



Our Community Matters



Edition 1, 2019 • February

Equip your organisation for anything in 2019



BY KERRY BURGESS, EDITOR

This year at Our Community is shaping up to be bigger than the Big Pineapple.

Last week we launched the 2019 Festival of Community Directors, a year-long calendar of events, training, inspiration and networking. We can't offer extreme minute-taking or underwater strategic planning (our insurers said no), but still we've put together the most diverse range of training we've ever offered: learn to build a

better website for your organisation, get more media coverage, upskill your school council, be a better chair, increase your practical impact, or make this year's AGM the best ever – that's just a few of the opportunities on offer. Read more on [**page 7**](#).

Next week we're moving to new premises in West Melbourne. Our Community House is Australia's newest co-working hub for the social sector, ►

and it's been designed to be female-friendly and to encourage us all to ride our bikes to work (hello, seven showers). It's going to create incredible data-science opportunities for us and our co-tenants. What we're really excited about, though, is the huge tree in the foyer. Seriously. It's like *Gardening Australia* meets *The Office*. Come and join us – details on [page 13](#).

By the time we've unpacked the cutlery in the new building, it will be all systems go for Communities in Control 2019, the conference that sets the agenda for social justice in Australia (see [page 4](#)). Check your privilege, blaze a trail, change the game, crunch the future: it'll make sense when you [read the program](#) for the two-day extravaganza in May. Also: Lee Lin Chin. Squeeeal!

We're going global with GiveNow in 2019. Our online donations platform just been appointed to a leadership role for #Giving Tuesday, which boasts the involvement of more than 50 countries worldwide. The announcement comes as GiveNow prepares to hit the milestone of \$100 million in donations since inception. See [page 25](#).

Speaking of donations and fundraising, we've been watching the latest developments in research in the field, and doing some our own. We've wrapped them up in a special News Digest fundraising feature starting on page 24.

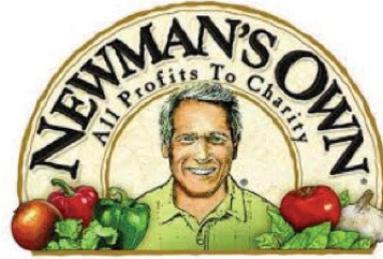
This comes as the Select Committee on Charity Fundraising in the 21st Century urges Parliament to fix Australia's mish-mash of fundraising laws within the next two years. You can read the committee's final recommendations, released last week, [here](#).

We've also got features from a couple of our favourite US-based social sector gurus. Data wonk Lucy Bernholz presents all the buzzwords you need to know in 2019 ([page 11](#)), and blogger Vu Le imagines what it would be like if people talked to surgeons, physicists and engineers the same way they talk to not-for-profit specialists ([page 32](#)).

You'll find all this and more in this edition of *Our Community Matters*. Enjoy the issue. ■

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Great grant: Newman's Own Foundation Disadvantaged Youth Grant

Have you ever picked up a bottle of Paul Newman's Own salad dressing in the supermarket and wondered where the money from sales goes? We've got some of the answers with this Great Grant.

Purpose

Newman's Own Foundation is seeking expressions of interest from organisations providing support for youth in regional and rural areas disadvantaged by drought or other natural disasters.

In light of the ongoing strain and pressure many communities are facing, these grants will support programs that improve the physical, social and mental wellbeing of young people and help them build resilience for the future.

The Foundation will address areas of disadvantage through grants that:

- Improve access to educational, arts and sports programs
- Build capacity for mentoring and mental health counselling
- Facilitate access to medical services and facilities
- Address access to fresh food and nutrition
- Provide experiences outside the community via excursions and camps.

Who's behind it

Newman's Own Foundation is a private US-based independent foundation established in 2005 by the late actor and philanthropist Paul Newman. The Foundation donates all profits and royalties earned from the sale of Paul Newman's Own and Newman's Own products to charity. To date, over US\$540 million has been donated to thousands of charities around the world, including US\$22 million to Australian and New Zealand charities.

Dollars and dates

In this round, grants range between AU\$30,000 and AU\$75,000.

