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1. Striking the Gong: Women and the Order of Australia



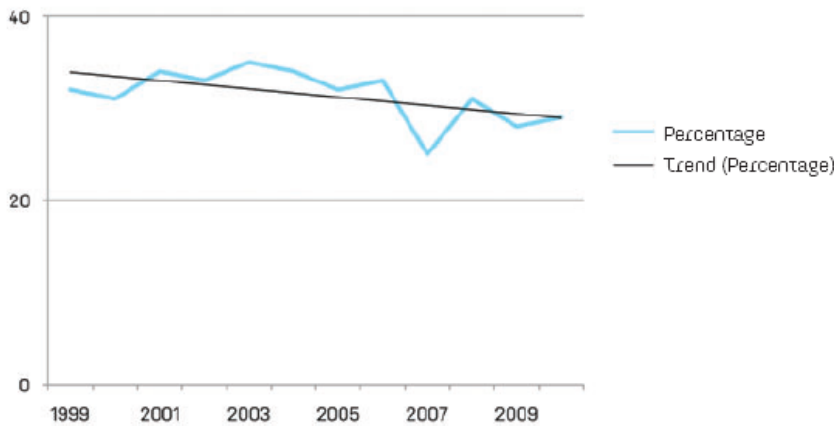
By Carol Schwartz AM
Chair, Our Community

There is one big and largely unrecognised problem with the Australian honours system.

Fewer women than men are nominated. And that means that fewer women than men receive the awards.

In fact, the trend line is going down.

ORDER OF AUSTRALIA: % WOMEN



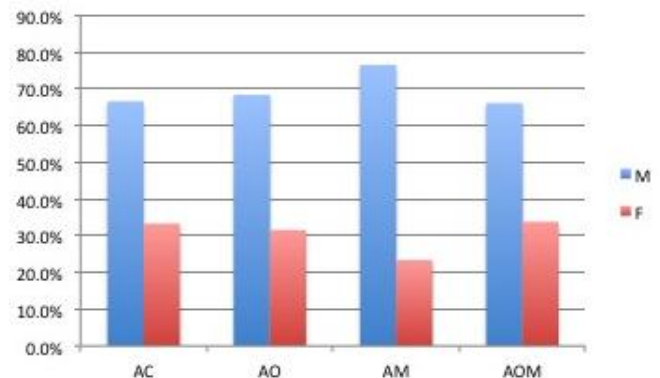
Last Tuesday, the day before the latest crop of Order of Australia recipients was released, I helped launch an initiative to try to push up the number of women receiving awards.

Our campaign involves wide distribution of a new English guide on how and why to nominate a woman for an award in the Order of Australia.

The guide Advancing Women: Women & the Order of Australia will be sent to every member of Parliament and every Mayor and Shire President in Australia, seeking their support to nominate and promote nomination of women.

I was rather hoping that our efforts would have been rendered unnecessary and that Australia Day 2011 honours released on Australia Day was just as bad as always:

Award	Male	Female	Total	% of women
AC	2	1	3	33
AO	13	6	19	31
AM	85	26	111	23
AOM	221	113	334	34
Total	321	146	467	31



There are two lessons all Our Community members should draw from this.

Firstly, we need more nominations. An analysis of award statistics over the past decade has shown that just half of all people who are nominated for an award in the Order of Australia were successful. In fact, women who are nominated generally do even better than men.

Women are being nominated.

That our parents and teachers and clergy have spent quite a bit of time trying to educate us out of any flattery and self-promotion.

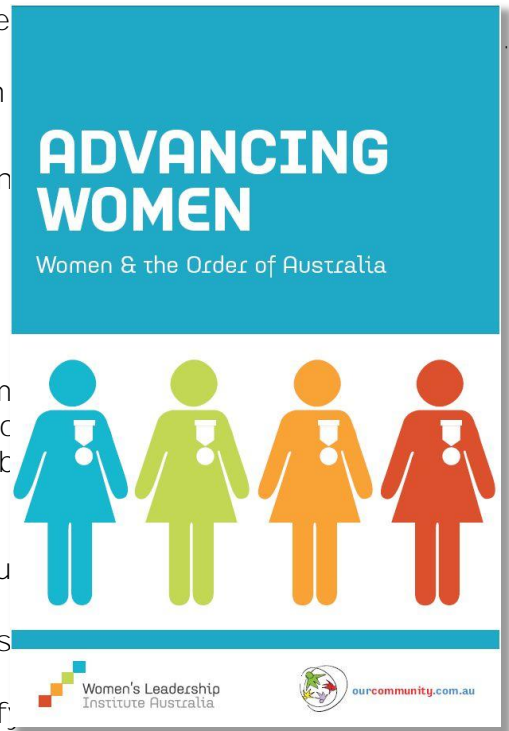
They do better with some people than others. They do better with women than men, and they do best with the kind of good spirited virtuous women who are most likely to be involved in doing the kind of thing that qualifies them for a gong.

The second thing to note is that this is not like the Olympics. This is not like the brightest. Achieving an award is within the reach of anyone in your community who is making an extraordinary contribution to Australia life.

What you do need in formulating your nomination is a bit of money to give to the committee. In fact, to get your nomination grant; you need a good story and a confident presentation.

0 @

- (1) Have a look around and see who you think are the women who are making a major contribution to your community. Look for women who are probably not people who will be prone to singing their own praises.
- (2) Download our new guide www.ourcommunity.com.au/honours. This guide will walk you through the process of nominating someone for an award, providing advice on the sorts of women you might consider nominating and how to build your case.
- (3) Step to it. Nominate as many women as you can identify in your community.



year

Carol Schwartz AM is a member of the Order of Australia, which is working to catalyse and inspire innovative partnerships, actions and systems to address the imbalance of women in leadership in Australia. Advancing Women: Women & the Order of Australia.

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2. After the Floods

There have been floods. Many people have died, many more are left homeless, and stories of courage and great human kindness fill our screens until our children know the levee height of every Australian town and city.

Parts of the country are still under water. Other parts are still recovering. There may well be more floods to come.

We have enough of a pause from the worst, though, to start putting together some notes of what we have learned.



Humour on show in the floods near Kerang Victoria

‡ Around \$185 million has so far been donated to the
j 8

Our own commissioning giving site,
www.givenow.com.au has collected around \$160,000
for flood relief appeals \$100,000 for the Queensland
h 7 l, but tens of thousands to
for playgroups and footy fields and animal causes.

Average donation for the floods through GiveNow
\$202, well above our normal average donation, which
hovers between \$90 and \$110 most months.

‡ small.

Along with hundreds and hundreds of local donations
the world everywhere from North America to Indonesia, Brunei and Vietnam.

People have seen the images of sobbing families driving from
their homes and have reached out to help.

