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## 1. Around the Traps: Australian community sector digest

You wait ages for a bus, and then three of them come along at once ...

You can't complain that the Federal Government is neglecting the not-for-profit sector. There are changes coming from all directions – which is a problem in itself. Different departments are pushing for different changes, when what's really required is for the government to sit down and consider the situation as a whole.

There's a lot happening – our Community Sector digest will give you a quick rundown of everything you need to know.

### Income tax concessions

Treasury, for example, has called for submissions on an exposure draft of proposed legislation that will affect some not-for-profit tax concessions by insisting that 'deductible gift recipients generally must be operated solely in Australia and for the broad benefit of the Australian community'.

This is necessary, Treasury says, "to address possible abuse of not-for-profit entities for the purposes of money laundering and terrorist financing" (although they don't actually give any examples of this actually ever having happened) and to reverse the effects of the High Court's judgment in the *Word* case.

Some people think this is a step backwards – Moores Legal, for example, has described the proposed legislation as "ill-conceived, unnecessary, and unworkable". This may well be true, but the primary problem is still surely lack of co-ordination among governmental agencies. Treasury shouldn't proceed any further with this idea until it's heard from the Not-For-Profit Sector Reform Council, the body that is from now on intended to be the go-to agency for the sector.

Still, it's good to see that the government is following the field and changing the way it speaks about the sector – moving to omit "nonprofit" in favour of "not-for-profit".

### Raising loans

The Senate Economics Committee, meanwhile, has a project running on "Mechanisms and options for the development of a capital market for social economy organisations", and has just posted an issues paper on "Finance for the not for profit sector".

The government is going further than that, though. It's now set up a Social Enterprise Development and Investment Fund (SEDIF), the theory being that this will "improve access to finance and support for Australia's social enterprises to help them grow their business, and by doing so, increase the impact of their work in their communities". Foresters Community Finance and Social Enterprise Finance Australia (SEFA) have been chosen as funds managers.

The SEDIF funds will provide flexible, tailored financial products and support to social enterprises to help them to grow their business and achieve greater social outcomes. **The funds do not provide grants to social enterprises.** The fund managers will attract further investors into the funds over time, which will further increase the pool of capital and support available to social enterprises.

The test will be whether SEDIF will attract outside funds once the government's stopped putting money in.

And then there are social impact bonds.

By establishing SEDIF, the Australian Government is also seeking to catalyse the development of the broader social impact investment market in Australia.

Social impact bonds, as we said in the last issue, are an interesting idea, if they can be made to work. So far, though, nobody has shown that they do work – indeed, there's only ever been one trial, and that's only just begun. About all that you can say is "watch this space".

## Standard Chart of Accounts goes national

Just to show what can be done if you only persevere, the Standard Chart of Accounts (SCOA), devised by Professor Myles McGregor-Lowndes and the gang from the QUT's Australian Centre for Philanthropy and Nonprofit Studies has now been accepted by all Australian governments.

Wherever your organisation is based, you can hand in your financial information in one standard format. No longer will you have to recalculate all your accounts to fit them into a different set of definitions -- and for larger groups that have been dealing with different levels of government or different government agencies, this is a considerable saving in time and therefore (eventually) money.

It's not compulsory for your organisation to use the SCOA (unless your grantmaker says so), and understanding its ins and outs will take a little time, but it's a massive step forward.

## To the Main Game ...

The big event of the month, though, is the release of the Scoping study for a national not-for-profit (NFP) regulator. This is what we've been waiting to find out; what, after all these reports, is the government going to actually do?

This final report concludes the Government's 2010 election commitment. First there was a consultation paper, and then there was consultation, and now there's "a blueprint to implement a national NFP regulator". We're getting there.

The report's well worth reading, and has a lot of up-to-date information about the sector. The important parts, though, are the recommendations, which include:

### **Hooray!**

A single regulator should be established for the purposes of governance, accountability and transparency of [all] NFPs. *We don't need any more partial solutions.*

### **Boo!**

Reform in areas which require the cooperation of the states and territories (including the areas of incorporated associations and charitable trusts) should be progressed through COAG. *Yes, that worked so well last time.*

### **Hooray!**

The NFP regulator should determine the NFP status of entities, including charities and PBIs. *OK, Tax Office, your time is up.*

### **Hooray!**

The definition of charity should be based on the 2001 Charities Definition Inquiry. *No longer will we be ruled by an English law dating from 1604.*

### **Hmmm....**

The regulator should also play a role in relation to educating the public about the sector, including through the oversight of complaints..... *They may be underestimating the workload here. Sorting out who's right in average NFP dispute would wear out a Royal Commission.*

### **Hooray!**

A 'report once, use often' approach should be adopted in relation to financial reporting from NFPs. *Like the SCOA (see above).*

### **Hmmm ....**

Treasury should undertake a review to determine what, if any, should be the core organisational governance principles applying to registered NFPs. *What's Treasury got to do with it?*

The trouble is, of course, that in the sentence "The Commonwealth should pursue the long-term objective of a single national regulator and regulation for the NFP sector, noting that the Commonwealth does not have the constitutional power to implement this alone" the second half of the sentence almost nullifies the first.

We're going to have a Charities and Not-for-Profits Commission – the government's aiming to get it up by 1 July 2012,

and has just named [Susan Pascoe](#) to head it – but until it's able to take over the state functions and shut them down it only adds another option to an already overcrowded menu. We now know what we need; it remains to be seen whether the Australian political system is capable of delivering it.

### Days of Our Jobs – pay campaign drags on

In a debate that seems to be running for longer than *Days of Our Lives* the community sector equal pay dispute continues to drag on, and as with *Days of Our Lives*, important characters sometimes rip off their beards and wigs and reveal that they were the villain all along.

Mission Australia, for example, a Christian community service organisation that is one of the sector's behemoths, has announced that if the rise is implemented it'll have to slash jobs and axe programs. The cuts aren't all that significant – the Mission says it'll lose 160 people, which is only half a percent of its 3200 employees – but the political impact is much greater, giving cover to other even more commercially-minded employers' groups.

A Mission Australia spokesman [told The Age](#), "It's inevitable that an increase of the magnitude being sought by the applicants would have a significant effect on Mission Australia's activities, with a significant reduction in employment and the number of people in need who are being assisted." A union rep, on the other hand, said Mission Australia could afford to pay higher wages. "They constantly say they're for equal pay as long as it doesn't apply to them."

The Victorian Government, too, appears to have joined NSW in changing sides, attacking the basic rationale of the decision.

Its [new submission](#) claims that gender bias is not responsible for the low pay in the sector (though it doesn't say what is).

### Aged care report released

The Productivity Commission has now released its Inquiry Report on *Caring for Older Australians*. You can find an overview [here](#) and the full report [here](#).

At 255 pages, it's a fairly extensive document – the Abbreviations and Glossary table alone run to eight pages – but for anyone in the Aged Care area it's obviously must reading.

The report says aged care can be greatly improved, accepting the need for increased government spending on older people, but hoping to counter some of those effects by means of greater efficiency.

The report has met with both praise and criticism, and isn't going to reach the legislative calendar for some years, but it's certainly going to set the terms of the debate.

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## 2. State News: incorporation changes in Victoria and NSW

### Changes to Victorian Associations Incorporation Act delayed

A full revision of Victoria's Associations Incorporation regulations will likely see amendments to the state's Associations Incorporation Act delayed until the middle of next year.

The first round of amendments to the Act, which dates back to 1981, was put in place in 2009. The second, more substantial set of changes was to come into effect on December 1, and would have outlined new reporting requirements and extra duties for board members, as well as clarifying members' rights and dispute resolution procedures.

Those changes now appear almost certain to be delayed until next July as the Victorian Parliament considers the Consumer Acts Amendment Bill (2011). Both the Government and Consumer Affairs Victoria also want to completely review Associations Incorporation regulations and re-write the Model Rules.

## New reporting obligations for some NSW groups

Meanwhile, a number of New South Wales incorporated associations will face less onerous reporting requirements under changes announced recently by NSW Fair Trading.

Changes to the state's Associations Incorporation Act last year saw smaller organisations (Tier Two groups) required to submit only an income and expenditure statement, as well as a "true and fair" balance sheet.

The latest changes announced by NSW Fair Trading mean slightly larger groups – those with total revenue less than \$2 million in any financial year – will also be exempt from the full rigour of financial reporting applicable to the biggest (Tier One) organisations.

More information on both the NSW changes, and the delays to the Victorian reforms, will be featured in the next edition of Our Community's *Board Builder* publication. Visit [www.ourcommunity.com.au/boardbuilder](http://www.ourcommunity.com.au/boardbuilder).

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## 3. DGR Digest: the saga continues ...

The trouble with Australia's policies on taxing not-for-profits is that they're seen as a subset of tax policies, not as a subset of not-for-profit policies.

As many people have pointed out, if the agency that's responsible for maximising the tax take is also responsible for handing out exemptions, you can expect that fundamental conflict of interest to cause problems; and, as this month's news items confirm, it has.