Applicants will be notified by 17 May via email if their organisation has been shortlisted for the opportunity to apply for a grant. Final applications are due by June 17, and funds will be made available in October 2019.

Deadline

Expressions of interest close very soon – on March 4 – but the application form is simple, so you've still got time to apply.

More information

For more information, including details of priority areas for the Foundation, terms and conditions, go to <https://www.fundingcentre.com.au/grant/G00046> (Funding Centre log-in required). ■



Our conference is here to shake things up

Imagine this. One thousand delegates fired up by campaigners, mavericks, advocates, radicals, intellectuals and artists at the same time as Australians go to the polls. An explosive mix? You bet.

BY MATTHEW SCHULZ, JOURNALIST, OUR COMMUNITY

For more than a decade, the Communities in Control conference has done much more than inform and educate community groups about the state of the sector.

The reason it's been the must-attend event of the community calendar is the lasting buzz that delegates get from learning what's possible by meeting those who've overcome the most wicked of obstacles with passion, creativity and guts.

Tens of thousands of people have taken away fresh ideas for campaigns and community efforts.

This year, the event will be held on Monday and Tuesday 20–21 May. That's hot on the heels of the federal election, or days before it.

Expect fireworks. Here are some highlights:

The apology: To the refugees, we say sorry

Refugee Legal executive director David Manne will deliver an apology for the way we've treated asylum seekers in this country. He'll be joined by former PM Malcolm Fraser's daughter Phoebe Wynn-Pope, a powerful advocate for refugees. ►

“Push past good girl syndrome. Call out everyday sexism to break down the structural barriers.”

Tracey Spicer AM

May 20, 2019, 1.30pm

communitiesincontrol.com.au





The #MeToo Movement: What's next?

Household name, journalist and provocateur Tracey Spicer took on the old boys with her 2017 campaign against sexual assault and harassment in our workplaces. She reveals how she channeled her rage for good.

Trailblazing: Navigating without a map

Cult figure Lee Lin Chin has been a news presenter, journalist, fashionista and social media sensation – often at the same time. She explains how and why she's broken the rules.

The Joan Kirner Social Justice Oration

Professor Helen Milroy, a commissioner for the royal commission into child sexual abuse, will deliver the first-ever oration held in memory of the late and pioneering Victorian premier by an Indigenous person. We don't expect her to hold back in her assessment of some of the biggest taboos and toughest challenges of our time.

All Justice is social

Anglican priest Rod Bower is an unabashed social justice warrior, known for provocative billboards outside his Gosford church, campaigning over climate change, racism, refugees, violence against women and any kind of intolerance you can think of. Did you know he's running for the Senate? That's why he's speaking.

Talent list fizzes with possibilities

Of course, that's just a taste.

Other speakers include positive psychologist Professor Lea Waters, one of Australia's most influential women futurists; Angus Hervey and Tane Hunter; media guru Brett de Hoedt leading a cast of community champions in the "innovations showcase"; leadership thinker and

best-selling author aka "wizard rogue" Jason Fox, and diversity advocate Mariam Veiszadeh, who blows privilege apart.

And we'll spice things up with a musical opening by Indigenous musician Emily Wurramara, and an inspiring performance by slam poet Josh Brnjac, who turned despair into destiny.

Our Community managing director Denis Moriarty has taken great care to curate a talent list that fizzes with possibilities.

So what's the common thread running through an event with the theme "Get Angry. Then Get Organised"?

"It's simple really," he said. "Every one of these people is an outsider, or at least perceived as an outsider, and they're all trying to change the status quo.

"Father Rod Bower? He's broken the mold. Le Lin Chin? She's truly a trailblazer. David Manne? He's thinking ahead to 2030. Lea Waters? She switched track from a purely academic path and now she's the go-to person for educators.

"As with all of these events, I want people to be provoked, even angered, by what they hear. But most of all, I want people to walk out with renewed purpose, whatever their path.

"This is why I'm in this game, and that is why Communities in Control is my favourite event on the calendar. Who knows how things will play out with the election so close?"

