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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. Changing times in the community sector

Members of a new council to support the Office for the Non-Profit Sector in its work to put in place smarter regulation, reduced red tape and improved transparency and accountability are expected to be announced soon.

Nominations for the council, which will be appointed by the Federal Government for an initial period of one year, close this Sunday, October 31.

In a move that could turn out to be the most significant the not-for-profit sector has seen in decades, the council will provide advice on:

- The role, feasibility and design options for a national 'one-stop-shop' regulator for the sector;
- Streamlining Commonwealth Government tendering and contracting processes for government funded non-profit organisations, including the development of a common form contract;
- Harmonisation of fundraising and other State and Territory legislation; and
- additional recommendations contained in the [Productivity Commission's Research Report on the Contribution of the Not-for-Profit Sector](#).

Significantly, the Federal Government has placed the work of the Office for the Non-Profit Sector within Department of the Prime Minister and Cabinet, offering hope that the sector may finally be about to receive the level of interest and authority it deserves.

After years of abandoned report after abandoned report under a succession of governments, here's hoping.

The timing is right for change. As Centre for Social Impact professor Peter Shergold explains in an incisive article published in *The Australian* recently, not-for-profit organisations are increasingly being contracted to deliver the government's policy objectives.

"About a third of NFP income now comes from governments through service agreements," he says. "For social welfare organisations it's typically twice that proportion. Close to \$26 billion annually is now paid directly by governments to NFPs to deliver their employment, disability, healthcare, aged support, family and other services.

"The challenge is to not tie up community organisations in red tape and unwittingly constrain their social innovation."

Prof. Shergold, who headed up the Department of the Prime Minister and Cabinet until early 2008, says he expects developments in three key areas of the community sector in coming years.

He says not-for-profit organisations will increasingly evolve into "true social enterprises", trading to fulfil their public mission and reinvesting profit into their organisation's capacity and activities.

"Second, new investment vehicles will emerge to raise funds which will complement the donations of philanthropists. The Commonwealth has recently announced a social enterprise development investment fund and the WA government has budgeted for a community development investment fund. Both are intended to harness loan capital for community benefit. That's just the beginning. Expect to hear soon of new vehicles such as social impact bonds or a social stock exchange."

Prof. Shergold says the third and possibly most influential change will be the incorporation of social and environmental impact measurements into government measures of national wellbeing.

"The social costs (of externalities) and benefits (of community activity) will be fully integrated into measures of Australian economic income and growth," he says.

"The extraordinary value of community engagement will be accounted for in our national statistics. The social economy, and the contribution which it makes to community wellbeing and civic engagement, will at long last be properly accounted."

[Click here](#) to read Prof. Shergold's article.

[Click here](#) to find out how to nominate for the Federal Government's non-profit sector council.

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2. Remembering Anne McDonald, disability advocate, 11/1/1961 – 22/10/2010

By Chris Borthwick

Anne McDonald was born with severe cerebral palsy. She couldn't walk, talk, or feed herself. At the age of three she was placed in St. Nicholas Hospital, a Victorian Government institution for severely retarded children, and for the next 14 years had no way of communicating with any adult.

At the end of that time my partner Rosemary Crossley came to St. Nicholas and together they devised a way for Anne to spell out letters on an alphabet board.

The Hospital and the Government didn't accept it, and Anne had to go to the Supreme Court to win a declaration that she had the right to do what she wanted. But she won, and she went out to live with Rosemary and me for the next 30 years, finally dying of a sudden and unexpected heart attack on October 22 this year.

It's one of those stories that's often thought to show the triumph of the human spirit over adversity. Anne didn't believe that for a moment. She knew, all too well, how little the human spirit, or courage, or character, or determination, on their own, helped when you were really placed in an impossible situation. The hospital had held 160 children, more or less. 160 children, more or less, had died there. Individual heroes, individual villains, didn't matter; it was the system that had to be changed.

In a speech she gave in Parliament House in 2008 she spelt this out.

I spent my childhood and adolescence in a state institution for severely disabled children. I was starved and neglected. A hundred and sixty of my friends died there. I am a survivor.

That isn't a heroic achievement. Anyone who was put into a large institution in the times when large institutions were sugarcoated concentration camps was as much a hero as I was. They stayed alive when they could and they died when they couldn't. Such heroism is easy to achieve in giant barracks where the prisoners stay alive through being cheery enough to attract a staff member to give them that vital extra spoonful of food.

I wasn't exceptional in anything other than my good luck.

Anne had been spared almost by accident, and she was determined to use her good luck to help the people who had been left behind.

She threw herself into the movement for deinstitutionalisation of people with disabilities. She wrote a book with Rosemary, *Annie's Coming Out* (later made into a film of the same name) to serve as a witness that, as she said, "In our lifetime, children were starved to death within a short walk of Parliament House. That should not be forgotten."

Anne did her best to leverage her privileged position as a very minor celebrity into something that would occasionally allow the voice of the voiceless to be heard. And she didn't allow all the attention to seduce her into thinking that it was really about her.

I went to the Supreme Court and won the right to manage my own affairs.

Unfortunately, that didn't mean that the institution offered the other residents the right to manage their own affairs. I was an exception.

Through no desire of my own, I was out front in the struggle to get rights for people without speech.

I tried to show the world that when people without speech were given the opportunity to participate in education we could succeed. I went to Deakin University and got myself a degree. That, too, was seen as an exception.



I gave papers and wrote articles on the right to communicate.

I set up a website to show that there was hope for people without speech.

People thanked me for being an inspiration; however, they didn't understand why there weren't more like me. They continued to act as if speech was the same thing as intelligence, and to pretend that you can tell a person's capacity by whether or not they can speak.

Please listen to me now....

Anne McDonald knew that goodwill was nothing without good organisation. She worked closely and constantly with other groups with the same attitudes – Communication Rights Australia and DEAL Communication Centre – sitting on Boards and joining in working groups.

She gave presentations around the world. She buttonholed politicians.

She was part of an Australia-wide fraternity of disability activists who knew just how difficult, and just how important, and just how motivating, the need for change was. She could always find the right words – moving, precise, unsentimental – for the occasion.

She made an enormous contribution, and would have made more. She'll be greatly missed.

Anne wasn't obsessive, mind you, or fanatical. She lived her life to the full, travelling, entertaining, and partying hard. Her favourite sport was bungy-jumping. She had many wonderful friends (and a good number of enemies). Here, too, she will be missed.

One of her problems, in fact, was the people who were shocked at seeing their icon drinking rum or using strong language. It didn't fit the image. As she said,

The worst thing about being an inspiration is that you have to be perfect. I am a normal person with only normal courage. Some people who should know better have tried to give me a halo. Anybody could have done what I have done if they too had been taken out of hell as I was.

If you let other people without speech be helped as I was helped they will say more than I can say.

