



Edition 7, 2010 – Issued September 23, 2010

Our Community Matters is your free community sector update, brought to you by Our Community – the premier online destination for Australia's 600,000 community groups and schools. [Click here](#) to receive your free copy.



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1. Our Community Leaders: Great Australian Leaders in Focus

This month sees the return of our popular **Our Community Leaders** initiative.

This initiative was created by Our Community to highlight community leadership in Australia. Already we have featured the views of 23 great Australian leaders, including Stephanie Alexander, Ian Kiernan, Sir Gustav Nossal, Prof. Allan Fels, Prof. Fiona Stanley, and The Hon Michael Kirby.

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

We are very grateful for the many Australian community leaders who have agreed to take part in this series and we hope it enlivens discussion, debate and directions on what is the true meaning of community leadership.

This month's interview is with Robbie Macpherson, Head of Social Leadership Australia.



Robbie began working with Social Leadership Australia – which is a division of The Benevolent Society – as manager of the Sydney Leadership program in 2000. Since then he has designed and delivered a range of innovative leadership development programs for people in the government, corporate and community sectors, as well as working as an executive coach in the corporate sector. Social Leadership Australia has also grown from delivering one open program for 30 people – Sydney Leadership – to delivering a diverse range of open enrolment and customised programs which, in 2009 alone, introduced more than 500 people to a new leadership paradigm.

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

1. **Resilience.** The work of leadership is really tough and therefore you need to be really resilient – intellectually, spiritually, emotionally and physically – to survive the challenge.
2. **The ability to work across difference.** A leader needs a capacity to collaborate and to work across a whole range of very different stakeholders.
3. **The ability to learn and to help others learn.** A leader has got to be a teacher and create an environment which allows others to learn and grow. To make any kind of meaningful social transition, all the different parties and stakeholders have to learn about each other. A leader can't come in and impose a plan from above. The solution has to be created collectively by all the different stakeholders.

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

Our flawed leadership paradigm. We are stuck in an outdated notion that leadership is about hierarchy and power – very much the 'great man' (and that's usually a white man) theory of leadership – which is always going to be a highly elitist and limited view. The complexity of the challenges we now face requires a new way of thinking about leadership. We see leadership as mobilising people to face reality – both the tough challenges and the new opportunities.

Real leadership is a much more inclusive and collaborative activity. There are people right across our communities who don't have formal power or hierarchical power who are exercising leadership every day on tough issues – people who wouldn't necessarily identify with the word 'leadership' – but we continue to look to 'leaders' for the answers, and, increasingly, because of the complex nature of the world, those people fail to provide those answers and then we blame them.

We do it continually with our political leaders. Our expectations are out of control because we're looking for a messiah, and this is really unhelpful because it's a fantasy.

When we can start to think of leadership as an activity that brings about real progress in a community or a system, as an activity that can be done by anyone, then that starts to free us up.

What advice would you give to potential leaders to take them to the next stage?

Apart from, do the Sydney Leadership program?!

Ask yourself, are you really interested in doing leadership work or are you just interested in bettering your own career? One is about personal ambition and the other is about trying to bring about real progress and improving things. To exercise real leadership you've got to challenge the status quo and that can sometimes be 'a career-limiting move'.

Real leadership is almost always a risky activity – and a thrilling activity – but it's not management. Leadership has that element of bringing about genuine progress and that means tackling the real, underlying issues and asking the hard questions. It's not the easy path and almost always it involves an element of real loss, or at the very least the fear of loss. We have a fantasy that we can make progress without any loss and I think that's unhelpful. Growth involves uncertainty and pain, and that's hard.

“When we can start to think of leadership as an activity that brings about real progress in a community or a system, as an activity that can be done by anyone, then that starts to free us up.”

What are the top leadership issues facing Australia today?

I think there are two clear leadership challenges facing Australia today – the first one is around climate change because it's about the very survival of this planet and our future – and the second is around Indigenous issues, because I think it goes to the very heart and soul of who we are as a nation. We will never be at peace with ourselves until we fully reconcile with our first people.

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

The discovery of a way of thinking about leadership which subverts the dominant paradigm. Stopping thinking about leadership as positional power and seeing it as an activity and a process.

Thinking about leadership in a different way – that it's not about the attainment of, and the holding on to, and the use of power, it's about mobilising people to face reality and take responsibility for the tough issues they face and find a way of working together to bring about real and fundamental changes. Ultimately it's about human progress.

Secondly, that it's almost inevitable that when you exercise leadership you're going to piss some people off. It's important not to be dismissive or blind to that but it's also important not to take the push-back personally, and to focus on the issue not the person.

Thirdly, you've got to both have a really strong purpose and what I call 'the courage of your doubts' – that it's okay not to have all the answers.

Leadership is a risky, tough business and that's OK – accept some of the thrills and risks involved but don't lose sight that it's also a joyful and thrilling activity.



Information sessions about the Sydney Leadership program are being held in Sydney on September 28 and October 18. Find out more at www.benevolent.org.au/leadership. [Click here](#) to read the full interview with Robbie Macpherson.

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2. Social Impact Bonds: Coming soon to a social program near you

The basic problem of funding the not-for-profit sector is that almost by definition we're not producing goods that the capitalist system wants to pay for. We're outside the market sector.

An innovative project in England is about to turn this paradigm on its head.

Imagine being approached with this sales pitch:

agency manages to keep this guy on the straight and narrow you get back \$1.13 (and if he gets his collar felt

That's what a social impact bond (SiB) does. Remember that name: you'll be hearing a lot more about it.

The first social impact bond pilot project is just being launched in the UK – and investors have put almost £5 million (A\$8.2 million) into it.

The investors will pay for not-for-profit sector support for 3000 prisoners in Peterborough. Financial returns will be based on improved social outcomes. If the initiative reduces reoffending by more than 7.5% compared with previous initiatives, the government gives the investors a share of what it's saved. The more successful the scheme is at keeping people out of the nick, the more investors get, up to a maximum of 13%.

The benefits of Social Impact Bonds are said to be that:

- ◁ More funds are available for prevention and early intervention services.
- ◁ The public sector only has to pay for effective services; the third party investor bears all the risk of services being potentially ineffective.
- ◁ Investors and services have an incentive to be as effective as possible, because the larger impact they have on the outcome, the larger the repayment they will receive.

David Hutchison, CEO of [the group](#) that's organising the program, says he sees the pilot as an important first step in rolling out the concept more widely.

"There is scarcely an area of social or health care policy where prevention or early intervention isn't both cost effective and socially desirable," he says.

"We envisage that future applications of the SiB might cover such disparate programs as enhanced support for foster carers, home care services for older people or nursing in the home for the chronically sick."

The limitations would seem to be that this approach works only where both the project aims and the service providers can be very clearly identified, which rules out a lot of the sector. Still, watch this space.

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3. Getting going on GiveNow Week

GiveNow Week 2010, will take place around the country from 29 November – 5 December.

The aim of this annual event is to focus attention on the many ways that individuals, families, businesses, and groups can make a difference to the community in the lead-up to Christmas.

It's about helping people take some small, simple steps that open the way for a better supported, more inclusive, more vibrant community – not just during the Christmas period but all year long as well.

The event, an initiative of Our Community and Westpac, also aims to draw more people to the [GiveNow.com.au](#) website to learn more about giving and to make a donation to one of the more than 1700 listed causes.

We are currently updating the website and gathering information and resources to use in this year's campaign.

