



Our purpose at work: serving organisations that do good

Helping organisations that do good do better is central to our management consulting practice. The work we do with for-profit and not-for-profit organisations that play a constructive role in creating a better world is above all else why we come to work and what gives us meaning and fulfilment in our professional lives.

In previous years' editions of Our Purpose at Work, we have concentrated on the good work of some of our not-for-profit and for-profit clients. In 2017 we were fortunate enough to serve close to 100 clients that do good – for-profit and not-for-profit clients that are having a positive social impact.

Here is a summary of the challenges we helped some of them solve, relating to strategy, stakeholder engagement, growth and organisational alignment.

Strategy



Foundation for Alcohol
Research & Education

The **Foundation for Alcohol Research and Education (FARE)** is an independent, not-for-profit, national health organisation based in Canberra, which has provided support to over 750 organisations around the country in areas such as research, public education and prevention, organisational capacity enhancement, and treatment and rehabilitation programs and services. Stopping the harm caused by alcohol is central to FARE's strategic plan, developed with the assistance of Right Lane Consulting. In 2017, we helped FARE's board and executive team to develop an overarching aspiration for the next strategic planning period, confirm strategic goals, and identify strategic priorities and measures of success.



LUCRF Super is Australia's first profit-for-members industry superannuation fund, established in 1978 at the beginning of a transformation that would see superannuation extend beyond a privileged few to most workers in Australia today. LUCRF Super has a strong commitment to improving the retirement outcomes for low-paid workers across Australia, with a focus on providing products and services simply, at low cost and with a friendly, easy to understand service. Right Lane worked closely with LUCRF Super to develop its three-year strategy and business plan and to align the organisation to successfully deliver the strategy.



South East Water supports healthy and liveable communities by providing water, sewerage and recycled water services to 1.75 million Melburnians across the South Eastern suburbs of Melbourne. South East Water has been acknowledged globally for developing innovative solutions to meet challenges such as climate change, population growth and changing customer expectations. In 2017, Right Lane worked with the board and executive team to redefine the organisation's long-term ambition upon which to focus and measure success against. South East Water not only strives to create a better world for customers within its regulatory boundaries, but to foster a culture of innovation and extend the reach of its contribution across Australia and Internationally.



StateCover is a mutually-owned provider of workers compensation insurance to local governments across NSW. Its 'soul' purpose is to create shared value for its member councils and the communities they serve. As well as providing workers compensation insurance, StateCover works with its members to provide injury prevention and injury management services. Everything StateCover does is for the benefit of its members and stakeholders. In 2017, Right Lane was engaged in a number of projects with StateCover, including helping the organisation to articulate its purpose, strategy and goals. To encourage fresh thinking and innovation, we facilitated a co-creation process to engage StateCover's potential members in the design of innovative new products and services.

Strategy (continued)



VicSuper is one of Australia's fastest growing profit-for-member superannuation funds, managing in excess of \$19 billion on the behalf of over 240,000 members. Right Lane has worked closely with VicSuper over a number of years, most recently on its strategy and planning process, where Right Lane helped the Fund to articulate a new purpose and vision and reconfirm its strategic direction. VicSuper is committed to delivering exceptional service to its members and has won numerous awards for delivering high quality advice, and innovative products and services.



A key outcome from the Mornington Peninsula Philanthropic Summit that Right Lane facilitated in May 2016 was the creation of the **Mornington Peninsula Foundation (MPF)**. MPF is dedicated to assisting people to break the cycle of poverty in the region and Right Lane is proud to continue its support of the Foundation and it's work on the Mornington Peninsula. In 2017, Right Lane facilitated the first board strategy workshop for MPF which set their strategic direction and developed a set of initiatives to help the Foundation achieve its goals.



Victoria State Emergency Service (VICSES) is a volunteer-based organisation, providing emergency assistance to communities across the state to minimise the impact of emergencies and strengthen the community's capacity to plan, respond and recover when emergencies occur. Throughout 2017, Right Lane worked with the VICSES board and executive team to develop the organisation's 2018-2022 Strategic Plan, including establishing the strategic direction and high-level priorities. Right Lane also worked with a cross functional group to refresh the organisation's core values and ensure they reflected the culture required to deliver their new plan.



