THE LEARNING LAB

#AFNC17

Monday, 17 July

11:15am
What Exhibitions Can Do for an Association
Linda Gaunt, Australian Dental Industry Association & Troy Williams, Australian Dental Industry Association

11:55am
10 Marketing KPIs Every Association Should Be Measuring
Angie Karpouzis, Aptify

1:45pm
Keeping Women in the Resources Industry: A Case Study of AMMA's Virtual Mentoring Program
Melissa Richardson, Art of Mentoring & Tara Diamond, Australian Mines and Metals Association

2:25pm
Easily Attract & Retain Members with Online Professional Development
Lee Goldsworthy, Course Genius

4pm
Affordable PR Strategies for the Long Term
Jo Scard, Fifty Acres - The Communications Agency

4:40pm
Revenue Streams and Investments for Sustainability
Stephen Tait, Randwick Waverly Community Transport

Associations Forum Pty Ltd

"Bringing associations together to boost performance"

- **LEARNING LAB   4.40pm**
- **4E Revenue Streams and Investments for Sustainability**
- *Stephen Tait*
- *Director of Strategy and Projects, Randwick Waverly Community Transport*
- *Member of the Business Advisory Council and Investment Committee Trustees of the Sisters of St Joseph of the Sacred Heart*
- *Director Sydney Health Community Network (SHCN)*
- *Director Zimbabwe Sports & Education Fund (ZimSEF)*
- *Former Chairman JP Morgan Australia Superannuation Fund Ltd*

Future-Proofing Your Association

Turn it into a Company Limited

[Turn the beat around]

Future-proofing your business - A framework for thinking differently about your risks

Types of risk

Approach

Response

Thinking differently to future-proof your business

pwc

1. Is your company offering brand value as well as a brand name?
2. Have your managers become complacent?
3. Have your employees become bored?
4. Is nostalgia blocking innovation?

The following topics will be covered;

- Leadership for sustainable futures
- Digital communication
- Responsible, authentic leadership
- Innovation – where existing is no longer enough
- Changing role of leaders in growth
- Continuous Improvement Culture

The Economist   Topics   Print edition   More

Get ready to train millennials

Update your tech

Stay in the know

Tighten your cybersecurity

Leave room to grow

Zoom out

Schumpeter

How to Trump-proof your company

An American CEO sends an e-mail to his top lieutenants

Plan C, which has three elements: winning, tackling and the future. ..“WTF”.

The Economist | Topics | Print edition | More

Schumpeter

How to Trump-proof your company

An American CEO sends an e-mail to his top lieutenants

- TO OUR management team: When I left the White House yesterday, after another two-hour round-table with the president, I knew in my gut that it was time to put in place “plan C” for this great company. The boxer, Mike Tyson, had a point when he said “everyone has a plan until they get punched in the mouth.” But so did Winston Churchill when he observed that “plans are of little importance, but planning is essential.”

Collaboration for Social Impact

- Credit: UNSW UWA Centre for Social impact and UniSA
- Challenge to Sustainability: CCSP transition to NDIS over 2 years

Operation	Old School Model	Collaborative Approach
Transport in Multi Social service Model	M&A –Takeover Stakeholder Accrued Surplus	Share Strengths – cost efficiencies
Disability Transport – Hi and Low cost neighbours	Bring the client to day care Own client relationship	Recognise NDIA strengths Harvest cash flow from NDIA
TfNSW Contracts for CHSP	90 NSW CT Operations Why not 30 in 3 years ?	Transport is a Booking Service Share costs & Collaborate
Superannuation	1998 650 Funds, replicated governance and admin	2016 now consolidated to 80 Boards nearly 3 Trillion Get Big!

Plan C then Adapt

- Governance is the Key Strategy and Execution - adapt
- Case Study : New body. Need Mission and Objective

- No cash at Bank: No funding stream to offset expense liability
  Director's duty to prevent insolvent trading by company
- Strategy - Business Plan and Strategy Working Group
  Board skill set –Skill audit -
- Plan Funding: Apply for Grants , seek Funding from Stakeholder
  Introduce Membership fees to access value proposition
  Develop Key Awards Program to build brand award excellence in field

- Register as Charity ACNC PBI and DGR status application:

Case Study 2 - Client Care *(or is that Revenue?)*

Community Transport is a key enabler in NDIS and Aged Care Sustainability:

- Transition Risk: govt models move to *client directed care* model
- Strategy: identify critical success factor for sustainability
  e.g. attend conferences, research, collaborate- led to depot, accreditation –
  " speak with your potential collaboration partners carefully"
- Hire Associations Forum experts to assist strategy & planning
- Segment current and prospective clients
- Identify new markets : then where you strengths are sustainable
- Aged Care: MyAgedCare First mover, Brand, digital strategy
- Disability: NDIA become a service provider not for every one *yet*
- Independent Living -Aged &Frail; different to aged care
- Identify strengths –Porters *area of Sustainable comparative advantage*
- *Planning is the key. Implement with Stakeholder/Funder in mind.*

Observations, Barriers & Learnings

I observed different collaborator organisations have

- Attitudes to Change: confidence in own ability
- Fear of not being Funded
- Its Ok not to go down a path your neighbour is.
- Focus on opportunity not Uncertainty,
- Ownership of client ≠ Access to revenue
- A collaboration can appear to be a takeover
- Plan – then Recruit new Board Skills to govern process

Sustaining Cash Flow by Collaboration

- *Community* -is a premise
- Compete for cashflow or client
- Reciprocal Strengths
- Try a collaboration agreement
- Planning

- Co-opetition- share clients
- who is a direct competitor
- can your Partner benefit
- Consider exit if not working
- All business functions
  Digital, Brand Building
  Development (sales to right buyer)

Case study 3 Investment Governance

- Consolidating a geographically diverse operation.
- Sustainability in context of religious order transitioning to governance models in 30 years
- Advisory board:
- This is a process of continual development
- Formulate Investment Policy – SRI UNPRI RIAA
- Key is to understand Liability process from this comes

Steps to implement Investment Process

1. Profile Liability
2. Model Cash flow forecasts,
3. Derive Strategic Asset Allocation,
4. Plan implementation and
5. Appoint ongoing management.

- Different skills sets for each step -different directors consultants
- Common error is to get stuck in early steps and not sustain mission is it better to hurry through and go back or never progress?