As part of this year's event, we will be publishing a database of gifts, trees and even Christmas puddings that are being sold by community groups around Australia.

Your community group can be part of GiveNow Week and share in the publicity and fundraising opportunities it presents. Here's how:

1. Get listed in the 2010 Good Gifts Guide.

The Good Gifts Guide is designed to help people add a community feel to their Christmas shopping cart and avoid giving wasteful and unwanted presents.

The guide lists things like funky merchandise sold by a community group, as well as 'virtual gifts' such as adoption of an animal, sponsorship of a piece of rainforest, or purchase of an international development gift such as a goat or a well.

The 2009 guide can be viewed [here](#) – it's anticipated that the 2010 guide will be added to the site in mid to late-October.

To have your gifts included in the 2010 guide, please send through your details and the details of what you will be selling to donations@givenow.com.au. Don't forget to include images, if available.

To be included in the guide we will need to receive your entry by September 30.



2. List your Christmas Trees / Christmas Puddings

We will again be providing a list of places where members of the community can buy Christmas trees and puddings. To be eligible to appear in the listing, the sellers must be a community/not-for-profit cause, or must be contributing a significant proportion of profits to such a cause.

For **Christmas trees**, email details to donations@givenow.com.au stating: (a) organisation name (b) state (c) location where trees are being sold (d) sale dates (e) hours/days of operation (f) how profits will be distributed and (g) contact details. Note these details will appear on the website.

For **Christmas puddings**, email details to donations@givenow.com.au stating: (a) organisation name (b) what you're selling (e.g. type of pudding) (c) how profits will be distributed and (d) where/how people can buy your puddings.

3. List your cause for online donations

If you are already listed with GiveNow.com.au, and you are planning a Christmas appeal, please email the details to donations@givenow.com.au. If your organisation is not yet listed with GiveNow.com.au, it's not too late to do so – go to www.ourcommunity.com.au/receivedonations.

4. Order Christmas Giving Cards – and raise funds for your group!

The Christmas Giving Cards initiative is on again this year. We are selling cards in packs of 10 (various designs available). Cards cost \$3 each (including stamps and envelopes), with \$1 from each card donated to a community group of the purchaser's choice.

You can buy your organisation's Christmas cards and get a \$1 donation per card back to your group, and/or encourage your members/supporters to buy their cards this way and nominate your group as the beneficiary. To find out more go to www.ourcommunity.com.au/christmascards

Make sure you keep checking www.givingweek.com.au for details of how you and your group can get involved in this year's biggest giving event.



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4. The good (and bad) news on giving

Community sector organisations are only too aware that Australians don't give as much to charity on the average as Americans or Canadians – not as many gifts per year, and not as much per gift.

We occasionally try and shame the great Australian public into doing better by complaining about this comparative stinginess, an approach that's not going to be helped by the recent announcement that Australians and New Zealanders are actually the world's most giving nations.

The Charities Aid Foundation (CAF) commissioned the Gallup polling group to ask questions in 153 countries around the world. Gallup asked people which of the following three charitable acts they had undertaken in the past month:

- < donated money to an organisation?
- < volunteered time to an organisation?
- < helped a stranger, or someone they didn't know who needed help?

It then put the answers together into a **World Giving Index**.

CAF didn't ask how much people had given, because they wanted a measure that could be used in both rich and poor countries. And what they found was that

There is enormous variation in how countries and regions 'give'. The incidence of giving money to charity ranges from as low as 4% in Lithuania to as high as 83% in Malta. Incidence of volunteering lies in a range from 2% in Cambodia to 61% in Turkmenistan. Each country has its own unique footprint and its own way to give. In Liberia, less than one tenth (8%) of the population give money to charity every month. Yet over three-quarters (76%) of Liberians help a stranger every month, more than any other country in the world.

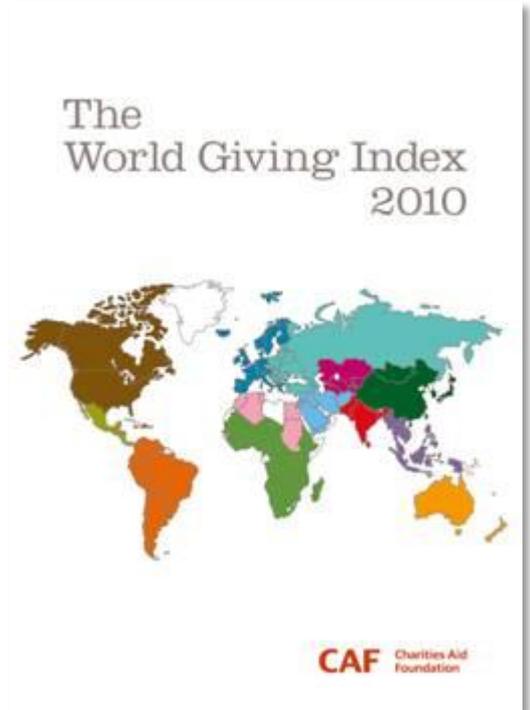
The main way that the world gives is by helping strangers. Overall, 20% of the world's population had volunteered time in the month prior to interview, 30% of the world's population had given money to charity, and 45% of the world's population had helped a stranger. Australia and New Zealand are, jointly, the most 'giving' countries in the world. These countries both boast a World Giving Index score (the average of their scores on 'giving money', 'giving time', and 'helping a stranger') of 57%. Eight other countries from three regions also have a World Giving Index score of over 50%.