The Australian National Audit Office (ANAO) has just produced a report into the Administration of Deductible Gift Recipients (Non-profit Sector) that it goes a long way towards confirming just how screwed up the whole system is.

To begin with, it's insanely complicated.

There are many aspects of the DGR and related tax concession legislation that are administratively challenging for both the ATO and for fundraising bodies. In particular, there are 49 separate DGR categories that have been progressively introduced into legislation since the mid-1930s.

Some groups that should have DGR status can't:

... organisations may be ineligible for DGR endorsement because their work falls across a number of categories but is not predominantly in one particular DGR category...

And you wouldn't want to be one of their mistakes, either:

... assessments have determined that there is an error rate of five per cent in DGR endorsement decisions. However, given the small sample on which this was based, the estimated error rate across all DGR endorsement decisions is up to 12 per cent ....

Applications can take two years to determine, but once an organisation has been granted DGR status the ATO doesn't really check on them again, and nobody checks on non-DGRs at all.

It's also worth noting that the ATO doesn't feel it's been tough enough. In particular, when the government brought in new rules in 2000 there was a rush of applications, and they let a lot through that they now rather regret –

### What is DGR?

To receive income tax deductible gifts, an organisation must be a deductible gift recipient (DGR).

Donors can claim income tax deductions for gifts to DGRs in their income tax returns, but there are rules about what sorts of organisations can claim DGR status, and about the types of deductible gifts.

Who can and cannot be a DGR is defined by tax law – with only certain types of organisations eligible.

Some larger organisations are listed by name in Australia's income tax law (for example, Amnesty International) and are automatically classed as DGRs. But for others, they must fall within a general DGR category set out in income tax law.

For a full listing of DGR categories, refer to the Australian Taxation Office document *DGR table - General Categories - Gift Pack for Deductible Gift Recipients & Donors* - available for download by [clicking here](#).

More on DGR and donations [here](#).

In the 18 months to the end of 2000–01, approximately 21,000 applications were decided, seven times the current submission rate. Of these, only 17 per cent were disallowed or withdrawn, compared with double that rate that are disallowed or withdrawn under a business-as-usual approach.

to which one might say “Tough luck, no backsies” except that the shift of registration to the new Charities and Not-for-profits Commission may give them a second bite at the cherry.

Many DGRs gained endorsement based on limited assessment at the introduction of DGR endorsements in 2000. Since that time, the ATO has evolved its interpretation of tax legislation in this area, without a commensurate review of whether previous DGR endorsements still align with the ATO’s current view. The Government has foreshadowed legislation to introduce a statutory definition of ‘charity’ for all Commonwealth laws from 1 July 2013, with proposed funding to the Commission to re-assess the charitable status of entities on the basis of the new definition.

This might be a good time to go back to your original application and blow the dust off it. It might be becoming relevant again.

### In the courts

The courts continue to apply existing law, as it can be ascertained. The Administrative Appeals Tribunal has ruled on an application by Krishnamurti Australia (KA) to become a DGR as a health promotion charity.

As I understand it, KA submitted that although Krishnamurti’s technique was applicable to everyone and was beneficial to every human being, the fact that it would or could benefit those suffering mental illness meant that KA’s activity fell within the item.

The Commissioner of Taxation argued that based on the evidence, the principal activity of KA was not prevention or control of mental illness. The Commissioner submitted that even if this were one of the subsidiary activities of the association it was a very minor component overall.

The Tribunal ruled that this was one of those cases where, as above, an organisation was ineligible for DGR endorsement because its work fell across a number of categories but was not predominantly in one particular DGR category (in this case, health promotion).

Neither by expenditure, allocation of resources, statements of objects, subject matter of publications, nor by any other measure, could it be said that control or prevention of mental illness was a principal, nor even a subsidiary activity of any significance. The representatives of KA could not point to any specific passage or publication, activity or object which addressed the subject in a direct way.

On the other hand, the application by Bicycle Australia (BA) was a much more substantial attempt to widen the criteria. KA was knocked off in six pages, while BA took 97. The case provides a good introduction to the law of charities, and if you can stand that much legalese it’s well worth reading.

In order to be a charity, the decision emphasises, it’s still necessary to come under the spirit and intendment of the preamble to the Statute of Elizabeth I. The lute music of Dowland may not be big on Youtube, Shakespeare’s sonnets may not top Amazon downloads, but a 1604 Act is still good law, and that won’t change unless either the High Court or Parliament say so. Precedent rules – and that means, as one judge said in 1895,

Now I should say that every healthy sport is good for the nation – cricket, football, fending, yachting, or any other healthy exercise and recreation; but if it had been the idea of lawyers that a gift for the encouragement of such exercises is therefore charitable, we should have heard of it before now.... (1895)

Once again, the test was whether the organisation fell predominantly in one particular DGR category; and the ruling was that it didn’t.

Seen in its context, prevention and control of disease is a consequence of Bicycle Victoria’s principal activity which is the promotion of cycling and of physical fitness. [But] Prevention and control of disease in human beings is not its principal activity.

In the end – and this once again emphasises the Byzantine complexities of this area – the Tribunal found that Bicycle Australia was an entity exempt from income tax, and a charitable institution, but not a health promotion charity, and therefore not a DGR.

## Another Word

Even when the court does find for a not-for-profit, the ATO can still snatch something like victory from the very jaws of defeat. The conflict of interest problem comes up again in the ATO's [new guidelines](#). The Office was obviously shaken by the High Court's finding in the recent Word case, which was essentially that a company making money for a charitable aim was a charity, and it's taken two years to adjust [its advice](#). Even then it hasn't gone far enough.

[Moore's Legal](#) is blunt: "In our view it does not reflect the principles set out by the High Court in Word Investments. The High Court looked at the whole context of charitable purpose – not the narrow focus that this Draft Addendum represents."

The trouble is, of course, that we can't keep running back to the High Court saying "You said I could have an exemption and the ATO's taken it off me!" What the ATO says goes, for the moment, and as Moore's Legal says, "Tax Rulings are merely the ATO view on a matter. However, ATO officers are internally bound to follow them – even if inconsistent with the law declared by the Courts."

As far as we're concerned, July 2012 can't come soon enough.

[Click here](#) to read more about Our Community's view on DGR reform.

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## 4. Giving Digest: grant tips, online giving news, and a new threat to tin rattling

### Making a business case for grants

Presenting a strong business case – rather than relying on emotional appeal – should be the aim of not-for-profits seeking philanthropic funding, according to Perpetual's head of philanthropy Andrew Thomas.



Mr Thomas spoke out earlier this month as Perpetual revealed more than 160 projects had shared \$9.1 million in funding during its 2011 funding round. More than 1100 not-for-profits applied to Perpetual for funds.

Mr Thomas said organisations needed to discuss outcomes when applying for funds.

"Competition for funding is growing consistently and not-for-profits need to be clearer on outcomes to attract funding," he said.

Not-for-profits needed to become more business-minded in their applications, Mr Thomas said – organisations that were successful in receiving philanthropic funds were the ones able to outline a business case based on outcomes, rather than relying on emotional appeal.

"Funding applications are not about writing a donor appeal letter; they need to be tailored and link the money invested to defined community outcomes," he said.

Information on applications for Perpetual's 2012 funding round will be available later this year at [www.perpetual.com.au/fundinground](http://www.perpetual.com.au/fundinground).

For more information on applying for grants, go to [www.ourcommunity.com.au/grants](http://www.ourcommunity.com.au/grants)

### GiveNow giving jumps

Donations made through [www.GiveNow.com.au](http://www.GiveNow.com.au) during the end-of-financial-year giving bonanza month topped \$1.4 this year, a 27% increase on the amount donated during June last year.

In all, \$1,418,607 was donated to appeals listed at GiveNow, up from just over \$1.1 million in June 2010, and close to double the \$730,000 donated during June 2009.



The average donation made through GiveNow in June was \$220, up \$10 on 2010 and more than \$30 on 2009. The single biggest donation made in June this year was \$25,000.

More than 1900 causes are now listed at GiveNow. To list your cause, go to <http://registration.givenow.com.au>.

### First cheques, now this!



With more and more people using non-cash methods to conduct their financial business, the use of “real” hard currency is in decline.

This, as well as rising metal prices, has seen Australia’s Royal Mint float the scrapping of five cent pieces.

In a briefing paper recently sent to the Federal Government, the Mint said each five cent coin contained metal now worth 3.6 cents. Other production costs push the cost to make the coins very close to their face value.

Assistant Treasurer Bill Shorten will consider the report, though he has expressed concern at the potential impact the scrapping would have on donations to charities, which were cited as among the principal recipients of five and 10 cent coins.

In a coincidence of timing, the future of another favoured donations medium – the cheque – is also being examined.

The Australian Payments Clearing Association (APCA) – Australia’s payments authority – recently called for public input into the use and future of cheques in Australia.

APCA head chief executive Chris Hamilton said cheque usage was in “irreversible decline”, having dropped by between 35-40% in the past four years. About 75% of people don’t use cheques at all.

