

# Our Community **MATTERS**

Your community knowledge bank helping groups survive, improve, grow and innovate



## Resources, News, Innovations and Tips on:

- ✓ Funding, Finance & Membership Management
- ✓ Leadership & Advocacy
- ✓ Management & Training
- ✓ Marketing & Media
- ✓ Boards, Committees & Governance
- ✓ Community & Business Partnerships
- ✓ Insurance & Risk Management

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## 1. Community View: Past Lessons & New Beginnings



Rhonda Galbally  
CEO

When, in the fourth program in their ABC series, The Choir of Hard Knocks got up there under the direction of Jonathon Welch and belted out their signature tune Hallelujah, I cried.

Lots of us did, of course; lots in the audience, some in the choir itself, lots of us out there in the livingroom.

The Choir, as you probably know, is largely made up of homeless and disadvantaged people, struggling with learning to arrive at harmony not only in their music but also in their lives.

Their titanic achievement was to get there on the stage, singing their hearts out, to be able to show us all what we'd so often ignored or walked past with our head averted – their humanity, their capacity.

I cried in happiness for them and in pain for myself, and my country.

And I thought a little, and not just because it's my job, about how talented the community sector is.

It's a hard world out there, for many homeless people: grim, stressful, unsympathetic, and unforgiving. Many community groups do what they can, but it's difficult – so many problems, all coming at once, so little in the way of resources.

Here, if anywhere, we needed new ideas, new approaches, and new beginnings. And here we got them. The Choir was an idea that did what all great notions are supposed to do – lots of things, including personal development for the participants, fundraising for the cause, and publicity for the situation.

The Choir showed that there is an audience out there for causes that are often seen as unsaleable or unappealing. It showed that the best projects find their solutions in the talents and personalities of the people they are intended to serve. It showed that commitment and enthusiasm could recruit the attention of the otherwise intolerant and stigmatising Australian media and propel its members into becoming a household word.

The Choir's incredible journey had in some ways made it too big for its beginnings, and to remove the difficulties most of the members of the Choir of Hard Knocks that we got to know through the TV series have now reformed themselves, with Jonathon, into the Choir of Hope and Inspiration.

And we've got them! Their first outing under their new name will be at the Communities in Control Conference on June 16, embodying everything about the conference that makes it such a wonderful blossoming experience.

And Jonathon Welch will be speaking as well as conducting.

I bet I cry again.



## 2. Steady as she goes for community in Federal Budget

This year's Federal Budget carries no surprises for the community sector, largely because the Government is still up to its knees in incomplete inquiries.

The Government hasn't, for example, come to any conclusion on the difficult issue, covered in several recent cases, of whether charitable organisations should be able to run businesses for a profit whilst enjoying various tax concessions; that will have to wait – “the Government intends to await the outcome of the Henry review into Australia's future tax system and the Productivity Commission's inquiry into the contribution of the not-for-profit sector before responding”.

A few lucky organisations have been added by name to the list of deductible gift recipients, and the Government intends to balance the scales by instituting triennial reviews of the four deductible gift recipient (DGR) registers to “bring ... the registers in line with that of other organisations ... that are endorsed and accountable to the Australian Taxation Office”, or, more specifically, to weed out imposters and achieve “an ongoing unquantifiable but small increase in revenue”.

For those who've lost count, the four registers cover cultural organisations, environmental organisations, harm prevention charities and overseas aid organisations.

- The Register of Environmental Organisations can be found on the Department of the Environment, Water, Heritage and the Arts website at [www.environment.gov.au](http://www.environment.gov.au).
- The Register of Cultural Organisations can be found on the Department of the Environment, Water, Heritage and the Arts website at [www.arts.gov.au](http://www.arts.gov.au).
- The Register of Harm Prevention Charities can be found on the Department of Families, Housing, Community Services and Indigenous Affairs website at [www.fahcsia.gov.au](http://www.fahcsia.gov.au).
- The list of developing country relief funds on the Overseas Aid Gift Deduction Scheme can be found on the AusAID website at [www.usaid.gov.au](http://www.usaid.gov.au).

The latest update shows that the Tax Department has approved 11 organisations as DGRs; by contrast, 105 have obtained DGR status through the registers.

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## 3. What role for profits in a not-for-profit world?

In a recent edition of her weekly column, Our Community CEO Rhonda Galbally put the spotlight on the issue of profits as they exist in a community group context.

“One thing that I have been noticing lately is a slight state of confusion in some quarters around what profits mean in a not-for-profit or community group context,” she wrote.

“Being a not-for-profit community group does not mean that your group can't make a profit. It means what it says – you're not doing this for the profit. The profit is just incidental to carrying out your goals.”

All the money you raise as a community group needs to be ploughed back into the work you do – not distributed to members.

“That's what 'not-for-profit' means – no dividends. And that's pretty well all it means,” she wrote.

“What it absolutely doesn't mean is that a community group can't run an operating surplus. You want to run an operating surplus. You **need** to run an operating surplus.”

Rhonda's column pointed to some of the unique pressures that arise within a not-for-profit context, among them:

- **Pursuing diversity.** It's not always clear what will be the best route to the funds you need. Securing sponsorships, bidding for grants and holding fundraising events from chook raffles to black-tie balls are all in a day's work for community groups. Fundraising diversity is the key to sustainability.
- **Balancing entrepreneurship with responsibility.** Community organisations are facing increasing pressure to become self-sustaining through investments and social enterprises. At the same time, because they are working for the good of society, they can face harsh criticism when they do venture into the money-making arena. Something as simple as charging admission to a function can provoke a backlash.
- **Accounting for funds.** While businesses may be subject to strict financial reporting rules, that's nothing to the standard reporting requirements for community groups – not only must they report to government bodies on their financial health, funders, sponsors and donors often place additional strict conditions on how their money is used and accounted for.
- **Managing unpaid labour.** Most community groups have access to the benefits of unpaid labour. While this can be a boon (every cent you don't pay on staff costs is another cent that can be used for your mission), it can also bring challenges – volunteers have to be recruited, training, monitored, insured and thanked.

