



**Edition 5, 2011 – Issued June 20, 2011**

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## 1. Treasurers stamp their mark right across the nation

The 2011 Westpac Community Treasurers' Awards have revealed an army of highly passionate and committed treasurers stamping their mark on community groups across the country.

Though passion is not a quality usually associated with number-crunchers, it's something that's found in spades in the 513 nominations received for this year's awards.

Nominations, which were up by 21% on last year's awards, were received from groups across the country and from a huge range of community groups, from the tried and true (scouts, guides, emergency services), to the novel (dog agility groups, floorball associations); from arts and sports and environmental groups, outdoorsy clubs, fellowship groups, service organisations, advocacy organisations and special-interest groups.

Now in its third year, the Westpac Community Treasurers' Awards, which are run by Our Community and Westpac, celebrate the thousands of Australians who volunteer their time to manage the finances of these community organisations.

Hundreds of thousands of community groups in Australia rely on the unpaid and largely unsung labour of their honorary treasurers.

Winners of the Westpac Community Treasurers' Awards (see right) were announced by NSW Treasurer Mike Baird at a function at Westpac Place in Sydney on June 16 hosted by head of Westpac Social Sector Banking Julienne Price and Our Community Managing Director Denis Moriarty.

The three treasurers were selected for their excellence in fulfilling their role of managing the financials of their community groups (small, medium and large).

More information about the winning treasurers is posted at [www.ourcommunity.com.au/treasurersawards](http://www.ourcommunity.com.au/treasurersawards).

The winners received a trophy and a \$5000 cash prize for their nominating organisation, as well as \$5000 worth of Our Community tools and training. All 513 nominees received a certificate of recognition in honour of their inclusion in the 2011 awards program. They were also listed in the 2011 tribute booklet, which can also be downloaded from [www.ourcommunity.com.au/treasurersawards](http://www.ourcommunity.com.au/treasurersawards).

"It's great to see a significant increase in nominations in this year's Westpac Community Treasurers' Awards, showing more people recognise the work of their local treasurer," said Head of Westpac Social Sector Banking, Julienne Price.

"It is very demanding managing the financial wellbeing of a not-for-profit organisation but the people who put their hand-up for these roles do it because they are passionate about the organisation and about the cause," she said.

Our Community Group Managing Director Denis Moriarty applauded the work of all treasurers nominated for the 2011 awards.

"These awards aim to highlight and elevate the role of our great voluntary treasurers, whose selfless work is helping to keep our communities strong and healthy," he said. "It is a great accolade for our winners – particularly given the number of nominations this year – and we hope the money and training provided by Westpac and Our Community enables their organisations to continue their extraordinary work."

### 2011 Westpac Community Treasurers' Awards winners:



#### [Fran Galvin OAM](#)

Treasurer, Community Living & Respite Services Inc., Campaspe, Victoria  
*Large Organisations Category*



#### [Carol Ross](#)

Treasurer, KAGE dance-theatre company, Melbourne, Victoria  
*Medium Organisations Category*



#### [Peter Stevens](#)

Treasurer, Wollie Creek Preservation Society Inc., Sydney, NSW  
*Small Organisations Category*

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## 2. Communities in Control: not-for-profits at the tipping point?



**By Denis Moriarty**  
**Group Managing Director**  
**Our Community**

The most interesting thing about the Communities in Control conference, which I had the privilege of co-hosting on May 30 and 31, wasn't just the ebullient outpouring of productive ideas (that happens every year), but that this year the ideas were, from speech to speech, recognisably pointing in the same direction.

There's a lot more agreement than there used to be about what's important in the not-for-profit sector, what's needed, and what the priorities should be.

The common themes came up again and again:

### **1. The scale of the sector**

Not-for-profits, when taken as a whole, are big. Really big.

### **2. The prosperity of the country**

We live in an era where there is enough for the needs of all, if we could only get resources to the parts that need it.

### **3. The impact of technological change**

We have immensely powerful tools in our hands that we aren't yet sure what to do with.

### **4. The shortening concept horizon**

Politics is about winning the daily news cycle, not visions for the long-term future. We won't join parties because we can't face the compromises, and we want the people who do join to be more principled than we are.

### **5. The challenges for not-for-profits**

If we are going to keep up with the developments taking place around us we are going to have to get in shape: we'll have to stop twitching when people talk about productivity, and competition, and achieving a surplus.

### **6. The promise and challenge of change**

After years of reports and consultation and stalled starts, the government is (finally) starting to move. Not-for-profits have to begin the transition from complaining about government inaction to complaining about government actions – and neither side is really ready for that.

After a welcome to country and an introduction from **Damian Drum** (standing in for Peter Ryan, the Victorian Deputy Premier) we opened with **Linda Lavarch**, a one-time state politician and now Chair of the Australian Government's Not-for-Profit Sector Reform Council.

The government recognised, she said, the reality of consultation fatigue – inquiry following inquiry, hundreds and thousands of words of our submissions accumulating on the shelves – and had finally acted.

There is to be a national body that deals with not-for-profits, and there will be a new stab at defining what we mean by charity.

There will be movement at last after at least a decade of stalling. We are at least going to try to get it right.

**Hugh Mackay** aced it. He disassembled the social process in front of us and then put it together from first principles, from the basic drives that move people.

People need to be taken seriously; they need to connect; they need something to believe in. That's why community groups are so central – that's what community groups do.

These are the elements we have to work with, or work around, Hugh said. They have their bright sides and their dark sides. They have shaped our problems as well as our achievements. You can key them to the problems that we all sense, and feel around for solutions.

In question time, someone suggested that we form an Our Community party that all the audience could join. No, Hugh retorted, join the existing parties – there are so few people in them now that a small fraction of the nation's volunteers could take them over tomorrow if they got their act together.

No wonder that after his talk the queue to buy *What Makes Us Tick*, his latest book, circled the auditorium.

After lunch we went to another book – *More than Luck*, co-edited by **Miriam Lyons**. As Miriam said, "Politics, like nature, abhors a vacuum. Fear dominates elections when there isn't a positive vision compelling enough to crowd it out, and at the last election neither major party was telling a positive story." Throughout the conference, the radical dysfunction of Australia's political culture was taken almost as axiomatic.

Miriam (with Mark Davis) has edited a collection of policy proposals that Australians can take fire from, and there is a book – a book, furthermore, that you can read in full [online](#), just to remind us that there are new modes of production out there creating their own imperatives.

**Joan Kirner**, ex-Premier of Victoria and a towering figure in the development of the Australian community sector, then featured twice in quick succession – first in the announcement of the Trawalla Foundation's Joan Kirner Social Justice Award, for someone who's shaken things up in their work for social justice, and then in the Inaugural Joan Kirner Social Justice Oration.

This year the Oration was given by **Sharan Burrow**, General Secretary of the International Trade Union Confederation, who gave us the international perspective on the issues to counteract the usual Australian tendency to assume that we're the worst off of anybody.

Sharan was giving her speech from Geneva by wire, providing a good intro to **Mark Scott's** talk on "The Changing Face and Role of Media in Communities". Mark is the Managing Director of the ABC, and knows as much about what's wrong with the media as anybody in the country. There were fewer reporters, there were fewer papers, there were fewer owners, there was less TV time for public affairs, he said.

"In every country we get backlash against reform, but Australia is one of those unique countries where we get the backlash before we get the reform." The old media world was dying, and a new one was struggling to be born.

And to send us away there was the **Choir of Hope and Inspiration**, the Choir of Hard Knocks as once was, reminding us to take everyone seriously, and to take hope.

The next day opened with a reminder of the power we in the sector could have if we knew how to take it.

Not-for-profits, **Phil Ruthven** of forecasting firm **IBISWorld** told us, have 2.9% of all Australia's enterprises, 3.3% of all outlets, 5.7% of Australia's revenue, 9.6% of the economy (a sector, too, which is growing 0.5% faster than the average), 14.5% of the workforce and 14.7% of the wages bill.

We are a rich nation, long-lived, with no insoluble problems if we have the will and the wisdom to apply to them – and if, he said, not-for-profits up their productivity, consolidate into larger and more efficient organisations, and generate larger surpluses to allow them to ride over the bumps.

The Great Community Debate – this year, “*that local government is the best level of government to reform and assist communities* – was MC’d by Joan Kirner. **Stephen Mayne, Samantha Dunne, Luke Ryan, and Angela Savage** took on real issues and played them for laughs, or perhaps vice versa.

After lunch we heard from the top table. **Senator Kate Lundy**, Parliamentary Secretary to the Prime Minister, joined with Our Community Chair **Carol Schwartz** to launch a new project by Our Community and the Women’s Leadership Institute Australia to get more women awarded through the Australian honours system. The project, she said, touches a chord with all Australians who want to see the institutions of government reflect the genuine diversity of Australian society.

Then **Elizabeth Broderick**, Sex and Age Discrimination Commissioner, walked us through the latest developments in the long fight for workers in the community sector to be recognised and rewarded just as if they were real workers, like men.

And we closed with the Australian of the Year, **Simon McKeon**, someone who’s starred in both the for-profit and not-for-profit sectors and could tell us how they could be made to fit together.

Every one of the speakers covered at least two of the common themes listed up the front, and some three or four.

Some speakers were coming from the right, some from the left, but the surprise was still how close they clustered on what was important for the community sector right now.

Things seem to be coming together. We may be approaching a tipping point.

If you weren’t able to join us for the conference, you can catch up on all the speeches by clicking on the links above, or by going to [www.ourcommunity.com.au/cic2011papers](http://www.ourcommunity.com.au/cic2011papers).

A DVD is also available – [click here](#) to find out more.

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### 3. Communities in Control postscript: Shorten provides praise, warnings and plans

Bill Shorten’s recent speech on the community sector, *Passing Round the Hat for Change*, came in a couple of days early for the Communities in Control Conference, and 650 kilometres north, but it’s close enough to our themes for us to adopt him as an honorary speaker.

Talking to the National Press Club on May 27, Shorten, the Assistant Treasurer, combined praise of the not-for-profit sector with an analysis of its faults and some information on the government’s plans.