Mr Hamilton did not, however, put a date on cheque abolition. APCA research has found that 5% of Australians – a figure consisting mainly of the elderly, unwaged or rurally isolated – would have a major problem finding an alternative to using cheques.

The August edition of *Raising Funds* looks at the future of cheques locally, as well as the UK’s dramatic backflip on cheque abolition. To subscribe, visit: [www.ourcommunity.com.au/raisingfunds](http://www.ourcommunity.com.au/raisingfunds).

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## 5. Social Inclusion Digest

Modern economics looks on us as rational economic units, and thinks that each of us asks each of our fellow-citizens “How can you make me richer?” If they don’t have any money to offer, we should walk away. If this leaves us with an underclass of excluded malcontents without a stake in the system, that’s just too bad.

The London riots have shown with brutal clarity that there’s another side to this. If we push to the margins the people who can’t make us richer, they’re highly motivated to remind us that they can make us poorer. And on fire.

Mind you, the axioms of modern economics are pretty arbitrary and unreliable in the first place, even without warfare in the streets. Economics has no place for the value of trust, or altruism, or the not-for-profit sector in general, and the fact that the sector exists at all does point to a flaw in their arguments.

And so much the worse for economics... the rest of us don’t need much convincing that social inclusion is a good thing (and not only by comparison with the alternatives).

Greater social inclusion is good for everybody’s health and builds the social cohesion that we need when bad things happen. We can be glad, then, that someone is at least trying to do something about it.



## Social Inclusion Week

This year, Social Inclusion Week 2011 ([www.socialinclusionweek.com](http://www.socialinclusionweek.com)) runs from Saturday, November 19 to Sunday, November 27.

The idea is to encourage communities “to reconnect and be inclusive of all cultures, age groups, nationalities and the disadvantaged”, and the theme is ‘get involved. Get connected’.

Around 100 organisations from every state joined in last year – should your group be doing something this time?



## Social Inclusion Forum

The National Social Inclusion Forum will be held in Melbourne on October 7 on the theme of *Building inclusive societies: multiculturalism, citizenship, identity*.

Speakers include community leader Waleed Aly, ex-president of Portugal Jorge Sampaio, Foreign Minister Kevin Rudd and Immigration Minister Chris Bowen.

The forum will bring together international, federal, state and local government policymakers with service providers, NGOs, community sector agencies, and academics to explore issues around multiculturalism and to discuss just how such understandings should inform policy development. If you’ve got a barrow to push, be there.

Find out more here: <http://tiny.cc/cdt1m>. (If, that is, you actually go to conferences *in the flesh* any more ....)

## Virtual Socialisation

... Because, of course, people are increasingly carrying out their social interactions online, through social media sites. Which is a good thing because it brings people together.... or is a bad thing because it keeps people apart..... Dammit, which is it?

Here are this week’s numbers, from a 2010 study, *Social networking Sites and Our Lives*, by American thinktank the Pew Research Center. Some 79% of American adults said they used the internet, and nearly half (47%) (that’s 59% of internet users) said they used at least one Social Networking Site (SNS) – Facebook, mainly. That’s close to double the percentage who used a SNS in 2008.

Among other things, this means the average age of adult-SNS users has shifted from 33 in 2008 to 38 in 2010, half of all adult SNS users are now over the age of 35, and some 56% are female. And 52% of Facebook users and 33% of Twitter users check in daily.

Facebook users are apparently more trusting than other people. They have more close relationships – 9% more than the average American’s 2.16 – they get slightly more social support, they’re twice as likely to attend political meetings, and 53% more likely to vote, all good things.

In this sample, the average Facebook user has 229 Facebook friends, 7% of whom are people from voluntary groups. Only 7% of Facebook friends are people users have never met in person, and only 3% are people they’ve met only once. The rest of them are friends-of-friends and social ties that aren’t currently active relationships, but are still dormant ties that may, in the future, become important.

“There is no evidence that SNS users, including those who use Facebook, are any more likely than others to cocoon themselves in social networks of like-minded and similar people, as some have feared,” the report says.

“Facebook users are apparently more trusting than other people. They have more close relationships – 9% more than the average American’s 2.16 – they get slightly more social support, they’re twice as likely to attend political meetings, and 53% more likely to vote.”

## 6. Concern over move to contracts

A UK coalition that supports community and voluntary organisations has hit out at the use of contracts between the public service and the community sector.

The scathing report from National Coalition for Independent Action (NCIA) has strongly condemned contracts (also called commissions) between the community sector and the public service in the UK.

*Voluntary Action Under Threat* argues the increasing use of commissions represents a move to a form of privatisation of the sector.

Those commissioning the service delivery are predominantly interested in ensuring that delivery is low risk and low cost, the report says, and do not necessarily have a good awareness of the sector.

“If one bidder was cutting corners to save money to the point of being dangerous to people, it would not be the commissioner’s job to pick up on it,” the NCIA says.

“The report finds that where commissioning does occur based on an understanding of local needs, with costs calculated accurately so that the organisation delivering the service doesn’t end up out of pocket, it is usually because this has been initiated by and fought for by local community and voluntary sector organisations.”

Another major problem with the commissioning model is that services are funded only if they fit the pre-determined priorities of those setting out the guidelines, the NCIA says. New or innovative work is too high risk for a market-based system, and is too hard to cost and evaluate.

The commissioning model funds projects over organisations, the NCIA says.

“While grants supported the principle behind an organisation’s existence, sometimes providing core funding for office and staffing without specifying particular activities, commissioning is project-specific.

“The loss of support for the broader philosophy of an organisation can mean the loss of its ability to respond flexibly to changing local need.”

The NCIA also criticises the strict monitoring of services for which groups have been commissioned, as well as the philosophy of “payment by results” or “payment upon service delivery”.

“(‘Payment by results’) doesn’t allow for natural development. It discourages holistic or preventative services which have less clear or immediate outcomes,” the report says.

“Long-term thinking and planning are impossible because contracts are short, with no guarantee of renewal, and government priorities and funding systems are always changing.”

*Voluntary Action Under Threat* says the commission model leads to corners being cut so that organisations can ensure their bids are as low as possible to maximise the chances of success.

“The quality of services and the conditions for employees suffer as organisations have to be as cheap as possible to win the tender,” it says.

The NCIA report says the move to contracting can also promote greater dependency among community organisations, with a corresponding loss of independence and decreased ability and willingness to advocate.

The full NCIA report can be read here: <http://tinyurl.com/42jh7rl>.

### Contract Concerns

Among the NCIA’s main concerns over the growing move to contracts are that:

- The most cost-efficient service, rather than the best service, is selected.
- Community sector groups can’t compete against the corporate sector when bidding for commissions.
- Bidding organisations are forced to cut into already strained budgets in order to compete for commissions, risking permanent organisational damage.
- The government decides what services the community needs by funding only those that meet pre-determined priorities and guidelines.
- New and innovative work which doesn’t mesh with government priorities is not funded.
- Charities and community groups become more reliant on government contracts and can be cowed into silence if disagreeing with government policy.

In the meantime, the UK government has published a White Paper on Open Public Services, pledging to end “the old-fashioned, top-down, take-what-you-are-given model of public services”.

The White Paper sets out the Coalition Government’s approach to public services by applying five key principles:

- **Choice** (wherever possible)
- **Decentralisation** to the lowest appropriate level
- **Diversity** – public services should be open to a range of providers
- **Fairness** – ensuring fair access to public services; and
- **Accountability** – to users and taxpayers.

The report says the Government wants to see greater diversity and openness throughout the public sector.

“As more public services are opened up, we will regularly assess barriers to entry and exit that may prevent diversity and innovation from being achieved, and recommend steps to address these barriers,” the White Paper says. “This includes looking at how to enable a level playing field for all independent providers, as well as addressing barriers that are particularly problematic for smaller private, voluntary and charitable enterprises.”

Read the report here: <http://www.cabinetoffice.gov.uk/resource-library/open-public-services-white-paper>

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## 7. Measuring Salvation: Assessing the impact of your work

It’s never easy, as you know so well, to measure the outcomes (or the impact) of social endeavour programs.

It’s hard enough to measure the outputs, and that’s all most grantmakers ask for. Anything beyond that brings on a cascade of uncertainties. What, exactly, should we be measuring? And how will we measure it? And how accurate can we possibly be?

It’s also true, though, that just about everybody in the not-for-profit sector feels that standard measures of achievement tend to underestimate the particular advantages of their own programs. When the pressure is really on – if, for example, there’s a proposal to give the contract to a commercial organisation at market rates – we’re often left arguing that our assessment doesn’t capture the whole story, but without hard evidence that just makes us look like unicorns-and-rainbows fuzzy thinkers.

Even where it’s agreed that there are other factors involved, it’s hard to be specific.

Governments are making some steps towards recognising the additional impact of the work of not-for-profits. The UK Treasury, for example, has told government funders that “The full value of goods such as health, family and community stability, educational success and environmental assets, cannot be inferred from market prices, but we should not neglect such important impacts in decision-making.”