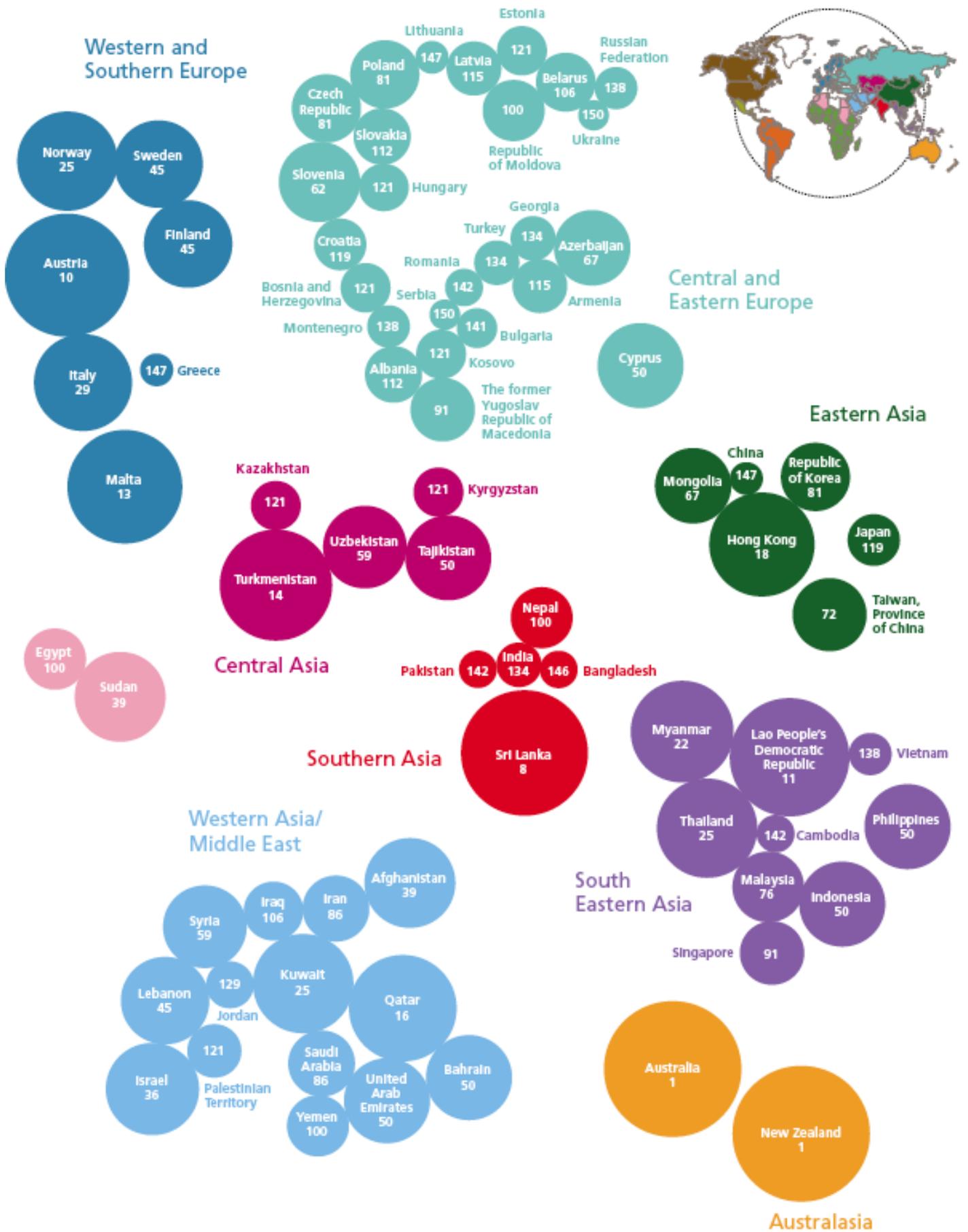
Canada and Ireland are equal third, Switzerland and the USA fifth, the Netherlands seventh and the UK and Sri Lanka eighth. France ranks number 91, with Saudi Arabia at 86, and China at 147. Stay out of Madagascar (153rd) unless you're feeling very self-sufficient.

Have a look at the diagram on the next page to see how each region fares.

It will certainly do community sector fundraisers no harm to take our gaze off the bottom line for a moment and look at a more extensive measure of giving.

Still, one of the report's findings was that happy nations are more likely to give than wealthy nations, and we can only hope that Australians feel so happy about their pre-eminence in generosity that they unzip their wallets a fraction more this financial year.





Source: World Giving Index 2010, Charities Aid Foundation (CAF) www.cafonline.org

Tracy Gary to visit Australia next month

In other giving news, respected US philanthropist, author and donor activist Tracy Gary will tour Australia next month, with workshops and community events planned in Melbourne, Sydney and Perth.

The tour, organised by the Australian Women Donors Network (AWDN), aims to educate those working in the area of social change philanthropy, as well as allow Tracy to share her knowledge and experience of the field.

Tracy first became involved in philanthropy in the 1970s after giving away her entire \$US1million inheritance. She continues to give 40% of her income today.

A leading authority on social justice, Tracy has co-founded 18 not-for-profit organisations and served on more than 30 boards.



Events will be staged between October 19 and 26, with three special panel events scheduled for Melbourne (both on October 22) and Perth (October 25) to feature other leading lights in the not-for-profit sector, including Our Community group managing director Denis Moriarty, the Foundation for Young Australians' new CEO Jan Owen, and Australian Women Donors Network deputy chair and philanthropist Carol Schwartz. Different speakers will appear at different events.

AWDN CEO Julia Keady said Ms Gary would share her insights on the changing world of philanthropy.

"It's one thing to give; it's quite another to be effective, create change and develop intergenerational giving and legacies in your family and community," she said.

"The new wave of philanthropy is all about engagement – chequebook philanthropy is becoming a thing of the past.

"To get engaged and be effective – you need the right tools. We have invited Tracy Gary out because she offers these tools to donors, grant-makers, advisors and the non-profit community."

For more information about the events, including the free panel event scheduled in Melbourne for October 22, visit: www.womendonors.org.au.

And for a taste of Tracy's practical wisdom, have a look at the GiveNow.com.au "how to give wisely" help sheet, which was written with Tracy's assistance – go to <http://www.givenow.com.au/otherways/givingwisely>

PAFs: keeping an eye on the new kids on the block

If you're someone with lots of money and a social conscience and want to give to good causes, the government encourages you to set up a Private Ancillary Fund, or PAF.

PAFs (the foundations previously known as PPFs) are set up with a pool of money that's held to make distributions to other not-for-profit organisations – they don't themselves deliver services.

If the donor has a lot on their plate, or if they feel inadequate to the task of setting up and managing a PAF, then there are some organisations with experience and expertise in these areas prepared to work with you. Not-for-profit companies like the Myer family company and Social Ventures Australia are now offering to do the paperwork for donors (for a fee), making it even easier.

SVA has also taken on the task of encouraging more PAFs, releasing a video featuring some high-profile philanthropists talking about the benefits of giving in this way – you can watch the video [here](#).

The problem with PAFs, from the point of view of all you good cause fundraisers out there, is the "P". They're often so private that it's not possible to find out who they are and how you can get them to give to your cause: you have to wait for them to come to you.

Still, it's a phenomenon worth keeping your eye on – you can find out more at <http://paf.philanthropy.org.au/>

Every silver lining has a cloud: government grants drive down donations

Finally, an American study has just found, dammit, that when not-for-profits receive government support private donations to those organisations fall precipitously.

According to Neiman Journalism Lab, some “73% of the extra [government] money is counter-balanced by a decline in support from private donors”.

And why?

Not because people think government money removes the need for private gifts. What happens is that when not-for-profits get government money they cut back on their own fundraising.

Specifically, when an organisation gets \$1000 from the government, then on average

- < The organisation gets an extra \$45 from people who think it's gained credibility, and
- < The organisation spends \$137 less on fundraising, which means
- < Donor gifts drop \$772.
- < Total Gain = \$1000 + \$45 + \$137 - \$772 = \$410

So the message is “When you get a government grant, “@

Putting it more positively,

Well, don't just stand there.

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5. ABS wants more funding to develop info plan for not-for-profits

The Australian Bureau of Statistics (ABS) has called for more Federal Government funding to allow it to develop a comprehensive Information Development Plan (IDP) for the not-for-profit sector.

The call came as part of the Bureau's response to a Productivity Commission recommendation – made in its recent *Contribution of the Not-for-Profit Sector* report – that an IDP be prepared in order to help the sector in its work, allow the government to better cater for its needs, and to guide both decision making and public discussion on the sector's efforts.

In response, the ABS has laid out a framework for a possible future IDP, but has warned it would need more funding to develop such a plan.

“Comprehensive development and consultation for an IDP is a major undertaking,” the ABS says.

“The ABS does not have the funding to fully develop some aspects of a measurement framework for the sector, particularly in the areas of social indicators and micro-data information. A substantial amount of further research and consultation would be required to do this because best practice regarding such frameworks is in its infancy.”

While the Bureau believes there is good information already in the public arena upon which to start work on an IDP, it says much more data and research is needed.

“(The focus) has been on inputs rather than outputs, outcomes and impacts,” the ABS says.