They will tell you that the humanity we share is not dependent on speech.

They will tell you that the power of literacy lies within us all.

They will tell you that I am not an exception, only a bad example.

Many are left behind. We still neglect people without speech. We still leave them without a means of communication. It should be impossible to miss out on literacy training, but thousands of Australians still do.

As Stephen Jay Gould wrote,

We pass through this world but once. Few tragedies can be more extensive than the stunting of a life, few injustices deeper than the denial of an opportunity to strive or even to hope, by a limit imposed from without, but falsely identified as lying within.

For more information, and to find Anne McDonald's tributes page, go to [the DEAL website](#).

The takeaway for the not-for-profit sector is to remember that none of us are as strong as all of us, and that you can't do it alone; even when for once we have a story that can catch the public eye we still have to organise, in groups, and settle down for the boring long-term slog for as long as it takes. Anne knew that.

And the other takeaway is to go home today and hug someone you love, because you never know what tomorrow holds.

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3. Community groups ride through economic crisis

Melbourne community groups have ridden through the economic crisis and emerged as robust as ever, the latest Community Confidence Index indicates.

In a strong indication of the resilience and strength of the sector, 84% of community groups surveyed for the 2010 Index reported that their organisation was either “stable” or “going from strength to strength”.



The Index, which was compiled from the results of an online survey undertaken between July 12 and August 9, 2010, was released on October 26.

A total of 532 Melbourne community group representatives took part in the survey, which is an initiative of Our Community and Leader Community Newspapers.

Stability

“Stability is the hallmark of the community sector in metropolitan Melbourne – more than three-quarters of the organisations in our sample are very well established, having been in existence for more than 10 years,” said Our Community group managing director Denis Moriarty.

“More importantly, most are thriving, even in the wake of some very challenging economic circumstances. That’s very good news indeed as these are the groups on which our society depends for its strength and vibrancy.

“Still, while most organisations are doing well, the 16% who say they are ‘struggling’ do represent an uncomfortably large slice of the sector. Governments and others who support the sector must take note and do what they can to support those organisations’ needs.”

Note to governments

Of particular note to government should be the findings that 80% of respondents had never heard of the National Compact, a key feature of the Federal Government’s interactions with the community sector.

However, the government can take heart that the survey reveals strong support for its sector reform agenda, announced during the election campaign and now taking shape.

Areas of concern

Mr Moriarty said that while the findings of the 2010 survey were mostly positive, there were some areas of concern.

“Many community groups are relying too heavily on funding from just one income stream, usually government grants,” he said. “This is a risky strategy as a change in government priorities can spell disaster for such groups. Our Community recommends that community organisations draw their funds from as many sources as possible but the results of our survey indicate that many are still not doing that.”

Mobilising more ‘people power’ might be the key to addressing this problem; survey respondents identified lack of helpers as a key challenge to their fundraising efforts.

Risk was another area of concern, with only half the respondents saying their organisation took risk seriously, even fewer saying their organisation had a risk management plan, and fewer again having put someone in charge of risk in their organisation. More than one in 10 organisations may be operating without public liability insurance, the survey reveals.

“In the litigious age we live in this is an obvious area of concern,” Mr Moriarty said.

Moore’s Legal principal and not-for-profit specialist Murray Baird presented his top 10 things community groups can do about risk during the October 26 launch. Chief among those was to “get the conversation started” by putting risk on your board agenda. Boards must make sure that a person or a team was given the task of managing and coordinating a risk management strategy, he said.

Speaking on the finding – for the second year running – that some community groups are having a negative story appear in the media, Leader Community Newspapers group news editor Nick Richardson urged community groups to be assiduous in preparing for interviews.

“When the reporter calls and wants to speak to you about a particular story, try to work out who else will be in the story – are they friends of your organisation, or rivals? Do they share your point of view or oppose it?” he said.

“If you don’t know them, ask the reporter what that individual or organisation is saying. Then make a considered reply based on that information.”

Mr Richardson also urged community groups to be realistic in their expectations of the media.

“There is only so much time a busy reporter has to talk to you and there is only so much space in the paper, the radio, the website or the TV news.

“Not everything you say will appear. Most of it won’t. Make your message clear but don’t be too disappointed if most of it fails to make the cut. Sometimes it is still important to be seen as part of the debate, contributing to the issue, rather than not at all.”

To download a copy of the 2010 Community Confidence Index, go to www.ourcommunity.com.au/cci.

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4. Reforming charity law: how you can help

Melbourne-based social change philanthropy support body Changemakers Australia is working on a reform agenda close to our hearts here at Our Community.

The Charity Law Reform Project seeks alterations to the laws that govern the awarding of Deductible Gift Recipient status in Australia – the legal status that allows people making a donation to a not-for-profit organisation to claim a tax deduction.

Esther Abram outlines the project below:

The Charity Law Reform Project is seeking changes to charity laws to ensure philanthropic and community organisations can legitimately work towards social change.

While there is an important role for organisations to deliver direct relief of social and environmental ills (such as poverty or environmental degradation), so too is there a need to address the root causes of such problems.

The most common way that root causes are addressed by not-for-profit organisations is through activities which try to change government policy, legislation or influence programs.

Such activities are loosely thought of as ‘political activities’, including activities such as running media campaigns, researching and documenting policy options, and communicating issues to decision makers through lobbying.

While it is not illegal to engage in political activities, there are concerns that laws relating to charities create barriers to political activities.

Most not-for-profit organisations rely on being classed as a ‘charity’ to enable them to access a range of tax incentives. Charity laws place limitations on the capacity of organisations to undertake political activity, so a charity cannot exist to undertake law and policy reform and such activities need to be incidental and ancillary to their ‘charitable purpose’.

This raises many issues for not-for-profit organisations, including philanthropics. How much political activity can I undertake before it is perceived as more than ‘incidental’? What exactly is political activity anyway? And for funders – what if I fund a project which involves political activity? Can I lose my charity status?

The way charities are regulated for tax concessions also have resource implications for those who seek to undertake advocacy. For instance, Deductible Gift Recipient (DGR) status enables an organisation to provide a receipt for

taxation purposes to donors and is extremely important to organisations which rely upon donations from the public and philanthropic organisations for their activities. DGR status is not available to all charities; for example, peak organisations which represent social and welfare organisations are not eligible for DGR. This means that many organisations which are well placed to do advocacy lack the resources required to do good quality research and advocacy work.

These issues would all be academic if it weren't for the fact that the ATO has challenged the charity status of a number of organisations in recent years. This makes for nervous times for the people who manage not-for-profits with a commitment to pursuing social change.

The Charity Law Reform Project has been established by Changemakers out of concern that Changemakers' primary aim, to support the growth of social change philanthropy, is being hampered by the approach of government to charity laws.