That’s a step forward, but it leaves vague the matter of how *much* weight we should give to these matters. We still, after all, have to allocate resources between agencies, or between organisations; how do we calculate the value of the impact of each?

Now someone’s trying to answer that question.

The Salvation Army Employment Plus program (TSAEP) tries to help the most disadvantaged among jobseekers by using specialist professional intervention – a multi-disciplinary team that includes a psychologist, a social worker, a GP, a solicitor, and a drug and alcohol counsellor – to address the specific barriers they face. It’s what’s known as ‘Collaborative Servicing Model’ (Connections Plus).

The research project, carried out by Sydney University’s Centre for Social Impact, is trying to go deeper into the outcomes than simple measures of how many people have been found jobs.

A Salvation Army spokesperson says, “For example, when we find a secure job for someone who’s been unemployed long-term, society benefits in many ways. That person is more fulfilled, their family is better off, they will require less assistance, their mental and physical health is likely to improve, they pay taxes and generally contribute to the community.”

“Even before someone has found a job, however, it’s important that they’re supported. We see benefits like improved mental health, improved physical health, relational skills and other strengths through the support we provide. We want to have the means to clearly identify and capture all those benefits using a standardised format so we judge the true value of any particular program.”

Dr Perter Shergold from the Centre for Social Impact said at the project launch that the assessment “went to the heart of the interest of the Centre... namely, how to move beyond the traditional, rather narrow forms of evaluation (how much does it cost to get an unemployed person into work) to the greater challenge of measuring the full benefits of a successful job outcome.” Some of these benefits may be relatively easy to measure (such as increased tax revenue and reduced benefit payments); some less so (such as lower health costs); and others, clearly significant, are downright difficult (the public value attached to a more stable family, a more fulfilled person, a more engaged citizen).

The one thing we do know, and must ensure we include in our study, is that children brought up in families in which no-one is in a paid job are far more likely to become the long-term unemployed of the future. The costs and benefits of welfare dependence extend over generations.

It is important both to the Salvation Army (are they making the best use of their scarce resources to meet their social mission?); to the governments and philanthropists who fund the program (is this the wisest commitment of our money?); and indeed to the employers who offer work (what social value do we create by our employment decisions?).

And, we may add, to the not-for-profit sector as a whole, which would gain massively from some solid evidence in this area. We wish the Centre well in its work.

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## 8. Why you do the things you do: How to design a Logic Model

**Ruth Knight is Director of Zark Consultancy, which works with private, public and not-for-profit organisations, including churches. She offers these tips for community groups on how to design a logic model.**

Whatever your program's purpose for existence, it is likely that your program or intervention is trying to change something.

Explaining what you are doing and why can often be complex and difficult, as there can be multiple activities and interventions that are required to bring the change and outcomes you are seeking.

Designing a logic model is an excellent way to simplify the complexity of your program and assimilate the causal linkages that are assumed to occur from the start of the program through to the impact it makes.

The logic model defines these linkages and assumptions explicitly, making them easily understood. Logic models are also commonly used as a tool to plan and implement an evaluation. They can help you identify indicators that can measure your outcomes and success.

**Logic models are an excellent communication tool because they clearly and simply explain your program to people who are not familiar with it.**

A logic model is a graphic that often looks like a flowchart. While the model frequently reads from left to right there is no "correct" way of drawing a logic model. You might want a vertical logic model that reads from top to bottom or bottom to top. A circle may express your program or components within a program better than boxes. You can decide on which model you prefer.

A logic model can be developed at any stage of a program's life, but it should be the first thing you do when planning an evaluation.

### Step 1:

Decide who is going to be on your team to develop the logic model. You may want key managers, practitioners and those involved in the evaluation process.

### Step 2

Your team needs to agree on how the logic model is going to be used and what information is needed to develop the logic model. Decide if the logic model should focus on a specific component of your program or broadly cover the entire program or organisation.

Your decision should be driven by your evaluation or information needs.

### Step 3

Consult with stakeholders and gather input from those involved in the program or experts in the field. You may need to refer to program reports, budgets or existing research.

### Designing A Logic Model - Key Principles



- Use a participative process
- Keep it simple
- Do not let perfection be the enemy of progress
- Use the model to tell the story of how your program achieves change
- Use arrows to show how your activities influence the outputs and outcomes
- Ensure your model is a way of thinking – not just a graphic

## Step 4

Identify your model's components and their relationships. The most commonly used components include:

- **Inputs:** The resources you need to make your program possible.
- **Activities:** The tasks and actions taking place during the implementation of the program.
- **Outputs:** The results of the activities. These can include the amount of services you provide, the products you produce or number of clients you work with. Outputs also include how satisfied clients were with the program.
- **Outcomes:** The changes that occur at an individual, group or community level as a result of the activities and outputs. They are often described in terms of:
  - **Short Term:** outcomes achieved in less than two years
  - **Medium Term:** outcomes achieved within two to five years
  - **Long Term:** outcomes achieved after five years

Outcomes are sometimes referred to as “measures of effect”, so they should normally begin with words such as: “increased, improved or enhanced”, etc.

Because outcomes can take years to achieve or evaluate, you need to be very thoughtful about how and why you include them in your model. You should try to make them as measurable and specific as possible, though some will be hard to quantify or measure with accuracy.

## Step 5

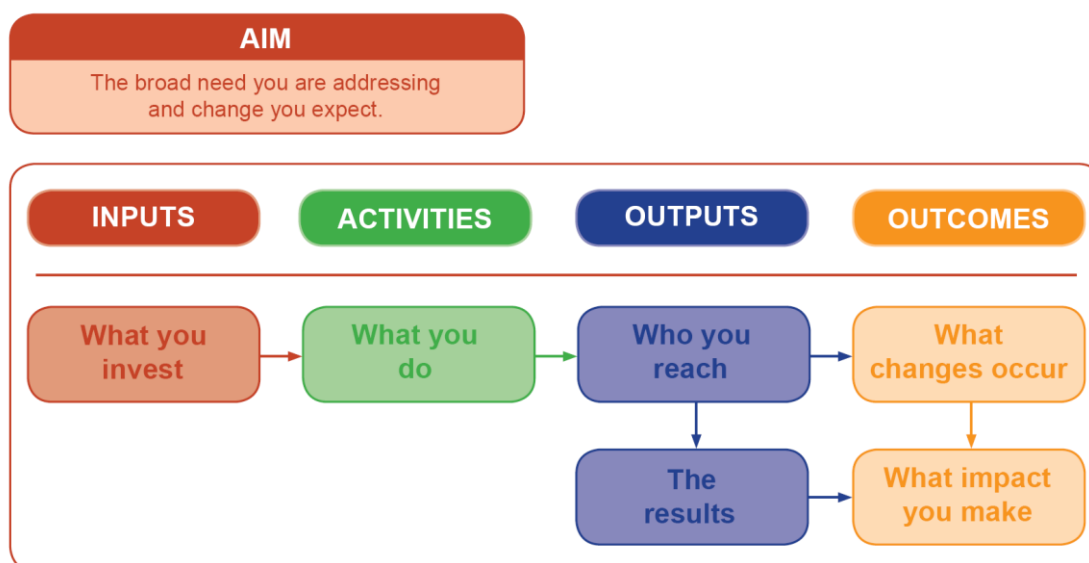
Develop the connections between your components by drawing lines or arrows in the diagram. Arrows reveal the direction of influence and signal the changes that are expected to occur as a result of the previous component.

## Step 6

Review your logic model and answer these questions before finalising your diagram:

1. Is it meaningful and does it make sense?
2. Does it make the assumptions explicit?
3. Can it be verified?

You should now have a diagram that depicts clearly and simply what need your program addresses, what activities you undertake, what you expect to achieve, and what you hope to achieve. The next step is to collect evidence to verify your model and assumptions. This is the beginning of your evaluation process



[Click here](#) to read more of Ruth's free practice guides.

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## 9. Marketing Guru: Voice choice

Marketing isn't just about advertising, or even about money changing hands. It's how you present yourself every time your organisation touches the world outside.

The phone rings. Someone picks it up. What do you do next?

Many organisations behave, to all intents and purposes, as if instead of seeking supporters they were screening for stalkers. Whoever answers the phone in your office has to be skilled and enthused enough to make that first casual contact into a permanent link.

As always, the first thing you have to do is listen. Sit in the office and listen to how the front desk handles callers (if you're on the front desk yourself, it's worth taping yourself and listening to the playback).

Do they – do you – sound friendly, warm, enthusiastic, approachable, interested in the caller's affairs, and responsive to their queries, or distracted, cold, even cranky? Is the experience, above all, engaging? Is there a rapport?

We're all programmed to respond to certain aural cues. Shut your eyes and get a friend to repeat a sentence twice, once when they're smiling and once when they're not. You can pick it. Sit up or stand up, throw out your chest, take a deep breath.

This means, of course, that the person who's answering the phone has to like doing it. This means that you mustn't just fill the post with whoever can't work the computer. Select carefully.

