

# Be an Industry Leader. Join the Conversation.

Now is the time to take the Value of the Community Services Industry model and start real conversations to shape a new narrative and sustainable future.

### You can:

- Have conversations about Value
- Tell us what you think - send your thoughts to CEO Belinda Drew at [info@csialtd.com.au](mailto:info@csialtd.com.au)
- Add this paper to your next Board meeting agenda to discuss.

### Leading a conversation

Whether you are adding this to your next Board meeting or want to discuss it with your senior executive team, here are some questions to guide the conversation. Together we can create a new paradigm.

### How does our organisation talk about the value of our service, organisation or what we deliver?

- Is there one area of the model we focus our value conversations in?
- Are we focussed primarily on productivity, the statistics and numbers?
- How do we report to government and the wider community about the work we do?
- How does what we report on create a story about the value we deliver?
- What could we change in this reporting?
- Would changing the way we talk about the work we do build better relationships with stakeholders, investors and service users?

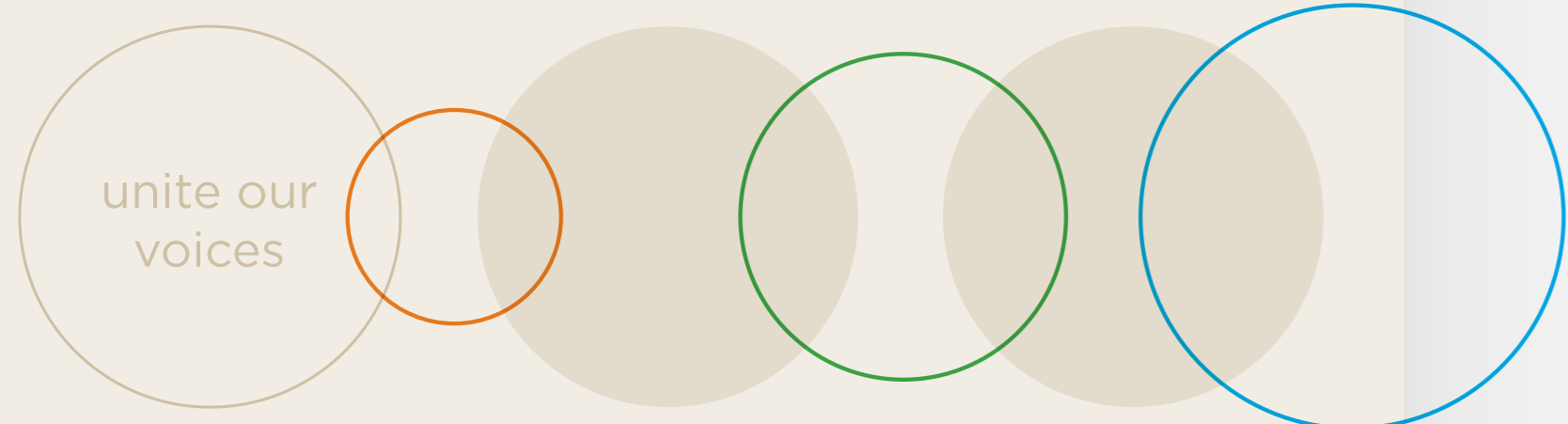
### How does our organisation talk about each of the three areas of value?

- Which area of the model does our organisation deliver the most value in?
- What is our organisation's level of social licence?
- How does our work build trust and relationships with people and the community?
- How do we know we are delivering services the community wants?
- How do we make people's lives better?

### What can we do differently when it comes to defining the Industry's value?

- How do we as an Industry move the focus from the transactional (productivity) to the transformational (value)?
- Could we use the model to create a new narrative to show the full value we bring to the community?
- What are the challenges and opportunities of a new paradigm?

How do you as an organisation want to continue to contribute to the Value of Community Services conversation?



## About the Community Services Industry Alliance

CSIA's creation was spurred by a desire to help community service providers make an even bigger difference in people's lives.

We have a voice that grows louder to support and advance the missions of our foundation members, and the Industry as a whole.