In this light, Changemakers seeks to understand how philanthropic and community organisations see themselves in relation to political activity.

How your organisation can help

- Organisations willing to provide information to aid the Charity Law Reform Project should contact Esther Abram at Changemakers Australia. Please email to esther68@optusnet.com.au, focusing on the following topics in particular:
 - Does your organisation see itself as being able to engage in or fund political activity?
 - Has your organisation been audited by the Australian Tax Office of late, and what was the outcome?
 - Has your organisation been refused charity status? Why?
- [Click here](#) to read Our Community's June 2010 article about why we believe DGR laws need reforming.
- [Click here](#) to read the *GiveNow News* "Giving Bootcamp" article on tax-deductible giving.

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5. Our Consumer Place releases landmark book

So, you've got a 'Mental Illness'? ... What now? is a FREE new resource written entirely by mental health consumers – people who have been diagnosed with a 'mental illness'.

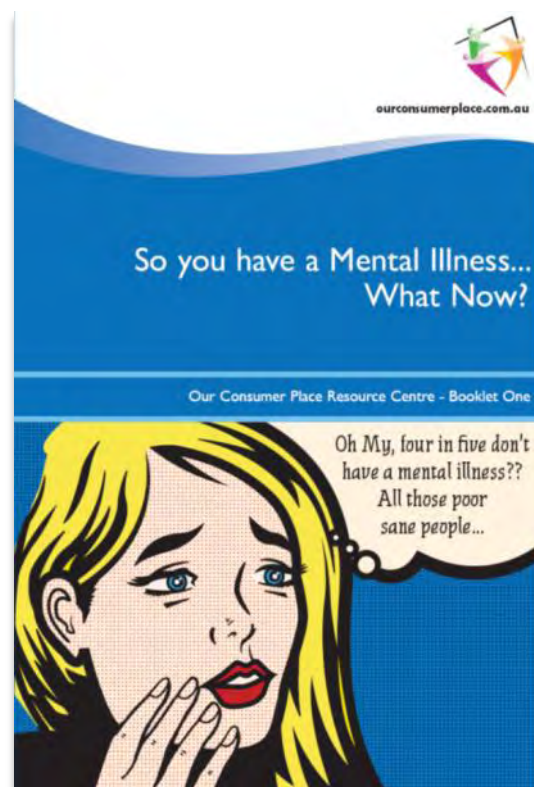
The book provides an introduction to the mental health system from the perspective of those who have been there and experienced the system first-hand.

It provides an introduction to the notion of 'consumer perspective' – a particular way of viewing the world from the point of view of those who have lived experience of 'mental illness' – as well as practical information on how diagnoses work, taking medication, where to get help and financial support, and what to expect from the different services available to mental health consumers.

Beautifully illustrated with cartoons by Our Consumer Place staffer, 'batty cartoonist' and 2004 HREOC Human Rights Award winner, Merinda Epstein, and punctuated throughout with thoughts about 'madness', creativity, power, language and the human condition, this resource will appeal on many different levels.

The book is brimming with useful information, all from the perspective of people with lived experience of 'mental illness'.

So, you've got a 'Mental Illness'? ... What now? is the first in a series of booklets written by and for mental health consumers in Victoria. The



series is produced by Our Consumer Place, a groundbreaking mental health resource centre run by consumers.

Our Consumer Place is funded by the Department of Health (Government of Victoria) and auspiced by Our Community. The funding to establish and provide this service in Victoria makes it a first in Australia, with examples of similar and proven services in Europe and the United States.

We think this is a terrific publication, but don't take our word for it. Here's what a senior manager at MIND Australia, Malcolm Morgan, had to say:

Congratulations on a great publication. It is a pleasure to read something that reads so well.

You have managed to find a voice that is accessible, sustains itself on the side of the consumer without being in any way shrill or provoking, and at the same time is very informative.

I enjoyed reading it, which is a most unusual thing. Why can't all publications in the field of mental health be written in this sort of style?

To receive a free copy of *So, you've got a 'Mental Illness'? ... What now?* and find out more about Our Consumer Place, visit www.ourconsumerplace.com.au



Pictured at the book launch (l to r) are Merinda Epstein (Our Consumer Place), Dr Karleen Edwards (Executive Director - Mental Health Drugs & Regions, Department of Health), Flick Grey (Our Consumer Place) & Denis Moriarty (Our Community).

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6. WHAT'S NEW: Community-driven news

Would you like to see a journalist investigate why children's wheelchairs that cost \$3300 in the United States cost more than \$12,000 in Australia?

Would you like to read an article about what we can learn from Indigenous Australians who lead long and healthy lives, in contrast to the many stories published about poor health and lower life expectancy?

Or is there an issue related to your area of work that you think deserves a reporter's attention?

A new Australian website offers everyone the opportunity to help fund the stories they think deserve to be heard, and to pitch story ideas to journalists.

YouCommNews, which bills itself as a "people-powered news site", is run by the Public Interest Journalism Foundation at Swinburne University of Technology. It received start-up funding from the Victorian Department of Innovation, Industry and Regional Development, the ARC Centre of Excellence for Creative Industries and Innovation and other philanthropists.

The Public Interest Journalism Foundation exists to “maximise and explore the applications of emerging media technologies” in the face of the technological, economic and demographic changes challenging the survival of traditional media outlets.

The financial costs associated with providing for children with disabilities and Indigenous health are two of several story ideas that have been pitched and are waiting for interested journalists to take them on and seek funding.

A number of other stories already have journalists committed to working on them – all they need now is enough donations to fund them.

At the time of writing, \$778 had been raised for a story on chronic fatigue syndrome, with a further \$100 needed before the story could be published.

\$100 had been raised for an investigation into the costing of the new ABC24 television station, with another \$200 to go.

Journalist Margaret Simons, who pitched the ABC24 story, is also Swinburne University of Technology’s convener of journalism. She has written about [YouCommNews](#) on her own blog, [The Content Makers](#).

She says the website is based on two insights: firstly, that anyone can now publish news articles, but there is a difficulty getting high-quality journalism done and paying journalists to do it; and secondly, that that journalism should interest people and matter to them.

“This model allows the public – or rather the many different groups, or different publics, that gather around journalism that matters – to decide for themselves what is worth supporting,” Ms Simons says.

“On this model, size of audience is not the only, or the main, measure of success. A story might be of intense interest to a few thousand people.

“Providing that they are sufficiently interested to raise the money, then a journalist can be hired and the work can be done.”

YouCommNews has been modelled on the United States-based spot.us website. While YouCommNews’s “Read a Story” page does not yet have any funded articles to offer, click “Read a Story” on spot.us and you will find articles on topics including preschools’ efforts to fight childhood obesity, capital punishment and ensuring the success of a district housing and retail development.



The Christmas Giving Cards

The Christmas card that supports communities



What's so great about the Christmas Giving Cards?