“(Previous ABS not-for-profit sector reports) provide an ‘at cost’ measure of the outputs of the NPI (non-profit institutions) sector. However, this has limitations and there is a widely held view that alternative or supplementary measures using a variety of social indicators are required to help shift the focus towards outcome measurement.”

The ABS also identifies the infrequency of previous reports on the sector – the last one in 2006-07 and, before that, in 1999-2000 – as another obstacle in monitoring the rapid changes in the sector.

Call for collaboration

In asserting that much more information is needed to assemble a strong IDP, the ABS says bodies have to work together to improve future statistical development.

“It requires a collaborative effort between the various providers – the ABS, other government data providers, industry peak bodies and the academic and research community,” the report says.

“Also, future Australian Government decisions around the Productivity Commission recommendations, including the establishment of a Centre for Community Sector Effectiveness, Office for NPI Sector Engagement, and a National Registrar for Not-For-Profits will have a significant bearing on the course of information development and leadership of future initiatives.”

[Click here](#) to read the full report.

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6. Senate Committee probes proposed Charities Bill

We’ve now got a minority government that depends on the vote of independents and Greens, which means that independent members are going to get more chance to move bills, initiate legislation, and refer matters to committees.

For an example of how well this works, let’s look at an example from the last parliament.

Earlier this year, Senator Nick Xenophon introduced a bill imposing a public benefit test on religious and charitable organisations seeking tax exempt status. It was sent off to the Senate Economics Legislation Committee for discussion.

In Australia at present it’s quite difficult to get tax deductibility for donations (DGR status) but most income tax exemptions are almost completely unregulated.

Community service organisations, and cultural, educational, employment, health, religious, scientific, and sporting organisations are all exempt, and that exemption is automatic; they don’t have to be approved, or registered, or even fill in a form. Their work doesn’t have to be for any of the recognised heads of charity, or even directed towards the disadvantaged.

There’s no procedure, Senator Xenophon complains, for checking whether the exempt organisation does more good than harm. It’s just assumed as a matter of course that they’re for the public benefit.

And to be a religion in Australia basically involves deciding that you are a religion; there are no forms to fill out there, either.

In the UK, the Xenophon Committee was told, the Charities Commission has been requiring church-run schools and hospitals and care facilities to cater for the needs of the public, as opposed to the wishes of the trustees: some private schools, for example, have been told to give out more scholarships, or to share facilities with other less well provided for local schools, if they wish to keep their charitable status.

Here in Australia, that’s not necessary; as a spokesman for the Australian Catholic Bishops Conference reportedly [told the inquiry](#), “Caring for rich people is as charitable as caring for poor people.... It’s not so much the wealth of the people that you are looking after, it’s whether those you are looking after are other than yourself, that’s the test of charity.”

The issues are obviously complicated, and it’s hard to see that a bill pursuing one aspect of reform should be brought in ahead of the recommendations of the large number of enquiries that have over the past few years been looking at the problems of the not-for-profit sector.

In any case, the Senate Committee does not favour Senator Xenophon’s bill, which it views as “too narrow to respond to the broad range of issues identified by the Committee”.



Senator Nick Xenophon

The Senate Committee did actually notice that the last three inquiries to deal with the sector had all recommended, one after the other, that a national body be set up to deal with the Australia's not-for-profits.

The committee said sharply, "The earlier inquiries all recommended various changes to the regulatory oversight of the not-for-profit sector A national commission, which incorporates a public benefit test in the broader regulatory framework, should be established, consistent with international best practice.

"The Committee agrees with the view expressed to it that there comes a time when a government has to make a decision either to do something or to stop saying that it is going to do something, because the matter has been on the agenda for many years. It is now time for action."

Bravo!

The Committee also endorsed some action by somebody on both a public interest test and "cult-like behaviour", without being offensively specific about it.

Senator Xenophon welcomed bipartisan support for the commission, saying organisations such as the Church of Scientology, which he says was the impetus for the introduction of his bill, are on notice.

"I believe reform is now inevitable. We can't continue to have business as usual when it comes to organisations that have been beyond any reasonable level of accountability," Mr Xenophon said.

'Inevitable' is a strong word for an independent. The Inquiry certainly ventilated the issue, and it may be that this is as much as an independent can achieve, working as they do without an army of public servants at their back to consider the possible consequences of any change.

Actual policy, though, and actual quangos like the proposed Commission, are still up to the government. Thankfully, there is – finally – some signs of life in that regard – see next item.

7. The Gillard Government and the community sector

The new Federal Government is currently establishing an Office for the Non-Profit Sector in the Department of Prime Minister and Cabinet.

The office will drive and coordinate the sector reform agenda, and will report directly to Minister for Human Services and Social Inclusion Tanya Plibersek.

A Non-Profit Sector Reform Council made up of sector representatives is expected to be established by the end of the year.

Minister Plibersek's office says the council will play an important role in advising the government on the recommendations contained in the Productivity Commission's report on the *Contribution of the Not-for-Profit Sector*.

Changes related to some of the report's recommendations are already under way, including the establishing of the Office for the Non-Profit Sector.

The minister's office expects options for a nationally-consistent approach to fundraising regulation to be developed by the end of the year, and consultation on that approach will be undertaken next year.

A scoping study for a national 'one-stop-shop' regulator for the sector, which would alleviate the current complex regulatory arrangements and streamline reporting, will be finalised by early 2011.

Also in 2011, a review of the efficiency and effectiveness of tendering, contracting and acquittal arrangements between the Federal Government and not-for-profit organisations will be undertaken across all government agencies.

Ms Plibersek was previously Minister for Housing and Minister for the Status of Women.



Minister for Human Services and Social Inclusion, Tanya Plibersek

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8. New associations' legislation for NSW and Victoria

Community groups covered by Associations Incorporation Acts in New South Wales and Victoria face major changes to the rules under which they operate after new legislation recently passed through both states' parliaments.

Among the most notable changes are those concerning reporting requirements, with both states putting in place tiered reporting based on an organisation's annual revenue.

Smaller groups in both states will face less onerous reporting requirements – for example, summaries and statements – instead of fully-blown audits.

The move is designed to help smaller groups cut through red tape. However, all forms of reporting, be they statements or audits, will have to be accurate.

Use of technology

Another major change sees groups permitted to use technology such as video, teleconferencing and email to meet and to make decisions.

The new Victorian rules now include the statement:

using any technology that allows members to clearly and simultaneously communicate with each other. ... meeting in (this) manner is taken to be present at the meeting."

The NSW Act says:

@ ...

Other changes

There are other key changes to note.

In NSW:

- ◁ An association's "rules" will now be known as its "constitution" to bring the law into line with general terminology. Constitutions will automatically comply with the new Victorian Act until changed.
- ◁ Committee members and office bearers must disclose any potential conflict of interest and must not use their position or information they receive for dishonest purposes.

[Click here](#) to read more about the changes in NSW.

In Victoria:

- ◁ The new Act provides clarity on dispute resolution, including how disputes are addressed, the rights each party has to be heard and how dispute hearings are to be conducted.
- ◁ Members' rights are also clarified, including the circumstances under which members can look at, or get a copy of, the group's rules and membership register, and when they can access meeting minutes.

[Click here](#) to read more about the changes in Victoria.

A full round-up of the reforms is featured in the August edition of *Board Builder*. To find out more, visit www.ourcommunity.com.au/boardbuilder.

Meanwhile, for a comprehensive rundown on Incorporated Associations' reporting and audit responsibilities, download this handy chart from CPA Australia: <http://tinyurl.com/3ycrjlb>.