More information

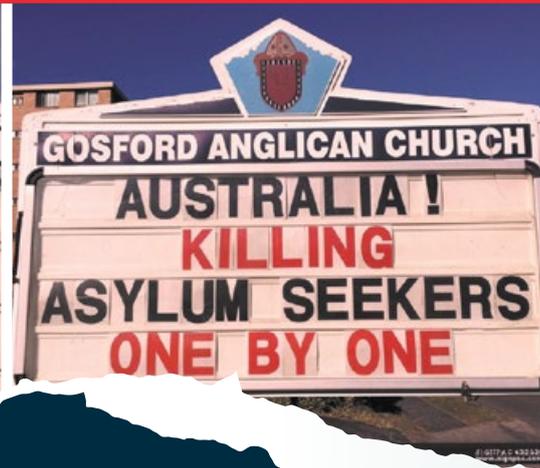
Book your spot: www.communitiesincontrol.com.au

Revisit speeches, videos, transcripts and highlights from past conferences: www.communitiesincontrol.com.au/cic/event/ ■

2019

COMMUNITIES IN CONTROL

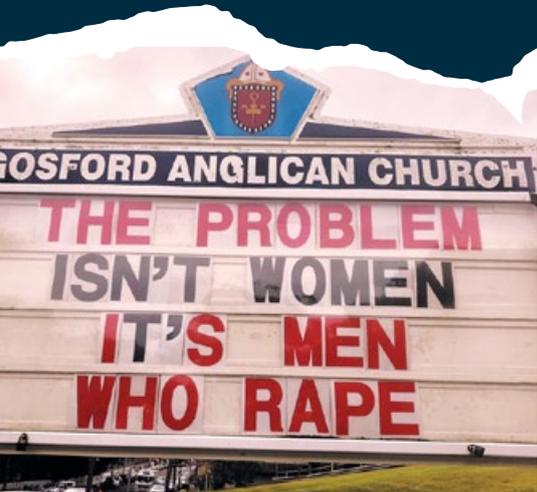
Renewing and remaking communities



Get Angry. Then Get Organised

CONFERENCE: MELBOURNE, 20-21 May 2019

www.communitiesincontrol.com.au



Communities in Control
The Conference. The Movement.



ourcommunity.com.au
Where not-for-profits go for help





New festival to bring sparkle to community sector governance

BY LACHLAN POLLOCK, REPORTER, OUR COMMUNITY

Australia's first-ever year-long celebration of community governance, the 2019 Festival of Community Directors, has just been launched, and the program is jam-packed with inspirational, informative and celebratory events.

The festival maps an entire year of training and events to help not-for-profit board members plan for 2019.

Organised by the Institute of Community Directors Australia (ICDA), the festival incorporates a number of themed weeks to focus the attention of not-for-profit board members.

The themes are tied to a wealth of resources from ICDA and other relevant experts, such as renowned ethicist Dr Simon Longstaff and former ACNC commissioner Susan Pascoe.

Featured topics include cultural diversity,

organising a great AGM, communicating with clout, policy renewal, and ideal inductions.

A newly expanded national program of specialised training and events covers a range of subjects essential to the governance of community organisations.

Training videos, help sheets, news articles, webinars and all other resources will be hosted on the Festival of Community Directors webpage, available [here](#).

Our Community executive director Denis Moriarty said the festival was a “celebration of learning”.

“Good governance is always the foundation of a well-run organisation. This year, the Festival of Community Directors will help the community sector get its governance in order. ►



“Our goal is simple: Make the community sector stronger than ever,” said Mr Moriarty.

“We know there is a great deal of passion in the community sector to do the right thing, but what’s sometimes missing are the skills to get things done.

“This year we’re giving directors and the staff who work alongside them the chance to upgrade those skills with a year-long program.”

Mr Moriarty said he had noticed that while many community sector organisations had set big goals for 2019, some lacked the strategies and plans that would enable them to meet those goals.

It was this observation, he said, that had inspired the Festival of Community Directors.

“We’ve packaged everything together to help community directors to plan their year, and to make sure things aren’t left till the last minute,” he said.

