

COMMUNITY BUSINESS BUREAU

STRATEGIC PLAN July 2009 to June 2012



INTRODUCTION

The Community Business Bureau is a not for profit social enterprise that provides a wide range of consultancy and bureau services to the not-for-profit sector.

The key objects of the Community Business Bureau are:

- To advance the interests, well-being and welfare of people who are disadvantaged by reason of disability, culture or personal circumstances.
- To assist charitable organisations working in the areas of disability, health, welfare, indigenous services and other community services to manage their organisations and activities effectively by providing a range of services to them.
- To foster and promote good management and efficient use of resources in charitable organisations.

This Strategic Plan acknowledges the unique role CBB can play to work in partnership with not-for-profit organisations to build a strong viable not-for-profit sector providing cost effective services to clients.

We will add value to our client organisations and the not-for-profit sector by:

- Developing and providing services which will deliver performance improvement in organisations; and
- Addressing and tackling systemic issues to improve service excellence.

OUR VISION

An effective and efficient not-for-profit sector achieving its social objectives.

OUR MISSION

To provide services and programs which build the capability and capacity of not-for-profit organisations

OUR VALUES AND ETHICS

We will be ethical in our dealings with our clients and our stakeholders. We will deliver services in a manner which reflects the following values.

- Respect
- Trust
- Integrity

1. Community Investment - invest our resources and expertise on a pro-bono basis

<u>KEY RESULT AREAS</u>	<u>OUTCOMES</u>
1.1 Support and assist not-for-profit organisations to achieve improved client outcomes.	<ul style="list-style-type: none">➤ Completion of significant pro bono consulting projects which have measures of strategic benefit and improved outcomes.➤ provision of pro bono advice and guidance to NFP organisations.
1.2 Develop value added services and systems which are beneficial to the not-for-profit sector.	<ul style="list-style-type: none">➤ Identification and development of new services which add value and improve client outcomes.

2. Building Community Sector Capacity - provide services which build the capacity and capability of not-for-profit organisations.

<u>KEY RESULT AREAS</u>	<u>OUTCOMES</u>
2.1 <u>Consulting Services</u>	
2.1.1 Provide consulting services which are tailored to improve governance, management and operational performance of not-for-profit organisations.	<ul style="list-style-type: none"> ➤ Number of cost effective consulting service functions provided
2.1.2 Expand the range of consulting services	<ul style="list-style-type: none"> ➤ Number of new consulting service areas that have been established. ➤ Number of specialist consultants engaged
2.1.3 Develop resources which will assist and support not-for-profit organisations to manage more effectively	<ul style="list-style-type: none"> ➤ More effective NFP operations through use of the resources developed
2.1.4 Provide training which will assist and support not-for-profit organisations to manage more effectively.	<ul style="list-style-type: none"> ➤ Details re the training provided and feedback re the outcomes ➤ Breadth and depth of training skills provided through CBB Consulting

2. Building Community Sector Capacity - provide services which build the capacity and capability of not-for-profit organisations.

<u>KEY RESULT AREAS</u>	<u>OUTCOMES</u>
2.2 <i><u>Bureau and Shared Services</u></i>	
2.2.1 We will provide high quality salary packaging services to not-for-profit organisations.	<ul style="list-style-type: none"> ➤ Average annual growth of 10% over the period of this plan ➤ Annual Customer Satisfaction Survey to achieve satisfaction ratings over 90%
2.2.2 Develop an integrated plan to market salary packaging to new and existing clients	<ul style="list-style-type: none"> ➤ Provide new services/products/packages in response to identified needs
2.2.3 Develop shared services which will support not-for-profit organisations to focus on their core business and mission.	<ul style="list-style-type: none"> ➤ Development of bookkeeping and accounting services ➤ Develop HR bureau services ➤ Develop web based tools and services re OHS and risk management
2.2.4 Improve profitability through streamlining and automation of processes	<ul style="list-style-type: none"> ➤ Make CBB salary packaging services more accessible through introduction of self serve facility ➤ Develop long term and on-going relationships with clients ➤ Improved capacity and productivity.

3. Building the CBB - build the capacity and capability of the CBB and its staff

<u>KEY RESULT AREAS</u>	<u>OUTCOMES</u>
3.1 Improve financial information and reporting on CBB profit centres	<ul style="list-style-type: none"> ➤ Develop unit costing for each service ➤ Optimise return on available funds and investments ➤ Develop commercial and competitor benchmarks
3.2 Investigate the establishment of a new PBI and DGR entity to further support the mission and delivery of services	<ul style="list-style-type: none"> ➤ Conduct an annual review of compliance
3.3 Ensure that CBB Corporate Governance and Board structures are appropriate to govern the organisation	<ul style="list-style-type: none"> ➤ Conduct regular review of Board performance
3.4 Develop CBB as a productive and harmonious workplace	<ul style="list-style-type: none"> ➤ Ensure ongoing staff development and training
3.5 Encourage innovation and provide opportunities for staff to be involved in business development initiatives.	<ul style="list-style-type: none"> ➤ Involve staff in business assessment and review of business processes