- * **Cash For Community:** Generates much-needed funds for schools and community groups - \$1 from every card sold goes to a community cause of your choice.
- * **Convenient:** Stamps and envelopes included with each pack of 10 cards.
- * **Budget Friendly:** Cards cost just \$3 each including envelope, stamp, inclusion of logo and printed message, and a \$1 contribution to an Australian community group.
- * **Environmentally Friendly:** All cards are printed on acid-free, chlorine-free recycled paper.
- * **Adaptable & Personal:** There are five great colourful designs to choose from – something for everyone! Cards can be personalised with your own message and logo, and are delivered flat to allow over-printing.

Who should give Christmas Giving Cards?

- * **MPs & Councillors:** Show you support and care about community – stand out from the pack by buying the Christmas Card that supports communities. Personalise your cards with a special Christmas message from your office for no extra cost. Pick a local group to receive \$1 per card.
- * **Businesses:** Demonstrate to your clients, your staff and your supporters your company's community credentials by sending the Christmas cards that support community causes. Personalise your cards with your business logo and your company message for no extra cost.
- * **Individuals:** Make your Christmas Cards count this year – send the card that supports communities. Choose a group that's close to your heart to benefit from your Christmas greetings. Spread the word to your friends and family about the joy of giving.
- * **Community Groups & Schools:** Use these cards as a fundraiser – encourage your members & supporters to buy Giving Cards to benefit your group.



ORDER NOW:

Visit www.ourcommunity.com.au/givingcards

email service@ourcommunity.com.au or call **03 9320 6806**

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7. JUST ADDED: what's new at www.ourcommunity.com.au & www.givenow.com.au

We have added a number of free resources and enhancements to our websites in recent weeks. Click on the links below to go straight to the relevant pages.

Online donations sign-up

Signing up for online donations through the Our Community Foundation's GiveNow.com.au service can now be done online.

Previously, all documentation had to be provided via email, fax or post, but community groups wanting to receive commission-free online donations can now complete all the paperwork via the internet.

There's never been a better time to sign up to be part of GiveNow.com.au, with GiveNow Week due to kick off on November 29.

To sign up, go to www.givenow.com.au/listyourcause.

New Policies

Three new policies have been added to the free PolicyBank:

- [Family Friendly Policy \(Long Version\)](#)
- [Family Friendly Policy \(Short Version\)](#)
- [References Policy](#)

Volunteer management documents

Thanks to Parkinson's Victoria and event management company Perfect Events, we have added to the Centre for What Works samples of a number of comprehensive and very user-friendly volunteer briefing documents.

The documents were developed for the Parkinson's Victoria's 2010 Unity Walk.

[Click here](#) to view and download the documents.

Photo Bank Awards closed, just days left to cast your vote

The 2010 Photo Bank Awards are now closed.

A total of 330 fantastic photos were submitted for this year's awards, which are designed to show the diversity of activities being undertaken in the community throughout Australia, while compiling a free Photo Bank that can be used by community groups to illustrate their work.

Prizes for the photo that best exemplifies the work of the community sector and the most popular photo will be awarded in late November – **you only have until November 5 to cast your vote.**

View the pictures and vote now at www.ourcommunity.com.au/photobank.



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8. Great Australian Leaders in Focus: Debbie Kilroy OAM

The **Our Community Leaders** initiative was created by Our Community to highlight community leadership in Australia. Already we have featured the views of many great Australian leaders, including Stephanie Alexander, Ian Kiernan, Sir Gustav Nossal, 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



This month's interview is with Debbie Kilroy OAM, a former prisoner, qualified social worker and practicing lawyer. Debbie spent much of her teens in youth prisons, and several years in adult women's prisons, in Queensland.

For the past 18 years, she has led Sisters Inside Inc., an organisation that advocates for the human rights of criminalised women in Queensland. Since 2007, Debbie has also worked as a Criminal Defence Lawyer with Callaghan Lawyers in Brisbane.

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

It is difficult to understate the trauma of imprisonment, and its residual consequences. Not surprisingly, both my heroes are former prisoners who have achieved great things socially, despite having to overcome this trauma:

- **Professor Angela Davis** (University of California, Santa Cruz), a 70s civil rights leader and former political prisoner. Angela has brought together *real life* activism and a rich academic analysis. Her work on the prison industrial complex, prisoners' human rights and issues affecting women prisoners is the bedrock of prisoner advocacy internationally.
- **Nelson Mandela**. What an amazing achievement – spending over 20 years in prison and yet being able to maintain his commitment to social change, without bitterness, and lead South Africa into a new, post-apartheid era.
- **Aung San Suu Kyi**, an inspirational woman and courageous leader who continues to stand up for the freedom of the Burmese people. She continues to stand up against repressive militarist regimes. She continues to be imprisoned today for her activism.

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

1. **Walking the Talk; integrity; trustworthiness.** Criminalised women are particularly good at picking a *phony*. I wouldn't retain credibility for 10 minutes if my words and actions weren't congruent. I think this applies to being a respected leader in any field.
2. **Taking a collaborative leadership approach.** I continue to be strongly guided by current and former prisoners, and other allies, in all my life. The ability to lead both from the front, and from behind (and know when to do each) is crucial to respectful leadership. Coming from a position of *power with not power over* is a fundamental principle to practice.
3. **Having a clear, detailed picture of what you ultimately want to achieve.** For me, this is about imagining a world without prisons and seeing abolition of prisons as my long-term goal (even though I don't expect to see this in my lifetime).
4. **Willingness to speak out for what you believe in.** Taking calculated risks is essential to effective advocacy and achieving productive change.

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

- **Discrimination.** I meet so many amazing people who could be fabulous leaders. Some criminalised women survive despite overwhelming odds, and manage to raise their families and contribute to their communities. I'm particularly in awe of some of the Aboriginal women I know, who have been incredibly damaged by experiences like being part of the Stolen Generations and living under 3rd World conditions ... yet they play a central role as Elders in their own communities; support many extended family members; provide community and individual healing; and still seem to find the time and energy to help educate *whitefellas*. Imagine if, as a society, we could tap the resources of women like these ... and many others from socially marginalised groups. Instead, we seek to depower and silence anyone who challenges popular wisdoms, perceptions and prejudices.
- **The demise of genuine participatory democracy.** Community activism is increasingly penalised. For example, small non-government organisations don't only provide services. They also play a crucial role in enabling citizen participation; building support systems for those on the margins of communities; and acting to try to improve the lives of community members. Yet, if they speak out, they risk losing the very funding they rely on to be able to provide community services. A generation of potential social leaders have been silenced and pacified by this culture of conformity and compliance.