“This allows members to see the kaleidoscope of activities on offer all in one place, and they can plot their interests and see the gaps in their skills, and work towards upgrading them.”

The Festival of Community Directors will benefit ICDA members country-wide, providing more training and events around Australia.

“As ICDA’s membership has expanded, so too has our need to cater for the full membership across the country,” said Mr Moriarty.

The festival program includes specialised courses in Victoria, New South Wales, Queensland, South Australia and Western Australia, along with Diploma of Business (Governance) training, which is available in all states and territories.

For the full program, check out the [brochure](#) (PDF download).

The festival has also partnered with Commonwealth Bank to bring [new governance training for the disability support sector](#) to five Australian cities.

Susan Pascoe, the inaugural commissioner of the ACNC and current chair of the Community Directors Council, has endorsed the new festival, saying it has been “designed to give board members and the senior staff who support them the best possible chance to succeed.”

“There’s something for everyone,” she said. “I’m sure you will find plenty in ICDA’s year-long calendar of events to set you on the right path.”

To get involved, check out the program on the [festival webpage](#), and then register your expression of interest or purchase tickets for [upcoming events](#). ■

SPECIAL TRAINING

Good Ethics & Good Culture

With Dr Simon Longstaff,
CEO of the Ethics Centre

9am–12:30pm, Wednesday 13 March
Melbourne CBD

[Find out more](#)

Ethics

The 2019

Festival of Community Directors

A year-long celebration
of community governance

Events | Training | Inspiration | Celebrations | Toolkits

→ www.communitydirectors.com.au/focd

Running a community organisation? Here's how to get ahead of the game

BY MATTHEW SCHULZ, JOURNALIST, OUR COMMUNITY

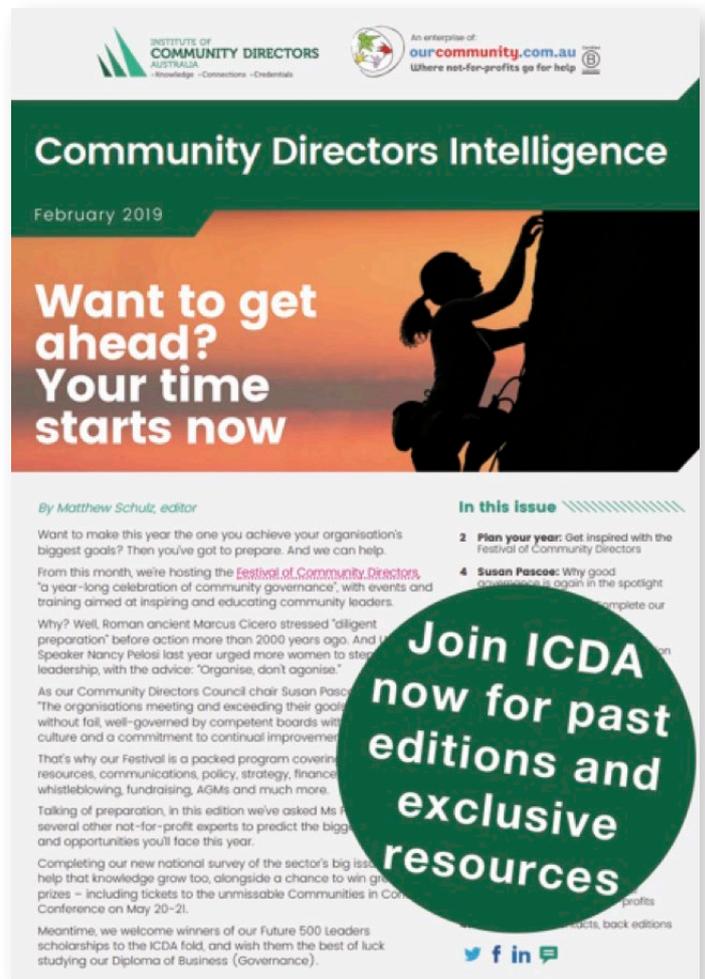
The member newsletter of the Institute of Community Directors Australia (ICDA) is all about setting community board directors up to succeed.