“However you resolve these tensions in your own community group, be sure to keep your eye on the prize – serving your members, providing your unique services, and working to create a better world,” Rhonda wrote.

#### ► **Weekly column, home-delivered**

Rhonda's weekly column is provided free to newspapers and community groups, providing a regular 500-word view of all aspects of running a community group.

Recent columns have looked at topics from assessing board effectiveness to combating giving fatigue to compiling a media kit, improving your environmental credentials, and preventing fraud.

Rhonda's columns are delivered via email weekly (usually on Friday mornings), and can be distributed and reproduced in your own newsletters if you wish.



**If you would like to join the mailing list to receive Rhonda's weekly column, please email your name, email address and a contact phone number to [kathyr@ourcommunity.com.au](mailto:kathyr@ourcommunity.com.au)**

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## 4. Back to Basics: Tips for choosing software for your community group

Choosing software for your community organisation can seem fraught with danger. After all, this choice is going to be with you for the next eight to 10 years.

Everyone making this type of decision has in the back of their mind the fear that they're going to make a mistake and buy the wrong thing. It is a major commitment and once you invest, it's pretty tough to turn around.

A survey conducted by the Gartner Group on project decision and evaluation criteria found that support, strength of company and relevant experiences and references accounted for 40% of a purchase decision. Product and price accounted for only 35%.

Yet most community groups only look at product and price and leave all the other stuff out. And first-time buyers tend to always go for price.

There's no point finding a really inexpensive hosted product if you get a different picture when you start looking at the total cost of ownership over the life of the software. Most community organisations don't think in terms of 'return on investment' but any good software provider company is going to help you look at that and help you understand what you're purchasing.

Many organisations only focus on feature, functionality and price the first time around; they see a product and get caught up with the cool things. After going through a couple of years of bad implementation and a product that doesn't do what they thought it was going to do, a lot of them do come back and re-evaluate in a different way.

What you're looking for in a software provider is a company that can step up with a product that not only will fix that one problem that your group has, but the problems you have no idea are out there.

There are a number of ways you can choose the software that's right for you. Some organisations opt to do it themselves while others will engage an industry consultant to help them.

Be warned though that the latter can be detrimental to the selection process if they persist in keeping the vendor at arm's length from the client. What that does is eliminate any chance the client has to get to know the vendor. If they come in, do a demo and leave you with reading materials, what chance do you have to get a sense of personality? You're looking to make an eight to 10-year commitment but do you like these people? Do you want to be hanging out with them? Do you want them in your office working with you?

Regardless of whether you go through a consultant or try and select a product yourself, you need to let the vendor spend time with your team, interview them and understand your processes. Then when they come back and do their presentation, they're going to understand what you're trying to accomplish as an organisation.

Developing a solid selection process – with the opportunity every step of the way for either party to back out – is important.

And that's why those criteria like strength of company and support are so vital and need to be factored in. Measure the strength of a company by looking at its financial statements and talking to their clients.

- Are there clients using the product you're looking at?
- Was it installed on time and on budget?
- Is there a solid support and consulting team behind it?
- Once you've implemented and using the product, how is the company going to support you?

Finally, consider the product's future. What is the company trying to do going into the future? What you're seeing right now from a product standpoint is what they have today but what they're working on right now is two years away from coming onto the market. Ask where they are going with the product, what technologies they are bringing on.

The irony is that in spite of the continuing huge changes in the rate and scope of technological change – social networking, web-driven applications – the process of selection has been around for years and should always be there.

Yes, community organisations are not like ordinary commercial enterprises. They're very consensus driven and their business needs are different. They're looking for ways to drive their mission. They're not looking to drive more widgets and get more widgets out at a cheaper cost. They're concerned with serving their constituents in a better way and they have to be able to deliver on that.

And that's what I love about working with community organisations: they're all about people and connecting and networking. They believe in what they do. It's all based on reputation and you have to be able to get out there and be with people. If a good software fit can free them up to do more of that, I think that's a win-win.

**“You're looking to make an eight to 10-year commitment but do you like these people? Do you want to be hanging out with them?”**

**David Riffle is a regional sales director who has more than 16 years of experience in working with not-for-profits. His primary focus is to provide sales and marketing support to ASI's partner channel and direct sales representatives. Visit [www.advsol.com](http://www.advsol.com)**

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## 5. Negotiating the Global Financial Crisis

It will not have escaped anyone's notice that the economic picture is cloudy.

You can take your choice on the Business pages of the papers between different experts predicting an upswing, a plateau, or a downswing. Things are no clearer in the community sector.



The US Foundation Center has just released an encouraging analysis of international grantmaking for 2009 and beyond (International Grantmaking IV: An Update on U.S. Foundation Trends) that finds despite the global economic downturn, the “prospects for international giving in the near term are less pessimistic” than many had anticipated. Almost half of foundations expect to increase their giving in 2009, and only 7% will reduce it.

Within the country’s borders, however, where the influence of the mega-charities such as the Gates Foundation is less marked, the picture is darker. Another Foundation Center report says foundation giving is expected to drop in the range of the high single digits to low double digits in 2009, and close to half of surveyed foundations predict reductions in the number and size of their grants. Some 43% of surveyed foundations expect to reduce the overall number of grantees they fund in 2009, and 46% anticipate decreasing the number of new grantees they will fund. And another study showed that direct response fundraising fell by an average of 3.3%.

Across the pond in England, times are so tough that some organisations want the Charity Commission to impose a ban on fundraising by any organisations that actually have money. The theory is that this will free up funds to go to the charities that are at risk of going under. This is very unlikely indeed to be approved, but the fact that it is being raised at all indicates how much pressure groups are under.