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

- **Be clear about your values** – what motivates your leadership aspirations? Without detailed reflection on these questions of meaning, you risk being driven by unresolved assumptions and experiences that can undermine your achievements. For me, this included doing substantial therapy to overcome the trauma inflicted on myself, and my children and family, by years of imprisonment.
- **Be clear about your vision** – what you want to achieve, in both the short and long term. This is essential to being able to flexibly grab opportunities for advocacy as they arise, rather than being stuck on a pre-planned, singular, strategic path.
- **Understand the social context** – the systems and frameworks that impinge on your work. In the case of human rights advocacy, this includes a detailed knowledge of the international human rights instruments which can provide a public rationale for your work, and human rights (or anti-discrimination bodies) which can be partners in advocacy. You also have to be aware of the shortcomings of such systems and frameworks.
- **Surround yourself with long term, loyal allies** – it's invaluable to develop and maintain a small core network of people you trust, who can see your leadership from different perspectives and provide critical feedback. This group can help you *stay on track* and help you to continue to learn and grow. Allies from the group you are advocating for are particularly important to *keeping your feet on the ground* and maintaining accountability to those who are most affected by your actions.

What insights have you gained personally and on your leadership journey?

Listen to your long-term, loyal allies and put their ideas into action. This simple insight has assisted me in developing who I am today. If I did not listen and put into action their ideas I would not have led Sisters Inside to where it is today and I would not be the woman I am today.

Women in prison provide incredible support and loyalty when they walk with me in my day to day struggles. Women who are in prison give me great inspiration. Their survival in a traumatic and abusive system feeds my passion to continue to struggle against the abuse inflicted by prison systems. Women prisoners keep me grounded, which is crucial in leadership.

A happy family and home allow me to undertake the work I do on a day-to-day basis. Without the support and understanding of my husband and children I would not be able to undertake the role I have. My family understands my passion and my role in agitating against the prison industrial system. They share the same values. Having a supportive family impacts on my energy and focus and how I struggle with the difficulties faced every day.



► **More Online: Read the full interview with Debbie Kilroy and other great leadership insights at www.ourcommunity.com.au/leadership**

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9. Marketing Guru: Getting searched

What do you do when you need an answer to a question? You Google it, of course.

In fact, most internet users now use a search engine (Google, Yahoo, Bing, etc.) every single day. That's good news for community groups – you now have a way to reach more potential clients and supporters than ever before. Only, though, if they can find your site.

If you are involved in running your organisation's website (if you write content for the site, for example), you need to learn how search engines operate. [This site](#) will give you a good introduction.

A new guide from the UK's Internet Advertising Bureau (IAB) also provides some good advice to push your group's website up the listings. There are some things, the IAB says, that "**everyone** involved in producing or promoting content at a non-profit organisation should at least be familiar with": (note that you may have to Google some of the terms below!)

1. **Keywords:** Check the popularity of search phrase variants and common synonyms (there are online tools, including some provided by Google, that can help you with this – just do a Google search). Write page copy for the user and target the keywords within it. Copy written purely for search engines may rank well but will be hard to read.
2. **Registration:** Don't rely on users logging in or registering in order to display content; this keeps the search engines out. If registration is a requirement then use abstracts of each article in a public area.
3. **URL:** Once a page has a URL, keep it rather than moving it to a different spot in an archive. Never simply delete content either; if it does need to be removed, use a redirect tool.
4. **Structure:** Try not to make the site deep in structure, so [/donations/article-name](#) is better than [/donations/events/april/2009/articles/article-name/](#). Create distinct, themed sections in the site to give it a simple structure so search engines can easily classify pages in each section – e.g. have top level categories such as 'donations' and 'health information'
5. **Title tags:** Ensure the title tag is correctly structured; prominence and proximity are key. A good title tag would be 65 characters in length and structured to reflect as much information as possible.
6. **Meta tags:** Make sure every page has unique meta description of up to 160 characters. Anything more than this may get truncated when displayed in the search results.
7. **Heading tags:** Make full use of HTML heading tags, such as H1, H2 and H3. Use the product name or article title in the H1 tag and then try to implement sub categorisation in other heading tags. Use only one H1 tag per page.
8. **Summarise:** Try to summarise articles in an abstract at the top of the page with relevant article keywords.
9. **Code:** Try to remove any unnecessary code such as in-line JavaScript and CSS. Instead move these to externally referenced files to keep the page's file size to a minimum.
10. **Anchors:** Use internal link anchor text with main category keywords to build the themes of each section. A bread-crum trail can be a good addition to a page as it provides contextual linking to parent categories and makes for a useful navigation aid for users. Make sure main category keywords are used in the main navigation.
11. **Web feeds:** Add a web feed (e.g. RSS or ATOM) and make sure it pings all blog and feed search engines every time a new article is added.
12. **Site map:** And an XML site map for search engines.
13. **Competitions:** Use initiatives like competitions to build inbound links.
14. **Accessibility:** A site needs to be accessible to search engines. Using technologies that present a barrier to indexing (such as JavaScript) can render a site impenetrable to search engines if the navigation relies on it to function.
15. **Duplication:** There are many ways a site can introduce duplicate content and search engines don't like any of them. Make sure all page content is as unique as possible to each page. Don't copy and paste between pages.

[Click here](#) to download a PDF of the report.



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.

10. 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:



World Vegan Day: 1 November

World Vegan Day is a positive celebration of being vegan. It is a chance for vegans, those interested in the vegan way of life and all their friends to come together and enjoy themselves.



Movember: 1-30 November

Movember is an annual, month-long celebration of the moustache, highlighting men's health issues. "Mo Bros" start Movember clean shaven and then have the remainder of the month to grow and groom their moustache, while raising funds for men's health causes.



International Volunteer Manager Appreciation Day (IVMD): 5 November

Behind the army of volunteers lies an equally dedicated group of individuals and agencies who are responsible for coordination, support, training, administration and recruitment – skilled professionals who are adept at taking singular passion and turning it into effective action.



Recycling Week: 8-14 November

National Recycling Week aims to improve the positive environmental outcomes of recycling by increasing community awareness, increasing collection rates and reducing contamination. Local councils, businesses and community groups are encouraged to join in throughout the week.



Social Inclusion Week and the National Street Party: 20-28 November

To celebrate and highlight the importance of Social Inclusion Week, join Dr Jonathon Welch and the entire nation for Social Inclusion Week celebrations.



Water Safety Week: 27 November - 5 December

During this Week organisations across Victoria provide people of all ages the opportunity to participate in a range of water safety activities in a variety of environments. These activities aim to increase participants' awareness of water safety issues, develop their water safety skills and encourage them to 'Play it Safe by the Water'.

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

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11. Community Classifieds

TO GIVE AWAY: Film tickets (Melbourne)

We have 30 double passes to a preview screening of the new 3D DreamWorks Animation film *MEGAMIND*, starring Will Ferrell, Brad Pitt, Tina Fey and Jonah Hill, to give away.