Here’s a stripped-down version.

#### Praise –

At its heart, our not-for-profit sector makes a contribution to the Australian way of life that is every bit as important as that played by our other, formal institutions.

You are evidence of a basic truth that none of us is impelled by self-interest only, or fear of gaol or fines or shame if we do not do what governments ask of us.

We believe in making a passionate difference, in eroding by inches the avoidable suffering of our neighbours and families and unfortunate friends, and what the Bible calls the strangers within our gates.



## Shortcomings –

Interestingly, despite your numbers, you don't have the influence on national policy your weight should warrant. There is very limited public discussion about your needs or your issues as a sector.

One of the inherent difficulties for the Third Sector is that you are all so flat-out with the activities and services of your group, that to some extent, overall sector issues have missed out.

Often small groups don't recognise they are even part of a "sector". Like all groups with asymmetric bargaining power, you need more unity.

Unity of purpose, better leadership development and outward-looking innovative thinking. These are what I think of as a vision for the future.

## Government Plans –

A national regulator for

- determining charitable status, including public benevolent institutions
- providing education and support to the sector on how to comply
- implementing a 'one-stop shop' reporting framework
- implementing the public information portal by July 1, 2013, and
- providing a 'seamless' application process for applications for ABNs, charity status and tax concessions.

It will be headed by a Taskforce Leader who is expected to become the Commissioner of the ACNC. Expect further announcements in the near future.

There will also be an Advisory Board assisting the ACNC consisting of technical and sector experts. Robert Fitzgerald will lead that Advisory Board.

We will also progress national regulation of the sector through the Council of Australian Governments, and negotiate with the States and Territories on how we can ultimately achieve a consistent regulatory framework across all levels of Government.

## And a final flourish....

Margaret Thatcher said a while back there is no such thing as a society, just individuals and families.

Neil Kinnock famously riposted: 'No sisterhood. No brotherhood. No neighbourhood. No number other than one. No person other than me.'

I believe there are such things as neighbourhood and nationhood and comradeship and community.

And for the Labor movement this involves, with some reluctance I know, an acknowledgement that in the century ahead many public problems will not be solved by state intervention, but by an improvement in the soul of the neighbourhood, an unleashing, an empowering of the better angels of our nature.

What in the twentieth century we called the Welfare State has given way in the twenty-first to a more delicate, more complex arrangement of social health by other means.

The third way. A seeking out of the better angels within the neighbourhood, the community.

Australian not-for-profits do have an advocate on the inside, and we should value him.

You can read the full speech [here](#).

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## 4. The future is becoming clearer: NFP Reform Council reports on 2<sup>nd</sup> meeting

The big news from the second meeting of the Not-For-Profit Sector Reform Council held in Canberra on 18 May is that

With regards to the Productivity Commission research report, *Contributions of the Not for Profit Sector*, the Minister advised that the Commonwealth Government has accepted 'in-principle' all but one of the recommendations relating to the Commonwealth. The one recommendation not supported was recommendation 9.5 pertaining to program related social innovation funds. While encouraging greater innovation is critical, the Government believes this should be pursued in other ways.

That means that apart from the big ticket items like the Australian Charities and Not-for-profits Commission (ACNC), a number of other countdowns have begun.

Among other things, the Productivity Commission recommended

### ***Some things that we can all agree are good ideas***

- Australian governments funding service provision or making grants should respect the independence of funded organisations and not impose conditions associated with the general operations of the funded organisation, beyond those essential to ensure the delivery of agreed funding outcomes.
- The Australian Government should progressively widen the scope for gift deductibility to include all endorsed charitable institutions and charitable funds.
- State and territory governments should recognise the tax concession status endorsement of not-for-profit organisations at the Commonwealth level.
- To encourage cost-effective giving, the Australian Government should explore options to promote and support planned giving, especially payroll giving.
- The length of service agreements and contracts should reflect the length of the period required to achieve agreed outcomes rather than having arbitrary or standard contract periods.

### ***Some things that would be useful if the states got off their butts (but which the Feds are not offering to take on)***

- State and territory governments should review their full range of support for sector development to reduce duplication, improve the effectiveness of such measures, and strengthen strategic focus, including on:
  - developing the sustainable use of intermediaries providing support services to the sector, including in information technology
  - improving knowledge of, and the capacity to meet, the governance requirements for not-for-profit organisations' boards and management
  - building skills in evaluation and risk management, with a priority for those not-for-profit organisations engaged in delivery of government funded services.
- Australian governments should introduce a system of 'Working with Vulnerable People Checks' that provides for checks to be portable between organisations for a designated time period. Further, Australian governments should explore the feasibility of developing a consistent national system allowing portability across states and territories of police checks....
- In order to ensure that not-for-profits can sustain their workforces, and as wages are a major factor in the successful recruitment and retention of staff, Australian governments purchasing community services need to base funding on relevant market wages for equivalent positions. Costings need to take into account the skill sets required to perform the purchased services and be indexed appropriately to market wage growth within that industry sector.

### ***Some new agencies***

- The Australian Government should provide funding for the establishment of a Centre for Community Service Effectiveness to promote 'best practice' approaches to evaluation

### ***A major change in the basic structure of the average NFP***

- The Australian Government should amend the Corporations Act to establish a separate chapter relating to not-for-profit companies limited by guarantee.



The Productivity Commission essentially recommended that the standard not-for-profit not be an incorporated institution any more but should shift to being a company, with the rules relaxed and special easy ways to swap over (this would, among other things, take them out from under state regulation, which would make regulation by the Commonwealth easier). This is now apparently government policy.

And the one they didn't accept?

- Australian governments should require all programs (of over \$10 million) delivering community services through not-for-profit organisations to set aside a small proportion of the program budget (for example, one per cent) to a program related social innovation fund. The fund should support trials of new approaches to service delivery, including evaluation of their cost-effectiveness.

**FOOTNOTE:** As a footnote, the establishment of the Australian Charities and Not-for-profits Commission has now been subjected to a Regulation Impact Statement that basically reviews all the possible alternatives (including leaving things the way they are) and adds up the pros and cons. It's not good on actual figures –

Given informational gaps, it is impossible to estimate current compliance costs faced by the sector and changes in compliance costs that would arise due to the implementation of options considered in this regulatory impact statement (RIS)

and

Given the lack of data, it is not possible for the Government to accurately estimate the number of charities that would fit into various segments of the sector (for example, small charities). This makes it extremely difficult to estimate the overall implication on compliance costs for the sector as a whole.

– but it does do a good job of weighing the practical advantages and disadvantages for not-for-profits and governments. Its conclusion, unsurprisingly, is that the ACNC is the way to go.

**POSTSCRIPT:** And as a postscript, a recent review found that just one of the elements of the package – the Standard Chart of Accounts, introduced into Victorian Government Departments in July 2010 – will save the Victorian not-for-profit sector about three million dollars a year (net) over the next decade, the savings coming from “*time saved by NFP community organisations using the Victorian SCOA when they perform a number of bookkeeping, grant application and financial reporting tasks.*”

A good start, and a good omen.

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## 5. Social Sector Financial Literacy Week kicks off with FREE financial workshops

Social Sector Financial Literacy Week is coming up on July 4-8 – and to celebrate, Westpac has thousands of dollars worth of free training to give away to community organisations around the country.

A free seminar, '7 Steps to a Successful Not-for-profit Organisation', provides an introduction to key financial management concepts in an easy to follow, practical format.

The short course provides not-for-profits with valuable tips and tools that can assist them in understanding the key financial drivers of a successful not-for-profit organisation.

Each short course runs for approximately 2.5 hours and will be held in select locations around Australia:



**7 steps to a successful not-for-profit organisation.**

Free short courses around Australia 4-8 July, 2011.  
Hurry. Limited spaces available.

Register today ▶

- **Hobart:** Tuesday, July 5, 10am-12.30pm, Mercure Hotel, 156 Bathurst Street Hobart
- **Perth:** Tuesday, July 5, 10am-12.30pm, Cliftons Perth, 191 St Georges Terrace Perth
- **Newcastle:** Tuesday, July 5, 10am-12.30pm, Newcastle Commercial Banking Centre, Level 2, 27 Donald Street, Hamilton Newcastle
- **Sydney:** Wednesday, July 6, 10am-12.30pm, Westpac Place, 275 Kent Street Sydney
- **Adelaide:** Wednesday, July 6, 10am-12.30pm, Westpac House, Level 19, 91 King William Street Adelaide
- **Canberra:** Thursday, July 7, 10am-12.30pm, Canberra Commercial Banking Centre, Level 11/15 London Circuit Canberra
- **Melbourne:** Thursday, July 7, 10am-12.30pm, BT Financial, Level 24, 367 Collins St Melbourne
- **Brisbane:** Thursday, July 7, 10am-12.30pm, Westpac, 260 Queen St Brisbane
- **Darwin:** Thursday, July 7, 10am-12.30pm, venue TBA
- **Geelong:** Friday, July 8, 10am-12.30pm, Geelong Business Banking Centre, Level 1, 69-71 Moorabool St Geelong

The course is being offered by the Davidson Institute, an organisation dubbed “Australia’s First School of Money”, which is an initiative of Westpac.

Places are limited to get in quickly if you would like to attend – register via the Davidson Institute website by [clicking here](#).

Other tools available as part of Social Sector Financial Literacy Week include:

- **Free financial literacy guides:** already downloaded by tens of thousands of volunteers, the *'Guide for Community Treasurers'*, *'Guide for Community Board Members'* and the brand new *'Guide to Investing for Community Organisations'* (see [Part 7](#)) offer practical tips to board members and treasurers to help them improve the financial status of their organisation.
- **An online 'Financial Literacy Checklist'** to help members of boards/committees assess their own financial competency.
- **A comprehensive online 'Community Sector Financial Tutorial'**, which allows treasurers and board members to improve their understanding of financial terms and practices and includes samples of key financial documents.
- **Template financial management and financial control policies** (Fundraising Policy; Authority to Sign Cheques; etc.).