More than that, give them support and coaching – take them through customer relations, office functions, and fundraising strategies till they're comfortable with any question that's likely to come up. Provide them with rough scripts – short accounts of what your organisation is, what services you offer, what needs you serve.

Set simple rules.

- The phone should never ring more than four times.
- Ensure that there's always someone on incoming phone duty, even if you're leaving your desk for a short time.
- If you have reason to think that there's going to be a rush of calls (if you've just mailed out a flyer, for instance) have an overflow answerer.
- Ensure that the phone person gives the name of the organisation – “Hello, this is the Goodcause Foundation. How can I help you?”
- Vary your tone of voice over the course of the conversation. Nobody likes a monotone. Speak clearly, and slightly more slowly than you usually do.
- Don't complicate the issue. Don't use jargon, don't make vague jokes, don't wander from the point.
- Don't try to do too much at one time.
- If there's an opening, tell them about your donation methods – forms, memberships, online giving.
- But don't hassle anybody for a gift if that's not what they're calling for.
- Repeat yourself patiently as often as necessary.
- Be positive at all times.
- Use the caller's name, if they give it to you.

It's probably more important to be friendly than to be efficient, but luckily you don't have to make a choice; you can be both.

- Make sure that the person on phone duty either knows how the procedures work or that he or she knows who in the office does know.
- Check that the call redirection system is working as it should.
- Check that there's a clear division of office responsibilities so that everybody knows who does what.
- Make sure that the front desk knows about all upcoming events and new developments. There shouldn't be anything coming in that they're not prepared for.
- If possible, see that the person on the phone not only knows about the organisation but knows about the caller. If they give their name and they're on the computer database then you should be able to call up their

file at the desk and see what recent dealings they've had with the organisation, just to be able to personalise the call a little.

Be ready to close the deal.

- Have a range of alternative possibilities ready for a caller who's interested in helping out – and put a simple donation some way down the list. Someone who volunteers will often donate, but the reverse isn't necessarily true.
- Have a range of payment possibilities for anyone who does want to donate.

Build your lists.

- You want to get all you can out of the call. In particular, you want to get a name and an address for future contacts and correspondence. Always ask if you can send out materials (something different from your mailout brochure, so they won't already have it) and get their details so you have someone to send it to. If they give their name, set up a database entry on them and send out a request for donations or an update of your activities.
- Record what they say – their inquiry, or their comments, or their request – so that later when your group is drawing up your plans and strategies you'll have some idea of what the public is thinking.
- Ask them how they heard about your organisation – it can be a good way to work out the most effective way of getting your message out there and finding what method of advertising or marketing works best.
- Always thank them for calling, sincerely.

Don't stuff it up. It is possible to lose points as well as gain them.

- If you have call waiting, put special effort into the process of swapping between callers. Get the first caller's agreement before putting them on hold, and offer them the alternative of taking their name and address and phone and getting back to them. In any case, always apologise for putting anyone on hold.
- If you are going away to chase something up, do put the call on hold rather than leaving it live on the desk to pick up confidential information about other clients. Similarly, don't switch to a speakerphone without telling them.
- If you have to use an answering machine, it's rather more difficult to sound involved and interested, but you can sound sorry to have missed them. Give the one-line version of your sales pitch. Give your email address. Say what the average reply time is. Remind callers to leave their name, number, and email address.
- Always answer voicemail as soon as possible.

Don't just say "Your call is important to us"; mean it.

Treat callers with respect and consideration, as if they had donated already. At the very least, having a professional and personal welcome will leave your prospects with positive expectations of your organisation, liking the way they were treated, and with minds open to the suggestions you slip in front of them.

Remember, they've been motivated to call your organisation in the first place, so there's a base level of involvement there. It's your mission to turn that tiny fluttering spark of interest into a lifelong burning passion, and the first step in that is not breaking the thread that links you.

And once you've got that fixed, you turn to the next point of contact. Marketing is having all the pieces fit together smoothly to give a consistent picture of how you want to be perceived.

**The Marketing Guru is an initiative of the Marketing, Media and Post Centre, the online resource provided by Our Community and Australia Post. Send your questions to [guru@ourcommunity.com.au](mailto:guru@ourcommunity.com.au).**

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## 10. Great Australian Leaders in Focus: Hutch Hussein



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 Hutch Hussein. Hutch is Deputy CEO and General Manager of the Advocacy, Innovation & Marketing (AIM) unit at Melbourne's Spectrum Migrant Resource Centre, which works with newly arrived migrants and refugees. Hutch's background is in social work and her career thus far has seen her work with at risk young people, domestic violence victims, refugees and migrants, and, whilst in London, in foster care.

Hutch also worked for 3.5 years as a ministerial adviser to Mary Delahunty, the then Victorian Minister for Education, who later became the Minister for Women's Affairs.

Hutch is also the Honorary National Co-Convenor of EMILY's List, a financial and political support network to increase the number of progressive Labor women in Australia's parliaments.



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

1. **Gough Whitlam:** Visionary progressive reform that changed people's lives and demonstrated the systemic change that government could bring for women and equality.
2. **Paul Keating:** Visionary reformer who led and influenced opinion polls, not tailoring reforms according to opinion polls – out in front leading and inspiring people in an attempt to bring them with him. Didn't always succeed on the latter.
3. **Joan Kirner:** Did a difficult job as Premier. Not self-centred in her leadership – has done much to ensure women follow in her footsteps and foster the next generation. Treats people as humans in her inclusive style and inspires them about her beliefs.

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

1. **Courage and conviction** in their own beliefs about the right thing and carrying through.
2. **Inclusive** – brings people with them and open transparent communication
3. **Inspiring** – inspires and motivates people with their vision

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

- a. **Discrimination** – whether it's gender or race, we're still not fully utilising the talent pool when you see the predominantly white middle class men in senior positions. We're changing with Australia's first female PM, but there's a lot of trickling down to do across a range of sectors.
- b. **Previous generation of leaders** still dominating OR only being sought for media comment, hence limited profile opportunities for new and emerging leaders

- c. **Limited opportunities to shine in mainstream media** if you don't fit the mainstream mould – e.g. its seems like mainstream media can only cope with one Muslim (Waleed Aly).

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

- a. Get a **mentor**
- b. Take up opportunities to **develop yourself and leadership skills**, knowing and refining your weaknesses
- c. **Build your profile via Twitter** to counter mainstream media dominance of entrenched leaders

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

1. **The importance of asking for help** – not signs of weakness, but essential as we can't be an expert at everything and things are improved with maximum input.
2. **Getting the job at hand done is not the only important thing** – in my initial leadership roles I was very task-focused. I learnt very quickly about the importance and difference of building relationships with the people I was working with. Treating staff as people and getting to know people is crucial to bringing people with you to get the broader job done.
3. **Change management is always going to be hard** – change management is a dance – you're always going to have people who are resistant to the new moves. Holding your ground and not taking resistance personally (and hence letting go of a desire to be liked all the time) is important. Being respected is essential, so as long as you conduct yourself ethically and maintain open communication, you'll bring people with you.

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

- **Former Victorian Premier Joan Kirner** – a great role model to watch in action. Very generous with her advice and wisdom.
- **Stephanie Lagos** – a CEO I worked with who was also very generous and forthcoming with feedback on my own weaknesses.
- **Amanda Sinclair, Professor of Management (Diversity and Change), Melbourne Business School** – during the St James Ethics Centre's Vincent Fairfax "Ethics in Leadership" Fellowship, I chose to be mentored by Amanda. She gave me terrific feedback and constantly challenged me on my leadership approach and helped me see parallels in my professional and personal relationships that I then did further work on.

The Vincent Fairfax "Ethics in Leadership" Fellowship itself, whilst not a PERSON, was helpful in getting me to question my values, ethics and leadership approach, whilst providing the opportunity to be challenged by people with different values and placing me in different environments (remote mining town and indigenous community) was also crucial.

### Thinking about your own leadership journey, what are you most proud of and what would you change if you had the chance?

I'd change how I've handled change management in the past. I've sometimes taken a silver armour approach of crashing through, when I should have gone at a slower pace and taken people with me.

What I'm most proud of is succeeding Joan Kirner as the National Co-Convenor of EMILY's List and not being intimidated by the big shoes I had to fill and learning that it's OK to do things in my own style. Continuing to grow the organisation's capacity, bring in new blood and still utilise Joan as our Ambassador have been key ingredients of success.

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

- **Community Sector:** Greater acknowledgement by government of valuable role. Better pay to reflect work done to be able to bring in people from corporate sector and make it a financially attractive career option as well.
- **Community life:** Not living in such a fast-paced society with people working long hours at the expense of family and community time. Change culture and workload so that 9-5 is valued and seen as enough!

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## 11. Tools You Can Use: What Google has to offer not-for-profits

Our Community was among around 150 organisations that attended a recent Google briefing in Sydney to find out which of the web tools monolith's products work best for not-for-profits.

Here's what we found out.

### ► Promotion and Search Engine Optimisation

#### *Google Webmaster Tools*

*google.com/webmasters*

A helpful set of online tools to use when performing Search Engine Optimisation (SEO) on your website. These tools will, among other things, let you know what words and phrases to use to make your website more attractive to Google's search engine.