‡
Countless stories of bravery have emerged and countless more have yet to be told.

While some waded in at the height of crisis to pull people to safety, others have pulled on boots and taken
shovels and bulldozers to build up the banks and clear up the mud.

In some places, the battle continues.

‡
u
inserted in an insurance policy.

Meanwhile, many people are staring at their insurance papers and wondering what on earth they have bought
for all these years.

‡
U u There is no such thing as society! There are individual men and women and
are families and no government can do anything except through people
and our governments local, state and federal have shown this to be untrue.

‡
People call on not-for-profits of all kinds when the everyday connections of our society start falling apart. When
community groups provide the glue that keeps our communities together. They will be needed even more as the
immediate crisis recedes and the recovery phase begins.

‡ -for-
householders) get compensated for proper
virtue is very much its own reward.

What are we yet to learn about ourselves?

‡ ing the best
to endure.

We can cope, evidently, with devastation and destruction; a rise in the price of cauliflowers or the proposed
levy, not so much.

Natural disasters are not evenly distributed. Some unlucky Queenslanders suffer people and cities
who have taken the same decisions about how close to the river to build their houses get off scot free

@ process moving up from individual heroism and personal generosity to national policy. In the knowledge that this has happened and may happen again, how do we change our lives? What people want from government assurance that tomorrow will be very much like today. We are now in a protection against the unforeseen. Our towns, it seems, are in the wrong place. It is not clear that our current climate is much more friendly than the other kind of climate. There is little scope for cooperation where the governance of the country is seen as a zero sum game, as a field of battle where everything that happens every day of the year is seen as a win for one party or the other. Any initiative is seen as a threat, any pause for thought as a confession of weakness, any new idea as an embarrassment. Governments see themselves with being small targets; the light on a hill only attracts enemy fire. Which is a pity, because our troubles are not yet over. The great Australian public may not any longer be so interested in climate change, but climate change is still interested in us. The cyclone season is not over yet. Not yet, by a long stretch. Climate change is hardly beginning. After the Victorian bushfires it seemed for a moment that the Australian people were ready to listen to what that change must come, but then the dams filled and the urgency evaporated. Now those dams have overflowed and swept away everything but our institutions is still of recreating normalcy. V

happen. We must not, though, confine ourselves to bandaging the wounds. We must draw attention to the need to address the wider causes.

Denis Moairty
Group Managing Director

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3. Great Australian Leaders in Focus: Dr Anne Summers AO

The Our Community Leadership Initiative was created by Our Community to highlight community leadership in Australia. Each interview is designed to excite and stimulate discussion on the important elements of leadership as well as providing some personal insights that can serve as lessons or guides for other younger and emerging leaders. Leadership interviews appear in this newsletter and are also available via the Community Leadership Centre: www.ourcommunity.com.au/leadership



Dr Anne Summers AO is a best-selling author and feminist. Anne has had a long career in politics, the media, business and the non-government sector in Australia and abroad. She is the author of several books, including the now classic Australian book, *The Way Forward*, which was first published in 1975.

Earlier this month, Anne was one of four eminent Australian women to be immortalised on a stamp in recognition of her role in advancing gender equality. She used the opportunity to

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

- ◀ Simone de Beauvoir
thus inspired a generation of women to throw off the shackles

- < Hillary Clinton who has shown that if you are brave enough you can continue to seize opportunities and overcome preconceptions and expectations
- < Nancy Pelosi who has shown how a woman can be a superb political leader, achieving lasting change (health care reform) and never forgetting the movement that made her journey possible.

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

- < Courage
- < Honesty
- < Willingness to take risks

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

- < Our society does not embrace diversity, thus excluding many people of potential leadership ability
- < Cynicism around the possibility of real change in this country
- < Celebrity valued above integrity

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

- <) might be
- < Never stop learning, from people, from books, self-reflection
- < Work hard

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

- < To be brave and not be afraid of failure (there is always another way or another chance)
- < To take risks, expand the possibilities and thus create a different future
- < Work hard and know your stuff

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

Max Suich and Max Walsh taught me how to be a journalist. Professor Henry Mayer taught me how to think, how to ask a question, to argue, to be accurate. Without him I would not have written #8

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

- < Having written books that people have responded to and, in some cases, claimed to have had their lives changed by.
- < = (refuge) in the early days.
- < Being able to influence the public debate and (to some extent) the policies needed to give women greater opportunities in Australia.

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

I would remove discrimination, unfairness, prejudice, mindlessness and bigotry and I would encourage people to think big, be brave and not be afraid of change.

Anne Summers has recently launched an initiative to raise funds for micro finance loans for women entrepreneurs in developing countries. Her project, Words Working 4 Women (WW4W), will see the proceeds of a range of books, starting with #8 sold to create and maintain the fund. For more information visit <http://www.wordswork4women.com/>

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4. Board Builder Conference 2011: Only two weeks to go!

The #1 is a conference for all people who sit on a board, manage a board, work with a board or want to get on a board.

REGISTER ONLINE FOR BOARD BUILDER CONFERENCE

The conference will be held at Moonee Valley Racing Club in Moonee Ponds, VIC on Friday, February 18, 2011. Book now!

DOWNLOAD PROGRAM & ORDER FORM
(pdf 1.8mb)

Keynote speakers include:



Prof. Rob Moodie

The CEO of VicHealth from 1997, and the former Chair of Melbourne Stock Exchange, Prof. Moodie is the inaugural Chair of Global Health at the Institute for Global Health.

A Teacup in a Storm: How to lead when things turn sour



Paul Ronalds

Paul Ronalds has extensive experience working in and writing about community in Australia. He is currently the First Assistant Secretary of the Office of Family in the Department of Prime Minister & Cabinet, the division that houses the new Office for the NonProfit Sector.

Leading the change



Carol Schwartz

Carol is a visionary leader who works with innovative people, organisations and communities to achieve transformative outcomes. Recently she founded the @ of women in leadership positions.

Advancing Women: Finding a new way forward

The conference will also feature concurrent sessions on:

- < **Minimising Risk and**
Facilitated by Murray Baird, Principal, Moores Legal
- < **Updating your Constitution**
Facilitated by Patrick Moriarty, Director, Institute of Community Directors Australia (ICDA)
- < **Appraising & Remunerating the CEO**
Facilitated by Kathy McLean, Executive Search Consultant, Fish & Nankivell Ogilvie Watson
- < **Understanding Finances**
Facilitated by Sinclair Taylor, Head of Westpac Financial Education
- < **Board Doctor specialist answers to all your board questions**
With Kylie Cirak, James Demetriou, Carol Schwartz and Murray Baird, and anchored by Brett de Hoedt



Murray Baird



Patrick Moriarty



Kathy McLean



Sinclair Taylor



Kylie Cirak



James Demetriou



Brett de Hoedt

Find out more and register at www.ourcommunity.com.au/boardbuilder2011

5.