Visit [www.ourcommunity.com.au/financialliteracyweek](http://www.ourcommunity.com.au/financialliteracyweek) to download these free resources, which have been developed by Our Community and Westpac.

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## 6. Great Australian Leaders in Focus: James Demetriou

The **Our Community Leaders** initiative is designed to highlight community leadership in Australia. Each interview is designed to excite and stimulate discussion on the important elements of leadership as well as providing some personal insights that can serve as lessons or guides for other younger and emerging leaders.

Leadership interviews appear in this newsletter and are also available via the Community Leadership Centre: [www.ourcommunity.com.au/leadership](http://www.ourcommunity.com.au/leadership)

This month's interview is with community sports leader James Demetriou.

James is co-founder (with his son Tom) and Executive Chair of Sports Without Borders, a not-for-profit organisation that provides support for young people from migrant and refugee backgrounds who are involved or want to get involved in sport. SWB is auspiced by the Australian Multicultural Foundation Trust.

A highly experienced senior executive and educator/academic, James has worked extensively in the corporate, educational and not-for-profit sectors.

He was a former senior VFL player (1975-1976) and Director (1996-1997) of the Essendon Football Club, and was heavily involved with the AFL's peace team, a collaborative project that aimed to unite young Palestinians and Israelis through sports.



### Who do you consider to be three great leaders of our time and why?

- Nelson Mandela – for galvanising black and white South Africa by reconciliation not revenge.
- Bill Clinton – for his innovative presidential terms which included spending on ICT and Biotech technology and creating ground-breaking research and products, balancing the US budget allowing for the US's most prosperous period, and his engagement of Asia.
- Bob Hawke (and Paul Keating) for reforming Australia's financial system, consensus politics with unions-government and industry, superannuation reform, and creation of APEC.

### What are the attributes you would consider to be essential to a leader?

- Innovation;
- Taking decisive action;
- Taking responsibility and being accountable;
- "Looking over the hill";
- Discipline and leading by example;
- Compassion empathy.

### What are the barriers to new leaders emerging in Australia?

- Lack of senior mentors and champions to assist young leaders;
- Lack of funding by government to train leaders to be innovative and entrepreneurial;
- The "old school tie" school system which ignores and is not sensitive to cultural diversity;
- Mediocrity in corporate and government worlds due to lack of innovation and entrepreneurial education and lack of sensitivity to other cultures etc.

### What advice would you give to a potential leader to take them to the next stage?

- Get involved in a leading sporting club – e.g. – and AFL club at coterie or business level. Often leads to career opportunities, meeting mentors, etc.
- Seek out mentors from two types of organisations – growing private business or successful public company CEOs.
- Join a senior executive club or political party or young leaders' group – often the best place to meet like-minded people who have access to mentors etc. and are seeking to move into leadership. Also will allow you to meet people who know how to lead. One of the reasons the union movement and politics have been successful because the system has created an environment of mentoring and succession. The same goes for really good companies. They have people who champion and mentor potential leaders.

### What insights have you gained personally and on your leadership journey and how have they impacted on your style of leadership?

- Need for discipline in the way you do things. My style, therefore, is one of leading by example and setting up structures that allow all staff to know what their role is. It's important that people know what they are doing and that they are respected for what they do. I walk the floor and ensure my staff knows that I care about them and their families etc.

- Innovate the entire time – look over the hill always as you need to be in front of the pack. Almost all the things I have done in the past 10 years have involved looking over the hill and trying to anticipate or plan for the future that I want.
- Show compassion and listen to and try to know the other person, whether they are your adversary or workers. It's often best to listen and learn as you do not know what the other person is going through. I have learnt to make adjustments to work and life balance for my staff, hence I often have had loyal workers. In return I expect them to do the right thing by me and the organisation.

### Who have been your own leadership mentors and how did they assist in developing your own leadership style?

Two men have been my mentors and I met them later in life. Much of my life, until 35, involved working hard to get educated, marry, have kids and build a career and work hard. Unfortunately, I often floundered and did not work effectively as I did not have a proper mentor.

Then at 35, I met Leo McNair, the CEO of Leigh Marden, who taught me the value of leadership and different styles of leadership. His style was hands on, walk the factory floor, know your staff and build a culture that is growing in the same direction and demands loyalty and honour.

At 46 I then met Bob Beaumont, one of Australia's most successful business angels and entrepreneurs. He liked me and taught me the value of leadership and a style which was listen-learn, be empathetic, think smart, do by example, surround yourself with smarter people than yourself and be disciplined. We always use to laugh that the most innovative people are disciplined people.

He also gave me a scholarship to the prestigious Anderson business school in UCLA which gave me great insights in US leadership amongst entrepreneurs in the USA – innovation and working smart is the only way to lead and stay in front of the pack. Also surround yourself with the best – somewhere in the world there is someone better than you so you must innovate continuously and lead by example.

One final thing that Bob taught me was how to think and how to look at problems differently. All good leaders always see problems and improvement differently to other people – you need to put yourself in the other person's shoes. He said that great leaders are often clear thinkers and are "ALWAYS LOOKING OVER THE HILL".

### Thinking about your own leadership journey, what are you most proud of?

- Assisting so many refugees and newly arrived children from the Horn of Africa, Iran, Iraq, Afghanistan, Burma, China, Vietnam and Pacific Islands over the past four years to participate in sport as means of social inclusion. Hearing their stories and knowing that we may have made a difference to their lives and giving them a sense of belonging is very special to me.
- Having been the first person in Australia to launch the first Learning and Life Centre (an education and community facility within an elite sporting club) in Australia and only the fourth in the world.
- Being the first AFL player to play at Essendon as an Australian of an Hellenic background.
- Having been possibly the first person, when a councillor at City of Coburg (1982-1985), to produce a full comprehensive council services guide for ratepayers in 10 languages. And being the first elected councillor in Coburg of a Hellenic background.

### If you had a magic wand what would you change about community life in Australia?

- If I had the chance to change something I would cut all funding to private schools as this degrades and devalues public schools because of lack of funds and resources and perpetuates class distinction in this country.
- I seek a more compassionate and socially inclusive Australian society that acknowledges and accepts other people's cultures and believes that those people should be treated fairly, with respect, equally, and with dignity.
- I'd also like to see the "we" rather than the "I" in young people's vocabulary and lifestyle – rid Australian youth of its self indulgence.

James Demetriou will host the inaugural Sports Without Borders Conference in Melbourne on June 27, 2011. The conference will bring together sportspeople, sporting clubs, government, local government workers, sports administrators, sports writers and educators to learn the facts, hear the stories, and learn about new practices and next practice solutions. Visit [www.ourcommunity.com.au/swb2011](http://www.ourcommunity.com.au/swb2011).



# SPORTS WITHOUT BORDERS

## CONFERENCE 2011

Monday, 27 June 2011 - Melbourne, Australia

Participation & Inclusion:  
"Sport for All", from the ground up



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The essential conference for every grassroots sporting group, administrator and community leader in local communities & local government.

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## 7. Beyond the Term Deposit: Our Community and Westpac release *Guide to Investing*



**By Julienne Price**  
Head of Social Sector Banking  
Westpac

Westpac Social Sector Banking are delighted to announce the release of the third guide in the series of financial literacy advice booklets – the *Guide to Investing for Community Organisations*.

Produced in cooperation with Our Community, the new guide complements its companion volumes, the *Guide for Community Treasurers* and *Understanding Finance: Guide for Community Board Members*.

The advice booklet series forms an important part of our quest to provide free financial advice and education to not-for-profit organisations across Australia to assist you in running more successful and financially sustainable organisations.

The latest guide will offer practical direction on how a not-for-profit organisation might go about putting an investment strategy in place.

Here is an excerpt from the Guide:

*“While for-profit organisations exist to turn a profit, not-for-profits work to contribute something to society. That means they have different purposes, operate under different pressures, have different cultures and serve a different group of stakeholders.*

*But that doesn’t mean that not-for-profits can’t (or shouldn’t) generate surplus funds – quite the contrary.*

*All organisations have to raise income if they are to be able to fund their activities in the community – after all, they also need to pay staff, rent offices, provide mail-outs or newsletters, and pay phone and electricity bills.*

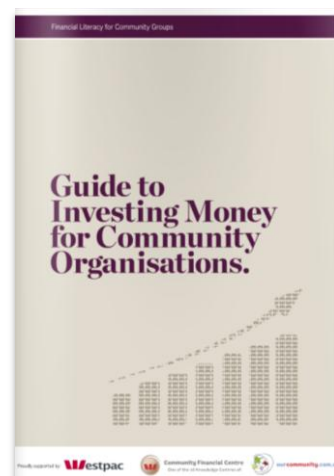
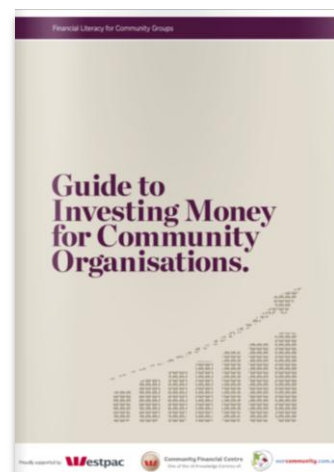
*A not-for-profit organisation’s social mission makes it all the more important to squeeze every ounce of value out of every dollar raised.*

*They need to make sure any spare cash is put to work in a way most likely to maximise the funds they have to edge closer to achieving their mission.*

*Investing idle funds can be a fantastic way to maximise income. Investment, however, is a concept many not-for-profit organisations shy away from, and there are three very good reasons for this: (1) because few organisations think they have enough money in the bank to bother thinking about investments; (2) because when they do have money, most groups want to spend it; and (3) because all investments, by their nature, involve some element of risk.*

*That’s not to say that not-for-profits should shy away from investment. In fact, the opposite is true.”*

To download this or any of the other three guides, go to [www.ourcommunity.com.au/freeguides](http://www.ourcommunity.com.au/freeguides) or [www.westpac.com.au/socialsectorbanking](http://www.westpac.com.au/socialsectorbanking).