#### *Google AdWords/Google Grants*

*google.com.au/grants*

Eligible not-for-profits receive up to \$10,000 per month in free AdWords advertising on Google via the Google Grants program. Unfortunately this program is only available to organisations that have Deductible Gift Recipient (DGR) status. Having said that, it is a great program for those who are eligible.

#### *Google Places*

*google.com.au/places*

Make sure members of the public can find your organisation more easily when they search on Google Maps by submitting your address and contact information through Google Places. The information that you can provide is not limited to contact details, but can include videos, images, and other relevant information. Verification is required, but it's not an onerous process.

### ► Get Your Message Out

#### *YouTube*

*youtube.com/nonprofits (select Australia)*

While not for everybody, YouTube can be used to great effect. Why tell people when you can show them? Google has provided some handy tips online at [http://youtube.com/t/ngo\\_tips](http://youtube.com/t/ngo_tips)

#### *Blogger*

*blogger.com*

Blogs can be useful tools and Google offers the Blogger service to make setting one up as easy as possible. Be warned, though – starting a blog and keeping it relevant and topical are two very different things. Google recommends tying it to your overall communications and social media strategy.

## **Google Groups**

[groups.google.com](https://groups.google.com)

Quickly create an online email group, so that groups of staff or volunteers can easily collaborate. Google Groups is a fantastic way to keep communication lines open and dynamic, and is a great way to keep teams on the right track or even communicate with your general members or subscribers.

### **► Track Your Impact**

#### **Google Analytics**

[google.com/analytics](https://google.com/analytics)

Where do visitors to your website come from? Which pages of your site do they spend the most time on? How long do they stay? Did your last e-newsletter actually drive people to your website or online appeal? Google Analytics is a free tool that answers these questions and many more.

#### **Website Optimizer**

[google.com/weboptimizer](https://google.com/weboptimizer)

One of the most interesting tools discussed at the seminar was the Website Optimiser. This tool allows you to test different versions of your webpages simultaneously in order to gauge which layouts prove more successful in achieving results. This tool is used extensively by shopping websites, but can be used by not-for-profit organisations to improve readership of website content as well as increase online donations by getting more people to click on that “Donate Now” button that you love so much.

#### **Google News Alerts**

[google.com/alerts](https://google.com/alerts)

Google Alerts allows you to stay on top of the latest Google results (search, news, etc) based on your choice of query or topic. Don't miss out just because you don't have the time to sit at your desk and search Google all day.

#### **Insights for Search**

[google.com/insights/search](https://google.com/insights/search)

What are the trending searches in Australia? Do Australians do more searches for ‘donate’ or for ‘volunteer’? When you ran your last campaign, did more people start searching for related keywords? See trends in searches using Google Insights for Search.

### **► Improve Operations**

#### **Google Sites**

[google.com/sites](https://google.com/sites)

Google Sites is a free and easy way to create and share webpages. Note that Google Sites is limited in terms of layout and functionality and is probably not the best tool for creating a full featured public-facing website. Having said that, it can be very useful for creating a ‘wiki’ or a general purpose website that is easy to set up and use for a wide range of purposes.

#### **Gmail**

[google.com/gmail](https://google.com/gmail)

Most of you will know that Gmail is one of the premier free email providers available on the world wide web, but you may not know that Gmail can be used as part of the Google Apps platform as an enterprise-ready email application. More on this later.

#### **Docs**

[docs.google.com](https://docs.google.com)

You can create and share documents, presentations and spreadsheets. You can also collaborate on them in real time and communicate with other users while doing so.

### **Calendar**

[google.com/calendar](http://google.com/calendar)

Organise your schedule and share events with co-workers, volunteers and board members. Google Calendar has much of the functionality that you would expect from any full-featured calendar application like Microsoft Outlook or Calendar.app., but can be shared with other users or even the general public very easily.

### **Forms**

[google.com/google-d-s/forms](http://google.com/google-d-s/forms)

Collect information and easily create web-based surveys. Forms can also be a great solution for RSVPs and a range of other functions. In fact, the Google volunteers used it as the system to organise attendance at the not-for-profit events.

### **Custom Search**

[google.com/cse](http://google.com/cse)

With Google Custom Search you can use the power of Google Search to provide a search box on your website, providing your members and visitors with one of the best search tools around at no cost to you.

### **Moderator**

[google.com/moderator](http://google.com/moderator)

Let your supporters, volunteers or staff decide which questions, suggestions or ideas interest them most. Your stakeholders can submit suggestions and vote for existing suggestions to give you a better idea of what it is they want and need.

### **Translate**

[translate.google.com](http://translate.google.com)

Do you work with a wide range of multicultural groups and individuals? Google Translate can be a handy tool for getting your message across to a wider audience.

The final part of the session was about Google's enterprise offerings, with a particular focus on Google Apps, which are available for free to organisations with less than 10 users.

The presentation included a case study on Amnesty International and its adoption of Google Apps as a replacement for its current Lotus Notes email and collaboration system.

Of course, as always, we'll keep you informed of any future events offered by Google for the not-for-profit sector.

- Alan Matic

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## **12. From Little Things Big Things Grow: Turbines turn at community wind farm**

Australia's first community-owned wind farm has begun exporting energy to the local power grid.

The Hepburn Community Wind Farm, a two-turbine wind farm located on farmland at Leonards Hill, just south of Daylesford in Victoria, was connected to the local power grid on May 17, and on June 22 it began exporting energy into the grid.

Hepburn Wind is Australia's first community-owned wind farm, and was launched by the community group Hepburn Renewable Energy Association (HREA) in 2005.

The HREA, now known as the Sustainable Hepburn Association – Renewing the Earth (SHARE), is a not-for-profit community association run by volunteers, focusing on the Shire of Hepburn.

SHARE was launched with the intention of opening Australia's first community-owned wind farm, a project they have now completed.

Hepburn Wind Chair Simon Holmes à Court praised the community for its achievement of completing the project.

"While the political debates about carbon pricing have bogged down, the Hepburn community has built its own wind farm, which will generate enough electricity to offset most of the town," Mr Holmes à Court said.

The two wind turbines, with a combined capacity of four megawatts, will produce enough energy to supply 2300 homes, roughly the same number that is in the Daylesford and Hepburn Springs area.

Since completion of the project more than 45 communities have approached Hepburn Wind's sister organisation, EMBARK, about launching their own community energy project.

EMBARK Australia is a privately-owned not-for-profit organisation that assists communities in setting up their own renewable energy projects by helping to remove barriers such as a lack of funding, project opposition, specialist advice and creation of policies.

SHARE faced many of these challenges along the road to completing the Hepburn Community Wind Farm.

Funding, always an issue for large projects, was supplied through 1600 investors who contributed more than \$8.8 million, state government grants of \$1.725 million, and a Bendigo Bank loan of \$3.1 million.

Estimating costs was a challenge for the project, including a predicted \$220,000 to connect the farm to the local power grid, which quickly ballooned to roughly \$2 million due to unforeseen issues with grid connection.

Council backing was another challenge, with a similar project in Western Australia taking seven years to finally achieve planning approval. HREA's work to garner community support was a major factor in the project's success, as the council received 325 submissions in support of the project, and just 18 in opposition.

The case study can be read in full at <http://tiny.cc/b13ij>

Hepburn Wind has recently established the Hepburn Wind Community Fund, a fund that aims to support local community groups in the Hepburn Shire and parts of the Moorabool Shire that are close to the Hepburn Wind Farm.

The fund will support projects that aim to improve the environment, social wellbeing, education, cultural life and recreational activities in the local community. Hepburn Wind will call for submissions twice a year.

For more information see [www.hepburnwind.com.au/fund](http://www.hepburnwind.com.au/fund)

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## 13. Our Community training opportunities

Our Community's training arm, the Australian Institute of Community Practice and Governance, has a range of training opportunities currently available.

If you can't get to any of these, contact Alan Matic to find out how you can organise your own – email [alanm@ourcommunity.com.au](mailto:alanm@ourcommunity.com.au).