Here in Australia, the collapse in stock prices is really beginning to bite. The not-for-profit group Vision Australia, which provides free services to blind people, has announced that it’s lost \$13 million in income in the past six months and has to sack 130 staff, many of them blind or vision-impaired themselves. Three regional offices will be closed.

Vision Australia chief executive Gerard Menses told the ABC's *PM* program that “We get most of our income from our investments and bequests ... Like the rest of the world, our investments and bequests have been significantly impacted by the economic climate so we’ve had to take corrective action to maintain services.”

Mr Menses adds that the job losses are the “tragic human cost” of difficult decisions made in response to the economy. Vision Australia says it will be working with those made redundant to find other jobs, but “I think we have to say in the current climate, those prospects are grim,” he said.

Vision Australia’s problems, though, do not seem to be characteristic of the sector as a whole. Belts are being tightened till the pips squeak, certainly, but wholesale layoffs are still thankfully rare. It still seems possible that Australia will get through the slump without catastrophic damage.

“Across the pond in England, times are so tough that some organisations want the Charity Commission to impose a ban on fundraising by any organisations that actually have money.”

For 20 years, the war of 1914-18 was called “the Great War.” Then it had to become “the First World War”. Here at Our Community, we’re not going to start really worrying until we hear someone call the 1929-1938 unpleasantness “the First World Depression”.

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## 6. Community groups lag behind on performance measures – survey

Not enough not-for-profit boards have a commitment to effective performance measures, nor take appropriate action when they don’t meet their own performance measures, according to a new survey of Australian and New Zealand organisations.

The survey – *Organisation Performance: A Board Perspective* – was compiled by Board Benchmarking and InSync Surveys and drew on the views of 625 directors from 79 Australian and New Zealand boards.

Fifty-three percent (or more than 325) of the directors involved in the survey came from not-for-profit groups.

Some of the findings were worrying:

- When responding to the statement: “Our board encourages a strong culture of organisational performance”, only 46% of not-for-profit respondents agreed. Forty-eight percent gave a neutral response, while six percent actually disagreed.

- Only 60% of not-for-profit directors agreed with the statement: “Our board and management have a shared commitment to the actual measures used for organisation performance”. Thirty-seven percent were neutral in their response.
- Forty-five percent of not-for-profit directors agreed with the statement: “Our board takes appropriate action when performance measures are not met”, while 50% provided a neutral response.
- Just 41% of not-for-profit directors agreed their organisation had “an effective performance management system with agreed accountabilities”.

Most disturbingly, not-for-profits trailed well behind their for-profit counterparts in the four areas outlined above – each time by seven percentage points or more.

“Boards seem to have a long way to go in ensuring high standards of organisation performance are met,” the report stated.

Survey authors suggested a framework for an effective performance management system should:

- Include key performance indicators (KPIs) that are aligned to the organisation’s strategy and business plans and which are appropriately cascaded down through the organisation.
- Appropriately encourage, recognise and reward good individual performance.
- Include appropriate team and organisation KPIs and have an appropriate balance of financial and non-financial KPIs with a mix of leading and lagging orientations.
- Be transparent, easy to use and its use timed appropriately during the annual cycle.
- Be used constructively with a view to ongoing individual development.

The full survey can be downloaded [here](#), while an associated InSync/Board Benchmarking survey, examining CEO performance and remuneration, can be downloaded [here](#).

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## 7. Top tips for reporting

A new report from the Institute of Chartered Accountants in Australia (ICCA) provides a handy list of recommendations to help community groups improve their financial and annual reporting.

The *Enhancing Not-for-Profit Annual and Financial Reporting* report looks at ways groups can ensure their general financial reporting is transparent and of the highest quality.

It also provides guidance on how to show “effective financial and strategic leadership” in the current economic climate. Five key areas it identifies are:

- 1. Understand key risks and impacts.** Your group should be clear on how the downturn is, or will, affect it. You should evaluate activities in relation to your goals and objectives and in the light of the current economic situation – for example, have you started on any activities during “good times” which are not central to your work, and which could be deferred or stopped now? Also, plan for different scenarios reflecting the impact of the downturn and determine actions early.
- 2. Cash flow management.** Make sure your group’s working capital is healthy. And if your group has a policy to hold cash reserves equal to a number of weeks’ operating costs, think about if it will be enough to cover the possibility of reduced fundraising. It is a good idea to also re-examine funding or financing exposures, as well as assess your going concerns and protecting liquidity.
- 3. Reliable measurement of performance.** Groups should monitor their performance against clearly defined financial and non-financial key performance indicators and report performance to staff, volunteers and external stakeholders.
- 4. Manage costs.** Groups can maintain the efficiency and effectiveness of activities and programs by focusing on enhancing performance, improving outcomes and reducing complexity.

5. **Value resources.** Ensure you continue to have clear communication with employees, volunteers and stakeholders.

The report also includes a comprehensive list of recommendations aimed at enhancing both annual and general financial reporting in the sector.


For annual reporting, a number of recommendations are very straightforward – for example, providing more information about your group’s future plans, objectives and strategy in order to help readers understand the context of a group’s annual report and improve its readability and transparency.

Other recommendations look at how improvements can be made when reporting in areas such as:

- Funding and funding streams;
- Risk management;
- Relationships with stakeholders;
- Investments;
- Outputs, outcomes and impacts; and
- Environmental reporting.

When it comes to financial reporting, recommendations concentrate on seven areas:

- Ensuring special purpose financial reports meet stakeholder needs;
- Segmenting reporting;
- Recognition of grant revenue;
- Goods and services for no consideration;
- Inventories for distribution;
- Economic dependence; and
- Investments.

 The full report can be downloaded [here](#) (or hold on for the next edition of the *Board Builder* newsletter, which will examine the report’s recommendations in more detail).

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## 8. Behold the power of Our Community training!

Our Community, through our training arm (the Australian Institute of Community Practice and Governance), provides accredited training, half-day workshops and conferences designed specifically for the staff, volunteers, board/committee members, and supporters of Australian community organisations.