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9. Talking Finances: by Vanessa Nolan-Woods, Head of Westpac Social Sector Banking

The Community Financial Centre is an initiative of Our Community and Westpac, providing community groups with help in building their financial expertise and access to better and more cost effective banking services.

The online service has recently undergone a spit and polish to update content and improve navigability. Key features of the Community Financial Centre – online at www.ourcommunity.com.au/financial – are outlined below:



- < [Everyday banking solutions](#)
- < [PayWay: memberships online](#)
- < [How to minimise bank fees](#)
- < [Financial management template policies](#)
- < [Westpac Social Sector Banking](#)



- < [Guide for Treasurers](#)
- < [Understanding Finances: Guide for Community Group Board Members](#)
- < [Financial management help sheets](#)
- < [Online Social Sector Financial Tutorial](#)
- < [Financial Literacy Checklist](#)
- < [Specialised Financial Education](#)



- < [Community Treasurers Awards](#)
- < [Financial Literacy Week](#)



- < [GiveNow.com.au online donations](#)
- < [Community Funding Centre](#)
- < [GiveNow Week](#)

Just as we're working constantly to refine and enhance our banking products for community groups, we are also keen to keep adding to the Community Financial Centre resources and tools for community groups. If you have any suggestions, please email them to service@ourcommunity.com.au.



Vanessa Nolan-Woods is the Head of Social Sector Banking at Westpac. If you are interested in finding out more about Westpac's exclusive benefits for community and not-for-profit organisations on financial solutions, services, education & advice visit www.westpac.com.au/socialsectorbanking or drop in to any Westpac branch.

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10. Marketing Guru: Tweeting for the cause (*Twadvocacy??*)

Hootville Communications is a company that provides public relations and other communications services to not-for-profit organisations – “communications for good not for evil”.

Recently the company and client WayOut (a Community Idol finalist in 2006, incidentally) took a giant leap into the Twittersphere, using Twitter to inform the public about a discrimination complaint hearing playing out at the Victorian Civil and Administrative Tribunal (VCAT).

WayOut is a rural youth and sexual diversity project that works with communities in rural Victoria to raise awareness about homophobia and to provide an environment that is welcoming to same sex attracted young people.

The organisation has sought compensation from Christian Youth Camps, owned by the Christian Brethren, claiming a decision to refuse members to camp at the Phillip Island resort in 2007 discriminated against the young people based on their sexuality.

After two years of legal wrangling, the case was heard in VCAT over a period of about three weeks, during which time supporters of WayOut issued regular tweets about the proceedings.

The case has now concluded and a decision is expected by the end of September. Here’s Hootville Mayor Brett de Hoedt’s take on the Twitter experiment:



Why do it?

We guessed the hearing had potential to become a bit of a cause celebre as the gay, youth and activist communities are pretty big online. I wanted to experiment and see if we could excite and anger people into action. I thought live hearing coverage would help build momentum and interest. Also, I didn't want to have to update dozens of journalists daily individually. They followed it on Twitter.



Was it successful?

I'd claim partial success. Did it get as big as we thought it could and should? Nope. That said we got several dozen media hits, some international, and there will be more to come. It certainly built a Twitter following for WayOut that they can use in the future. Frankly, though, I thought it'd get more support from the key audiences.



Who did the tweeting?

Initially I wanted to put together a band of volunteer hearing room tweeters – maybe journalism students – to cover the long, drawn-out hearing but we ended up depending on an ad hoc group of passionate supporters, some of who'd never heard of WayOut until we started Tweeting.

Finding people who are ready, willing and able to summarise complex legal proceedings into snappy tweets is hard. We also targeted twitterers and bloggers with big followings who cover gay issues. (There are lists of such people – who knew?)

The best thing I did was to late one night was email Catherine Deveny and ask her to re-tweet some of our messages. Within 20 minutes she had done so, and soon followed a cascade of further re-tweets from her followers – some with many followers. Digital word of mouth. Bingo! Thanks Catherine.



Would you recommend it to other groups?

Absolutely. Some tips:

- < Get a small, dedicated band of reporters to Tweet. Brief them clearly.
- < Approach some sympathetic twitterers with big followings and ask them to do what Catherine Deveny did. Do the same for big bloggers or Facebook sites.
- < Tweet early, tweet often.
- < Use hashtags to enable your tweets to be picked up - I was all #gay #LGBT #homophobia #legal for the duration of the hearing. That enables people who care about such issues to discover your tweets.
- < Be prepared to plug the HELL out of it because you want your tweets to get in front of people's faces as often as possible. You must follow and be followed by big time twitterers. One night my last tweet was at 1.45am – at 2am I saw that it had been re-tweeted and so went to bed happy.



Any general comments?

Essentially all this could apply for Facebook too, which is much more commonly used.

Be warned, though: as with all social media you can't drum up an informed, passionate group of supporters in a flash – you have to have a genuine support base that has been cultivated over years. Start now.

Also, clearly some demographics are better suited to this than others. While young people may be tech-savvy, that doesn't imply they are using social media for social justice – perhaps more social life.

The Marketing Guru is an initiative of the Marketing, Media and Post Centre, the online resource for community groups provided by Our Community and Australia Post. Send your questions to guru@ourcommunity.com.au.

Brett is delivering training on media, online communications and campaigning in conjunction with Our Community in September and October. To find out more visit www.ourcommunity.com.au/scheduledtraining. To contact Hootville Communications go to www.hootville.com or call (03) 9017 1062.

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11. Community Classifieds

WANTED: Storage space (Melbourne)

Noah's Ark Inc., a Victorian state-wide organisation which cares for children with disabilities and developmental delay and their families, is seeking a shed or large garage space to store equipment, aids and toys used by the children.

The organisation is willing to pay reasonable rent for a space close to its head office in Malvern Road, Malvern, or within easy travelling distance.

The space (e.g. a garage, warehouse or large storage area) should be at least 50 square metres in size, waterproof and preferably with power.

If you can help, contact Anne Thomason, Noah's Ark Specialist Equipment Program team leader, by phoning (03) 8823 8631 or email to anne.thomason@noahsarkinc.org.au.

INTERNS: I.T. & Accounting (Melbourne & Sydney)

Our Community is currently hosting our third international graduate, an I.T. student who is completing an internship as part of the Professional Pathways Australia program.

Professional Pathways is always on the lookout for new organisations willing to host interns for a 12-week stint. The program is designed to enhance the employability of IT and accounting graduates by improving their business skills, communication and knowledge of the Australian workplace.

There is no cost to the host organisation.

If your organisation would be interested in hosting a graduate, please let us know by emailing service@ourcommunity.com.au.

SHARE THE KNOWLEDGE: Medical supplies/equipment

Our GiveNow.com.au giving website receives a large number of inquiries from individuals and organisations seeking to donate medical equipment and medication.

Despite the fact that most equipment is in good condition and most medication is unopened and in-date, we're not able to pass on the details due to federal laws.

If you know of a way that such goods can be passed on legally to those who can use them, please email kathyr@ourcommunity.com.au.

ADWORDS WINNER: Winners of our Twitter/Facebook competition

Congratulations to the recipients of our recent Twitter/Facebook giveaway. Bankstown Women's Health Centre won a \$50 Google Adwords voucher for connecting with Our Community on Twitter, while the Gay and Lesbian Switchboard won \$50 Google Adwords voucher for connecting with us on Facebook.