### Advanced Grant Writing Seminar 2011 (AG11) [Details...](#)

Location	Dates	
	<b>2011</b>	
Orange	23 September	<a href="#">Available Now</a>
Newcastle	6 October	<a href="#">Available Now</a>
Sydney	21 October	<a href="#">Available Now</a>

Perth	21 October	Available Now
Adelaide	27 October	Available Now
Brisbane	27 October	Available Now
Armidale	28 October	Available Now
Melbourne	28 October	Available Now

### Certificate IV in Governance - for Community Boards (BSB40907) (C411) [Details...](#)

Location	Dates	
<b>2011</b>		
Melbourne	29 August - 1 September	Available Now
Orange	19-22 September	Available Now
Melbourne	11-14 October	Available Now
Sydney	11-14 October	Available Now
Armidale	24-27 October	Available Now
Wagga Wagga	7-10 November	Available Now

### Diploma of Management BSB51107 (DM11) [Details...](#)

Location	Dates	
<b>2011</b>		
Melbourne	12-16 September	Available Now
Melbourne	21-25 November	Available Now

### Introduction to Writing Winning Grant Applications (GW11) [Details...](#)

Location	Dates	
<b>2011</b>		
Young	30 August	Available Now
Perth	9 September	Available Now
Maitland	4 October	Available Now
Newcastle	5 October	Available Now
Bourke	7 October	Available Now
Armidale	29 October	Available Now
Wagga Wagga	11 November	Available Now
Wagga Wagga	12 November	Available Now

## Strategies for Sustainable Funding Seminar (FS11) [Details...](#)

Location	Dates	
<b>2011</b>		
Young	30 August	Available Now
Perth	9 September	Available Now
Maitland	4 October	Available Now
Newcastle	5 October	Available Now
Wagga Wagga	11 November	Available Now

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### 14. Creative Innovation 2011 – early bird offer closes September 16

Join leaders across business, industry, government, health, education and community sectors for **Creative Innovation 2011**.

Creative Innovation provides the opportunity to learn, think, connect and share ideas with over 35 of the world's most influential thinkers under one roof. The theme for Ci2011 is: "The challenges and opportunities of a super-connected world".

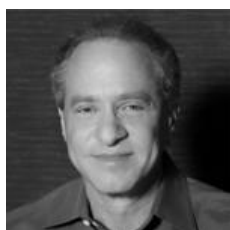
The event includes a two-day conference plus "Deep Conversations", 10 master classes, a gala dinner and outstanding performances by Australian artists.

By registering early (early bird offer closes September 16) you will save more than \$500, PLUS receive a free subscription to BRW magazine. Use the special password *CONNECT* when you register, and you'll receive an additional 10% discount.

The conference will be held at the Sofitel (Melbourne on Collins) on November 16-18. Register at <http://www.creativeinnovationglobal.com.au/Ci2011/registration/>



#### International Leaders:



**Raymond Kurzweil**  
World leading inventor and entrepreneur, Founder Singularity University



**Dr Edward de Bono**  
World leading authority in the field of creative thinking, the inventor of Lateral Thinking



**Prof Stephen Heppell**  
One of the most influential academics in the field of technology and education globally



**Prof Daniel Dennett**  
World leading philosopher and cognitive scientist



**Brendan Boyle**  
Partner IDEO, Professor Design Thinking at the d. School at Stanford University



## Innovators & Technologists:



**Tan Le**  
Technology Entrepreneur,  
Former Young Australian  
of the Year



**Prof Adrienne Clarke AC**  
Laureate Professor –  
School of Botany,  
University of Melbourne



**James Moody**  
CSIRO, futurist and  
Author “The Sixth Wave”



**Peter Williams**  
CEO Deloitte Digital



**Victor Finkel**  
2010 World Debating  
Champion

## Philosophers & Humanitarians:



**Simon McKeon**  
Australian of the Year



**Dr Rufus Black**  
Thought leader, ethicist  
and public policy expert



**Hugh Mackay**  
Psychologist, social  
researcher, commentator  
and novelist

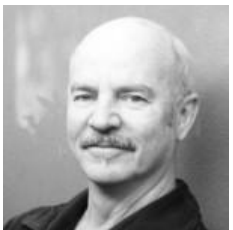


**Roya Baghai**  
Co-founder, High  
Resolves; Design Director,  
Alchemy Growth Partners



**Victor Finkel**  
2010 World Debating  
Champion

## Creativity Connectors:



**Philip Salom**  
Poet in Residence



**Stefan Cassomenos**  
Composer in Residence



**Tania de Jong AM**  
Diva in Residence &  
Executive Producer



**Jessamy Gee**  
Artist in Residence



**Gavin Blake**  
Graphic Recorder

## Leading Chairs & Moderators:



**Hugh Morgan AC**  
Leading Australian  
businessman; former CEO  
of Western Mining  
Corporation



**Sir Gus Nossal AC**  
Expert in fundamental  
immunology



**Professor Allan Fels AO**  
Dean of the Australia and  
New Zealand School of  
Government (ANZSOG)



**Richard Hames**  
President of Australia21;  
Founding Director of the  
Asian Foresight Institute




**Kate Mills**  
Editor – Business Review  
Weekly

For the full Creative Innovation speakers' list, go to [www.creativeinnovationglobal.com.au/Ci2011/speakers/](http://www.creativeinnovationglobal.com.au/Ci2011/speakers/) or [click here](#) to register.

## 15. Jargon Busters: What words drive you spare? [Take the survey!](#)

The UK's Local Government Association has produced a list of words it believes the public sector should not use in communication with the general public.

Here's our selection of what we think are some of the worst offenders, as seen from an Australian perspective, taken from the 2010 list.

 **What do you think? What's missing? Which ones do you hate most?** Tell us which jargon words you'd like to see banned from all grant applications and other government forms by [clicking here](#).

- 360-degree feedback
- Aspirational
- Backfill
- Balanced scorecard
- Benchmark/Bechmarked/Benchmarking
- Bottom-up
- Can-do culture
- Capabilities
- Capacity (building)
- Change Management
- Cohesiveness
- Collaborative
- Community led
- Conditionality
- Connectedness
- Contextual
- Core Competency
- Core Value
- Cross-cutting
- Cross-fertilisation
- Cross-sectoral
- Disconnect (as in, 'there is a disconnect')
- Early win
- Embedded
- Empowerment
- Enabler
- Evidence base
- Externalities
- Facilitate
- Fact-based
- Fast-track
- Framework
- Fulcrum
- Functionality
- Future proofing
- Going Forward
- Good practice
- Grass roots
- Incentivising
- Inclusive
- Income streams
- Interactivity
- Iteration
- Innovation
- Joined up
- Knowledge hub
- Learning outcome
- Learnings
- Level playing field
- Long term
- Mainstreaming
- Meaningful consultation
- Mission-critical
- Moving forward
- Multi-agency
- Multi-disciplinary
- Outsourced
- Paradigm
- Parameter
- Participation
- Partnerships
- Pathways
- Peer
- Place based
- Position statement
- Prioritisation
- Proactive
- Promulgate
- Protocol
- Quantum
- Quick win
- Real action
- Reconfigured
- Resource allocation
- Rollout
- Scale
- Scoping
- Social exclusion
- Spatial
- Specificity
- Stakeholder
- Strategic
- Streamlined
- Sustainability
- Synergies / Synergistic / Synergise
- Takeaway
- Tranche
- Transactional
- Transformational
- Transparency
- Value-added
- Viability
- Vision
- Visionary
- Wellbeing
- Whole of Government
- Working families
- World-class

## 16. 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:



### Wattle Day: 1 September

To celebrate Wattle Day: WEAR a sprig of wattle or Australia's colours of green and gold; GREET each other with 'Happy Wattle Day'; ORGANISE a picnic, lunch, morning/afternoon tea, barbecue or dinner for your family and friends.



### National Child Protection Week: 5-11 September

This year's theme is: 'Play Your Part to keep children safe'. More than 30,000 children are abused or neglected every year in Australia. During National Child Protection Week, NAPCAN will showcase how communities, organisations, adults and children are playing their part in building resilience through frontline child abuse prevention programs.



### Landcare Week: 5-11 September

Landcare Week is an awareness campaign for any volunteer group that manages environmental issues at a local level. The purpose of the campaign is to assist groups in the landcare movement around Australia build capacity, create awareness in their community and encourage participation by attracting volunteers.



### World Suicide Prevention Day: 10 September

Nearly all suicides are preventable. This World Suicide Prevention Day, take the time to learn about suicide, recognise the signs and help to reduce the stigma associated with help-seeking – you may save a life one day.



### Foster Care Week: 11-17 September

The primary aim of Foster Care Week is to raise the profile of fostering in the wider community by promoting the great work done by existing substitute care services in both the Government and non-Government sectors. The week also creates an opportunity to focus on the secondary aim of increasing recruitment by highlighting the ongoing need for the recruitment of appropriate foster care families



### Walk to Work Day: 16 September

This Cancer Council Australia event encourages organisations to support their employees to build regular walking into their daily routines by becoming Walking Workplaces, as well as raise funds for Cancer Council Australia. About 30% of cancers can be prevented through living a healthy lifestyle, which includes good nutrition and regular exercise. And for most Australians, walking regularly is the best exercise, especially as it can be built into our daily routines.

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

## 17. Community Sector Briefs

### Free Guide to Investing – out now

The *Guide to Investing for Community Organisations*, the third guide in the series of financial literacy advice booklets produced by Our Community and Westpac, is now available.