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## 8. Volunteer Rights: anti-discrimination clarified

There's been some debate in the past about whether volunteers can, if things go wrong, call on anti-discrimination legislation.

If a volunteer was dropped from the team because they were getting old and forgetful, for example – a situation that would be something that might activate anti-discrimination proceedings if they'd been on the paid staff – the problem was in determining in what way they'd actually been harmed by not having to work hard for no pay.

In Victoria, at least, the issue has been settled (and other states should take note: the same arguments presumably apply).

The Victorian Equal Opportunity and Human Rights Commission (VEOHRC) has now put out a paper on the position of volunteers with not-for-profits now that the *Equal Opportunity Act 2010* has gone through.

The Act clarifies the legal situation by saying, essentially, that a volunteer has all the anti-discrimination rights (and duties) possessed by a paid employee.

Volunteers mustn't discriminate while they're volunteering, and the organisation that uses volunteers has to provide training and support to make sure that their volunteers know what's involved.

As foreshadowed above, however, perhaps more problematic are the rights that volunteers possess against the organisations they're volunteering for.

Stopping sexual harassment is comparatively straightforward, but the paper suggests, for instance, that not only is it unlawful to discriminate against someone applying for membership of the organisation, the same may apply to applying to work as a volunteer.

In certain circumstances [the paper doesn't, unfortunately, say what these are], volunteers who are not members of the organisation with which they volunteer may also be protected under the *Equal Opportunity Act 2010* when applying for volunteer roles and while volunteering.

This would mean that if there were certain criteria for being able to do the volunteering job then you'd better get them written down and you'd better start thinking about what reasonable accommodations might be made for a person (with a disability, say) who didn't in the first instance meet them.

To help it understand the issues facing volunteers and organisations the Commission ran an online survey earlier this year, and received more than 500 responses.

A number of the respondents brought up real problems. What does a group do, for example, if there are people who apply to volunteer who for whatever reason – age? infirmity? – the group can't get insurance cover for? What happens if a person has health issues that mean they can't carry out their role?

Still, they're the burdens that industry has been carrying for a decade, and the VEOHRC is always willing to advise.

More generally, respondents complained that as the regulatory burden went up it was getting harder and harder to find suitable volunteers willing to fill out the forms and sit through the training.

The important thing, though, is to get stuck into the issues. Download the paper [here](#) and check over your volunteer policies. They may need urgent revision.

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## 9. Cloud-capped towers: embracing technology

Many small and medium-sized not-for-profits tend to look on the latest improvements in IT in much the same way that St Augustine looked on chastity; Lord, make me tech savvy, but not just yet.

The excuses are numerous, and almost convincing: *I have to get that funding application in on Monday and I can't spare the time to get up to speed. We'll have to train the volunteers all over again. It won't run on our current machines. We'll get some young folk to do it for us ... sometime.*

But every new advance leaves us further behind.

A [UK survey](#), for example, finds that “charities are embracing the cloud”. Pausing only to explain the word “cloud” (which refers to storing your files and applications and software on the internet rather than on your desktop computer) we note that the rise is from 6% of early adopters in 2009 to 17% today – good, but hardly twitterific, and not yet at any tipping point.

To put that in perspective, [another survey](#) of British commercial businesses generally found that 68% of them were using cloud services way back in '09.

Still, if you're interested in online data storage and want to make a start on something uncomplicated, check out [Dropbox](#), which is genuinely helpful.

The next wakeup call comes in social media fundraising, where Canadian firm Artez has manoeuvred around Apple's restrictions on online fundraisers to produce a [smartphone fundraising app](#).

“The Mobile Fundraising App is available on iPhone and Android, and can be customised with charities' own branding. Users can make donations via credit card and PayPal, share information through Facebook and Twitter, monitor their fundraising progress and access a message board.” We'll let you know when it reaches Australia.

Mobile phone donation systems are a considerable step forward over text messaging fundraising systems, which have heavy setup costs and are really only useable by large charities. As with all such ideas, though, the app does require some expertise in the basic elements of social media – start with Twitter and Facebook (see [next item](#)).

The expertise gap is real. [A recent American IT study](#) found that “over three-quarters of organisations with annual budgets of less than \$500,000 spent under \$5000 on technology in the past year, while half of organisations with budgets of \$5 million or more spent over \$100,000”.

However cheap your new apps, \$5000 isn't going to get you many of them once you've factored in training and equipment and systems change. Growing to the \$5 million mark would be so much easier if we could afford the kind of IT support that the big charities have.

But enough of whining. Let's be frank; we live in a golden age for fundraising, and these new tools are going to polish that to a high gloss.

Time to wade in.

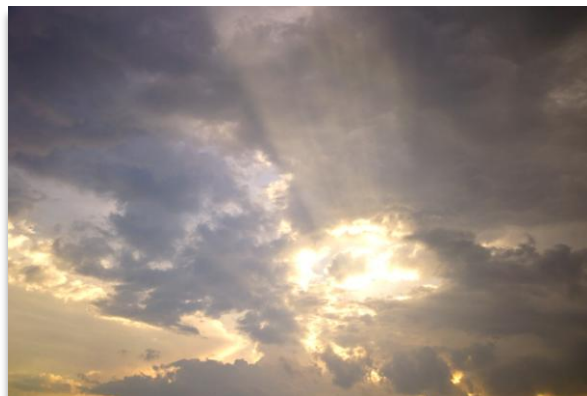
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## 10. Facebook good for supports; not so good for donations: report

Community groups looking to attract new donors by using Facebook are likely to be disappointed, according to the results of a new study from US organisation Idealware.

The study – *Using Facebook to Meet Your Mission* – saw Idealware interview more than 500 not-for-profit staff members whose groups were already using Facebook.



It found that while the social networking site was great at attracting supporters and event attendees, its ability to boost groups' donor levels was surprisingly weak. In fact, Facebook's greatest ability might be to attract constituents who were interested only in a "lower level of commitment".

Among the study's other findings were that:

- Groups had great success attracting new event attendees through Facebook. More than 70% of survey respondents reported positive results in this area.
- About 80% of respondents felt Facebook helped them enhance their relationship with existing constituents.
- More than 70% also saw a significant increase in traffic to their websites because of their Facebook presence.
- About 66% of respondents from advocacy organisations saw an increase in people taking some noticeable form of action, like signing a petition.
- Only 40% said they had successfully converted Facebook fans into donors or volunteers.
- Respondents reported little success fundraising on Facebook – only a third saw an increase in donations.

### Facebook strengths

A particular strength of Facebook was its ability to reach potential new supporters, and to motivate them to take simple actions in support of group aims.

Of those 70% of respondents that said Facebook had attracted new attendees to events, most told Idealware they had gotten more than "just one or two" new attendees, but had in fact gained "a few" or "substantial" extra attendees.

Respondents said Facebook had helped build enthusiasm for events, with people re-posting and sharing events with their friends, providing a great way for them to reach people they may not have normally connected with.

The survey also found many groups successfully used Facebook to move people to take action in support of a cause. Idealware urged organisations to think about simple ways they could get people involved – for example, by supporting a petition or taking small advocacy actions – and to spread the word through Facebook.

### Facebook weaknesses

One key weakness in Facebook usage, according to the report, was groups' reliance on it to increase donations. Only 29% of groups saw an increase in donations through their use of Facebook, with many noting it took a long time to develop and nurture donors through the social networking site.

Idealware emphasised the importance of not solely relying on Facebook for an increase in donations, instead suggesting not-for-profit organisations use the site to engage with people, attract new supporters, keep in touch with existing supporters and urge them to take action to show their support.

The full report can be downloaded from [www.idealware.org/facebook\\_survey](http://www.idealware.org/facebook_survey).

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## 11. Clarion Call? Latest giving stats show donations on the slide

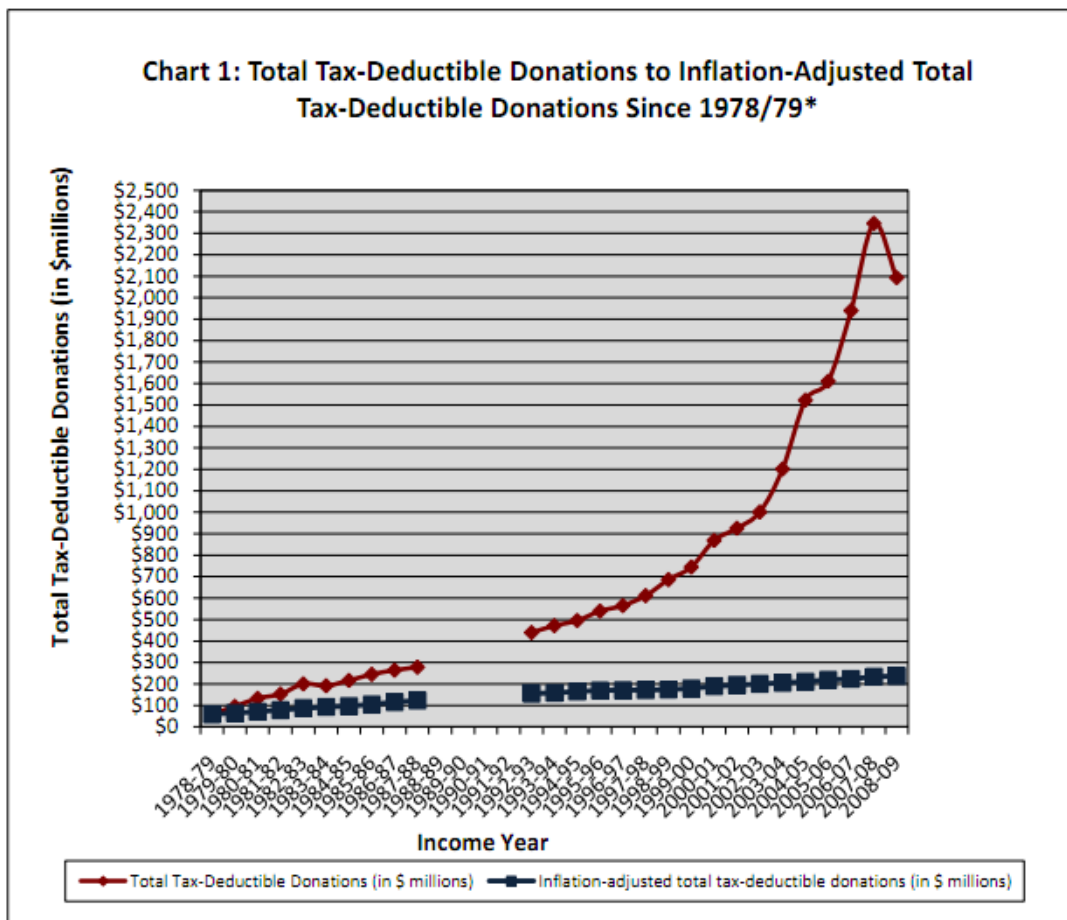
Well, it's that time of the year again.