Here's how you can get the news as and when it happens:

- < Become our friend on Facebook:
Go to <http://www.facebook.com/pages/OurCommunitycomau/294048686571> and click "Like".
- < Follow us on Twitter:
Go to <http://twitter.com/ourcommunityau> and click "Follow".

Note that you will have to be a signed-in member Facebook/Twitter.

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12. Two cheers for Wentworth: community bank wins battle with Tax Office (for now)

Second only to "And who shall I make the cheque out to?" the sentence that does most to bring smiles to faces across the community sector must be "The Tax Office just lost another not-for-profit case."

The Tax Office recently failed in the Federal Court to strip half a million dollars from Wentworth District Capital Ltd (WDCL), a community bank in Wentworth, a small town on the Murray: see [Wentworth District Capital Ltd v Commissioner of Taxation](#).

The town was hit badly when the local bank branch closed. People had to go to Mildura to do their banking and get money, and they tended to shop there too. To save the town the residents entered into arrangements with Bendigo Bank, under which the bank provided banking services in Wentworth through premises, staff and equipment provided by WDCL.

The scheme worked remarkably well, and after 10 years the branch had nearly \$100 million in business with an annual income before tax of about \$200,000. And as a not-for-profit with a community service purpose, WDCL didn't pay tax.

The unexpected success of WDCL meant it could pay back with interest all of the money locals had originally pledged to the scheme. After that a grants scheme was put in place, and the company gave away a million dollars to local football clubs, schools, bowling clubs, and the Rotary Club – and, as might naturally be expected, the Wentworth bank branch improved economic circumstances in the town. “Despite the drought, business picked up and traffic returned to the main street to the extent that parking was sometimes an issue,” according to the Federal Court judgement.

The Tax Office objected. Running a bank, it said, wasn't “for community service purposes”, it was a commercial operation. Westpac had had to pay tax on its earnings – why not WDCL, which had replaced it?

Under the terms of the Act a group is exempt from income tax if it is a “society, association or club established for community service purposes (except political or lobbying purposes)”. At the time that clause was brought in, Treasurer Keating said that

The words ‘for community service purposes’ are not defined but are to be given a wide interpretation. The words are not limited to those purposes beneficial to the community which are also charitable. They extend to a range of altruistic purposes. The words would extend to promoting, providing or carrying on activities, facilities or projects for the benefit or welfare of the community, or of any members of the community who have particular need of those activities, facilities or projects by reason of their youth, age, infirmity or disablement, poverty or social or economic circumstances.

But banking – is that carried on for the benefit of the community? Actually, the judge in Wentworth thought not. But that wasn't, he said, what WDCL was doing. It wasn't interested in making money from banking; that was Bendigo's job. What WDCL was interested in was keeping a bank in Wentworth, and that was for the benefit of the community (well, the Wentworth community, at least – the Mildura community may have had a different view).

Community service, in the upshot, has to be given a wide interpretation, and can involve overseeing some quite commercial operations. If you're operating in a rural area, take note.

So let's have two hearty cheers for the good people of Wentworth, who have gone through a lot of trouble to show the tax office that “wide interpretation” does in fact mean “wide interpretation”.

We'll save that last cheer till we see the outcome of the ATO's appeal. Here's hoping.

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13. Funding, fundraising, HR, grants: Listening Report delivers findings

Australian not-for-profit organisations have identified four key challenges, according to the findings of Connecting Up Australia's new *Listening Report*.

The report, compiled from case studies of 29 groups and responses from a further 900 to an online survey, found the structure and resourcing of the sector was of real concern. Respondents identified four key areas:

◀ **Government funding:**

The sector is concerned that the increase in competitive tendering for funding is leading to decreased collaboration in the sector, and a disinclination for sharing resources and knowledge (leading to reduced outcomes) due to competition for “ownership” of clients. Respondents have called for a more consistent approach across funding bodies, and better support for smaller groups when applying for funds.

< **Fundraising and alternative income development or social enterprise:**

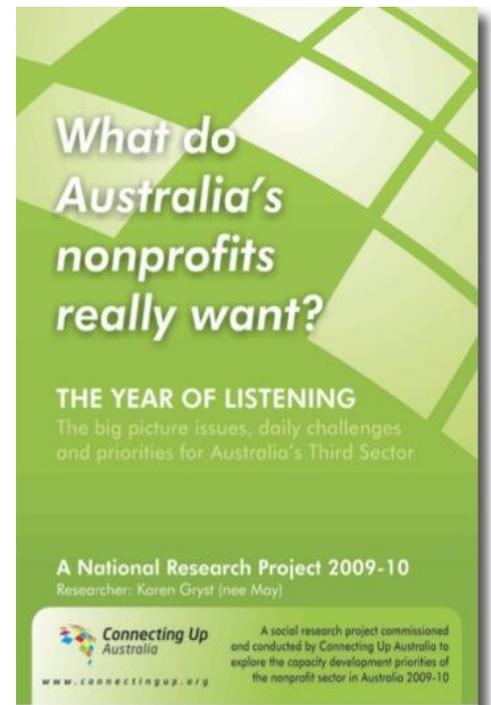
The sector believes there is a need for cultural change within organisations to enable good business and administration operations. The study identified the need to improve staff and board skill sets, as well as harness better technology and offer improved salaries to allow groups to compete with other sectors employing people with the required skill sets.

< **Human resources – volunteers, staff and board:**

Respondents say funding levels do not always meet service requirements, a problem which leads to overworked and underpaid staff, and increases the chances of burnout. The report pinpoints a lack of professional recognition for workers in the sector, which it says leads to a variety of problems with staff retention, loss of institutional knowledge and lower staff numbers.

< **Research, capacity development and evaluation:**

There is a desire for more capacity building grants. Respondents also called for increased support for technology and website planning, branding and marketing, media relations and database support.



Connecting Up Australia has called for action – from governments, funders and the sector itself.

“There is a need for shifts in the way we understand and value this sector – from the views of the government and business sectors through to the nonprofit sector itself,” the report says.

“One of the most important shifts will need to be innovation through collaboration between nonprofit organisations. There is also a great need for investment from all sectors and stakeholders in capacity development to equip the sector to deal with the contextual pressures it faces and to support it to thrive.”

[Click here](#) to download the report (.zip folder).

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14. Volunteering Roundup

NSW Volunteer of the Year – Closing Soon

Nominations for NSW Volunteer of the Year close in one week, on September 30.

The awards – which are run by The Centre for Volunteering – recognise the efforts of volunteers who donate their time to community groups in New South Wales.

There are five awards:

- < volunteer of the year;
- < youth volunteer of the year;
- < senior volunteer of the year; and
- < volunteer team of the year.

Anyone can make a nomination for the awards, which are given to acknowledge volunteers' contribution to the community, and to promote the importance of volunteering.

The 2009 NSW Volunteer of the Year was Liz Mullinar from the Hunter Valley, who runs a low-cost healing centre for survivors of child abuse.

The 2009 youth and senior volunteers of the year both worked with Camp Quality, and an ING Bank employee was recognised for organising a mentoring program for people with disabilities. A group of retirees who mentor school students won the volunteer team of the year.

Awards in previous years have recognised people working with migrants, surf lifesaving, disadvantaged children and several others.

To make a nomination, go to www.nswvolunteerawards.com/nominate, and fill out a form online or download a form to return via post (post dated September 30 or earlier).