Our thanks to a recent participant in some of our training programs, Peter Jeffery from Future Employment Opportunities in Bendigo, for his feedback (and his permission to publish it here).

Peter writes in an email to Our Community following a training program delivered by Patrick Moriarty:

*Recently, I attended another of your seminars at the Bendigo East Hall. I had a bad dose of the flu, but decided to stay and listen to another presentation of yours knowing that you presented well.*

*“I found that you had developed information and points that were refreshed and discussed with the group, providing new perspectives and ideas.*

*“I thought it appropriate to quickly send you another token of appreciation via this email.*

*“I would also like to provide you with some more in depth feedback from someone who has applied your principles methodically.*



*“New to my role with a non-profit organisation in August 2007, I was relatively ignorant to funding application procedures and processes. From the time of your seminar on the April 18, 2008 I have applied what I have learnt; these are the results:*

- *Regional Achievement and Community Awards – 3<sup>rd</sup> (no prize)*
- *Bendigo Business Excellence Awards 2008 – Successful recipient of “Not For Profit of the Year” and “Environmental Award”*
- *New Workforce Partnerships Program – Successful application (\$120,000)*
- *Volunteers Grants – Unsuccessful*
- *Community Grants – Unsuccessful*
- *Sustainability Victoria Grants Fund – Successful application (\$53,000 for “FanPlastic”- plastic recycling program and sale of recycled plastic products)*
- *TradeStart – Successful application (\$45,000 for youth engagement and prevention program involving steel fabrication and partnerships with industry, plus another application pending)*
- *Experience Counts – Pending application (\$100,000 for 55+ Aged employment assistance program).*

*“Great results in my opinion – without doubt due to your influence.*

*“These grants have helped many people beyond our organisation and helped shape our community. I think you know the ripple effect I mean.*

*“Thanks again for your daily efforts – I hope you receive more praise from appreciative people.”*

Thanks for the feedback, Peter.

Our Community training covers all aspects of running a community organisation, from fundraising to marketing to governance. There are a number of exciting new opportunities coming up soon. For more information, including details of upcoming events, visit [www.ourcommunity.com.au/training](http://www.ourcommunity.com.au/training).

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## 9. COMMUNITY CLASSIFIEDS – Notices, Offers, Awards, Giveaways & Tips

### **TO GIVE AWAY: School Uniforms (Sydney)**

A school in Neutral Bay, Sydney, has around 70 navy blue girls’ heavy weight tunics to give away. The tunics are all second-hand but in great condition.

There are no emblems on the tunics, which range in size from 6 to 12. A large number of light blue shirts are also available.

If you can use the uniforms, please contact Leslie Wait via email to [lesliew@aapt.net.au](mailto:lesliew@aapt.net.au) or telephone 0416 278 547.

### **WANTED: Phone Book Deliverers (eastern states)**

NDD employs a number of community organisations across the eastern seaboard of Australia to help distribute phone books and is looking for more groups to sign on as deliverers.

The company uses hundreds of owner-drivers and community groups each year to deliver White Pages and Yellow Pages telephone directories. Deliverers are paid a per-book rate.

The company has also recently introduced prize money of \$10,000, which will be distributed early next year between the three of the community group distributors that are judged the most efficient (\$5000 for the first prize, \$3000 for the second prize and \$2000 for the third prize).

To find out more about what’s involved in becoming a deliverer, go to [www.ndd.net.au](http://www.ndd.net.au) and watch the video posted in the link towards the bottom of the home page.

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# Little things getting on top of you?



**Come and recharge at the  
Communities in Control Conference**

MELBOURNE, 15 & 16 JUNE 2009

BOOK: [www.ourcommunity.com.au/cic2009](http://www.ourcommunity.com.au/cic2009)

## 10. TOP SIX ways community groups can help streamline grants processes

Our Top Six this month comes from a new report by American group Project Streamline, which is working to find ways to cut red tape from grants processes.

Project Streamline spoke to more than 1000 grantmakers and grantseekers to discuss the findings from its report, *Drowning in Paperwork, Distracted from Purpose*, coming up with six ways grantseekers can contribute to streamlining application and reporting processes:

- 1. Research before applying.** Carefully read guidelines and application instructions provided by the funder as well as a grant lists to gauge appropriate request amounts and the likelihood of fitting within funding priorities. It is a waste of both the grantseeker's and grantmaker's time to prepare, review, and respond to grant proposals that don't fit priorities. Including information not requested by the grantmaker can also waste time and resources. Grantseekers can instead post these items on their websites, so that funders can find them there if needed. Grantseekers can also utilise letter-of-intent processes, eligibility quizzes, and ... listings [such as EasyGrants] in their research.
- 2. Ask questions.** Many grantmakers are responsive to questions about funding priorities and processes. This can include requests to submit a different proposal or budget format than requested by the funder. A five-minute conversation or quick email can save both parties a lot of time in proposal preparation. In addition, grantseekers may get some insight into the decision to decline a request through a phone call, though many funders are unable, due to time constraints, to provide detailed reasons for declined requests. Grantseekers should recognise such calls as an opportunity to learn more about how the decision was made and not as an offer to appeal the decision.
- 3. Review agreement terms before signing.** Grant agreements are legal documents that both parties are expected to honour. Grantseekers need to make sure they clearly understand the terms, when reports are due, and what notifications they are required to give if problems arise. If the grant period, reporting schedule, or reporting format will add a burden to their organisations, grantseekers should push back and suggest a reporting method and timeline that works best for them. Many grantmakers will be flexible on the terms and requirements if asked.
- 4. Keep good records.** Create a system and archive for tracking proposals that have been submitted, due dates for grant reports, and other funder requirements. This tracking system and archive should be accessible to multiple people in the grantseeker's organisation to ensure that information won't be lost in the event of staff turnover.
- 5. Make information as accessible as possible.** Grantseekers can post common grant application information (e.g. organisation history, mission, staff bios, budget, and financials) on their websites so funders can easily access it if needed. All key files should also be in PDF format so grantseekers can send them immediately upon a funder's request.
- 6. Incorporate application and reporting costs into your budget.** These staff and supply costs are real operating or program costs and should be considered by funders as they are evaluating proposals and determining grant amounts.