\ # classic favourites on offer.

All training is delivered by experienced, engaging community sector practitioners, and is designed to guarantee its relevance and applicability at the coalface. Find www.ourcommunity.com.au/training

Some upcoming opportunities are outlined below. Click the training title to go to the relevant webpage.

Certificate IV in Governance for prospective & current board/committee members (BSB4907) (C411)

Practical, accredited, staff governance training for the members and supporters of Boards, Management and Councils of Australian community groups and schools

- o Darwin 1 to 4 March
- o Brisbane 15 to 18 March
- o Sydney 15 to 18 March
- o Perth 28 to 31 March
- o Melbourne 28 to 31 March
- o Adelaide 4 to 7 April
- o Melbourne 20 to 23 June
- o Sydney 20 to 23 June
- o Brisbane 20 to 23 June

Diploma of Management for community workers (BSB51107)

Practical, affordable, accredited training for staff of community and not-for-profit organisations

- o Melbourne 7 to 11 March
- o Sydney 21 to 25 March
- o Brisbane 11 to 15 April
- o Melbourne 9 to 13 May
- o Perth 23 to 27 May

Introduction to Writing Winning Grants for volunteers, staff and fundraisers (GW11)

A seminar for volunteers, staff and fundraisers on how MOST GRANTS EVER for your community organisation or school

- o Darwin 28 February
- o Melbourne 11 March
- o Sydney 11 March
- o Brisbane 11 March
- o Perth 1 April
- o Adelaide 8 April
- o Melbourne 30 June
- o Sydney 30 June

- o Brisbane 30 June

Advanced Grant Writing for volunteers, staff and fundraisers (AG11)

Learn how to become a sophisticated, successful grantseeker and generate the MOST INCOME EVER for your organisation.

- o Melbourne 25 March
- o Sydney 25 March
- o Brisbane 25 March
- o Perth 12 May
- o Adelaide 13 May
- o Melbourne 19 May
- o Sydney 20 May
- o Brisbane 20 May

Secrets of Successful Boards for prospective & current board/committee members (SB11)

Full-day seminar for prospective and current board/committee of management members and those who support them.

- o Sydney 16 May
- o Melbourne 17 May
- o Brisbane 17 May

Strategies for Sustainable Funding for volunteers, staff and fundraisers (FS11)

Seminar for volunteers, staff and fundraisers on how to build sustainability beyond grant funding for your community organisation

- o Darwin 28 February
- o Melbourne 11 March
- o Sydney 11 March
- o Brisbane 11 March
- o Perth 1 April
- o Adelaide 8 April
- o Melbourne 30 June
- o Sydney 30 June
- o Brisbane 30 June



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6. And so the wheels of government grind on

After some half-dozen enquiries into aspects of the for-profit sector the Federal Government has now moved to the next stage.

The government is now trying to put flesh on the concept of a national Charities Commission along the UK or NZ model. Treasury has issued a Scoping Study on a National For Profit Regulator for consultation.

Under wide consultation, the inquiries issue reports and comment on them, the government looks at their recommendations and sets up scoping studies for comment, the scoping studies produce recommendations with

Teethgrindingly slow, yes, but at least we seem to be moving forward.

There are grounds for some concern beginning with the fact that the matter is being handled by Treasury rather than by the Office for the Environment and Heritage. The Government's record

Indeed, the Office has just set up a Not-for Profit Reform Council

stop

There are advantages to having Treasury in the driver's seat at Treasury seemingly has more drive, more decisiveness, and more clout in government circles than does anybody in the Office for the Environment and Heritage. But the overlapping remits here do contribute to the general impression of interminable indecisiveness that pervades the area.

It comes as no surprise to learn, for example, that the Federal Government has also announced the establishment of

7

8

er to refer

matters to another committee than it is to make a decision.

But decisions are needed. The problems that the reform process is addressing are real problems. At the moment regulation for for-profit organisations is complicated, repetitious, and expensive. But the very largest groups to find out what their obligations (or their entitlements) are.

Increasingly, for-profits are working across state boundaries, if only on their web pages, and state regulation is thus becoming increasingly unhelpful. The only people who can understand the relevant law are lawyers.

Until now successive governments have lacked the resolution to drive through to their conclusion and have tended to evade the issue by taking the easy options

- (a) keeping all the old systems but introducing alternative solutions that add still further complications
- (b) setting up half-baked informational websites to government platitudes, while providing no resources for keeping them current (the Victorian Government is just about to add another one of these).

We need boldness. We need to start with a clear statement of what regulation of for-profits has to do. If it is kept in any form then we are simply adding more paperwork to the bonfire.

We need a national regulator that is a separate body from the Tax Office, for example, has to be prevented from being a judge in its own cause.

We need laws that clearly say what is and is not a proper recipient of government concessions.

And we need an enforcement system that can reassure the public that their donations are not being ripped off by shonks.

We have to say all this again and again, until we get to the great death of the universe. Send your comments to TFPReform@treasury.gov.au before February 25 (and keep them on file for the next round of consultations).

by Franz Kafka

There is a legend which expresses this relationship well.

The Emperor so they say has sent a message, directly from his deathbed, to you alone, his pathetic subject, a tiny shadow which has taken refuge at the furthest distance from the imperial sun.

He ordered the herald to kneel down beside his death bed and whispered the message to him. He thought it was so important that he had the herald repeat it back to him. He confirmed the accuracy of the verbal message by nodding his head.

And in front of the entire crowd of those who have come to witness his death, the obstructing walls have been broken down and all the great ones of his empire are standing in a circle on the broad and high soaring flights of stairs of all of the palaces. He dispatched his herald.

The messenger started off at once, a powerful, tireless man. Sticking one arm out and then another way through the crowd. If he runs into resistance, he points to his breast where there is a sign of his message. He moves forward by a sunlike anyone else.

But the crowd is so huge; its dwelling places are infinite. If there were an open field, how he would soon you would hear the marvellous pounding of his fist on your door.

But instead of that, how futile are his efforts. He is still forcing his way through the private rooms of the palace. He will never win his way through.

And if he did manage that, nothing would have been achieved. He would have to fight his way down to the city. If he managed to that, nothing would have been achieved. He would have to stride through the courtyards after the courtyards the second palace encircling the first, and, then again, stairs and courtyards, again, a palace, and so on for thousands of years.

And if he finally did burst through the outermost wall that can never, never happen, the royal capital city, the centre of the world, is still there in front of him, piled high and full of sediment. No one pushes him back. He certainly not with a message from a dead man.

But you sit at your window and dream to yourself of that message when evening comes.