We exist to advance the business and sustainability of community services through positive action and change.

We believe in bringing a real-world perspective to everything we do.

We believe in progress.

We believe in the value and the passion our Industry have for their causes.

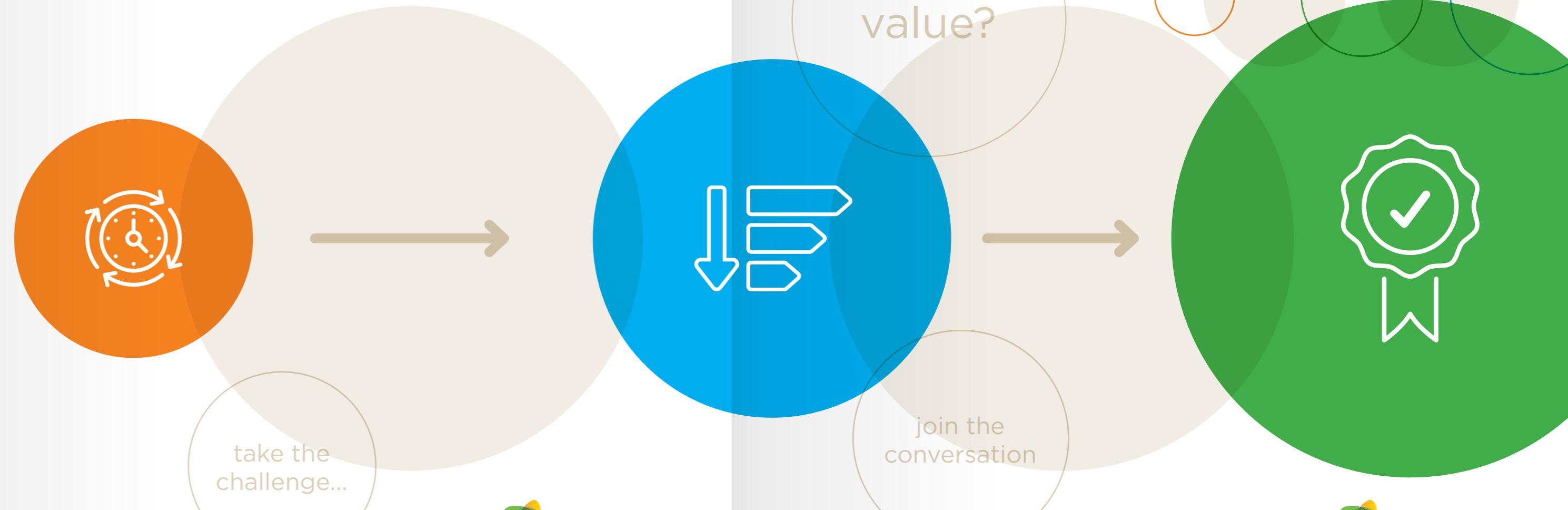
And ultimately, we believe in introducing smart ways of enabling their passion with the means to complete their missions.

By connecting our Industry, we create opportunities. It's the chemistry of a common goal that gives rise to strong partnerships and better outcomes. The introduction of new ideas, new thinking and finding better ways to do business are the catalyst for positive change.

## About the Community Services Reform Council

Established in October 2017, the Council represents a new way of drawing on thought leadership in the Community Services Industry and further shaping CSIA's approach to Industry leadership, reform and transformation.

The Council aims to apply critical thinking to complex issues affecting the business of community services and to refine CSIA's future-focused agenda in supporting an Industry driven by social purpose. The Council meets several times a year.



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# The Value of Community Services

An Industry-led paper to change the conversation about our value

## Introduction

The Community Services Industry is a powerful force for change across Australian communities. However, discussion about the social and economic value delivered by community services has been problematic as debates rage about what to measure and how to measure it.

Productivity, or the effectiveness and efficiency of organisations, is one such measure referenced as a way of understanding, measuring and improving value.

This paper is designed to challenge people within the Community Services Industry and beyond to think beyond the transactional lens of productivity to a broader set of considerations about the delivery of value that speak to their transformational nature. It is designed to provoke discussion and debate across the Industry, in government and in the corporate sector.