For more information about Project Streamline go to [www.projectstreamline.org](http://www.projectstreamline.org)

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## 11. Talking Finances ... by Westpac Head of Community Markets, Vanessa Nolan-Woods

Having a solid accounting system is the foundation of any working organisation.

However small and informal your group's system might be, everything has to add up. You have to keep records on paper of every dollar going in and out.

If you're a large community organisation you'll be required to have your accounts audited, and the auditor is going to need those bits of paper; if you're smaller (how small exactly varies from state to state) you don't have to go to the expense of an auditor, but you'll need those bits of paper more than ever to ensure you're on track.

The need for documentation doesn't stop there, either. Fill in as much detail as you can: write on the receipts you keep; use all the space on your internet banking forms to add identifying material; keep folders on each of your projects; print out your Excel budget spreadsheets as backup (there's nothing more dispiriting than realising that the funny noises your hard disc is making are the sound of every transaction for the past two years disappearing – the paperless office will have to wait for the crashless computer).

You have to keep a close eye on every transaction because you want to avoid surprises. Sometimes – **very** occasionally – a close look will show that someone in the organisation has been skimming. Much more often, the problem is that someone's made a mistake or a miscalculation – but mistakes can be just as damaging as deliberate fraud.

Any error you find when adding up the columns could be a pointer to a wider problem, and you need to get it sorted.

You need a full and documented accounting system, too, because the Treasurer may change overnight through accident, retirement, or new election, and the newcomer is going to have to be able to extract everything they need from the organisation's records.

Take the trouble to sort out your accounts, and give them the attention they demand.

**VN-W**

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## 12. Our Community Hero: Jonathan Johannessen

Our Community Hero for May is Jonathan Johannessen, General Manager at NSW Animal Rescue in Leppington, New South Wales.

Jonathan has been nominated by two of the other volunteer workers at the Rescue, Marilyn Piras and Lourdes D'Costa.

Marilyn writes:

“Jonathan is only 17 years of age but shows a maturity beyond his years in the tasks he has undertaken for the Rescue, which deals with special needs animals and seeks to rehome dogs and puppies that have been abandoned.

“He works tirelessly at the property and some of the tasks in his seven-days-a-week routine include:

cleaning the kennel areas, washing, grooming, feeding and administering the necessary medications for the dogs, fielding the many telephone calls and liaising with the volunteers and carers at the rescue, just to name a few.



“In addition, he has the responsibility of maintaining the grounds and making the environment both pet and people friendly and safe.

“This has involved building, painting, mowing and repairing.

“He has done courses to increase his knowledge and skills in the care of these animals and has developed a clear long-range plan for where he wants the Rescue to be in the future. He has developed induction evenings and documents for new volunteers and has addressed audiences at fundraising activities to explain the mission of the rescue.

“He is a most dedicated young man, who enthuses others around him.”

Lourdes adds:

“There is no task too big or small nor too difficult to complete. Jonathan has a very enthusiastic and positive attitude that is contagious when you are around him.

“He works endless number of hours and never complains or expects recognition for his efforts- his main focus and concern is always the well being and rehoming of the doggies.”

**Jonathan will receive a Community Heroes certificate, a selection of Our Community books and a 12-month subscription to a range of Our Community newsletters. If you would like to read about past Community Heroes, or find out how to nominate a Community Hero, visit [www.ourcommunity.com.au/heroes](http://www.ourcommunity.com.au/heroes)**

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### 13. Ideas You Can Steal: A penny saved is a penny earned

A large national grantmaking organisation has rewarded a laterally thinking South Australian scout group with a small grant that will help it to raise funds, raise awareness of the environment and reduce the group’s own energy and water consumption.

The group owns a hall with a 30-metre roof facing north-west and said in its submission to the grantmaker that it was paying about \$1600 a year for electricity.

Based on current usage patterns, the group calculated that if it could install a solar power system on the roof it wouldn’t have to pay for electricity and could actually make a small profit – freeing up at least \$1600 per year, or \$40,000 over the 25 years during which the system will be covered under warranty.

If you have a building you could hook up to solar and you would like to follow the scout group’s lead, there are two steps you need to take:

- 1. Do your homework.** Get your numbers together. Audit your current electricity usage and calculate the possible savings. Get a quote on an appropriate system.
- 2. Find the cash.** Check Our Community’s [EasyGrants](#) newsletter for an appropriate grant or subsidy program, or hold a special fundraising campaign.



For more money-saving and money-making tips, subscribe to Our Community’s Raising Funds newsletter – [www.ourcommunity.com.au/raisingfunds](http://www.ourcommunity.com.au/raisingfunds).

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## 14. Share the Knowledge: Help build the Policy Bank

We get a couple of calls a day from people wanting to know how to sort out a problem and wanting to know where they can look up the answer. Usually what we tell is to turn to their constitution, and if the matter's not covered there, to their policies.

And this is where the embarrassed shuffling of feet comes from the other end of the phone. "Oh ... we don't actually have any policies. We like to keep things informal." Fine, but you do realise that that's why you have a problem now?

If you adopt policies in advance you'll know exactly what to do when the contentious situation comes along. Furthermore, it's a lot easier to get people to decide rationally and without bias if you float policies in the abstract. Sorting out the right course when personalities and interests have become involved is a lot more messy.

Just to give your organisation a start, Our Community has developed a **Policy Bank** with a range of draft policies which you can adapt to your organisation's needs – policies on, for example, Sexual Harassment, Redundancy, Compassionate Leave, First Aid, Bullying, Board Attendance, Reimbursement of Expenses, and Acceptable Use of Computers.