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7. Dust off that crystal ball

What does 2011 hold for the community sector? Prediction, as Neils Bohr said, is a

reckless device. I am a care risk taker at Our Community, so here we go

1. u

changes when it absolutely has to, and often not even then. The general environment for giving and government largesse is still good. You only have to compare the Australian situation with the howls of pain coming from the why fix the hole in the roof while the sun is shining?



2. Fundraising will be down, but not by much
 The floods will affect other attempts at fundraising so much because people will have given all they have. Everybody else will have to try harder to raise money.

3. *The Social Network*
 ... shut out of every generation from now on: but very few communities are ignoring the possibilities completely.

4. *University*
 Because Australian universities are getting better and better, they will move out ahead getting a real jump on the competition. The future possibilities for social media fundraising are enormous, and the possibilities for using them for advocacy and militancy are real right now. Go ask your grandchildren.

5. *Trade Unions*
 ... something as vague as the idea of a Big Society that can simultaneously cut public spending, build local communities, stimulate accountability, and give every child their own unicorn you can expect it to show a lot of the rhetoric. Actual change, on the other hand, is more difficult, and therefore unlikely.

6. *Trade Unions*
 At least six enquiries have unanimously agreed on the basic provisions for legislative reform that would allow the Australian not-for-profit sector to operate on almost rational footing. The government has just announced two more consultation processes to push away the evil day when it will be called upon to make a decision (see [here](#)).

7. Government waste will continue
 Did we really need the Victorian Government (the old one) to build a yet another new volunteering website when the [GoVolunteer](#) website already existed? Government waste is in urgent need of review communities could do most things that governments take on at a tenth of the cost, be more effective, and along with a willingness to cede some control and undertake fundamental restructuring that

8. *University*
 ... richest countries on earth and just about the luckiest. Now is the time to be making provision against the next 50 years not just in putting money aside, but in making changes to your operations that will have some margin for error.

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@ trouble a dispute about the rules, perhaps.

Now is a good time to break that habit. With changes coming into play in Victoria later this year and having recently reviewed legislation in this area (though there are some laggard states), the time is better to give your Constitution a quick once-over.

Our Community has spent a lot of time looking at Constitutions and the legislative process. We have a project to produce some template Constitutions for a peak sporting organisation to distribute to its members. As a

1. **Intelligible:** Take special care to ensure that the language you use is plain English (avoid legalese) and clear and free from misunderstanding.

2. **Tailored:** There are some laws that say what you have to include in your Constitution, but there is still room for flexibility.

3. **Inspiring:**

4. **Forgiving:** Avoid including provisions that have sweeping permanent effects.

5. **Informational:** Provide enough detail to be meaningful.

6. **Trusting:** Avoid broad allocations of powers and functions.

7. **Incomplete:** Spin off whole areas to other instruments. Bylaws, regulations, codes, standing orders, policies are easier to amend and less trouble to apply. The only things that go into the Constitution are the bits that allow the Board to make Bylaws.

8. **Legal:**

9. **Invisible:** A smoothly functioning organisation should tick along without the kind of crisis that would make someone pull out the Constitution; and a smoothly functioning League is one that, among many other things, has a suitable Constitution.

10. **Updated:** That said, don't let your Constitution sit for 20 years. Without being obsessive, have a formal look over it regularly (we recommend every three years at a maximum), along with the Bylaws, standing orders and policies, and see whether they need any adjustments in the light of changed circumstances and new experience.

Our Community Director of Training and Development Patrick Moriarty will present a session on Updating your Constitution at the upcoming Board Builder Conference (Friday, February 18). Click here to find out more.

@ organisations, email us at service@ourcommunity.com.au

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9. Wikid Fundraising Mining the fundraising lessons from Wikipedia

Any visitors to Wikipedia late last year will have noticed the smiling face of Jimmy Wales staring out



For the uninitiated, Wikipedia (www.wikipedia.com) is a free online encyclopaedia containing 17 million articles which have been written and edited collaboratively by volunteers across the world. Anyone can write, edit or delete a Wikipedia article as long as they adhere to the rules governing site content.

The site is now among the top 10 most visited on the web, with hundreds of millions of readers. It is a general reference work on the internet.

Because Wikipedia does not feature advertising, the Wikimedia Foundation (the not-for-profit organisation which operates Wikipedia) stages an annual appeal to raise money to keep Wikipedia and its sister sites operating.

The appeal ran for only a short time but was successful enough to keep Wikipedia and its sister sites running throughout 2011.

Jimmy Wales outlined some of the lessons.

Short and sweet

The Wikipedia appeal ran for only a short time but it was the shortest appeal the Wikimedia Foundation has ever run.

One of the reasons it was so successful was that it became as much an ongoing success.

It also gives donors a break. Showering out constant appeals can frustrate donors.

Banner ads

One of the most noticeable methods Wikipedia used to promote the appeal were a series of banner ads, one above which appeared at the top of each page on the site.

The ads were clear, eye-catching and impossible to miss without being annoying. Clicking on them immediately took people to a page with more information about the appeal, including a number of donation options.

The fact the advertisements changed at regular intervals was important on a site where people are likely to make multiple visits.

Personalising the appeal

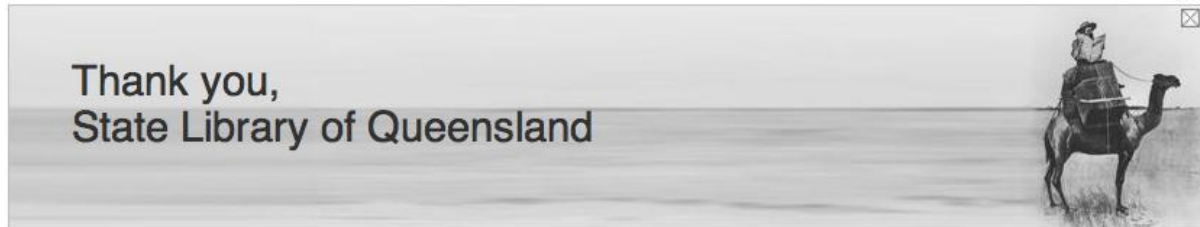
Jimmy Wales personalised the appeal by putting a personal request and putting a face to the request for funds.

This tactic works particularly well if you have your own personality at the helm as CEO or (more commonly) patron.

Localising the appeal

Wikipedia also managed to localise its appeal by developing a range of different banner ads, each thanking donors from a different part of the world.

Through a process called geolocation, the banner ad that site visitors viewed during the campaign mentioned the group or person closest to their particular location.