Take the challenge laid out in the questions and create debate that sparks imagination as we think about the future of community services. Use it in discussions with board directors, in strategy sessions with executive and in team meetings and informal conversations.

Together we can unite our voices for an Industry-led conversation to create a new paradigm and narrative around our value.

This work has been developed by CSIA with the Community Services Reform Council. Find out more at [www.csialtd.com.au/csia/our-people/community-services-reform-council](http://www.csialtd.com.au/csia/our-people/community-services-reform-council).

## The Community Services Value Model

Productivity in an economic sense is important across many industries. We accept that being more efficient and effective means more value is produced for the investment made. But productivity is only one element of a broader set of value drivers in the Community Services Industry.

The other elements come from the way we deliver the policy priorities of our communities, decided through our governments, as well as our

role in the fabric of every community. This is the trust and relationships we develop to deliver a range of services and supports to many people in the community, including the most vulnerable.

How do we talk about all the elements needed to create a full picture of the value we bring to our communities? The Community Services Value Model describes the three areas we need to start discussing to articulate what we do:



**Productivity: how efficient and effective we are in our work.**

The community has given us 'permission' to work with them, and our work is in line with the priorities that have been decided through the democratic process. The final step is to make sure we are doing that work in the most efficient and effective way we can.



**Outcomes Alignment: how we deliver the policy priorities of our communities and government.**

With the trust of the community supporting our activities, we then ask what work will lead to people having the best lives they can. We align our work to the outcomes our society, through democratic government, has decided is a priority.



**Social Licence: the trust and relationships we have with organisations, government and the community we serve.**

Social licence is "the acceptance granted by the community to an organisation, or an industry, and its work". It acknowledges the community's role in approving how organisations operate within the community. Trust is an important component of social licence, alongside legitimacy and credibility. To do our best work, the Community Services Industry relies on our social licence and the trust the community has in our organisations and what we do.

## We want to talk about the value of the Community Services Industry

For a long time, we have debated how to describe ourselves.

**What reflects who we are and what we do?**

**What will appeal to the people we want to support, the people we want to work for us, or the people we want to fund us?**

**Do we reflect our mission, our values, our business, our professions, or our clients?**

**Do we use the language of social connection, of social justice and human rights, or of economics?**

It's time to find our own language to talk about who we are and what we do – building our identity as an innovative, high performing and sustainable industry that contributes to social and economic inclusion, working towards a thriving civil society and an equitable and just society.

Our story, how we talk about ourselves, and how others see us can and should be reshaped by us in this changing world. As members of the Community Services Industry, we can all play a role. But we must do this together with the people who fund us, the people who use or might use our services, the broader community and people in other industries.

Now is the time to start and be a part of this Industry-led conversation.

By changing the narrative, we change the way that government, investors, stakeholders, service users and the wider community understands the Community Services Industry.

This in turn changes the expectations on Industry, moving from a focus on productivity to understanding the breadth of benefits we deliver. We can only do this by starting the conversation within Industry, gain shared understanding and acceptance of the opportunities, and share a new way of reporting and storytelling.

### What's driving value - beyond productivity to social licence

The Community Services Industry employs around 666,000 workers or about five per cent of the Australian workforce. The most recent national data on the Social Services not-for-profit sector shows revenue of \$19.2 billion. With the National Disability Insurance Scheme and other reforms, the Industry workforce is projected to grow.

Productivity is important in the conversation as it is one clear indicator against financial investment. Measuring how efficient and effective we are gives us information to make organisational decisions.

But to understand and articulate all of what we deliver, we need to broaden the scope to consider all areas of value, especially when it comes to the way we deliver policy priorities for communities and the relationships we develop.



**Productivity, efficiency and effectiveness:**  
*Are we doing our work right?*

Why optimise delivery of services that don't make people's lives better?



**Outcome alignment, policy priorities:**  
*Are we doing the right work?*

Why deliver outcomes the community doesn't want?



**Social licence, trust, relationships:**  
*Do we have the right to do our work?*