The screening will take place at Village Cinemas Jam Factory, 500 Chapel St, South Yarra, at 11am on Sunday, November 28.

The film is most appropriate for families with children aged seven to 12 and teens. [Click here](#) to find out more.

The tickets will be given to the first 30 Our Community Matters subscribers who email to alanm@ourcommunity.com.au with "MEGAMIND" in the subject line.

Don't forget to include your postal address in the body of the email. Winners will be notified via email and the tickets sent via the post.



TO GIVE AWAY: Encyclopaedias (Adelaide)

A total of 49 volumes of Brittanica Macropedias (encyclopedias), leather-backed, some still unwrapped are available to give away to a community group in Adelaide.

The encyclopaedias date from 1985 to 2000 and are available for pick up from Glengarry.

If your community group could use the books please call Don on (08) 8295 6240..

Don Tennesey has some books he would like to give to a good home.

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.

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12. Human resources management for successful community groups

Linking people management to your organisation's overall mission is essential to motivating, developing and retaining staff, according to Accenture.

The global management consulting firm says its research shows that high-performance organisations are characterised by leading "talent management" (people management) practices.

Accenture has three key recommendations for adapting practices from the private and government sectors to the not-for-profit sector:

1. Link talent management efforts to the organisation's goals and objectives.
2. Create a structured performance management process that aligns individual efforts to organisational goals.
3. Recognise high performers.

Accenture says organisations with leading talent management programs see those programs as business imperatives with benefits that outweigh costs.

“Leaders get behind efforts that clearly state the problem that is going to be solved; propose an action plan; estimate the improvements that will be gained; clarify interim and long-term goals; and document what and how (that) will be measured.”

Leaders who are committed to training, for example, are said to see the long-term benefits of investing in employees' skills.

The *Adapting Leading Talent Management Practices to the Nonprofit Sector* report acknowledges that many not-for-profits responded to the economic downturn by ceasing hiring, decreasing salaries, reducing benefits and eliminating training.

But the report says that while research shows employees are understanding of short-term cost-cutting, they have high expectations for the future.

“Structuring performance management” means introducing initiatives such as providing high-performing employees with challenging work, providing other employees with training and mentoring and providing feedback or otherwise intervening where employees are not performing well.

“The first step in employee performance management is to cascade organisational goals down to each employee,” Accenture says.

“Set measurable goals for the overall organisation. Translate these into division, department and/or team goals and then individual objectives.

“In this way an employee will have a clear line of sight into what he/she contributes to achieve the organisation's mission.”

Accenture says the third piece of the puzzle, recognising the high performers, can be low-cost and quick. Suggestions include:

- Publicly acknowledging good work
- Framed certificates
- Rewarding someone with an internal leadership development program
- Providing them with mentoring from a senior leader
- Giving them the opportunity to attend an event or conference on behalf of your organisation
- Assigning them to a special project or taskforce.

The report gives special attention to diversity, which can include gender, ethnicity, age, religion, marital status, full-time versus part-time employees and people who work on-site and off-site.

Accenture says increased diversity can lead to increased profitability and productivity, because customers, clients and partners want to see diversity. Diversity must be ingrained, and not an ad-on program, and it must be measured.

“An organisation can have a diverse workforce but not leverage it; diverse talent is often lost due to lack of opportunity and visibility.

“Ensure that your diverse talent (gender, ethnicity, diversity of thought, religion) is engaged in important decision-making and strategic activities in the organisation on a continual basis.”

Read the full report [here](#).

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13. Board improvement through *Great Foundations*

A new book looks at how not-for-profit boards and executives can increase their organisations' effectiveness and resilience to external challenges.

Great Foundations: a 360° guide to building resilient and effective not-for-profit organisations – by board expert, management consultant, lawyer and long-time **Board Builder** contributor Catherine Brown – was launched in Melbourne last month.

Each chapter of the book sets out different aspects of not-for-profit organisations' operations, including:

- Group purpose;
- Strategic direction;
- Risk;
- Human resources;
- Fundraising;
- Marketing;
- Legal;
- Planning and evaluation.



Each chapter begins with one or a few short bullet point questions aimed at focussing readers' attention on specific topics for discussion. This is a useful tool for helping the reader work out what they should be looking for in each area, as well as how to improve their efforts in tackling specific issues such as risk, human resources management, compliance and planning for the future.

Importantly, each chapter concludes with a very practical checklist of tasks for the board and the CEO to complete in order to properly cover the topics raised in each chapter.

Board effectiveness questionnaires for each aspect of group operations are also included as appendices near the end of the book.

Future-proofing

The final chapter of *Great Foundations* examines how boards and the CEO can future-proof their organisation.

The concept, which Catherine Brown explored in some detail at Our Community's Board Builder conference last year, involves groups applying "the best practice in strategic planning, business planning, risk management and performance management so that the organisation can adapt successfully to new challenge and events as they arise". The book outlines four steps towards future-proofing:

1. Knowing your group's desired future;
2. Having confidence that you have the capacity – leadership skills, policy awareness, human and financial resources and business and program planning capabilities – to achieve your future;
3. Having confidence in your ability to adapt to challenges and opportunities;
4. Ensuring you have a system in place that enables the board and senior management to predict what could go wrong, and to manage risks.

This chapter also includes a case study outlining how one group overcame organisational fatigue to successfully rejuvenate itself.

To order a copy of *Great Foundations*, visit Catherine Brown's website: www.catherinebrown.com.au.

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14. Tips for sharing results and impacts

Not-for-profits must improve how they tell people about the impacts of their work, as well as of the successes brought about by supporters' donations, according to a new report from the UK.

Talking About Results from New Philanthropy Capital (NPC) analysed annual reports, impact reports and the websites of 20 of the UK's top 100 fundraising charities.

It found that while donors greatly valued information on how groups spent their donations and what they achieved, many organisations still missed opportunities to properly inform donors through their annual reports, websites and other documents.

Not enough tell of impact

According to the report, 90% of the groups surveyed were good at describing their outputs, or what they actually did. But only 41% successfully communicated their outcomes, or the changes they achieved in people's lives.

This was a problem both large and small charities struggled to overcome.

In addition, only 43% of groups showed how their achievements were related to their plans and mission, while 65% actually talked about the problems or needs their group was addressing.

"When surveyed, donors consistently say that the two most important factors in trusting charities are how the money is spent and what it achieves," the report stated.

"For 'informed donors', annual reports, annual reviews, impact reports and websites will be their first port of call to find out what they want to know. If charities are not communicating their impact in these materials, donors will look elsewhere for those that are.

"NPC believes the informed donor will become increasingly important. Those that equip themselves now to communicate with these donors will be better prepared to compete."

Measuring outcomes – five key steps

To overcome the challenge of measuring outcomes and impacts, *Talking About Results* provides five questions groups can ask themselves.