Saying thanks

The banner ads also served as a very public thank you to existing donors. This is important both in providing recognition for those who have supported you in the past, and in acting as a tempter to others *we were worthy of their support*

More information on geolocation, as well as other aspects of the Wikipedia appeal your group can use, will be in the next edition of *Raising Funds* due out later this month. To subscribe, visit: www.ourcommunity.com.au/raisingfunds

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10. Why good urban design matters to community groups

You may well think that urban design is something that happens only in big developments, or that urban design only work for developers and governments. "URBAN DESIGN: A DEFINITION" by JONATHAN NOVOVAN.

Urban design is about considering how a place works as a piece of the town and how it contributes to its surroundings socially, economically and ecologically.

It encompasses architecture, landscape and planning to ensure each time something gets built, roads, parks etc. it can make the maximum positive impact on the liveability of the town or neighbourhood it is within, no matter what the size of the development or the town.

Australia enjoys a long tradition of community groups that have committed themselves to improving their surroundings, making places more liveable and strengthening the bonds between people and place.

This has left us a legacy of many fine streets, parks, squares, playgrounds, community centres, public art

Although this community spirit remains undimmed, recent years have witnessed many changes (such as the cost and complexity of planning) that make it harder for community groups to leave such a legacy for their fellow citizens in the future.

If you are thinking of following this time honoured path of physically changing your town or neighbourhood to enable it to better meet the needs of the people who live there, what are the things you should consider?

It goes without saying that community groups are often acutely aware of the issues that affect their neighbourhood and yet have very limited resources to do anything about it, so getting it right is very important.

Here are some key things to consider:

< Involve everyone Typically a big development happens because developers have the money to pay it, while community groups need to work a little harder to get a wide range of resources together. Some use money, some volunteer labour/sweat equity, some emotional capital, and a lot of local pride, knowledge and stories. All this relies on careful and inclusive design processes that get everyone involved to create a shared vision.



Concept to reuse an abandoned carpark for a community space in Dare

< Tick all the boxes Getting things done requires winning the support of key decision makers so you need to think about zoning council priorities and plans for the area. Demonstrating compatibility with these strategic aims will go a long way to getting official support for your plan.

< Inspire people Many great plans have failed

addresses their concerns and your will

< Empower locals Most communities have a rich reservoir of skills, creativity and energy. Artists, craftsfolk, builders and young people can all be involved in implementing a plan which can help keep resources in

By providing a legitimate outlet for your youth you may help divert energies that might otherwise express themselves in graffiti or vandalism.

< Design to meet many objectives Your design idea will no doubt have a primary role for example but if you think carefully about what else happens in the area you might be able to meet secondary needs as well. For example, you might also provide community gardens or public art features.

Think carefully about what the place you create will be like. Will people want to go there? This means considering whether people will feel safe, comfortable and interested by what the place has to offer, and not self-conscious if other people are already there.

< Using natural energies Wherever your site is it will be subject to natural influences of the site, winds, impact of surrounding uses, site drainage, shade and views. Thinking carefully about these can be used to make it a more comfortable place that will age well.

Many a development is opened to great fanfare but soon fails for want of adequate maintenance. The resulting eyesores actually make things worse for your community. Think fully about what materials your development is made from to make sure they will be easily maintained. You should also think carefully about the plants you select. A quick fix may not be compatible with the envisaged long term effect.

Jenny is the principal of a new urban design practice, Inclusive Design. The practice is based on social principles seeking to achieve positive social outcomes through market activities. Inclusive Design aims to fill in the gaps that conventional practices cannot economically serve by providing affordable and high quality urban and landscape design services to community groups, or indeed anyone interested in creating places where people can thrive.

After many years of experience working with communities in her previous company, Jenny would like to build up her new practice by offering a couple of pilot projects. If you want to avail of these services you can contact Jenny on 0407 501 832 or you can contact jenny@includivedesign.com.au

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11. Marketing Guru: Building your brand

-size community organisations, school, say, or a disability group, or a sports club.

How many times a year do you suppose, does an average Australian citizen happen across your name? Once? Twice? In a very good year?

@
over. Apple, McDonalds, etc. So they use signage, they advertise in the papers and on TV, they have their public relations folk plant stories about them. They are among the names that make news.

u
inuing characterisation and
backstory.

In the community sector, too, a brand can help a community group to define itself, say, and what it stands for, and present its value to the community it serves.

A new study has found, in fact, that in Australia two of the top three brands are the Salvation Army, and the ABC are not-for-profit.

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When the Salvos rattle the tin, donors are plentiful. The same goes for the Red Cross and the Wilderness Society. And then there are other nonprofits in the second rank, ones that can still count on public support: Medecins Sans Frontieres, Fred Hollows, WWF.

Further down, there are organisations like Yooralla, which have a following but also have difficulty conveying an impression of what it is that they do. A brand re-clarification and re-founding of who they had always been startling. Staff have been reorganised, new funding doors have opened and the future direction of the org change can be difficult.

What can you do to raise your brand awareness? Not necessarily across the country, but in your designated target group?

@
exactly it is

Your ideal brand image

- < depends upon an understanding of the needs and motivations of the constituency or potential new and supporters,
- < defines you relative to the competition, providing potential supporters with a frame of reference for a 'giving' decision, and
- < is highly focused.

You have to be able to boil down your mission statement into your lift speech, and you have to be able to boil your lift speech down into your brand.

Remember that your brand is a matter of being all of a piece. McDonalds branding, for example, works because McDo

That also means, though, that McDonalds has its standards rigidly: one rat in the batter and the whole batch is ruined. @
remember you in between times.

Remember, too, that a brand faces outwards @
out into the field and take soundings.

A good brand is accessible to objective measurement; how many of them have heard of you? How many
you? How many of them would be buying you? If you can conduct regular focus groups, all the better. What do
feel about it?

A brand is planted in feelings, in emotions, in self. A good brand brings positive feelings, a great brand taps
emotions. A great for-profit brand engages our need to love and be loved, to make a difference, and to feel
important. A brand that works connects with what your audience want to believe about the best of them.



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

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12. #

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\ # Community Calendar features all of the nationally significant events focussed around
major community or advocacy awareness issue in Australia. Some events taking place in the next month include



[Ovarian Cancer Awareness Month](#) February

February is Ovarian Cancer Australia's Awareness Month, which includes a range of events, community activities and media campaigns around to raise awareness of ovarian cancer and its symptoms.



[National Sunnies for Sight Day](#) 15 February

Globally, 185 million people are blind or vision impaired simply because they don't have glasses. Register your school or workplace to participate in National Sunnies for Sight Day and you will help give sight to people in the developing world. All donations go towards supporting the ICEE in Australia and around the world.



[Clean Up Australia Day](#) 6 March

Clean Up Australia Day takes place every year on the first Monday of March. From Perth to Penrith, hundreds of thousands of Australians get together to clean up their local environment by collecting and removing rubbish on Clean Up Australia Day.