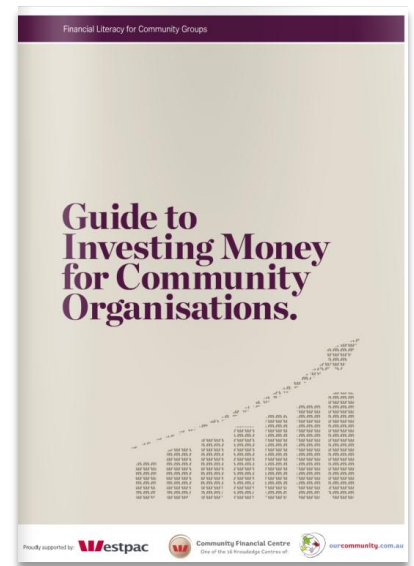
The latest guide offers practical direction on how a not-for-profit organisation might go about putting an investment strategy in place, taking in all your options from term deposits to property to share portfolios.

“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,” the guide says. “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.”

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

- [Guide to Investing Money for Community Organisations](#)
- [Guide for Community Treasurers](#)
- [Understanding Finance: Guide for Community Board Members](#)



### New boards register for Indigenous Australians

The Wayaperri Leadership Initiative has announced a new board register aimed at encouraging Indigenous Victorians to join government, commercial or not-for-profit boards.

The Wayaperri Aboriginal Participation on Boards Register is part of efforts to support Aboriginal leadership – not only through board participation, but also through mentoring and learning.

The register is a database aimed specifically at Aboriginal Victorians interested in nominating for a board position.

Register your details at <http://www.dpdc.vic.gov.au/wayaperriregister>.

### Tax help for low income earners

An Australian Taxation Office (ATO) initiative is available to give low income earners access to free help in completing their tax returns.

Community volunteers working through the Tax Help initiative are trained and supported by the ATO and work in all capital cities and many country centres across Australia.

The program, which is only available from July to October in most areas, targets people who earn less than \$50,000 annually, including students, seniors, non-English speakers, people with a disability, and Aboriginal and Torres Strait Islander people.

Tax Help volunteers are only available to help with straight forward tax returns. Volunteers cannot assist in complex application, nor clients with business tax returns, capital gains tax, rental properties or partnership and trust matters.

Some low income earners do not need to lodge tax returns, but may need assistance to complete a non-lodgment form.

For more information search ‘Tax Help’ on the ATO website [www.ato.gov.au](http://www.ato.gov.au). Or call the ATO on 13 28 61.

## Nominations for Australian of the Year closing soon

Nominations for Australian of the Year close on August 31.

There are four award categories:

- Australian of the Year;
- Senior Australian of the Year (open to people aged 60 and over);
- Young Australian of the Year (open to those aged between 16 and 30);
- Australia's Local Hero.

To nominate someone, go to [www.australianoftheyear.org.au](http://www.australianoftheyear.org.au), fill in a nomination form at the Commonwealth Bank, or call 1300 655 193.

## Rural Women's Award

With Rural Women's Day fast approaching, applications are open for the 2012 Rural Industries Research and Development Corporation (RIRDC) Rural Women's Award.

The RIRDC Rural Women's Award was introduced in 2000, and aims to recognise the vital leadership and contribution made to the primary industries by rural women.

The award provides each state winner, and one overall national winner, with financial assistance, mentoring and access to a network of business and community leaders.

Applicants submit a pitch for how they would improve Australia's rural communities, with winners awarded a \$10,000 grant to help them achieve that vision.

The 2011 Rural Women's Award winner, Caroline Robinson, said the award had increased her ability to contribute to both her community and her industry.

"It has given me new leadership skills and experiences, introduced me to a network of remarkable rural women and provided new opportunities to help rural women get into important conversations about the future of their industries and communities," she said.

Applications close on 15 October 2011 – Rural Women's Day. Forms can be downloaded and submitted from the RIRDC website – [www.rirdc.gov.au](http://www.rirdc.gov.au).

## SA Governor's Leadership Foundation applications open

Applications for the 2012 Governor's Leadership Foundation program close on September 12.

The South Australian-based program has become a well-known leadership development opportunity, with the aim of broadening, enhancing and developing the leadership capabilities of participants – in both their professional and personal lives.

It is aimed South Australians who are leaders (or emerging leaders) in their organisations and who have substantial work experience.

Short-listed candidates will be interviewed between mid-September and mid-October. More information on the program can be found here: [www.leadersinstitute.com.au/asp/programinfo.aspx](http://www.leadersinstitute.com.au/asp/programinfo.aspx)

## NT Volunteer Awards open for nominations

Nominations are now open for the Northern Territory Volunteer of the Year Awards, being run by Volunteering SA&NT, along with the Northern Territory Government.

There are three categories:

- **The Chief Minister's Medal for Volunteering Achievement** – recognising a volunteer’s outstanding achievements.
- **The Chief Minister's Medal for Volunteering Service** – recognising a volunteer’s long-term commitment and service.
- **The Volunteering SA&NT Award for Organisational Excellence** – recognising an organisation’s commitment to best practice in managing volunteers.

Winners of the two individual categories will each receive \$2500 to donate to a not-for-profit of their choice. The winning group will receive \$5000.

Groups can nominate one volunteer for the awards. Nominees will be invited to the award ceremony in December and receive a certificate of recognition.

Nominations close September 30. For more information, visit: [www.dcm.nt.gov.au/volunteers/recognitionawards](http://www.dcm.nt.gov.au/volunteers/recognitionawards).

### Microsoft expands software donations program

In good news for many community groups, Microsoft has expanded its popular not-for-profit software program.

Microsoft confirmed the changes late last month, with the expansion meaning more products are available and more groups eligible to apply for them.

The changes will see:

- An increase in the allotment of different Microsoft products that can be requested by each eligible group from six to 10.
- More groups able to access the program, with three new categories of not-for-profit organisations – medical research organisations, private foundations and amateur sports and recreational organisations – now eligible.
- The ability for groups to request a software donation from Microsoft whenever they need it, instead of adhering to the previous one request per year limit.

In Australia, the changes will be administered through DonorTec. For more information on the program, as well as eligibility requirements, visit: <http://tinyurl.com/3bl4ha3>.

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## 18. 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)

#### New South Wales

Job Title	Organisation	
Non-Executive Board Opportunities	Compass Housing Services Co Ltd	<a href="#">Details</a>

#### Northern Territory

Job Title	Organisation	
Project Officer	Families and Schools Together (FAST)	<a href="#">Details</a>

#### Queensland

Job Title	Organisation	
Coordinator Place Program	Uniting Care Centre for Social Justice	<a href="#">Details</a>
Carer Services Officer	Carers Queensland Inc	<a href="#">Details</a>
Head Co-ordinator Administration	Carers Link	<a href="#">Details</a>

#### Victoria

Job Title	Organisation	
Quality Manager	Aged Care Services Australia Group	<a href="#">Details</a>
Planning and Facilitation/Case Manager	Housing Resource & Support Service Inc.	<a href="#">Details</a>
General Manager	Creativity Australia	<a href="#">Details</a>
ADVOCATE	Seniors Rights Victoria at COTA Vic	<a href="#">Details</a>
Advocate	Seniors Rights Victoria	<a href="#">Details</a>
Host Family Carer	Life without Barriers	<a href="#">Details</a>

#### Western Australia

Job Title	Organisation	
Outreach Financial Counsellor	Broome C.I.R.C.L.E.	<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	
Treasurer, General Board Member	NURSES ON WHEELS INC	<a href="#">Details</a>
Chair, Treasurer, Secretary, General Board Member	Blacktown Meals on Wheels	<a href="#">Details</a>
General Board Member	Adults Surviving Child Abuse	<a href="#">Details</a>
Treasurer, General Board Member	dial us inc	<a href="#">Details</a>
General Board Member	BigCi	<a href="#">Details</a>
Treasurer	Women and Girls Emergency Centre (WAGEC)	<a href="#">Details</a>
General Board Member	Kedesh Rehabilitation Service	<a href="#">Details</a>
General Board Member	Inner West Cultural Services	<a href="#">Details</a>

### Queensland

Job Title	Organisation	
Secretary, General Board Member	Gecko - Gold Coast Environment Council	<a href="#">Details</a>

### South Australia

Job Title	Organisation	
Executive positions to be considered	Southern Junction Community Services Inc	<a href="#">Details</a>

### Victoria

Job Title	Organisation	
Treasurer	Menzies Inc	<a href="#">Details</a>
General Board Member	Ballarat Community Health	<a href="#">Details</a>
Secretary, General Board Member	Mordialloc Community Centre	<a href="#">Details</a>
Chair, Treasurer, Secretary, General Board Member	TLC for kids	<a href="#">Details</a>
General Board Member	Chelsea Community Support Services Inc	<a href="#">Details</a>
General Board Member	Pines Learning	<a href="#">Details</a>
Secretary, General Board Member	Mordialloc Community Centre	<a href="#">Details</a>
General Board Member	Iramoo Community Centre Inc.	<a href="#">Details</a>
General Board Member	Wear For Success	<a href="#">Details</a>
Treasurer	Arts Access Victoria	<a href="#">Details</a>
General Board Member	Arts Access Victoria	<a href="#">Details</a>
General Board Member	Wingate Avenue Community Centre	<a href="#">Details</a>

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

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## 19. 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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## 20. 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. [GiveNow.com.au](http://GiveNow.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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