Coming Soon: Mobile Volunteering



In a bid to push the idea of mobile volunteering, UK mobile service provider Orange is looking for tasks which can be completed by mobile phone users while they are going about their normal lives.

The mobile volunteering concept is not entirely new – similar “virtual volunteering” efforts using the internet have seen a large task broken down into small chunks and distributed to hundreds or even thousands of online volunteers to complete. (That does, of course, take some effort in coordination for the group at the receiving end.)

But Orange’s proposal would be a first for mobile phone users, with a dedicated website launched at www.mobilevolunteering.co.uk.

Among the options put forward so far for mobile volunteering are:

- < Providing opinions on requested topics;
- < Promoting wildlife causes by photographing things volunteers see;
- < Mapping local community services;
- < Helping the blind by recording audio snippets.

Orange will choose 10 volunteering actions before developing and funding a “volunteering app” to allow people to participate.

Passport for volunteers

The Local Government Association of South Australia is developing an initiative to reduce barriers to volunteers moving across Council boundaries.

The Local Government Passport System is a web-based software system that provides a central database for the registration and management of volunteers across the sector.

"It’s important that volunteers are registered and inducted for occupational health and safety and insurance purposes," a spokesperson said.

“Volunteers will still have to register with each council, but under the new passport approach their details will already be in the system and the process will be streamlined.”

(Yes, but apparently volunteers will still need to undergo induction processes all over again in each council; if you compare the time saved in filling out the form with the time wasted going through another induction, it’s clear that there’s still some way to go.”

In the long term, a state-wide register of volunteers would seem to have considerable potential in a number of areas, though privacy laws may restrict its uses.

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15. 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:



[Walk To Work Day: 1 October](#)

Walk to Work Day is an event to promote regular walking and physical activity. It is an annual, national event in which the community can become involved in a healthy and environmentally friendly activity.



[National Nutrition Week: 10-16 October](#)

National promotions are held throughout the week aimed at promoting health and nutrition throughout Australia. Events are listed in the "what's on" section of the Nutrition Australia website. A Nutrition Week kit is also available on the web from May to assist various groups to become involved.



[Wildlife Awareness Month: 1-31 October](#)

Every day hundreds of native animals are injured or killed in Victoria. You can help in many ways from simply reading a book and learning more or having a discussion with family and friends about our incredible, world renowned marsupials and birds, to becoming Wildlife Volunteer.



[Mental Health Week: 10-16 October](#)

Mental Health Week is an annual national awareness event held in October every year. The aim is to raise awareness of the importance of mental health and wellbeing in the wider community, to increase community awareness and education about mental health issues, and to encourage participation in life enhancing lifestyles.



[Injury Free Day: 29 October](#)

Injury Free Day (IF Day) is a national safety and awareness campaign that promotes the importance of injury prevention in the workplace and community. IF Day links businesses, schools and the general community in a day of action dedicated to safety.

More events, plus the full listing for each event, can be found at www.ourcommunity.com.au/calendar.

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What gets your goat?

In the UK they're resolving to cut down on red tape for the community sector. The government has announced a cap on voluntary sector regulation, promising that all new rules must be made on a "one in – one out" basis: if they bring in a new regulation, they have to drop an old one.

Actually, this isn't so much a gesture to the sector as an extension of the government's private sector policy, but it's still commendable – even if it's not absolutely clear what difference it's going to make.

In Australia, for example, the problem hasn't been so much bureaucrats setting unnecessary rules for the sector as bureaucrats setting rules for everybody, including the sector – rules on such things as food labelling (trouble for cakestalls) and working with children (trouble for fun runs).

It's not immediately clear that reducing oversight in areas like these is going to be either easy or necessarily desirable.

Anyway, the British government is inviting the public to nominate regulations they'd like to see scrapped.

Any suggestions from the antipodes? Which government rules and regulations really get your goat? Email your biggest bugbears to kathyr@ourcommunity.com.au.



Sugar is sweet

A new survey by HR firm Insync has found that water is wet and rocks are hard – no, sorry, our mistake, it's found that not-for-profit organisations have difficulty in recruiting and retaining good people because they don't have the money to advertise widely. Or to pay competitive starting salaries. Or to give promotions. Or to offer professional development. Lack of money seems to be something of a theme, in fact.

While the findings are not particularly surprising, they do have some sensible recommendations on dealing with the problems that lack of money throws up.

Organisations in the not-for-profit sector must rely on creative solutions that don't depend heavily on funding to attract and retain employees. Can you reduce the workload? Can you ensure work/life balance? Can you inculcate a sense of mission? Can you arrange a fringe-benefits-tax weighted salary package?

TIP 1: Mission attachment

It's vital to have a clear mission statement and to search for candidates whose values align with the organisation's purpose. Target these candidates when advertising vacancies.

TIP 2: Community-involved candidates

Most workers in the not-for-profit sector belong to a social service club or a political and religious organisation. Such clubs may be worthwhile places to source candidates. Partner with such clubs and advertise vacancies to members through their website, newsletter or email database.

TIP 3: Not-for-profits can appeal more strongly to women

Recruiters should consider advertising in media that are of particular interest to women. Having competitive benefits – childcare, flexible work arrangements and job sharing – may also allow not-for-profits to compete for talent.

TIP 4: Volunteers can lighten the load

Negative issues relating to pay and workload may be overcome by increasing the volunteer workforce.

TIP 5: Get online

Organisations with a website can recruit new employees and volunteers online quite cheaply. Try Our Community's [jobs bulletin](#), for example.

Oh, and when you've done them, more money would help, too.



Pay Parity: No Mad Rush

Speaking of needing more money ...

Those who have been waiting on tenterhooks to see if a victory in the current community sector equal pay case will deliver

- (a) a historic breakthrough in the battle against sex discrimination in Australia *and*
- (b) a terrifying fundraising task for not-for-profits trying to pay for it

will have to hold your breath for a while longer.

The Federal Government and the employers and the ACTU have all asked for an extension for their submissions.

If you want to get a jump on your new responsibilities then have a look at the Australian Council of Social Service site, which has a useful [draft letter](#) for sending to your non-governmental funders warning them (very discreetly) that you're going to have to ask for 20% more money to keep your projects afloat.

Meanwhile, the latest figures from the Australian Bureau of Statistics reveal that health care and social assistance has become Australia's largest employer, providing 1.27 million jobs.

The sector has taken the mantle from retail, which now provides just over 1.22 million jobs. Construction comes a close third, with just over a million employees.



Local charities win concessions from Microsoft; but many still out in the cold

Seventeen Australian charities will receive discounts on their software after successfully lobbying software giant Microsoft.

While these organisations – including the Salvation Army, Wesley Mission and Uniting Care – will receive a 60-80% discount on their software licenses, other groups not part of the negotiations still face a steep rise in their fees.

The lobbying began last year after Microsoft cracked down on not-for-profit groups using its cheaper Academic Open software licence – a licence originally designed for schools – by introducing a new model called Charity Open, which contained a series of exclusive caveats.

Organisations that generate funds through profitable works are excluded from Charity Open, meaning that they face software licence fees more than 200% higher than under Academic Open.

The discounts negotiated will cut those fees significantly – though the prices offered by Microsoft through not-for-profit software provider [Donortec](#) remain lower.

However, for those groups which were not part of the negotiations, the fee hike remains a reality. Some are reportedly considering their options, including switching to open source software alternatives.