[UnitingCare Pancake Day](#) 8 March

UnitingCare Pancake Day will be officially celebrated on Shrove Tuesday (8 March) in 2011, although groups are invited to host a fundraising event anywhere in the month of February. Each year thousands of people hold events in their homes, schools, churches, businesses and community groups.

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

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13. Time to take control of your time

Ruth Knight is Director of Zark Consultancy, which works with private, public and not-for-profit organisations, including churches. She offers these tips for community groups on time management.

Good time management means being effective as well as efficient with the time you have available to achieve tasks. It requires planning, strategic thinking and action. Time is a precious resource, and if you manage it you can be more productive in every area of your life. This will give you the ability to meet personal and professional goals.

Good time management makes you successful because you get more done on time, in a more productive way. You become known for your work ethic and happiness.

Here are some principles and ideas to help you with your time management:

Organise your workspace and work environment

Declutter and have a place for everything. Reports, equipment and items laying around should all have a home. Create a system that works for you, where you can find things easily.

Know your energy cycles

If you like mornings, schedule complex tasks, like reports or anything that requires high concentration, in the morning and plan to do low concentration tasks during the day. If analytical tasks sap your energy, then make sure you take regular breaks to do something creative to re-energise again. Do not waste time when you are feeling tired or lack focus.

Work out where you waste time

Do you waste time looking for lost items, searching through your screensaver, socialising in the lunch room or writing unnecessarily long emails? Once you have a list of time wasters or situations that steal your time, ask yourself if you can avoid, reduce or limit them, or if you can do them at a better time. That is half your problems solved!

Plan ahead

You should plan annually (for long term goals), monthly (for medium term goals) and weekly (for short term goals). By breaking down all your goals into manageable steps, this will make them achievable.

Break down tasks into smaller chunks. Schedule meetings, when reports are due and other important deadlines. Use a wall planner or diary to schedule meetings, when reports are due and other important deadlines.

Become uncontactable

Sometimes you need uninterrupted time to complete or not get finished at all. Turn off your phone, close the door or work somewhere quiet to help you concentrate. Be assertive if you find people distracting you. Ask them to call you back later, or help people when you have time to give them before you have to get back to a task.

Make email work for you

Schedule time to look at and respond to emails twice a day. This is a much more efficient way than looking at your inbox every five minutes to see if you have mail. Turn off email notifications that make you tempted to read the email when you are doing something else. Organise your email using rules, Filters and Tags. This is a great way to manage and declutter your inbox. Your inbox should be organised by date for example. Create meaningful subject lines when emailing which helps the person you are emailing, and, if possible, helps you prioritise your time.

Protect your time

Do not attend meetings you do not really have to attend. Read the minutes instead, or use teleconferencing, if it saves time. Telephone, if email is going to take too long. Use technology (e.g. macros, auto signature or shared calendars) that you do frequently. Learn to read by scanning. If you know how to read documents and newsletters quickly, then you will save a lot of time. You cannot afford to be a perfectionist. There comes a time when tasks waste your time because you are too pedantic. Learn to stop when you know you do not have the time or ability to give away your time. It is a precious commodity!

Work as a team

Be a good communicator by being brief, direct, clear and clear. Often, teams waste time because of confusing and misinterpreted messages between colleagues and managers.

If you are a manager, avoid micromanaging. You do not have time and your team does not appreciate it.

Do not be afraid to call on your colleagues or a manager for help with a task that is complex or taking too long. With some brainstorming or help in some small area, you might find you achieve the task quickly and easily.

Stressed? Stop and refocus

Stress and anxiety limit clear thinking and productivity. So, when things are getting frantic or overwhelming, step back and reassess your priorities and time management. Take a break to clear your head. Do what it takes to chill out, lift your energy levels, or get some help or support.

Deal with procrastination

The biggest time waster is doing nothing at all! The first step in dealing with procrastination is to understand it. Ask yourself why you are procrastinating and what motivational thoughts you need to have to help you overcome it. Usually the act of procrastination is a defence, a way to protect yourself. If you do not deal with it, this can prevent you from achieving success. Instead, become a person of action.

Schedule in down time

Sometimes, people become stressed and unproductive because they simply have not scheduled in time for relaxation or while! Work/life balance is recognised as an important necessity that ensures you are healthy and enjoying your work. Do not put yourself at risk, plan to take time to relax and do something creative or fun. Make sure you always get enough sleep and exercise.

u [Click here](#) to read the rest of this guide, and [here](#) to read other free guides in the series

REFLECT



How can I organise my work environment and task list more efficiently?

What are my time wasters and what can I do to limit them?

What skills or resources would help me manage my time more efficiently?

Where can I improve my written or verbal communication?

How important is work/life balance to me and how do I achieve it?

14.Attention grantmakers and grantseekers: tell us what you think!

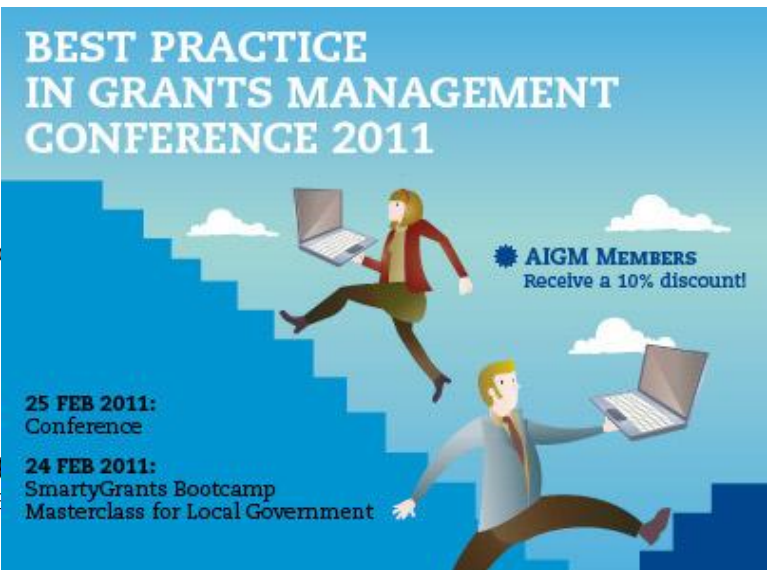
Grantseekers are urged to have their say about good and bad practices in grantmaking by filling in the latest Grants in Australia Survey.

The annual survey, available at www.ourcommunity.com.au/grantsurvey2011 seeks to find out how you think you have been treated by grantmakers over the past 12 months. The survey will focus on online grantseeking. We want to find out what grantmakers are doing well, and how they can improve.

Results will be provided to grantmakers attending the 2011 Best Practice in Grants Management Conference at the end of February, and will be posted online.

[Click here](#) to have your say now.