- 1. What is the problem we are trying to address?** To help those reading your reports it is important your group presents its work in the context of the problem or issue you are trying to address.
- 2. What do we do to address it?** Once you have described the problem, you should clearly explain what you do to create social impact and improve people's lives. According to NPC, groups should provide a "coherent narrative spanning mission and vision, through to a breakdown of activities".
- 3. What are we achieving?** A group's results – the changes its work brings about in people's lives – should be central to its reporting. This should start with talking about what is produced or delivered (outputs) but must then describe what is actually achieved (outcomes and impact).
- 4. How do we know what we are achieving?** Evidence must be provided to back up claims of produced outcomes. And to go one step further, groups should explain how they are measuring impact in order to engage stakeholders. Even if readers don't actively seek detailed evidence of impact, knowing it is there is vital to building relationships with donors.
- 5. What are we learning, and how can we improve?** The final important thing to demonstrate to donors is how your group has responded to what it has learned in order to improve its efforts.

The full report also includes case studies and examples of how other organisations have worked to improve their reporting. To view the report, visit: <http://tinyurl.com/345fcsr>. Free registration is required.

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15. Act now to take advantage of GiveNow Week opportunities

A multitude of community groups, businesses, MPs and individuals are starting to roll out GiveNow Week activities – don't miss your chance to get involved!

GiveNow Week will take place around the country from November 29 to December 5.

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.



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

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

1. 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.



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.givenow.com.au/listyourcause.

4. Distribute (and use) 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 2010 guide will be able to be downloaded from the GiveNow website in coming weeks.

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16. Community Sector Briefs

Call for national plan to strengthen community connections

Neighbour Day founder and 2010 Kookaburra Award winner Andrew Heslop says developing strategies to engage communities throughout the year will reduce opportunities for crime.

He has called on governments and corporations to fund strategies for encouraging neighbours to get together, after the New South Wales Liberal Opposition said that if it was elected it would require every police Local Area Command to have a Neighbourhood Watch Group, and that it would pilot online Neighbourhood Watch groups.

“Rather than just concentrate on crime there needs to be wider government and corporate funding to develop strategies to engage communities all year round,” Mr Heslop says.

Mr Heslop says Neighbour Day has thus far been funded entirely from his own salary and savings. The organisation is run after hours and on weekends, which he says makes searching for extra funding difficult.

Mr Heslop was unable to attend a global Neighbour Day meeting in Paris earlier this month, because appeals for sponsorship were unsuccessful.



Transparency Awards closing on Friday

Registrations for the 2010 PricewaterhouseCoopers Transparency Awards close **tomorrow**, October 29.

The annual awards aim to showcase the best of the sector's reporting efforts, as well as promote high quality transparent reporting among not-for-profits.

The awards have been expanded this year, with a new award category for groups with revenue less than \$A5 million.

The award categories are now: (1) Groups which generate less than \$A20 million revenue; and (2) Groups which generate less than \$A5 million revenue.

The winner and runner-up in each category receive \$20,000 and \$10,000 respectively towards sending members of their organisations on training and development or study tours. For more information, or to register, visit: <http://tinyurl.com/2a4sano> by 5pm Friday.

Conversation, collaboration and community change

Author and internationally recognised community builder Paul Born will hold a series of workshops across Australia and New Zealand during November, in association with the Bank of I.D.E.A.S.

The one-day interactive workshops – *Conversation, Collaboration and Community Change* – aim to fuel “community conversations” that result in social and economic change.

They will also involve exploring and sharing experiences, methodologies and tools regarding:

- Ways communities are leading powerful conversations for change;
- Hosting strategic conversations and attracting the right participation;
- Advancing your community’s agenda with innovative mobilisation techniques; and
- Embracing the power of citizen engagement and multi sector collaboration.



The events cost \$285 and will be held in Melbourne, Adelaide, Perth, Sydney, the Sunshine Coast and Auckland between November 3 and 17. [Click here](#) for more information or to book.

Westpac Foundation gets \$20 million boost in preparation for relaunch

Westpac has announced a \$20 million capital boost to its Foundation, money that will be invested so that income generated can be used to extend the Foundation’s work to create and sustain social enterprise in disadvantaged communities and help the families of deceased or retired Westpac staff in financial hardship.

The Westpac Foundation responds to the needs of disadvantaged communities through programs directed toward early intervention. Priority is given to proposals that are innovative and focus on addressing the causes of problems.

Since 1999, more than \$20 million has been awarded in grants from the Foundation to more than 100 organisations, along with training workshops around project design and evaluation, financial management, planning and accounting.

“The Westpac Foundation has built a strong reputation and profile as one of Australia’s leading and innovative foundations,” said Westpac Group chief executive officer Gail Kelly.

“Our approach to funding projects provides not just dollars, but builds ongoing relationships to enhance the longer-term sustainability and effectiveness of the many organisations the Foundation supports.”

The Foundation plans to review its work before a relaunch planned for early next year.

Making boards great

Brisbane-based organisation BoardConnect will stage a three-day symposium – *The High Performing Board – Making Good Boards Great* – starting on November 4.

Aimed specifically at board members and senior staff of not-for-profits – in particular arts organisations – the symposium will feature a *range of workshops, discussions and addresses*.

Speakers include:

- Tim Cox, Chair of Bell Shakespeare, previously Chair of the Australian Ballet and founding Chair of the Australian Major Performing Arts Group;
- John Reynolds, retiring Chair of Arrow Energy;
- Des Power, Chair of the Asia Pacific Screen Awards and ex-Chair of both Queensland Events and Screen Queensland.

For more information, contact Kirsty Veron at BoardConnect on (07) 3891 2599 or visit the website: www.boardconnect.com.au.

Responses sought to volunteering survey

Volunteering Australia's 2010 National Survey of Volunteering is now open, with volunteers, board members, not-for-profit CEOs and those in charge of corporate volunteering urged to respond.

The annual survey aims to identify issues affecting volunteering in Australia, as well as explore possible solutions.

The survey will remain open until November 12, with a summary of results released on International Volunteers Day on December 5.

[Click here](#) to complete the survey.

Australian Community Sector Survey

Community services organisations are urged to complete the Australian Community Sector Survey, which is open until December 3.

The Australian Council of Social Service (ACOSS) says the survey provides an important snapshot of how disadvantaged Australians are faring and is a powerful means of highlighting to government and media the issues facing community services.

The survey should be completed by non-government, not-for-profit organisations providing services directly to the public.

[Click here](#) to take part.

Tax Office support for community groups

The Australian Taxation Office (ATO) is investigating how it can make its website easier to navigate and how to market an information line for not-for-profits in light of feedback received from the sector.

Over the past nine months, the ATO has been telephoning some newly registered not-for-profit organisations to help them "better understand their obligations and entitlements". Issues discussed include income tax exemption, deductible gift recipient status and goods and services tax obligations.