Right Lane worked with **Moreland City Council** in the north of Melbourne to help it develop its Council Plan (2017-21). Under the themes of 'Connected Community', 'Progressive City' and 'Responsible Council', the three-year strategy outlines the priorities for this diverse community to guide the changes necessary to address its most important challenges and opportunities. The partnership continued with Right Lane assisting in the development of the council's first Corporate Plan. Through a program of staff engagements, the Corporate Plan identified the internal changes the organisation would need to make in support of the new strategy.

Stakeholder engagement



Industry Super Australia (ISA) manages collective projects on behalf of profit-for-members Industry SuperFunds with the objective of maximising the retirement savings of five million industry super members. These projects include research, policy development, government relations and advocacy as well as the well-known Industry SuperFunds Joint Marketing Campaign. Right Lane worked with ISA on its stakeholder engagement, along with the organisation's long-term aspiration and strategy, goal setting, initiative prioritisation and ways of working.



Kaiela Arts is an Aboriginal art centre located in Shepparton which provides an important space for artists and the community to connect with art and culture. Their work drives important outcomes for their artists and the broader Aboriginal and non-Aboriginal communities. Through our previous work with the Fairley Foundation in Shepparton, we were asked to help facilitate a workshop with the Kaiela Arts board, staff and artists to develop a MOU as they progress towards an important change for their organisation and people. This MOU has helped Kaiela Arts to articulate their position to fellow stakeholders in a significant community development project in Shepparton.



Sustainability Victoria is a statutory authority responsible for delivering Information, advice and support resources for all Victorians, to improve our environment and use resources wisely. Right Lane worked with Sustainability Victoria to facilitate the Ministerial Food Waste Roundtable with major food producers, supermarkets and food rescue organisations on the topic of reducing food waste in Victoria. The Roundtable provided the Minister with an opportunity to hear directly from stakeholders the most useful ways that the Victorian Government can support industry and manufacturers to reduce food waste.

Growth



Australian Government
Department of Social Services

Department of Social Services (DSS), using insights from the Australian Priority Investment Approach to Welfare, has developed the \$96.1 million Try, Test and Learn Fund to support trials of new or innovative policy responses to help people live independently of welfare. This \$96.1 million fund is unlike standard Government funding. It is driven by an outcome focused, participatory approach to policy development that identifies ways to help people at risk of long-term reliance on welfare move towards stable and sustainable employment. Right Lane worked closely with DSS and two not-for-profit organisations to co-develop the business cases for innovative social enterprises which were then submitted to the Minister for funding consideration. These organisations received funding of \$3.7 million to assist the most vulnerable people in our society transition towards stable employment.



Bang the Table aims to improve the quality of public debate and the level of community involvement in public life through digital public engagement. Its EngagementHQ software drives tailored inclusive, sustainable and measurable public participation projects. Right Lane helped Bang the Table identify an approach for entering the health sector, including identifying priority segments and value propositions for health organisations.

Organisational alignment



Biotherapies for Life™

CSL Behring ANZ provides both Australia and New Zealand a near-complete range of domestic plasma products manufactured in Australia from plasma collected in each country. In both Australia and New Zealand, CSL Behring ANZ also supplements the domestic plasma product supply with a range of commercial plasma products manufactured in CSL Behring's global network of manufacturing facilities. CSL has made a promise to save lives and protect the health of people who are stricken with a range of serious and chronic medical conditions, and since 2014 Right Lane has assisted CSL Behring ANZ to plan and implement to deliver on this promise.



VICTORIAN CURRICULUM
AND ASSESSMENT AUTHORITY

The **Victorian Curriculum and Assessment Authority (VCAA)** is an independent statutory body responsible for the curriculum, assessment and reporting for all Victorian students and learners. During 2017 Right Lane facilitated an expert panel review of the VCAA's Special Provision Policy and procedures. The Special Provision Policy aims to ensure that the most appropriate, fair and reasonable options are available for students to demonstrate their capabilities if their learning and assessment programs are affected by disability, illness, impairment or other circumstances. A significant outcome of this review is the expansion of the policy to cover years 7–12, on both a formal and an advisory level.