The Australian Centre for Philanthropy and Nonprofit Studies (ACPNS) at QUT, a living national treasure, has put out its latest analysis of the statistics on tax-deductible donations made by Australians in their individual income tax returns to Deductible Gift Recipients.

This is the 2008-2009 edition, which points out one problem – the lag time (not the ACPNS’s fault, of course) between the close of the year and the relevant analysis does make it harder for not-for-profits to change direction in response to new data.

This year’s analysis of the 2008-9 data is definitely bad news. For the first time on record, giving went down.

The total claimed as tax-deductible donations was \$2.09 billion, down from \$2.35 billion in the previous year. A \$253 million (or 11%) drop in giving is a big deal (even if it’s still more than the year before that – the trend has only slipped back about nine months).



All this is based on ATO statistics, and donations that aren’t claimed on tax aren’t listed, but there’s no reason to suppose that claimable and unclaimable donations don’t move together.

Gifts were smaller, too. The average tax-deductible amount claimed was \$450, compared to \$525 the year before and \$440 in ‘06-07. Even \$450 is 2.5 times the rate of a decade ago, *but it’s not as much as \$525*.

More people gave – 38% of taxpayers compared to 35% the year before – and that’s an important marker too. On the other hand, they gave relatively less – 0.38% of their income, as opposed to 0.43% the year before. Again, this is the first break in the rise on the graph.

Not only that, rich people gave a **lot** less. People with a taxable income over \$1 million claimed an average of \$48,700, which sounds like a lot (100 times the Australian average) but is less than half the figure for the previous year (\$102,550).

The obvious explanation for the drop is the Global Financial Crisis, which was really whipping up a storm around about the time these figures were recorded. But we’ll have to wait till next year to learn whether giving has bounced back or whether we’ve just settled on a lower trend line.

It’s also worth noting that the report gives us a chance to check out what kind of a donations boost you get in a major disaster. This was the year of the Victorian bushfires – and the average Victorian gift went up by 8% in a year where the national average dropped 11%.



The bushfire impact, then, could be nearly 20%; or, to put it another way, unless Victorians gave more than 20% of their donations to bushfire appeals then it didn't have much effect on the amounts pulled in by other not-for-profits. It was a tough year for them because the economy was in a panic, not because there were bushfires.

### Meanwhile ... donations through GiveNow.com.au continue upward trend

Our Community's own statistics, drawn from the GiveNow.com.au online donations website, shows no slowing in the overall growth trend during the period covered by the QUT study.

Donations went up from \$1.6 million in 2007/08 to \$2.9 million in 2008/09, while the average donation amount stayed steady at around \$110 throughout that period.

If anything, this underlines the growing importance of making sure your organisation is online. To find out how to list your cause with GiveNow.com.au, go to [www.ourcommunity.com.au/receivedonations](http://www.ourcommunity.com.au/receivedonations).

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## 12. Cheque this out: More bad news for fundraisers?

Picking up the [newspaper](#) earlier this month those of us who turn to the finance section would have learned that

"The days could be numbered for the humble cheque, with the banking industry launching a review to see if the form of paper payment is still relevant," the *Sydney Morning Herald* reported.

"The Australian Payments Clearing Association, which is made up of banks and credit unions, will gauge community views on the future direction of how both personal and bank cheques are used in Australia."

It's no secret that payments by cheque are becoming rarer. Most people now pay their bills by internet banking or credit cards.

"Latest figures from the Reserve Bank show that cheque use in Australia has fallen by more than 35 per cent in the last four years, while research commissioned by APCA found that 75 per cent of consumers do not use cheques at all," the report said.

"However it also found that 5 per cent of Australians believe they would have a major problem finding an alternative to using cheques. These are predominantly the elderly, rurally isolated and unwaged."

Have you noticed what's been left out? Not-for-profit organisations. Just about the last bastion of payment by cheque is the charitable appeal. This may be because donors tend to be older, or because there's something special about a cheque, but in the UK the charitable sector has been fighting abolition tooth and nail.

Director of policy at the UK's Institute of Fundraising, Louise Richards, told the [BBC](#) that charities with an older supporter base could lose a huge chunk of donations as a result of the end of cheques.

"Over six million people aged over 65 in the UK do not have access to the internet," she said.

"If they cannot give by cheque, then they will not give at all. Potentially this could have devastating consequences for charities across the board."

One UK charity estimated that 71% of its donations came by cheque.

Despite this, over there cheques are to be phased out by 2018 (though the Government is now rather oddly [saying](#) that some sort of paper-based system must be retained) . Charities have seven years to adjust and find a way to lead their followers to the internet.

In Australia, nobody knows when the end will come.



The internet is, obviously, more efficient in technical terms, and sites like [GiveNow](#) may well be the wave of the future.

But the changes aren't going to happen smoothly or without effort, and your organisation had better start analysing its vulnerabilities in this area now.

Have your say before July 29 at <http://www.apca.com.au/consultation/Index.html>

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### 13. Small Mercies: Women's nominations up (just)

The Queen's Birthday honours are now out, and we have 10% of a reason to cheer.

The proportion of women in the latest list is up by very nearly 2% to 31%, which takes us up to the long-term average of 31%, which leaves us only 19% off a fair and equitable distribution.

At 2% a year we'll be in the black by 2021.

Women are doing well at the top end, where three out of this Year's four Companions (AC) are women, but very badly in the middle, where only 22% of AOs and AMs go to women.

As always, women do best at the lowest level, making up 34% of Medals of the Order of Australia (OAM).

But there's certainly no room for complacency, and today would be a good day (as, indeed, are all the other days of the year) to download our guide on nominating women for an award.

The guide – *Advancing Women: Women and the Order of Australia* – is an initiative of [Women's Leadership Institute Australia \(WLIA\)](#), in cooperation with [Our Community](#).

It walks the reader through the process of nominating someone for an award, providing advice on the sorts of women you might consider nominating and how to build your case.

The guide reveals that over the past decade, only around a third of awardees have been women – and the trendline is going down, not up.

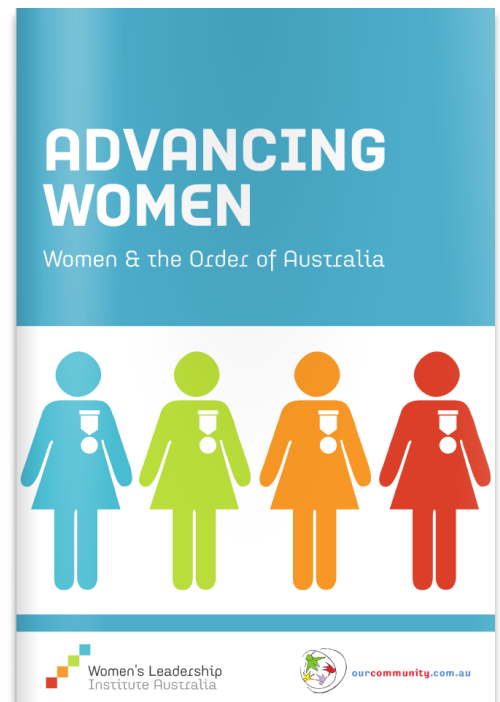
WLIA founder Carol Schwartz AM says that too few women receive honours because too few women are nominated.

“Just over half of all people who are nominated for an award in the Order of Australia get an award – and in fact women who are nominated generally do even better than men,” she says. “What we need to do is boost the number of women who are nominated.”

Ms Schwartz says it is an utter fallacy to think that women do not receive public awards because women aren't carrying out important work.

“We need to rethink the way we think about community contribution,” she says. “People should not receive public awards just because they are good at their jobs – let's look at who is really contributing to building Australia today.”

You can download *Advancing Women* at [www.ourcommunity.com.au/honours](http://www.ourcommunity.com.au/honours).



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## 14. Fight for fair pay continues for community sector workers

As we reported in a special bulletin, Fair Work Australia has found that community sector pay has been held down by pervasive societal discrimination against women and needs to go up.

There's still some way to go before that translates into more money in the pay packet, though.

As Associate Professor Sara Charlesworth from the University of South Australia says:

What Fair Work Australia has done is find that yes, there is undervaluation for the SACS workers relative to workers in similar types of work employed by state and local governments.

But they have really asked the parties to come back and tell them how much of that undervaluation is due to gender and then also what proposals they have in terms of adjustments of classifications and wage rates.

And we should pause here to remove one possible misapprehension. Our Community has had some complaints from people who say that they don't approve of women getting special wage rises, on the grounds that all should be treated alike. And this is certainly so, and what the decision says.

The issue is not whether any particular woman in the organisations covered by the SACS award is paid less or more than a man in the same organisation, but whether every person – *men and women alike* – working in those organisations under those awards is paid less than every equivalent person in a different and less gender-weighted industry.

Specifically, what the Tribunal said was that “... we have concluded that for employees in the SACS industry there is not equal remuneration for **men and women workers** for work of equal or comparable value by comparison with workers in state and local government employment”.

However, our warning not to hold your breath has been fully justified: the latest word is that while the Fair Work Tribunal waits for and then mulls over new submissions there's going to be no change to rates of pay, classifications, casual loadings, penalty rates and shift allowances until February next year.