Note that the first edition of EasyGrants newsletter schedule, [go to www.ourcommunity.com.au/schedule](http://www.ourcommunity.com.au/schedule)



Green Grants: survey for grantmakers

Grantmakers involved in providing funding for community groups are invited to fill in our survey. Our Community is conducting in partnership with the Australian Environmental Grantmakers Network

to find out more about grants provided for environmental or climate change groups, projects or programs.

The results will be presented at the Best Practice in Grants Management Conference 2011 and will help inform other work carried out by the Australian Institute of Grants Management (a division of Our Community) and the Australian Environmental Grantmakers Network.

You can access the survey at www.ourcommunity.com.au/greengrants

Find out more about the Best Practice in Grants Management Conference at www.grantsmanagement.com.au/gmc2011 only three weeks to go!

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15.Community SectBriefs

Enrolments closing soon for Social Investment/Philanthropy course

Swinburne University's Pacific Centre for Social Investment and Philanthropy is accepting enrolments for its pioneering Master of Commerce in Philanthropy and Social Investment, as well as the Graduate Certificate in Social Impact but enrolments close soon!

Course coordinator Dr Michael Liffman says participation in the course is a wonderfully challenging and means of upgrading your knowledge, research and skills in this growing field of activity.

Swinburne offers two Transparency scholarships for the Graduate Certificate of Commerce (Social Investment Philanthropy).

For more information visit <http://www.swinburne.edu.au/business/philanthropy/>

SHARE THE KNOWLEDGE: Noemailday

We love hearing your feedback, and sometimes we like to share it too

This email was sent from Our Community member Monique Kelso (no-email@ourcommunity.com.au) as part of an experiment:

Dear Our Community Team

I really enjoy reading through all of your newsletters and thank you for the dedication and creativity you put into these.

I have especially enjoyed your article about 'no email day' but was not surprised by the results. I agree that the dependency on emails can be a challenge as a worker to give yourself a break sometimes from the constant attention we give them.

There is an expectation often that emails are attended and responded to constantly but if we didn't respond so quickly I am sure you would receive a text message or phone call if the matter was urgent.

In our workplace we have what is called an 'offline day' once a week. We as staff have the option of working remotely from the office away from the demands of phones and emails. If we wish we can also work as we would normally do, especially if there are deadlines to meet or take this day to focus on the jobs we need time and thinking space for.

This works in our organisation as we are relatively small and are not client service focused. A lot of our work is around report/document writing so this 'offline' time is well received.

I appreciate that not all organisations would be able to dedicate a whole day to being 'offline' for me this has been a real learning experience to ensure I allow myself some time each week, no matter what role or organisation I am with, for some thinking and planning ahead as something that is more successful without email and phone interruptions.

I thank you for sharing this important initiative with the wider community and keep up the great work!!

Regards, Monique Kelso

In our workplace we have what is called an 'offline day' once a week. We as staff have the option of working remotely from the office away from the demands of phones and emails.

Make Recycling at Work Easy

Helping organisations reduce costs and waste by listing recycling facilities and information.

The BusinessRecycling.com.au website and hotline provides national and local reuse and recycling options for cardboard, food scraps, plastics, packaging, construction waste, electronics and more.

The site contains information about the recyclability of every listed material as well as the contact and services for recycling services.

Visit www.BusinessRecycling.com.au or call the hotline on 1300 763 768.



1300 763 768

THUMBSUP: Community Idol alumni recognised for their work

Congratulations to 2006 Community Idol Finalists Sue and Peter Hallam, who were among those awarded the Order of Australia (OAM) on Australia Day in recognition of their services to refugees.

Sue and Peter started the Sanctuary Australia Foundation in 1988 after immigrating to Australia from Cambodia. The Foundation, which is based in Coffs Harbour, NSW, sponsors, welcomes and settles refugees accepted under the Humanitarian Visa program.

Among the work they do is to provide refugees with interest-free loans and help others in need.

Visit www.sanctuaryaustraliafoundation.org.au for more information, or <http://www.itsanhonour.gov.au/> for the full list of awardees.

Australian of the Year Awards, social entrepreneur Simon McKeon (Australian of the Year), Professor Robert AO (Senior Australian of the Year), Jessica Watson (Young Australian of the Year) and Donald Ritchie OAM.

You can read more about them at <http://www.australianoftheyear.org.au/>

Rotten Apple?

Today we expect to be able to handle virtually every interaction of our lives through our mobile phones,

Apps, these days to a large extent mean Apple, which houses them on its iDevices. And Apple's app store apps (there are apps that cobble a way around the ban

The reasons for the ban are unclear, and Apple has passed up several opportunities to clarify them. It may be

they take a 30% cut from App Store sales, they can't very well take a cut from charity sales, so they'll have to establish a new class of apps that don't take a cut from Apple. And that means that Apple will either have

expense) or eat the payment processing costs.

Our Community, of course, does provide a donations facility (www.ourcommunity.com) and we do swallow the

If Apple did give in, this would at a stroke open the marketplace for digital giving on a huge scale and make micro-donations the huge trend they have promised to be for the last couple of years.

@ Apple's software has a large and generous program of donating its software to not-for-profit organisations. Apple insists that they pay full price for everything.

Not-for-profit sector training scholarships now open

The Australian Scholarships Foundation (ASF) has released a list of scholarships catering for not-for-profit organisations. Collectively the scholarships are worth more than \$1 million and are available from major public and private education providers across Australia. They include:

- < Scholarships for postgraduate study at a number of universities, including the Universities of Melbourne, Adelaide, Australian Catholic University, Griffith University and UNSW;
- < Short courses on project management and desktop software training; and
- < Professional development and mentoring opportunities.

For more information, visit www.asf.org.au

Celebrating harmony and diversity



Councils across Australia will host community activities next month with both Cultural Diversity Week and Harmony Day.

Cultural Diversity Week begins on March 19, with events staged across Victoria aimed at encouraging people to come together, share elements of their cultures and celebrate their diversity.

For more information on events being organised during Cultural Diversity Week, visit www.culturaldiversityweek.tinsyurl.com/4qp9kyr

Meanwhile, Harmony Day (www.harmony.gov.au) is celebrated nationally on March 21, with a number of special events planned across the country.

Among them is the Taste of Harmony, where local councils and other workplaces celebrate diversity by bringing colleagues together over a lunch featuring foods from different cultures.

Taste of Harmony will be staged between March 21 and 27. For more information, visit: www.tasteofharmony.org.au

Nominations now open for World Environment Day awards

Groups, individuals, businesses or schools whose work displays environmental leadership can be nominated for the 2011 World Environment Day awards.

The awards aim to raise awareness of key environmental issues and challenges, and inspire people to take steps towards sustainability and environmental excellence in their homes, schools, communities and workplaces.