Australian Government
Australian Institute of Family Studies

The **Australian Institute of Family Studies (AIFS)** is an Australian government research institute responsible for research into the wellbeing of Australian families and communities. Over the past 37 years, AIFS has undertaken significant research in a range of areas relating to family wellbeing, including child and adolescent development, work and family, indigenous families, parenting, domestic violence, child protection, and family law. Right Lane worked with AIFS staff over a series of interactions to define a set of organisational values that represent 'what matters most' to staff in their work at the Institute.



Worthwhile Ventures Ltd is a start-up, not-for-profit Aboriginal managed organisation, which supports Aboriginal entrepreneurs through business coaching; unsecured, zero interest loans; and business education. The Worthwhile Ventures model will use the disciplines of venture capitalism, but apply them in a philanthropic way. Throughout 2017, Right Lane assisted the Worthwhile Ventures board with the establishment of its foundation phase during which the organisation's concepts are being learned and developed in partnership with a small number of Aboriginal entrepreneurs in Sydney. We have also helped with the development of an impact measurement framework and facilitated a number of Worthwhile Ventures Business Community forums comprising Aboriginal and non-Aboriginal industry experts, entrepreneurs and supporters.



LA TROBE
UNIVERSITY

La Trobe University has a strong mission to broaden access to higher education in Melbourne's north and regional Victoria. It is committed to an outstanding student experience; student and graduate employability; research excellence and being the partner of choice for industry, education and the community. Over 2016/17, Right Lane worked with La Trobe University across eight different projects. One of these was to map and improve clarity in the decision rights in relation to course approval and review processes at College and University levels. Another assignment was with one of the University's academic Colleges to streamline and improve the role clarity of formal decision-making committees.



Cbus Super is the leading profit-for-members super fund for the building, construction and allied industries. As one of the country's largest super funds, Cbus provides superannuation and income stream accounts to more than 755,000 members and manages over \$43 billion of members' money (as at 31 December 2017). Right Lane continued its strategy and planning work with Cbus's executive team and board in 2017; and we also worked extensively with the fund's investment team on capability, team alignment, team forums, leadership and employee engagement.

This document was inspired by stories shared by our staff. We all get caught up in our work, meeting short term commitments and pushing through the next block of busy projects. So it's incredibly gratifying to 'zoom out' and reflect on our clients' inspiring purposes and how we make a difference to their prospects and performance every day. Doing so strengthens our resolve to build a top quality, ethical consulting firm, helping organisations develop and implement better strategies. We remain invested in creating a new model of consulting that strikes a sustainable balance of interests between Right Lane, our clients and society.

Thank you to our clients for allowing us to share these profiles.

About Right Lane

Right Lane is a flourishing, top quality, ethical management consulting firm.

We employ our distinctive ideas and processes, and our absolute commitment to delivery, to help clients we care about pursue their inspiring missions.

We work alongside clients who do great work within the sectors they operate, and we are excited to be involved in creating outcomes that truly make a difference.

We are an ethical consulting firm with a strong belief in the work we do, and with a passion to give back to the broader community with the skills and expertise available within our walls.

Right Lane was established in 1997 to help private, not for profit and public sector clients to clarify and accelerate their future plans. Over the past 20 years, we have helped the executive teams and boards of more than 200 organisations to define and adapt their direction and strategy, identify and clarify their priorities, align their efforts with their aspirations, get their major projects started and finished, and measure and improve their performance.



Our areas of focus

- Developing and managing strategy and planning processes for clients
- Leading strategic growth projects, such as pre-merger analysis, pricing, new product feasibility, marketing expenditure effectiveness and growth options evaluation
- Implementing strategy through aligning and engaging the organisation, and measuring and monitoring performance
- Assisting clients with governance projects – from board culture and capabilities to board appraisals and reviews

B Corp certified - what does it mean?

In 2015 Right Lane became Australia's first B Corp certified strategy consulting firm.

This follows Right Lane's decision in 2011 to adopt 'for benefit' principles, including reasonable returns, inclusive ownership, stakeholder governance, transparency, and social and environmental responsibility.

B Corporations are a new kind of company that uses the power of business to solve social and environmental problems. Certified B Corporations meet higher standards of social and environmental performance, transparency, and accountability. The performance standards measure a company's impact on all its stakeholders, including workers, suppliers, community, and the environment. It's like Fair Trade certification but for the whole business.

For more information

If you would like to discuss our work at Right Lane, please contact:

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