Furthermore, the Tribunal isn't expected to hand out everything that the union has asked for. The fact that it's asked for evidence on how much of the difference between sectors is due to gender issues says quite clearly that there are going to be offsets. The employers' groups are certainly in there arguing that the adjustment should be as small as possible.

That's one of the reasons why the Australian Services Union called for a Day of Action, with marches and demonstrations (pictured) taking place across the country. The union is concentrating on NSW because the new NSW Government has taken the strongest stand against the changes.

The core of the decision, though, was touched on by Elizabeth Broderick, Sex Discrimination Commissioner, in her address to the Communities in Control Conference late last month:

The tendency to dismiss the type of work performed by the SACS sector as 'women's work', and remunerate it as such, is a large part of the problem. And this has a huge flow-on effect.

Now, you may have seen the arguments that have been going to and fro about the capacity of government – State and Federal Governments – to meet any increased pay rates for community sector workers. And of course there will need to be a transition plan.

But whether the work is properly valued and how any increase might be paid, they're two separate issues. A perceived inability to fund equal pay should not impede what is our basic human right and that is equal pay for work of equal value.

Fair remuneration in the community sector is vital, not just for our progress towards equality today but to ensure that those men and women who do this critical work, the most difficult and the most compassionate work in our society, do not live in poverty in their twilight years.

It's not asking for the moon.

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## 15. Measuring – and selling – social value

Governments spend billions of dollars every year purchasing goods and services.

When public servants are comparing tenders, they make their decisions on such straightforward criteria as track record, capacity to do the job, and, above all, price. Such decisions are not generally made on the basis of whether they can create jobs, stimulate local economies, support local communities, or reduce environmental harm.

In the UK one MP is trying to change this. Chris White has produced a private member's bill (the Public Services, Social Enterprise and Social Value Bill) that aims to “reform the value system in the commissioning process”.

One section of the Bill requires local authorities, when entering into public procurement contracts, “to give greater consideration to economic, social or environmental wellbeing during the pre-procurement stage”.

This may be a game-changer. As the *Guardian* says,

Social enterprises operating in the public sector are already adding immense added value to communities... And the bill presents a significant opportunity for the social enterprise community to play an even bigger role in providing these and other services.

If passed, the Bill would shift the balance in tendering away from commercial organisations and towards not-for-profits. The Bill is, however, a private member's bill, which means that the government hasn't adopted it as policy, and there's no guarantee that it's going to pass.

Critics of the plan have raised some objections. At a recent UK conference David Clarke, director of civil society commissioning at the National Audit Office, raised concerns over the ability to measure social value.

While Clarke acknowledged the benefits of measuring social impact, he raised concerns over the practicality:

At the moment it's actually very difficult when there is a competition for people to take into account the extra social value that a civil society organisation can deliver. Certainly we're very interested in social return on investment and other ways of measuring social benefit. It's very important that this can be captured and captured in a way that is comparable, which is very difficult. It can only be of benefit to the civil society sector, but it may be quite expensive to do.

The chief executive of a children's charity warned that measuring can be manipulated. “If I wanted to manipulate results,” she said, “I'll tell you how I could do it...” and went on to explain in detail that she could screen children in advance to select only the easy and quick ones.

Whatever the difficulties, however, it seems even more foolish to stick with evaluation criteria that we know are unsatisfactory just because it's hard to get numerical values off the better modes.

It would certainly be interesting, though, to watch the Brits getting the bugs out of the system. We shall keep you in touch.

### SIBs Report

Also out of Britain comes more news about Social Impact Bonds.

In a SIB, investment funding is obtained from private, non-government investors to provide upfront funding for the provision of interventions to improve social outcomes. If these programs succeed in improving social outcomes, this could result in savings to government ... and wider benefits to society. As part of a SIB, the government agrees to pay a proportion of these savings back to the investors. If the outcomes do not improve, investors lose their investment.

And now a government body has gone and done it. And assessed it (well, started to). And, under the rather unbestselling title of *Lessons learned from the planning and early implementation of the Social Impact Bond at HMP Peterborough*, published the assessment.

In a world first, the UK Ministry of Justice entered into a SIB mechanism for funding public services. Social Finance 5, a financial intermediary, obtained approximately £5 million of investment funding from private individuals and

charities. This fund is being used to pay for interventions for offenders serving short prison sentences (less than 12 months) at HMP Peterborough.

If members of the Peterborough cohort are reconvicted less than offenders in the comparison group...., then the SIB will have entailed benefits for the Ministry of Justice and wider society, in the form of improved outcomes for the offenders and for their communities, which experience less crime. In addition, there will be benefit to the government which, in theory, will have saved money..... If .... reoffending has reduced by at least 10% for each cohort, or 7.5% overall, compared with a matched comparison group, the Ministry of Justice and the Big Lottery Fund have undertaken to pay a return on investment to investors for this improved outcome.

There were actually very few commercial backers. Most of the money came from foundations, and was in part an alternative to making a grant to the project.

The evaluation found, too, that while there might be a social benefit generally if the project was successful, there wasn't going to be a major cash saving to any particular department – and it was therefore going to be hard to work out who was going to pay for it. Peterborough prison had been privatised, which caused further problems.

The work of getting agreement on appropriate outcome metrics was protracted, difficult, and expensive – who was going to cover that cost? What kind of tests of statistical significance are appropriate?

They're called 'bonds', but they're difficult to value and there's no secondary market for them – no Social Value Stock exchange.

These are real difficulties. Nonetheless, it's good to see that someone somewhere is putting these ideas to the test, and assessing them, and reporting on them, and we'll be following the outcomes of the project with immense interest.

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## 16. Twelve golden rules for running a gold-class community organisation

Speaking at Communities in Control 2011, IBISWorld founder and chair Phil Ruthven offered 12 golden rules for running a first-class business or community organisation.

Here's our summary:

- (1) Stay in one business at a time – don't try to do too many things at once.
- (2) Aim to dominate what you're in. Be unique; be the best.
- (3) Be forever innovative - you must be constantly thinking about how you can change what you're doing to make it smarter, better and more efficient.
- (4) Outsource non-core activities. Even for not-for-profits it doesn't make any sense to do an awful lot of things.
- (5) Don't own hard assets – lease instead.
- (6) Have good and professional financial management.
- (7) Plan from the outside in – attend conferences, get some perspective.
- (8) Anticipate any new industry lifecycle changes.
- (9) Follow world's best practice.
- (10) Develop strategic alliances.



- (11) Develop a unique organisational culture that makes your employees want to turn up every day with a smile on their face.
- (12) Put leadership before management – you need management, otherwise the place just doesn't run efficiently; but without leadership you've got no direction and no real future.

You can read the whole speech, along with all other speeches from Communities in Control, at [www.ourcommunity.com.au/cic2011papers](http://www.ourcommunity.com.au/cic2011papers)

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## 17. Community Calendar: What's on in the community sector

Our Community's online **Community Calendar** features all of the nationally significant events focussed around a major community or advocacy/awareness issue in Australia. Some events taking place in the next month include:



### [Refugee Week: 19-25 June](#)

Refugee Week is Australia's peak annual activity to raise awareness about the issues affecting refugees and to celebrate positive contributions made by refugees to Australian society.



### [Celebrate NAIDOC Week: 3-10 July](#)

NAIDOC activities celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people. NAIDOC originally stood for 'National Aborigines and Islanders Day Observance Committee'. This committee was once responsible for organising national activities during NAIDOC Week and its acronym has become the name of the week itself.



### [National Farm Safe Week: 18-22 July](#)

National Farm Safety Week aims to raise awareness of farm safety issues in rural communities across Australia. The Farm Safety Week theme, 'Safe Farming is Sustainable', highlights the importance of business and industry working together to improve the wellbeing of Australian farmers through improved attention to health and safety.



### [Stress Down Day: 22 July](#)

Whether you want to slip on your slippers, or go to work or school in your pyjamas or a fun costume, it's all for a good cause as long as it helps you and the people around you to take some time out from your busy lives, have fun, stress less and feel better.



### [National Tree Day: 31 July](#)

National Tree Day is Australia's biggest community tree-planting event. Since Tree Day started in 1996 more than 2 million volunteers have planted more than 13 million native trees and shrubs. Planet Ark is calling on all Green Thumbs to register and run a National Tree Day Site in 2011.

More events, plus the full listing for each event, can be found at [www.ourcommunity.com.au/calendar](http://www.ourcommunity.com.au/calendar).

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## 18. Community Sector Briefs

### Country and City Divide: have your say

OurSay is a website that works to connect democracy with social media, giving citizens access to people in positions of power.

People visiting the site can vote on which question OurSay will put to those lined up to respond on a particular topic.

This month OurSay is hosting a discussion on the rural-city divide.

The organisation has lined up three thought-leading Australian journalists to answer the top question based on the latest Quarterly Essay, *Fair Share: Country and City in Australia*.

Respondees are: Margaret Simons, co-author of former Prime Minister Malcolm Fraser's Political Memoirs and writer for *Crikey*; Anna Krien, journalist for *The Age*, *The Monthly* and *The Big Issue*; and Tim Soutphommasane, research fellow at Monash's National Centre for Australian Studies, St James Ethics Centre and regular "Ask the Philosopher" columnist in the *Weekend Australian*.

Margaret, Anna and Tim will be answering the top question at 6.30pm on Thursday July 7, at Readings in Hawthorn (701 Glenferrie Road). (This event is free, but please book on 03 9819 1917.)

You can post, vote and share your questions about *Fair Share: Country and City in Australia* on OurSay before July 7.

Go to <http://oursay.org/fair-share-country-and-city-in-australia>.



### Getting the facts on immigration

The irritating thing about Australia's immigration debate is that we seem determined to focus with laserlike selectivity on boat people, a tiny fraction of our refugee intake which is itself a fraction of our total immigration intake, and to disregard every other factor.