We're adding more regularly – just last week someone was asking us for policies on delegation and intellectual property. If there's anything you're after that we don't feature, just let us know.

And, just as important, let us know if you do in fact have a full set of policies that you're very satisfied with.

Pass them along to us by emailing [kathyr@ourcommunity.com.au](mailto:kathyr@ourcommunity.com.au) and we'll put them up online for the information of the rest of the sector. Pass a favour forward, and if you discover a hole in your defences at some future time you may find that someone else has mailed in a patch.

## 15. Community Briefs

### Seeking notable community people

A reminder that we are seeking your contribution to the Notable Community People section of the Photo Bank – [www.ourcommunity.com.au/photobank](http://www.ourcommunity.com.au/photobank)

We want to see the faces of the people who represent your group or community – your CEOs, patrons, board members, key volunteers – and we want to show them to the world through the Photo Bank, which is an initiative of Our Community and Australia Post.

They will join the likes of Joan Kirner (former Premier of Victoria and current Victorian community ambassador), Aunty Mulanjarlie (Traditional Owner and elder), and other community advocates.

View these photos and contribute your own at [www.ourcommunity.com.au/photobank](http://www.ourcommunity.com.au/photobank)

Note that all photos available through the Photo Bank can be downloaded by community groups and used without charge under a Creative Commons license. [Click here](#) to read more.

### Community TV battles for digital presence

Melbourne's Channel 31 is continuing its battle for a presence on the digital television spectrum, despite missing out on funding in this year's Federal Budget.

C31 is now angling for one of the as-yet unallocated digital stations, Channel 38, and if it manages to net the new channel, will turn to its audience to help fund a digital transmitter. All it would take is \$1 per viewer.

Spokesperson Campbell Manderson says C31 would have liked to have seen between \$1.5 million and \$2 million in the Budget allocated to helping community television stations convert from analogue to digital, substantially less than the ABC and SBS received.

Disappointed at the absence of any aid, the station has stepped up its campaign with an advertisement repeating over and over again Communications Minister Stephen Conroy's 2007 assertion to community broadcasters that "we won't leave you behind".

If you want to lend a hand to the Channel 31 campaign, the station is encouraging supporters to write to their local Members of Parliament, encouraging them to allocate digital Channel 38 to Channel 31.

Channel 31 has been broadcasting for almost 20 years and screens almost 100 new programs each week. It generates 80% of its income through sponsorship marketing.

For more information about the campaign in general, or to find the contact details of your local MP, go to [www.c31.org.au](http://www.c31.org.au).

### Research Australia National Youth Ambassador

Research Australia has launched its National Youth Ambassador 2009 Program and is looking for essay entries.

Year 9 and 10 students are invited to submit an 800-1000 word essay on the following topic: 'Nurturing my brain to be the best person I can. What I can do to increase my brain capacity to be as capable as I can possible be.'

Essays are due in by Monday, July 13, 2009.

Research Australia is a national alliance of over 170 organisations, with a mission to make health and medical research a higher national priority. State and national essay winners become Research Australia's Youth Ambassadors and will help to identify health issues of particular importance to young Australians.

The ambassadors also work to communicate the importance of science and research to other young people, business and government leaders.

State and National winners will be announced during National Science week, August 15-23.

To download an application form, go to <http://youthambassador.researchaustralia.org>. To post your comments, go to the Research Australia's Sweet Science Blog, <http://resasweetscience.blogspot.com/>

For enquiries, contact Kandy Musgrave, Marketing and Events Manager, Research Australia on (02) 9227 0619.

### Show your face at Communities in Control 2009

There are still some spaces left for organisations that wish to distribute their message to a captive community audience during Communities in Control 2009.

The following packages are available to appropriate exhibitors:

- **Option 1: Display Table**  
Package includes a display table (table provided) plus 10 tickets to Communities in Control – June 15 and 16 (usual cost for 10 tickets is \$2850).  
**Cost:** \$2500 including GST
- **Option 2: Display Table + Brochure Insertion**  
Package includes a display table (table provided) plus 10 tickets to Communities in Control – June 15 and 16 (usual cost for 10 tickets is \$2850), plus a brochure included in delegates' pack.  
**Cost:** \$3000 including GST
- **Option 3: Brochure Insertion**  
Brochure inserted in delegates' packs only.  
**Cost:** \$1500 including GST

All inquiries to Lisa Reed, Telephone (03) 9320 6820 or email [lisar@ourcommunity.com.au](mailto:lisar@ourcommunity.com.au)

## NSW Grants Expo

Grantseekers have a chance to engage with several grantmakers in one location at the 2009 Grants Expo in Coonabarabran, New South Wales.

The expo, from October 29-31, is being billed as an opportunity to talk one-on-one with key people from funding agencies, to help them work out how best to support the community.

Local governments and community members who attend will have access to federal, New South Wales and non-government funding providers.

The program is expected to include workshops and seminars, keynote speakers and examples of successful models of submissions and project management.

Anyone who would like to attend as a delegate or as an exhibitor, speaker, presenter or sponsor is invited to submit an Expression of Interest by May 30.

Information about doing so can be found at <http://tiny.cc/GrantsExpoEOI>.

The expo is being hosted by Warrumbungle Shire Council, in association with the NSW Grants Network.



## 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 issues in Australia.

Some events taking place in June are:

- **Thyroid Awareness Week:** June 1-7
- **Mabo Day:** June 3
- **Bowel Cancer Awareness Week:** June 7-13
- **Refugee Week:** June 14-20
- **Crohns & Colitis Awareness Week:** June 15-19
- **Men's Health Week:** June 15-21
- **ALS/MND Global Awareness Day:** June 21
- **World Day to Combat Desertification & Drought:** June 17
- **Red Nose Day:** June 26

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

### FEATURED EVENT:

#### Motor Neurone Disease Global Awareness Day June 21

Each year the Motor Neurone Disease (MND) community around the world takes part in a range of activities to express their hope that this day will be another turning point in the search for cause, treatment and cure of this awful disease.