This month for instance, we've asked ten sector experts – Susan Pascoe, Patrick Moriarty, Sonja Hood, Rebecca Lambert-Smith, Wendy Brooks, Gary Johns, Catherine and Andrew Brooks, Sheena Boughen and Marla Cowen – about the trends, threats, opportunities and challenges facing community directors in 2019.

Normally, *Community Directors Intelligence* is available only to members of the Institute of Community Directors Australia, who also receive monthly updates, full access to back issues, and exclusive resources such as policy templates, help sheets and events on our website.

But we're so keen for you to have a taste that we're offering you a chance to read the latest edition in full and for free. To keep reading, [join ICDA now](#).

READ NOW: [Community Directors Intelligence \(online reader\)](#) | [Download \(5.4mb PDF\)](#) ■



Buzzword watch



Digital data specialist Dr Lucy Bernholz

Self-professed “philanthropy wonk” Dr Lucy Bernholz publishes an annual forecast about the way private resources are used for public benefit in the digital age. *Philanthropy and Digital Civil Society: Blueprint 2019* is the tenth annual forecast from Dr Bernholz, who is based at the Center for Philanthropy and Civil Society at Stanford University in California.

In this extract, Dr Bernholz presents a primer on the jargon you’ll be hearing in the news, at conferences, and around meeting tables in 2019. Some are ephemeral, some are meaningful. Get your bingo cards ready.

Data maturity

How well does your organization manage and govern its digital data? There are several tools available or being built to help you determine your data maturity level, an indicator of organizational effectiveness that is growing in importance. Existing examples are available from Datakind and Harvard. Be on the lookout for more from TechSoup Global and Makaia.

Deep fakes

A deep fake is a manipulated video that mixes audio from one person or event into another, making it look like people are doing and saying things that they didn’t really do or say. This is “photoshop” for video, but on steroids, as the connection to algorithmic systems means the videos can be constantly updated with the latest rumor and targeted at those most susceptible. Fraudulent video is already a problem in **human rights investigations**. As fake videos become common the veracity of all videos will be questioned, with implications for communications strategies across the board.

Mesh networks

Low-cost, low distance communications networks that allow information transmission over community owned networks are popular in places with lousy or unaffordable broadband, rural areas, and within in communities that don’t trust the cable or telecommunications companies. ►

MIDS

MIDS is an acronym for Mediators of Individual Data. It describes new associations (unions, nonprofits, collectives, cooperatives, etc.) that will negotiate with big corporate data powers on behalf of their (voluntary) membership. Along with data trusts and data unions, MIDS represent an emerging part of civil society. There's already a lot of **press** about the idea, which is being heavily promoted by **Glen Weyl** and **Jaron Lanier**. You'll hear the buzz – and might even join a MID in 2019.

Norms

This used to be the kind of word you'd only hear on college campuses and usually only in the social science quad. A "norm" is a standard of behaviour such as putting your napkin in your lap at the dinner table or not selling products from the White House. The frequency with which members of the current US administration violate the norms of public service are why the term is now a buzzword – reporters use it almost every day to describe the latest events. Civil society might take a moment to examine the norms that shape it, those that are holding it back, and those it might be worth doubling down on, or, dare I say, even codifying.

Public interest tech

There's an effort underway to train and attract engineers and software designers into public interest fields – think government service and nonprofits. Modelled on the movement that created public interest law several decades ago, the **public interest technology** movement is just getting started.

Stewardship

An old idea that needs to come back into fashion – or at least back into jargon. A few years ago nonprofits were itching to hire data scientists. In the coming year, as governance issues hit home, they'll be talking about data stewardship.

Surroundables

Wearable technology is so last year. Omnipresent networked digital devices mean that we are

now **surrounded by sensors**. Many of them exist to "sense" other things, like traffic or building access. Of course, Amazon, Google, and Apple have already moved in with their versions of this technology (Echo, Alexa, Google Home, and Siri). Nonprofits need to consider how this tech affects their missions (and not just their fundraising: See predictions from **Blueprint 2018**).