In an attempt to bring some order into this bunfight, Professor Andrew Markus of Monash University has now, with the support of the [Scanlon Foundation](#), set up a [website](#) to provide information sheets on immigration.

The website aims to provide "independent, authoritative, evidence-based analysis of data on population and immigration in Australia, to inform media, public and policy debates".

It makes available sets of Social Cohesion Surveys, Public Opinion Surveys, Population and Immigration Statistics, and Population Maps, and should be able to settle arguments where they're susceptible to argument.

Will we be able to remove prejudices through careful mapping? Here's hoping.

### Things that sound funny but aren't really: web access now a human right

When you read that the United Nations has declared internet access a human right, and said that disconnecting people from it is against international law, your first reaction might be to laugh.

Are World of Warcraft, Justin Beiber fan chat, and Facebook really comparable Martin Luther King and Nelson Mandela?

We tend to trivialise the web because 90% of what's on it is crap. But, as Theodore Sturgeon said, 90% of *everything* – TV, newspapers, movies, books – is crap.

Freedom of inquiry and freedom of expression and freedom of thought has been recognised in those older media. Now it's the turn of the internet.

The recent Report of the Human Rights Council Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression is a detailed and insightful analysis of the current situation and the principles that need to be brought to bear. It concludes:

There should be as little restriction as possible to the flow of information via the Internet, except in few, exceptional, and limited circumstances prescribed by international human rights law.

The report recognises that there are certain circumstances, such as cyber attacks, in which restricting the information flow on the internet may be legitimate but it also points out that states often misuse their power with this regard, and strongly recommends against disconnecting people from the internet, even as an anti-piracy measure, under any circumstances.

Organisations promoting human rights may have to add another tickbox to their list.

### Here's to us! SmartyGrants named in SMART 100

Our Community's best practice grants management system, SmartyGrants, has been named in the 2011 SMART 100.

SmartyGrants, an initiative of the Australian Institute of Grants Management (a division of Our Community) came in at number 15.

Anthill's SMART 100 is designed to encourage, promote and support innovation in Australia by identifying and ranking new Australian innovations.

Those listed are chosen not simply due to the novel or unique nature of the innovations, but because of the potential of each to achieve consumer adoption and commercial success.

SmartyGrants is a 'software as a service' (SAAS) solution that allows grantmakers across Australia to get access to one hosted solution to managing their grants programs.

Because it is designed, hosted and improved centrally by the AIGM, SmartyGrants creates significant efficiencies, accelerating dispersal of best practices for grantmakers, as well as delivering major improvements for grantseekers.

You can read more about SmartyGrants, and view others in the SMART 100 list, by going to <http://anthillonline.com/anthills-smart-100-winners-revealed-2011/>



### THUMBS UP: CASE for Refugees lawyers win prestigious award

Two lawyers working together as principal solicitor for not-for-profit organisation CASE for Refugees have been recognised for their work, winning the Law Society of Western Australia's 2011 Lawyer of the Year award.

Amanda Goodier and Shayla Strapps share the role of principal solicitor at CASE, often working alternate days to make up a single full-time role.

CASE for Refugees is a not-for-profit community legal centre established in 2002 and offers free legal advice and immigration assistance to asylum seekers, many of whom have been victims of torture or trauma.

The centre provides education and generalist legal services to culturally and linguistically diverse communities, as well as legal education and training to law students, migration agents and lawyers.

Both lawyers joined CASE in 2007, and have since helped hundreds of asylum seekers that have endured real horror before being accepted into Australia, including being shot, raped, tortured and separated from their families.



*Lawyers of the Year:  
Shayla Strapps & Amanda Goodier*

Ms Strapps said the work was “heart-wrenching” but rewarding: “It is hard, especially when there are kids involved. But I can leave work knowing that I’ve made a difference to the most vulnerable in our society.”

- Donations to CASE for Refugees can be made via [www.GiveNow.com.au](http://www.GiveNow.com.au). The organisation is also looking for someone to provide free or low-rent larger premises so that they can expand their services in the Perth area.

### **Kookaburra and Neighbour Day founder now NBN Champion**

The Federal Government has named Neighbour Day founder, Australia Day ambassador and longtime community sector supporter Andrew Heslop as Champion for the National Broadband Network (NBN).

Minister for Broadband, Communications and the Digital Economy Stephen Conroy made the announcement late last month.

Mr Heslop's CV spans all manner of charitable, community and not-for-profit work. Neighbour Day, which was founded in 2003, is Australia's annual celebration of community.

The concept has since spread through the UK and Europe, with Mr Heslop addressing the United Nations on the topic in 2008.

Mr Heslop is also well known in his role with the Victorian relief committee, delivered the keynote address to 70,000 people at the launch of the 2009 Sydney Gay and Lesbian Mardi Gras and was Australian Red Cross' first national communications manager.

And he was the inaugural winner of Our Community and Westpac's inaugural Kookaburra Award – see [www.ourcommunity.com.au/kookaburras](http://www.ourcommunity.com.au/kookaburras)

Mr Heslop said the development of the NBN was vital in helping Australia remain “globally competitive”.

“If ... our children are going to be among the world’s brightest and most highly skilled, we have an obligation to provide them with the first-class tools they need to achieve success,” he said.

“The NBN will dramatically change lives by connecting communities into a prosperous, skilled and smart future.”



### **Registrations open for Consumers Reforming Health conference**

Respected national and international speakers will appear at the upcoming Consumers Reforming Health conference, to be staged in Melbourne next month.

The three-day conference has been developed specifically for those with interest in involving consumers in health care, policy and governance and is being organised by the Health Issues Centre – an independent, not-for-profit organisation that began in 1985 to promote equity and consumer perspectives in the Australian health system.

The conference's central tenet is that “consumer participation is fundamental for health development, clinical governance, community capacity building and health outcomes”.

The conference program will look at experiences, frameworks and practical strategies of participation in a variety of health sectors, as well as sparking new avenues for future change.

The conference runs from July 18 to 20 at the Melbourne Convention and Exhibition Centre. A special free public lecture will be staged on Sunday, July 17 and will feature Dr Shoba Arole – Associate Director of the Comprehensive Rural Health Project, Jamkhed, India.

For more information about the conference visit: [www.consumersreforminghealth.org](http://www.consumersreforminghealth.org).

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## De Bono heading to Melbourne for Creative Innovation Forum

Renowned creative thinking authority Edward De Bono will be among an impressive line-up of presenters at the 2011 Creative Innovation Forum, to be staged in Melbourne in November.

The forum's theme is *The Challenges and Opportunities of a Super-Connected World*, with attendees able to participate in a variety of interactive sessions as well as Deep Conversations around important and challenging issues and master classes to help them take away new strategies and inspiration.

Other conference presenters will include:

From the US – entrepreneurs Raymond Kurzweil and Tan Le, design thinking expert Brendan Boyle, “innovation architect” Paddy Miller and acclaimed philosopher and cognitive scientist Daniel Dennett;

UK education “guru” Stephen Heppell;

Top Australian speakers Australian of the Year Simon McKeon; renowned local writer, psychologist and social researcher Hugh McKay; Sir Gustav Nossal and Graincorp CEO Alison Watkins.

The event will be held at the Sofitel Melbourne on Collins from November 16-18. More information on the forum, including a full program, list of presenters and booking information, can be found at [www.ci2011.com.au](http://www.ci2011.com.au).



*Edward De Bono*

## Forum to support social enterprises

Social enterprises will be the focus of a forum to be held in Melbourne later this month.

The Social Enterprise Forum, to be hosted by Social Traders and the MBS Asia Pacific Social Impact Leadership Centre, will bring together people who manage, support and invest in social enterprises, as well as anyone interested in learning about or helping social enterprises.

Featured speakers include:

- **Jeffrey Robinson** – From Rutgers University in the US, Dr Robinson is the co-editor of the acclaimed research volume *Social Entrepreneurship*.
- **Associate Professor Ana Maria Peredo** – Professor Peredo is Director of the Centre for Co-operative and Community-Based Economy at University of Victoria, Canada, and is considered a pioneer in the fields of community-based entrepreneurship and sustainable development.

Both sessions will be followed by discussion and questions.

The forum will be held at Melbourne Business School, 200 Leicester Street, Carlton. Cost is \$100 and the forum runs between 9.30am and 4.30pm, with networking drinks following.

For more information, including a registration form, visit [www.socialtraders.com.au/event/2011/05/social-enterprise-forum](http://www.socialtraders.com.au/event/2011/05/social-enterprise-forum).

## Registrations open for MoneyMinded workshops

Those who work with adults or young people who could benefit from a better understanding of financial matters can register for training to become a MoneyMinded facilitator.

The MoneyMinded course is a financial literacy skills-based workshop which covers a number of topics, including budgeting, debt, understanding paperwork, rights and responsibilities, superannuation and tenancy.

The workshop aims to help community workers who are interested in delivering MoneyMinded to their own clients or people they work with. The workshop is free to community workers and will give you the skills to run your own MoneyMinded sessions.

Three facilitator workshops are being staged around Melbourne – in Frankston and Fitzroy – during July, August and September. To register, email [moneyminded@bsl.org.au](mailto:moneyminded@bsl.org.au) or [fmendez@bsl.org.au](mailto:fmendez@bsl.org.au).



### **“Unlimited” Hub Melbourne memberships up for grabs**

Hub Melbourne has three “Unlimited” memberships available to eligible not-for-profits interested in using the facility’s Melbourne CBD space and making the most of the learning opportunities it provides.

Hub Melbourne ([www.hubmelbourne.com](http://www.hubmelbourne.com)) provides people and groups with a physical space for co-working, meetings and events. It also stages learning and collaboration experiences which members can participate in.

The Unlimited memberships – valued at \$600 per month – are valid from July until December this year and allow holders 24/7 access to their workspace at Hub Melbourne.

The memberships are being funded by the City of Melbourne, and applications are open only to not-for-profits.

Applications close on June 17. [Click here](#) for more information.

### **Leadership development program scholarships available**

Up to 30 scholarships are available for Social Leadership Australia’s (SLA) Queensland Leadership program, with not-for-profits, rural and regional Queenslanders and members of the state’s Indigenous community invited to apply.

