

b. Policy and Research:

- i. Pursue policy and research priorities already established and listed by the S.P.R.C.
- ii. Work for the eradication of child poverty by 1991.
- iii. Liaise with other research establishments with similar objectives.
- iv. Consider the most appropriate long-term auspice for such a Policy and Research Centre.
- v. Develop an interstate strategy to make research and policy work more widely available to other states.

c. Program Innovations:

- i. Continue with the Employment Development Unit within the B.S.L., making significant curriculum inputs to the Australian Traineeship System and develop the new Open Employment Unit for workers with disabilities.
- ii. Proceed to establish a three year program through St. Laurence House in Newtown, Geelong, for the respite care of the confused aged and their families.
- iii. In conjunction with Hanover Welfare Services, establish in the inner city, special accommodation units for very frail homeless persons.

d. Community Education and Publications:

In 1988, a review of poverty education work will be undertaken, to assess its value and effectiveness, especially in schools, and to gauge the level of future demand from schools and other educational institutions.

Closely associated with this is the recent initiative to upgrade and improve the marketing, distribution and sale of all publications to a range of different groups in the community. One of the options to be considered is whether the B.S.L. should establish a publishing business.

e. Public Affairs:

One of the major priorities will be the implementation of a conscious and well integrated public affairs strategy by the whole organisation involving staff, volunteers and supporters playing an active role together.

The successful achievement of such a strategy will include the following elements.

- i. A careful analysis, both of the B.S.L. as an organisation, its history, structure, position, image and the wider social, economic and political environment prevailing over the next five years.
- ii. The conscious marketing of the 11 objectives previously outlined.
- iii. The setting of strategies based on conscious choices about questions of quality or quantity of output, specialising or generalising of work and of segmenting, targetting and positioning the B.S.L. in relation to the community welfare sector.

At present the Public Relations and Income Development Department is being reviewed with the intention of clarifying and expanding its role having regard for the overall public affairs strategy.

In addition to raising funds through appeals and expanding its existing donor base, this department will have the major task of promoting the organisation and its mission to the public. In talking more explicitly about values, goals, objectives, policies and programs, an attempt will be made to extend the B.S.L.'s sphere of influence and expand its base of community support as the means by which we achieve primary goals are achieved.

An integrated plan will be developed, thereby providing an organisational framework for all existing and future activities within the community. In addition to the continued use of the media as the key to the broad promotion of ideas, the public affairs strategy will subsume other functions such as social action strategies, lobbying, community organising and collaborative work with other organisations, including welfare organisations, churches, employer groups, trade unions, educational institutions and others. All these bodies have some measure of interest in welfare issues and could contribute more of their ideas and resources in achieving the goals of caring and justice.

Related to this is the Executive's plan to examine all outside interests and activities the B.S.L. is involved in through its staff during working hours. Each of these will need to conform closely to the objectives and the business plan.

f. Income Generation:

This will be a matter of increasing importance in the face of greater competition from other welfare organisations in particular and the community in general. The income generation strategy will address this need for additional funds in the following ways.

- i. *Maintaining and expanding the donor base, establishing closer personal relationships with supporters and developing the deferred giving scheme.*
- ii. *Making approaches to the Trusts for specific objects and purposes.*
- iii. *Giving existing appeals at winter and Christmas time a higher public profile.*
- iv. *More actively promoting the Donated Goods Divisions, the Shops and Brotherhood Bins to the public.*
- v. *Developing new, but related entrepreneurial ventures, like Winnipeg Textiles and Laurence Industries, which will generate increased profits.*

Consideration is also being given to the establishment of a large single metropolitan retailing outlet to minimise costs and maximise profits.

5. Activities - These are the actions and tasks that implement the plans.

a. Services:

- i. *Quality of care - when the present work has been completed and the report fully considered, appropriate action will be taken where changes in existing practices are indicated. One area already identified is the upgrading of Broughton Nursing Home. Given the funding changes that have occurred regarding Commonwealth subsidies, a concerted and well documented case will be made to the Commonwealth to change funding arrangements in order to minimise deficits in the general nursing home area. It will be necessary to avoid being the victim, caught in a pincer movement between the Commonwealth's desire to cut costs and the nurses' desires to improve conditions of caring, to the point where the B.S.L. bears all the costs.*
- ii. *Limurru - a carefully devised, multi-disciplinary program for working with low income and socially disadvantaged families in the inner city is being developed. This program will build upon the experiences and knowledge arising out of earlier initiatives such as the Family Centre, Fitzroy and Action Resource Centre and the Social Services Bureau. Part of this task will involve re-constructing the agencies' knowledge base on the most appropriate ways of working with such families.*
- iii. *Laurence Industries - If Commonwealth funds are available it is planned to establish the Open Employment Unit to assist intellectually disabled workers gain places in the regular workforce. This will replace the earlier practice of running a sheltered workshop. Work is currently under way on a person-by-person basis, to make appropriate accommodation and employment arrangements for those people still in the old Laurence Industries program.*