MND Australia are encouraging everyone to participate in the global fight.

The disease is indiscriminate, and every diagnosis affects a circle of family, friends, relatives, workmates and others.

Events organised to raise awareness of this disease include walks, balls and art exhibitions.

To find an event or more information go to:  
<http://www.mndaust.asn.au/global-day/>

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## Good Moves :: Jobs Bulletin

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

### JOB VACANCY LISTINGS (Paid Positions)

#### Australian Capital Territory

Job Title	Organisation	
<a href="#">Manager Home Care and Transport Services</a>	Northside Community Services (HorizonOne Recruitment)	<a href="#">Details</a>
<a href="#">Manager Youth and Family Services</a>	Northside Community Services (HorizonOne Recruitment)	<a href="#">Details</a>
<a href="#">Director, Community Services and Development</a>	Northside Community Services (HorizonOne Recruitment)	<a href="#">Details</a>

#### New South Wales

Job Title	Organisation	
<a href="#">Community Development &amp; Sustainability Coordinator</a>	Compass Housing Services Co Ltd	<a href="#">Details</a>
<a href="#">Disability Service Team Leader</a>	Ability Options Ltd	<a href="#">Details</a>
<a href="#">Education &amp; Training Officer - Broken Hill</a>	Carers NSW	<a href="#">Details</a>
<a href="#">Youth Consultant - Youth Pathways</a>	MTC Work Solutions	<a href="#">Details</a>
<a href="#">Industry Networks Coordinator</a>	Australian Water Association	<a href="#">Details</a>
<a href="#">Youth Worker</a>	Stretch-A-Family Inc	<a href="#">Details</a>
<a href="#">Coordinator - Dementia Day Service</a>	Catholic Healthcare Ltd	<a href="#">Details</a>
<a href="#">Youth Case Manager</a>	Anglicare	<a href="#">Details</a>
<a href="#">Strategic Community Project Officer - Aboriginal Inclusion</a>	Marrickville Council	<a href="#">Details</a>
<a href="#">Conference Coordinator</a>	Community Broadcasting Association of Australia	<a href="#">Details</a>
<a href="#">Aboriginal Community Liaison Officer (ACLO)</a>	NSW Police Force	<a href="#">Details</a>
<a href="#">Club Manager St George</a>	Police and Community Youth Clubs (PCYC)	<a href="#">Details</a>
<a href="#">Residential Support Workers</a>	The Northcott Society	<a href="#">Details</a>
<a href="#">Case Work Assistants, Casual, South West Sydney Scarba Service</a>	The Benevolent Society	<a href="#">Details</a>
<a href="#">Family Worker</a>	Koorana Child and Family Centre	<a href="#">Details</a>
<a href="#">Family Counsellor Perm Part Time 4 days</a>	Koorana Child and Family Centre	<a href="#">Details</a>
<a href="#">Manager Children's Services - Early Childhood</a>	Baptist Community Services - NSW & ACT	<a href="#">Details</a>
<a href="#">Team Leader</a>	Lifestyle Solutions	<a href="#">Details</a>
<a href="#">Project Officer</a>	The Disability Trust - NSW	<a href="#">Details</a>
<a href="#">Support Workers</a>	Coastlink Respite Care	<a href="#">Details</a>
<a href="#">Training &amp; Information Officer</a>	Challenge Consulting Sydney	<a href="#">Details</a>
<a href="#">Support Coordinator @ Surry Hills location</a>	Calvary Silver Circle	<a href="#">Details</a>
<a href="#">Services Manager - Central and Far West NSW Community Services</a>	Mission Australia	<a href="#">Details</a>
<a href="#">Community Support Worker</a>	Headway ADP	<a href="#">Details</a>
<a href="#">Community Support Worker</a>	Pegasus Community Care Pty Ltd	<a href="#">Details</a>
<a href="#">Club Manager Taree</a>	Police and Community Youth Clubs	<a href="#">Details</a>

(PCYC)

Training Officer - Promote a great Not-For-Profit - to \$60,000 pkg - Parramatta	Challenge Consulting Sydney	<a href="#">Details</a>
Educational Facilitator / Ditto performer	Bravehearts	<a href="#">Details</a>
Early Childhood Facilitator	Wesley Mission Family Services	<a href="#">Details</a>
Chief Executive Officer	NSW Reconciliation Council	<a href="#">Details</a>
Manager	Community Resource Network Inc.	<a href="#">Details</a>
Manager	Community Resource Network	<a href="#">Details</a>

## Queensland

Job Title	Organisation	
Senior Administration Officer (Payroll, Rostering & Training)	Catholic Archdiocese of Brisbane	<a href="#">Details</a>
Training and Placement Officers/Counsellors	EPIC Employment Service Inc	<a href="#">Details</a>
Disability Support Worker	Hhelp Darling Downs Inc	<a href="#">Details</a>
Indigenous Mental Health Community Worker	Youth and Family Service (Logan City) Inc	<a href="#">Details</a>
Youth Development Officer - Millmerran Service Centre	Toowoomba Regional Council	<a href="#">Details</a>
Disability Resource Worker	SeQual Assn	<a href="#">Details</a>
Employer Engagement Consultant (Disability Employment Network)	Open Minds	<a href="#">Details</a>
Project Officer - Business Systems	Boys Town	<a href="#">Details</a>
Case Manager, Full-Time	Safe Places for Children	<a href="#">Details</a>
Project Officer	National Disability Services	<a href="#">Details</a>
Social Worker	Caxton Legal Centre Inc	<a href="#">Details</a>
Community Visitor (Identified)	Commission for Children and Young People and Child Guardian	<a href="#">Details</a>