There are a number of award categories. Some are open to groups, individuals, businesses and local governments while others are based around work in various sustainable water management, green building design, and marine and coastal management.

There are also awards for sustainability leadership and entrepreneurship, and for excellence in environmental reporting.

Nominations for the awards are open until May 16, when the awards presented at a gala dinner on World Environment Day on June 3.

More information about the awards can be found at the United Nations Association of Australia website www.unaavictoria.org.au

Flood-hit communities given online voice

Communities affected by the Queensland floods have access to a series of newly released free website domain names.

The domain names, released last month by the .au Domain Administration (auDA), will allow communities to set up locally based websites.

The websites may be used to share community events and news, provide links to important information (such as council websites or community recovery resources), help people share stories, or just give people the chance to thank others for their support.

auDA arranged a similar program after the 2009 Victorian bushfires.

A full list of the 14 new website domain names can be found [here](http://tinsyurl.com/5uaje3v)

The websites that have been created are registered using Community Geographic Domain Names (CGDN), a

For more information about the sites contact CGDN service manager Leonie Dunbar at: leonie.dunbar@auda.org.au

Getting flood affected IT systems back online

Donortec is offering to give Queensland community groups a range of IT infrastructure and to get systems back up and running by waiving the administration fees associated with the products.

DonorTec, which provides donated and discounted technology products to important community groups, usually charges an administration fee. The administration fee for Microsoft Office Standard 2010, for example, is \$24, and the fee for Microsoft Exchange Server 2010 Standard Edition is \$43.

DonorTec says charging administration fees enables the organisation to ensure that Microsoft

The waiving of fees for organisations directly affected by the Queensland floods is available until August

Organisations wanting to take advantage of the donation are advised to [register online](#) for more information, telephone 07 3107 1903.

Website developer Energetica is also offering to help flood affected community groups by creating and hosting transitional websites for not-for-profits whose websites were affected by floods in Queensland, Victoria and Tasmania.

Eligible groups are those that:

- < do not have a website but are providing services to flood affected people;
- < have lost their website due to flooding; or
- < have a website hosted somewhere that has been flooded.

u
of the organisation

To find out more about the Energetica offer, phone 02 9585 985@energetica.com.au

A penny saved is a penny earned through bulk purchasing discounts

The Victorian Office of the Community Sector is reminding community groups that they may be able to [@ u](#)

While figures on the extent of potential savings are not yet available, collective demand generally secures prices, and some not-for-profit organisations are eligible to leverage government contracts with suppliers.

Eligibility criteria are not available, interested organisations are encouraged to [visit this website](#) and then contact the individuals listed in whichever area that they are interested in purchasing.

Improving the accessibility of government bulk purchasing arrangements is a cornerstone of a number of technologies.

The Office of the Community Sector is keen to hear from any community groups with experience using purchasing system. They would like to know whether groups that have tried to access the services were successful, and if not, why. Anyone who can share their experience can contact Carla Pascoe on 03 9208 3895 or carla.pascoe@dpcd.vic.gov.au

Other areas in which Victorian community groups might be able to benefit from government bulk purchasing agreements are listed [here](#). Similar opportunities may be available to groups in other states through:

- < [New South Wales Government Procurement](#)
- < [Queensland Sales and Distribution Services](#)
- < [South Australia State Procurement Board](#)
- < [Contracts WA](#)
- < [Tasmanian Department of Treasury and Finance](#)

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16 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. You are free to browse the listings, or to be sent the weekly "Good Moves" jobs listing bulletin, which costs advertising only \$30. Visit www.ourcommunity.com.au/jobs

JOB VACANCY LISTINGS (Paid Positions)

Australian Capital Territory

Job Title	Organisation	
Chief Executive	Parkinson's Australia / Dakin Mayers	Details

New South Wales

Job Title	Organisation	
Client Services Officer, Southern Region	ACON	Details

Queensland

Job Title	Organisation	
Manager	Mount Isa Community Development Assc Inc	Details

Victoria

Job Title	Organisation	
Manager, Craigeburn Centre	Brotherhood of St Laurence	Details
Refuge Team Leader	Elizabeth Hoffman House Aboriginal Worr Services Inc	Details
Refuge Relief Staff	Elizabeth Hoffman House Aboriginal Worr Services	Details
National Marketing Manager	Whitelion Incorporated	Details
Corporate Community Relationships Manager	Ardoch Youth Foundation	Details
Reception Services Coordinator	Footscray Community Arts Centre	Details
Marketing and Fundraising Manager	Ardoch Youth Foundation	Details
Chief Executive	Aboriginal Housing Victoria / Dakin Maye	Details
Committee of Management Treasurer (unpaid)	Sussex Neighbourhood House	Details
Chief Executive Officer	Birchip Cropping Group	Details
Marketing Coordinator	SuperFriend	Details
Program Manager	SuperFriend	Details
Grants Officer	The Jack Brockhoff Foundation	Details
Community House Coordinator	Godfrey Street Community House Inc.	Details

Western Australia

Job Title	Organisation	
Principal Solicitor	Women's Legal Referral Service, Inc.	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 T or Committee vacancies [please click here](#) (this matching service is free)

Australian Capital Territory

Job Title	Organisation	
Treasurer, Secretary, General Board Member	Harp Centre Australia	Details

New South Wales

Job Title	Organisation	
General Board Member	The Shack Youth Services Inc	Details
Chair, Treasurer, Secretary, General Board Member	Yasminah's Gift Of Hope	Details

Queensland

Job Title	Organisation	
Treasurer, Secretary, General Board Member	The H.O.P.E. Foundation	Details

Victoria

Job Title	Organisation	
General Board Member	Eastern Volunteer Resource Cent	Details
General Board Member	Eating Disorders Victoria	Details
General Board Member; Secretary	Glen Eira Adult Learning Centre	Details
Treasurer, General Board Member	ME/CFS Australia (Victoria)	Details

www.ourcommunity.com.au/boardmatch

17. Fast Forward

If you found this newsletter helpful, please feel free to send it on to your friends and fellow community members 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 welcome to do so. Please just add a small credit line, "courtesy of www.ourcommunity.com.au" and a direct link to the www.ourcommunity.com.au site if on a webpage.

If you no longer wish to receive this newsletter, please email service@ourcommunity.com.au

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18. About Our Community

Our Community is a leading social enterprise that provides advice and tools for 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](http://AustralianInstituteforCommunityPracticeandGovernance.org.au) practical and accessible certificated training delivered locally through our training Institute
4. [Australian Institute of Grants Management](http://AustralianInstituteofGrantsManagement.org.au) unique suite of grants management services for government
5. [Australian Institute for Corporate Responsibility](http://AustralianInstituteforCorporateResponsibility.org.au) 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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