Respected technology blog ZDNet has quoted Rod Young, chief executive of Aged Care Association Australia, which represents most of Australia's 3000 or so aged care providers, as saying that many organisations were still battling under full enterprise licences.

"The prices are about double what they were paying," Mr Young told ZDNet.

Others have called on Microsoft to consider a scheme where companies can donate to the software giant, which would then allocate funds towards paying for third-party integrators to implement technology deployments. Such a scheme currently operates in the US.



Boosting Women on NSW Government Boards

The New South Wales Government is actively working to increase the number of women serving on its boards and committees by initiating consultations with a group of business and board experts.

Women currently comprise about 37% of NSW government board and committee members, a number Minister for Women Jodi McKay notes is significantly better than the 10% representation on private sector boards but which, she says, still leaves room for improvement.

Federal Sex Discrimination Commissioner Elizabeth Broderick will be involved in the consultations, along with representatives from the Australian Securities Exchange, the Business Council of Australia, Women on Boards, Chief Executive Women, and others.

Ms McKay said the outcomes would possibly assist the private sector as well as government.

“Throughout the process we’ll investigate a range of issues, including the benefits of gender targets, family friendly guidelines, or even legislating.”

The paper says that so far the main effort to increase the number of women on NSW government boards and committees has been encouraging them to add their details to a register of potential candidates. In June 2010 there were 693 women and 369 men listed on the register.

Queensland and Victoria already have targets in place for 50% of all new appointments to be women, and South Australia has a target of 50% of all board/committee members to be women.

South Australian legislation requires that at least one woman and one man be included on lists of nominees, and that (according to the consultation paper) “as far as practicable” equal numbers of women and men be nominated.

The numbers of women on SA Government boards and committees rose from 33.62% in January 2004 to 45.04% in December 2008.



Victorian Honour Roll of Women

Women who have displayed leadership and made a lasting contribution in their field or to the lives of others can be nominated for the 2011 Victorian Honour Roll of Women up until October 13.

In 2010, women were inducted for contributions to fields including cancer support, indigenous affairs, community service, health, family violence, disability, community legal services and homelessness.

The honour roll currently lists 458 women.

Inductees for 2011 will be announced as part of International Women’s Day next March.

Announcing the 2010 inductees, Minister for Women’s Affairs Maxine Morand said they were women who had used tenacity, vision, leadership and hard work to succeed and make a lasting impact.

“Every one of our Honour Roll inductees is a role model and their achievements stand as an inspiration to us all,” Ms Morand said.

Nominees must sign the nomination form, unless a posthumous award is requested, and each nomination must be endorsed by two people other than the nominee.

In addition to the nomination form, responses to selection criteria must be submitted, as well as a short profile of the nominee, including some comments from them.

[Click here](#) to download the nomination forms.



ING Direct seeking ideas for community makeovers

Community groups, sports teams and other organisations have the chance to share in \$100,000 of funding from ING Direct by answering a simple question – *what would you do to makeover your home town?*

The bank is encouraging groups around Australia to have their say, tell their story and win a share of \$100,000 to invest in their own community.

ING Direct CEO Don Koch said the bank wanted to reward local communities for their community spirit.

“Australians take such pride in their suburbs and towns and we’re keen to hear from those who demonstrate a real need and true community spirit,” he said.

Successful groups will receive between \$1000 and \$50,000 to meet their direct need and improve the wider community. For more information, or to enter, visit: www.makeoveryourbanking.com.au. Entries close at the end of the month, with winners announced in early October.



\$10,000 up for grabs in ICT innovation program (Victoria-only)

Meanwhile, Victorian groups have until September 28 to apply to receive \$10,000 via the Showcasing ICT Innovation Program.

The program will fund eight not-for-profit groups who have shown innovation in their use of IT – and who can successfully showcase that innovation.

One organisation in each of the eight Department of Planning and Community Development's regions will receive \$10,000 in funding to promote their ICT innovation in their region. Part of the application process will involve groups explaining the format they will use to showcase their innovation to sector colleagues.

[Click here](#) for more information, including program guidelines and application forms.



Nominate a local hero for phone book glory

Do you know someone in your local community who is making a positive contribution to the economy, environment or social surroundings?

If so, you should nominate them to appear on the cover of the phone book.

Every year, Sensis chooses a picture that acknowledges the achievements of local heroes by featuring them on the cover of Yellow Pages and White Pages directories in 59 regions across Australia.

Nominees must have:

- < undertaken projects/activities to reduce environmental impact, or to conserve or protect the local environment;
- < Made a positive contribution to the local economy through employment or use of local resources and suppliers;
- < Undertaken projects/activities that have contributed positively to the future prosperity of the local community in terms of social and/or financial health;
- < Acted for the common good with a focus on the future as well as today;
- < Showed strong leadership in their community on environmental and/or social issues to achieve a better and stronger future.

Nominees should also have a strong association and/or history with their local area.

Find out more and make a nomination (before October 15) at <http://www.whitepagescommunity.com.au/>



Spreading the (Drum) Beat

The innovative Drumbeat program has announced a series of training dates throughout Australia between now and the end of the year.

Drumbeat, an initiative of the Holyoake Institute, a Western Australian alcohol and drug addiction rehabilitation and support service, is an early intervention program for "at-risk" youth which uses drumming to teach a variety of skills and build participants' self-esteem.

The program runs in schools, youth centres, mental health centres, prisons and drug rehabilitation facilities across Australia.

Through its use of drumming, the initiative is designed to help participants "open up" about their lives, endeavour to overcome elements of isolation and a lack of confidence, and build self-esteem.

Three-day sessions will be staged in Western Australia, Victoria, the Northern Territory, New South Wales and Queensland between now and the end of the year. To register, or for more information visit: www.holyoake.org.au.

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17. 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

JOB VACANCY LISTINGS (Paid Positions)

New South Wales

Job Title	Organisation	
Employment Coordinator	Whitelion Inc	Details
Board Members- Non Executive Directors	CareWest Inc.	Details

Victoria

Job Title	Organisation	
Chief Executive Officer	Brooker Consulting	Details
Executive Director Role	Project Respect	Details
Coordinator, Women's Health Research, Policy and Advocacy	Women's Health In the North (WHIN)	Details
Youth Volunteering Development Officer	Youth Affairs Council of Victoria	Details

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	Details
General Board Member, Looking for succession planning to replace key positions when needed as part of strategic planning	Charlestown Caring Group Inc	Details
Secretary	Stars with Heart	Details
Secretary, General Board Member	Manly Warringah Pittwater Community Aid Service Inc.	Details
General Board Member	Leichhardt Community Transport Group	Details
General Board Member	Northern Beaches Business Education Network Inc	Details

Victoria

Job Title	Organisation	
Chair, Treasurer, Secretary, General Board Member	Limbs 4 Life	Details
General Board Member	International Social Service (ISS) Australia	Details
General Board Member	Baker IDI Heart and Diabetes	Details

	Institute	
General Board Member	Molly's House Inc	<u>Details</u>
Treasurer	Household Disaster Relief Fund Inc	<u>Details</u>
General Board Member	Kensington Neighbourhood House	<u>Details</u>

Western Australia

Job Title	Organisation	
General Board Member	SIDS and Kids Western Australia	<u>Details</u>

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18. 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.

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" and a direct link to the www.ourcommunity.com.au site if on a webpage.

If you no longer wish to receive this newsletter, please email service@ourcommunity.com.au and put "Unsubscribe-OCM" in the subject line.

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19. 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 - 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://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

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