## South Australia

Job Title	Organisation	
Land Management Coordinator (Indigenous Protected Area)	Employ SA	<a href="#">Details</a>
General Manager Operations	Anangu Pitjantjatjara Services Aboriginal Corporation	<a href="#">Details</a>
Family Reunification Workers & Coordinator	Total Staffing Solutions	<a href="#">Details</a>

## Tasmania

Job Title	Organisation	
Coordinator / Case Manager - Hobart	Calvary Silver Circle	<a href="#">Details</a>

## Victoria

Job Title	Organisation	
Regional Transport Coordinator	Scope (Vic) Ltd	<a href="#">Details</a>
Coordinator - Day Services	Scope (Vic) Ltd	<a href="#">Details</a>
Paediatric Occupational Therapist	Yooralla	<a href="#">Details</a>
Coordinator Youth Services and Social Support	Maribyrnong City Council	<a href="#">Details</a>
Toy Library Co-ordinator	Elwood Toy Library	<a href="#">Details</a>
Scholarships and Programs Manager	Western Changes	<a href="#">Details</a>
Trainee - Landscape/Gardening/Environment	Conservation Volunteers	<a href="#">Details</a>
Walkers wanted	Australian Personnel Solutions - Executive/Industrial	<a href="#">Details</a>
Audit Officer - Building sites	Strategy One Human Resources	<a href="#">Details</a>
Project Officer (Women & Money)	Queen Victoria Women's Centre (QVWC)	<a href="#">Details</a>
Receptionist	The Mirabel Foundation	<a href="#">Details</a>



Mentoring Coordinator	Try Youth & Community Services	<a href="#">Details</a>
Partnership Manager	Save the Children Australia	<a href="#">Details</a>
Financial Counsellor - 12-month contract	Consumer Action Law Centre	<a href="#">Details</a>
Holiday Program Leader	Maribyrnong City Council	<a href="#">Details</a>
Business Manager (Job Services Australia) - Northern Melbourne!	Break Thru People Solutions	<a href="#">Details</a>
Industry Liason Officer	Consumer Action Law Centre	<a href="#">Details</a>
Manager Family Dispute Resolution	Sole Placements	<a href="#">Details</a>
Corporate and Community Planner	City of Stonnington	<a href="#">Details</a>
Child Consultant/Counsellor: Supporting Children Program	Family Mediation Centre	<a href="#">Details</a>
Bushfire Recovery Volunteer Co-Ordinator	Whittlesea Community Connections	<a href="#">Details</a>
3 x Case Manager	Windermere	<a href="#">Details</a>
Adult Community and Further Education (ACFE) Coordinator	Hawthorn Community House	<a href="#">Details</a>
Dementia Project Worker (CALD Aged Care)	Spectrum Migrant Resource Centre Inc	<a href="#">Details</a>
Intake and Assessment Officer	Interchange Western Region Assoc. Inc.	<a href="#">Details</a>
Administration Officer	Hume City Council	<a href="#">Details</a>
Managing Director (Volunteer)	More Than Opera Ltd.	<a href="#">Details</a>

## Western Australia

Job Title	Organisation	
Support Worker/Job Coach	Autism Association of WA(Inc)	<a href="#">Details</a>
Domestic Violence Advocate and Support Worker	Pat Thomas Memorial Community House Inc	<a href="#">Details</a>
Connections Youth Support Worker	Centacare Employment and Training	<a href="#">Details</a>
MOSH Shed - Community Space Project Officer	Armadale Community Family Centre	<a href="#">Details</a>
Social Trainers	Activ	<a href="#">Details</a>
Counsellor	Bell Recruitment Group	<a href="#">Details</a>
Support Worker/Group Facilitator	Communicare Inc	<a href="#">Details</a>

## 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)

## Northern Territory

Job Title	Organisation	
Indigenous Representative	InCite Youth Arts Inc	<a href="#">Details</a>

## Queensland

Job Title	Organisation	
Treasurer, General Board Member	SWARA	<a href="#">Details</a>

## South Australia

Job Title	Organisation	
General Board Member	Julia Farr Association	<a href="#">Details</a>
Chair, Secretary, General Board Member	South Australian Rowing Association Inc	<a href="#">Details</a>

## Victoria

Job Title	Organisation	
Treasurer	Mental Health Legal Centre Inc.	<a href="#">Details</a>
Treasurer	Kew Community Festival	<a href="#">Details</a>

Treasurer, General Board Member	Mt Waverley Youth Club	<a href="#">Details</a>
General Board Member	Huntington's Victoria	<a href="#">Details</a>
General Board Member	Foundation for Developing Cambodian Communities (FDCC)	<a href="#">Details</a>
General Board Member	UnitingCare Housing Association Limited	<a href="#">Details</a>
special consultant	Northern Geelong Rental Housing Co-op	<a href="#">Details</a>

## Western Australia

Job Title	Organisation	
Treasurer, General Board Member, Fundraising	INDIGENOUS FOUNDATION	<a href="#">Details</a>

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

## 16. Fast Forward

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

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

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

## 17. About Our Community

Our Community is a world-leading social enterprise that provides advice and tools for Australia's 700,000 community groups and schools, and practical linkages between the community sector and the general public, business and government. Our major offerings include:

1. [www.ourcommunity.com.au](http://www.ourcommunity.com.au) – Australia's most useful website and publishing house, encompassing the nation's largest and most diverse membership base and 12 Knowledge Centres – accelerating the impact of Australia's 700,000 community organisations
2. [GivNow.com.au](http://GivNow.com.au) – Helping individuals and businesses give in every way
3. [Australian Institute for Community Practice and Governance](#) – practical and accessible certificated training delivered locally through our training Institute
4. [Institute for Best Practice in Grants Management](#) – the unique suite of grants management services for government
5. [Australian Institute for Corporate Responsibility](#) – cutting edge corporate responsibility resources for large, medium and small business and community organisations

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