Feedback received from participating organisations indicated that while they were very grateful for the education initiative, they thought a follow-up email detailing information discussed would be useful, and the website needed to be more user-friendly.

The ATO said many organisations were not aware there was an information line for not-for-profit organisations: 1300 130 248.

The ATO webpage devoted to not-for-profit issues can be found at www.ato.gov.au/nonprofit, where you can also sign up for email updates on relevant tax issues via the Non-Profit News Service.

Governing Shared Facilities

Community groups responsible for the governance of facilities shared with other groups or the government have a new resource in the Department of Planning and Community Development's *[A Guide to Governing Shared Community Facilities](#)*.

The guide is intended to be particularly useful for those who have not governed such facilities in the past, although it acknowledges that no two facilities are the same, and that the issues addressed will not necessarily be relevant to every facility.

It uses public participation as a guiding principle and breaks shared facilities management down into five key elements: facility vision and type; size and catchment; governing bodies; facility maintenance; and operations and integration.

Social Procurement Guide

Meanwhile, Victorian councils are being encouraged to help address complex community challenges and build strong communities with the release of a social procurement guide.

The Victorian Department of Planning and Community Development produced the guide to assist councils in addressing the third element of a triple-bottom-line (economic, environmental and social) approach to procurement.

“The opportunity for councils to use procurement to deliver these objectives has been increasingly recognised in the areas of economic and environmental management,” the guide says.

“However the third element of the triple-bottom-line approach to procurement – achieving social objectives – is often underdeveloped.”

Social Procurement: A Guide for Victorian Local Government presents different approaches to social procurement, and considers planning, legal requirements and developing a business case.

The potential benefits of social procurement are said to include increasing employment opportunities and reducing crime in communities, improvements in supplier quality and reduced costs associated with improved competition.

Potential costs listed are staff time and resources, short-term increased cost of procured services and increased monitoring and evaluation costs.

Comments sought on changes to GST legislation for NFP sub-entities

The Australian Tax Office and Federal Treasury have released draft legislation aimed at improving the administration of the GST law “as it relates to the running balance account and non-profit sub-entities”.

The legislation – available for download and viewing via <http://tinyurl.com/26j8nhq> – is aimed at implementing recommendations put forward in the Board of Taxation’s review of the legal framework for the administration of the GST.

The amendments will ensure that non-profit sub-entities are able to access the GST concessions available to their parent entity. Currently the law does not specify this being the case. Public comments on the planned changes closed on October 27.



THUMBS UP: Community groups win gongs in Employment and Inclusion Awards

Community-based organisations were well-represented in this year’s Diversity@Work Employment and Inclusion Awards, with Psychiatric Rehabilitation Australia winning the Employment and Inclusion of People with a Disability category, and Marist Youth Care commended for Employment and Inclusion of Indigenous Australians.

The [Marist Youth Centre](#) helps at-risk young people, and [Psychiatric Rehabilitation Australia](#) provides community-based support for people with “psychosocial disadvantage or psychiatric disability.”

The Hunter and New England Area Health Service was also commended for its employment of Indigenous Australians.

The University of Queensland won the award for the Employment and Inclusion of Gay, Lesbian, Bi-Sexual, Transgender and Intersex people.

Two councils also won awards: Brisbane City Council for Today’s Youth – The Future of Tomorrow and the City of Whittlesea for Organisational Diversity Laureate.

Diversity@Work says the Organisational Diversity Laureate is a prestigious award for those organisations that have holistically embraced diversity and inclusion. General manager Donna de Zwart said the biggest change the organisation had seen over the past 10 years was in organisations understanding that diversity is not just a human resources strategy, but an important business differentiator.

“The awards celebrate the growth and development of those organisations who have truly embraced diversity and inclusion in the workplace,” Ms de Zwart said.

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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)

Australian Capital Territory

| Job Title | Organisation | |
|---|--------------------------------------|-------------------------|
| Home and Community Program Manager (HACC) | Gungahlin Regional Community Service | Details |

New South Wales

| Job Title | Organisation | |
|--|--------------------------------------|-------------------------|
| Regional Arts Development Officer- Western Riverina Region NSW | Western Riverina Arts | Details |
| Chairperson - NSW | Myeloma Foundation of Australia Inc. | Details |
| Indigenous Technical and Design Theatre Professional Development Program | Urban Theatre Projects and Belvoir | Details |

Queensland

| Job Title | Organisation | |
|-----------------------------------|----------------------|-------------------------|
| Managing Director | Reef Check Australia | Details |

Victoria

| Job Title | Organisation | |
|--|--------------------------------------|-------------------------|
| Community Engagement Coordinator, Saver Plus | The Brotherhood of St Laurence | Details |
| Business Development Manager | Stride Foundation Limited | Details |
| Bookkeeper/Administrator | Lord Somers Camp and Power House | Details |
| Relationship Manger | ReLink Australia Inc | Details |
| Company Secretary | Myeloma Foundation of Australia Inc. | Details |
| Flexible Business Development Project Worker | Kensington Neighbourhood House | Details |
| Coordinator, Memberships and Volunteers | Mental Illness Fellowship Victoria | Details |
| Marketing and Fundraising Manager | Ardoch Youth Foundation | Details |

Western Australia

| Job Title | Organisation | |
|---------------------------------------|---|-------------------------|
| Treasurer (Voluntary) | Western Australian Association of Toy Libraries | Details |

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)

Australian Capital Territory

| Job Title | Organisation | |
|---|---|-------------------------|
| Fundraising Committee Chair | Technical Aid to the Disabled (ACT) Inc | Details |

New South Wales

| Job Title | Organisation | |
|--|---|-------------------------|
| Treasurer, Secretary, General Board Member | Cumberland Women's Health Centre Inc. | Details |
| General Board Member | Good Environmental Choice Australia Ltd | Details |

South Australia

| Job Title | Organisation | |
|-------------------------|--------------|-------------------------|
| Auditor | SANDS SA INC | Details |

Victoria

| Job Title | Organisation | |
|--|---------------------------------------|-------------------------|
| General Board Member | Richmond Community Learning Centre | Details |
| General Board Member, We are seeking to appoint 3 new Board Members (due to impending retirements) | Cara | Details |
| General Board Member, and sub committee member | Statewide Autistic Services Inc. | Details |
| General Board Member | Whitehorse Community Health Service | Details |
| General Board Member | Molly's House Inc | Details |
| General Board Member, Board appointed - independent member | Australian International Shooting Ltd | Details |

Western Australia

| Job Title | Organisation | |
|---|--------------------------|-------------------------|
| Treasurer, General Board Member | Friends of L'Arche Perth | Details |

www.ourcommunity.com.au/boardmatch

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.

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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** - 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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