- iv. *The Employment Development Unit - This program will run its full three year term and then be reviewed with reference to its continuance within the system. Having established the Clerical Traineeships, the second phase of introducing the Activities' Assistants will occur in October 1987.*

b. Service Innovations:

- i. *St Laurence House - The respite care centre for the confused aged in Newtown will commence early in 1988 for a three year period. During the pilot phase, further planning will occur to determine the most appropriate auspice for this program after that time. In particular, negotiations will occur with existing nursing homes to re-locate respite care facilities there.*
- ii. *The Joint Venture with Hanover Welfare Services - Negotiations will continue with the Board of Hanover and the Commonwealth to secure land in the inner city and then to secure the necessary funds from various sources, both private and public. It is hoped that a public announcement about the intention to proceed will occur in 1987, as a B.S.L. contribution to the International Year of Shelter for the Homeless.*

c. Policy and Research:

- i. *The Interstate Strategy - the B.S.L. will first clarify what resources it could put into such an exercise over the next five years. Following that decision, the Director of the S.P.R.C. will meet with appropriate people in Brisbane, Darwin and Perth to establish how best B.S.L. expertise and resources could be used in servicing those states.*
- ii. *Business in the Community - The Director will continue to liaise with that group with a view to establishing co-operative business enterprises to assist the unemployed into permanent work.*
- iii. *The Child Anti-Poverty Strategy - During 1988 and 1989 there will be intensive effort by way of a well co-ordinated campaign, in conjunction with other bodies, to ensure that a clear set of policy priorities is established as the basis upon which government action will need to occur if child poverty is to be eradicated by 1991.*
- iv. *The various pieces of research presently in train will, upon completion, be considered with a view to more systematic promotion and dissemination through the work of the Publications Officer. The aim will be both to extend B.S.L. influence in the social policy debate and to make useful resource material available to a wider range of community groups and individuals, while at the same time generating some income.*
- v. *Auspicing - The Executive and the Board will consider proposals regarding the longer term location of the Social Policy and Research Centre. Basically the choice comes down to whether it is contained at its present*

size within the B.S.L. or whether it is given greater autonomy and the capacity to expand the scope of this work. The latter course would enable it to negotiate independently for funds from the B.S.L. and other sources to undertake agreed projects on contract.

d. Public Relations:

At present, a job description and duty statement and a prescribed set of performance indicators has been prepared prior to the appointment of a new Communications Manager. This will be a senior level appointment, with a place on the Executive. The person will be responsible for liaison with other members of the Executive in developing a corporate strategy for the B.S.L. Efforts will be made to have that person on staff in early December 1987.

A support committee will be appointed to assist the new incumbent in the preparation of a marketing strategy and its implementation. That committee will also assist in measuring the performance of the Department.

e. Human Resources:

The Human Resources Manager has been appointed with the task of dealing with a range of personnel issues including compensation insurance, training, equal opportunities, work practices, awards, industrial matters, employment conditions, staff orientation and related matters.

The work of this Department will be closely related to the Public Affairs strategy, insofar as all employed staff are regarded as the front line operators charged with the task of promoting the organisation and its objectives.

Once the image of the B.S.L. has been clearly established, co-ordinated efforts will be made to ensure that the work in each of the Departments is compatible with the image.

Love and loyalty to the B.S.L. will be central motivating themes which will be fostered among staff.

The role of human resources is to help foster that spirit in conjunction with others. Through the careful application of employment criteria, focussing on the applicant's commitment to the B.S.L. and the appropriateness of their values, greater care will thus be taken prior to appointment of new staff. The positive strengths each individual brings with them will then be re-inforced at the Orientation course, which is presently being restructured. Where workplace problems occur they will be tackled through the designated means promptly and sympathetically by the Human Resources Manager and the Chaplain working together.

This should ensure that all members of staff, having clearly formulated job definitions and duty statements, a clear perception of how their work fits into the overall scheme of things, and the support to achieve their goals against performance indicators, will work together as an integral part of the corporate strategy. In this way, any dissipation of energy and resources should be

minimised as people function co-operatively in work centres which are seen, not as individual and isolated activities, but as an integral part of the whole organisation which is the Brotherhood of St Laurence.

*The Right Reverend Peter Hollingworth
EXECUTIVE DIRECTOR*

November 1987