Queensland Leadership, now in its third year, is a year-long leadership development program based on SLA’s successful Sydney Leadership program. Since 1999, almost 400 leaders from hundreds of groups have graduated from the Sydney Leadership program.

The scholarships have been provided by the Tim Fairfax Family Foundation, The Queensland Government and the Australian Scholarships Foundation.

Applications close on July 29, with the course starting in October. SLA is hosting course information sessions on June 24 and July 5. For more information, contact Queensland Leadership on (07) 3170 4618 email [leadership@bensoc.org.au](mailto:leadership@bensoc.org.au), or download an information booklet on the course here: [www.benevolent.org.au/leadership](http://www.benevolent.org.au/leadership).

### **Nominations sought for Diversity @ Work awards**

Nominations are now open for the 2011 Diversity@Work employment and inclusion awards.

The awards aim to recognise corporate, government and community organisations which have worked hard to produce an inclusive workplace welcoming to all people.

The 2011 awards are open to organisations of any size. An emphasis will be placed on recognising successful organisations based upon their individual capacity.

Award categories include:

- Employment and Inclusion of People with a Disability.
- Employment and Inclusion of Gender Diversity.
- Employment and Inclusion of Culturally and Linguistically Diverse Australians.
- Employment and Inclusion of Mature Age Workers.
- Employment and Inclusion of Indigenous Australians.
- Employment and Inclusion of Gay, Lesbian, Bi-Sexual, Transgender, Intersex.
- Today’s Youth – the Future of Tomorrow.
- The Organisational Diversity Laureate Award.
- The Individual Diversity Laureate Award.

Nominations for the awards close on July 15. Find out more at [www.diversityatwork.com.au/events/awards/2011](http://www.diversityatwork.com.au/events/awards/2011).

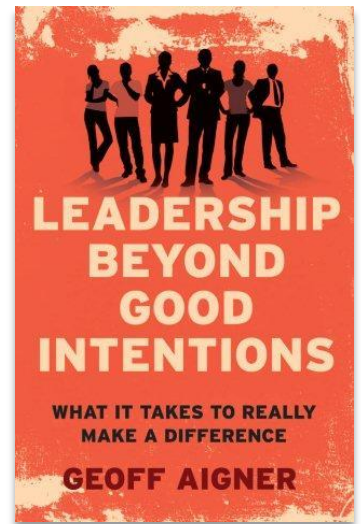
## New leadership book

Members of the public are invited to the launch of a new book focussed on leadership and effective ways to pursue change, to be staged in Sydney later this month.

*Leadership Beyond Good Intentions* (Allen and Unwin) is the title of the new book, written by Geoff Aigner, senior manager and teacher at Social Leadership Australia, and teacher at the Australian Graduate School of Management.

The book “challenges common assumptions we make about ourselves and our motivations and offers strategies to develop effective and truly compassionate ways of pursuing change”.

The launch will take place from 6pm on June 29 at the Stockland Learning Centre, Castlereagh Street, Sydney. ABC Radio National breakfast host Fran Kelly will help launch the book, and will discuss it with Mr Aigner. The launch is free, but RSVPs are required. To RSVP, email [kayw@bensoc.org.au](mailto:kayw@bensoc.org.au).



## Responses sought for banking needs survey

A new survey from the Australian Network on Disability (AND) aims to help identify barriers those with disabilities face when banking, with a view to improving the access and customer service of for those with disabilities.

AND is working with one major bank on a review of its Disability Access Plan (DAP), a strategy for improving business practices which might currently discriminate against people with disabilities. The bank’s DAP includes actions aimed at improving the customer service needs of people with disability.

AND’s review includes a survey of bank customers with disability to assess the current accessibility of all of the major Australian banks.

The survey only takes 10 minutes to complete. Responses can be provided anonymously and all questions are optional. No personal financial details are requested – the survey only focuses on personal experiences and suggestions. [Click here](#) to access the survey.

## He said it ...

“Many charities might have to get rid of that designation altogether. Although it will help some organisations to raise funds by calling themselves charities, many others might better be designated as social enterprises if this sends a clearer signal to policy makers and sharper brand values to potential investors.

“Many politicians and civil servants apparently think that we are a bunch of amateur do-gooders to be picked up and then thrown out of the pram like a baby's rattle.

“Business people who come to work with us leave their brains at our boardroom doors because they think that we have no need of what they supply to their corporates.

“We are not taken seriously. We are called daft names like: charities, when we sell goods and services; not-for-profits, which tells you what we're not; Third sector, which relegates us below the other two; NGOs, which says we're not Government; part of 'civil society' whatever that means.

“And many of our end users hate to be associated with entities called charities.

“The sector as a whole needs to match perception with reality and if the term 'charity', and the others I have mentioned, gets in the way, we will have to change.

“What makes us what we are is a regulatory framework based on Oliver Twist's workhouse with all its condescension, amateurism and short-termism. We have faults ... but the good job we are doing is obscured by perception and our own rather unworldly refusal to get to grips with it.”

- **Kevin Carey, Chair, RNIB, keynote speech ‘Does the Big Society add up?: Charities in a Postmodern Age’, at the Charity Finance Directors’ Group 2001 Annual Conference, London, May 12, 2011**

## 19. Good Moves: Community Sector Jobs & Board Vacancies

The Community Jobs Centre is the place to find or advertise a community sector job in every state of Australia.

It's free to browse the listings, or to be sent the weekly "Good Moves" jobs listing bulletin, while advertising a job costs only \$30. Visit [www.ourcommunity.com.au/jobs](http://www.ourcommunity.com.au/jobs)

### JOB VACANCY LISTINGS (Paid Positions)

#### Queensland

Job Title	Organisation	
<a href="#">Multicultural Service Coordinator</a>	Carers Queensland Inc	<a href="#">Details</a>

#### Victoria

Job Title	Organisation	
<a href="#">Education Support Coordinator - Frankston</a>	Ardoch Youth Foundation	<a href="#">Details</a>
<a href="#">Manager - Bushfire Bereavement Services</a>	Australian Centre for Grief and Bereavement	<a href="#">Details</a>
<a href="#">Employer Engagement Coordinator</a>	The Brotherhood of St Laurence	<a href="#">Details</a>
<a href="#">Community Relations Manager</a>	University College / Dakin Mayers	<a href="#">Details</a>
<a href="#">Policy and Programs Officer</a>	Victorian Aboriginal Education Association Incorporated	<a href="#">Details</a>
<a href="#">Programs Partnerships Manager</a>	Ardoch Youth Foundation	<a href="#">Details</a>
<a href="#">Outside School Hours Care Educators</a>	YMCA Victoria	<a href="#">Details</a>

[www.ourcommunity.com.au/jobs](http://www.ourcommunity.com.au/jobs)

### BOARD/COMMITTEE VACANCY LISTINGS (Volunteer Positions)

The following is a list of the most recent Board/Committee vacancies listed at Our Community. To view other board or Committee vacancies [please click here](#) (This matching service is free)

#### New South Wales

Job Title	Organisation	
<a href="#">Treasurer, Secretary, General Board Member</a>	The Ashley Haven Project	<a href="#">Details</a>

#### Queensland

Job Title	Organisation	
<a href="#">Treasurer, Secretary, General Board Member</a>	Coaching With Substance Inc	<a href="#">Details</a>

#### South Australia

Job Title	Organisation	
<a href="#">Independent Advisor</a>	Adelaide University Union	<a href="#">Details</a>
<a href="#">General Board Member</a>	TLC Pregnancy & Infant Loss Support	<a href="#">Details</a>

#### Victoria

Job Title	Organisation	
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Treasurer	Eastern Volunteer Resource Centre	<a href="#">Details</a>
Treasurer, General Board Member	Eley Park Community Association Inc.	<a href="#">Details</a>
General Board Member, Vice President	Yarrunga Community Centre	<a href="#">Details</a>
General Board Member	The 100% Project	<a href="#">Details</a>
Secretary	Friends of the Royal Botanic Gardens, Melbourne Inc.	<a href="#">Details</a>
Secretary, General Board Member	The Wilderness Society Victoria Inc	<a href="#">Details</a>
Treasurer, General Board Member	St Kilda Community Housing Ltd	<a href="#">Details</a>
General Board Member	UnitingCare Harrison	<a href="#">Details</a>
General Board Member	Climate and Health Alliance	<a href="#">Details</a>

[www.ourcommunity.com.au/boardmatch](http://www.ourcommunity.com.au/boardmatch)

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## 20. Fast Forward

If you found this newsletter helpful, please feel free to send it on to your friends and fellow community groups in your area. People can sign up to receive their own copy at [www.ourcommunity.com.au/signup](http://www.ourcommunity.com.au/signup).

If you would like to reproduce anything in this newsletter in your own newsletters or websites, you are free to do so. Please just add a small credit line, "courtesy of [www.ourcommunity.com.au](http://www.ourcommunity.com.au)" and a direct link to the [www.ourcommunity.com.au](http://www.ourcommunity.com.au) site if on a webpage.

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## 21. About Our Community

Our Community is a world-leading social enterprise that provides advice and tools for Australia's 600,000 community groups and schools, and practical linkages between the community sector and the general public, business and government.

Our major offerings include:

1. [www.ourcommunity.com.au](http://www.ourcommunity.com.au) - Australia's most useful website (comprising the online Knowledge Centres) and publishing house - accelerating the impact of Australia's 600,000 community organisations and schools
2. [GivNow.com.au](http://GivNow.com.au) - Helping individuals and businesses give more, give smarter, give better, Give Now!
3. [Australian Institute for Community Practice and Governance](#) - practical and accessible certificated training delivered locally through our training Institute
4. [Australian Institute of Grants Management](#) - the unique suite of grants management services for government
5. [Australian Institute for Corporate Responsibility](#) - cutting edge corporate responsibility resources for large, medium and small business and community organisations

► Read more about us at [www.ourcommunity.com.au/aboutus](http://www.ourcommunity.com.au/aboutus)

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