



# BALANCING ON A THREE SIDED SEE-SAW

A paper presented by

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# THE CHALLENGE

- A paper exploring the potential and the tensions delivering **government** funded housing services in a **business** like manner to achieve the best **community** outcomes.

# Cultures

Values  
Goals  
Ideals  
Language  
Structures



# Government Sector



Equity

Universality

Accountability

Probity

Media Sensitive

Top Down / Managerialistic

Fits people into categories, standardise problems and tries to mass produce solutions.

Bureaucratic structures



# Business Sector [Values]

Profit

Efficient

Decisive

Opportunistic

Competitive

Target Markets

Managed Hierarchies

# Community Sector



**Inclusive**

**Democratic**

**Responsive**

**Localised**

**Connected**

**Addressing market Failures**

**Diversity**

**Flatter Structures - devolve power**

# Recruiting Boards



- Broad Range of Skills/Experience
- Understand Government Culture/Processes
- Business Skills financial, planning, technical expertise
- Community links/knowledge
- Consumers

# Establishing Staff Teams



- **Specialist Roles**
- **Multilingual**
- **Community Culture**
- **Retaining Flat Structures in Growing organisations**





Clients,  
Customers  
or Members

## Government

Client

-Implies control

## Business

Customer

- Implies free choice

## Community

Member

- Implies rights and responsibilities



## Selecting Tenants

## Government

- Wait/Turn
- Comparative Needs

## Community

## Business

- Reduce Risk
- Best Returns

- Community Links
- Best Fit



## Developing Policies

### Business

- Efficient
- Selective

### Government

- Universal
- Equitable
- One size fits all

### Community

- Inclusive
- Responsive
- Flexible
- Positive discrimination



## Engaging Contractors

### Business

- Partnerships
- Relationships
- Win/Win

### Government

- Tenders
- Best Price
- Open
- No advantages
- Partnership??

### Community

- Local
- Good will
- Relationships
- Partnerships
- Price



## Stock Planning

### Business

- Good/Opportunistic
- \$ Driven
- Not Tenant Driven

### Government

- Buying and Selling is difficult
- Public Scrutiny/Auctions
- Set Standards
- Difficult to accumulate reserve funds

### Community

- Limited ability due to size
- Varies based on tenant needs
- Difficult locating areas due to costs
- Limited technical knowledge/experience



**SUCCESSFULLY JUGGLING DIFFERENT INTERESTS**