Systems change

This goes in and out of fashion, but it's definitely back. Whether because climate change is wreaking havoc, tens of millions of people are migrating, social entrepreneurs have taken the glory, or because democracies are struggling, **foundations and other big funders** are calling for "bigger," "bolder," strategies that purport to change whole systems.

Zero trust

This comes from the data security world and represents a model of designing technology systems that verify identity and use at every step. It's gaining ground. It's also a phrase that (sadly) seems to describe the world writ large.

Extra credit: Superpower

This is the crowd-winner buzzword. My loyal band of conference going, report reading, RFP reviewing, proposal submitting, and funding readers tell me that this term earns the centre box on the buzzword bingo card for 2019. My superpower is listening to them.

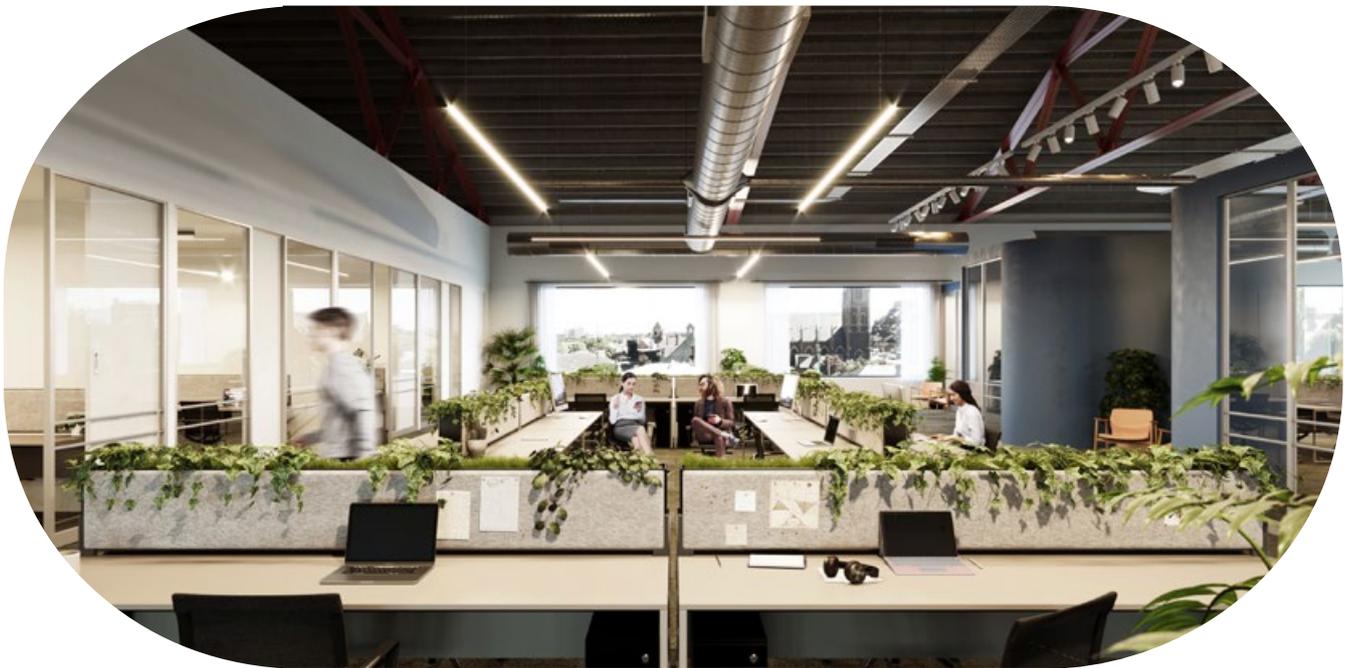
*Dr Lucy Bernholz is a senior research scholar and director of the **Digital Civil Society Lab** at Stanford University's **Center on Philanthropy and Civil Society**.*

More information

Read the **2019 Blueprint (PDF)** | **Listen to** Dr Bernholz in conversation with Our Community journalist Matthew Schulz last year (video) | **Follow** Lucy Bernholz on Twitter: @p2173 ■

Creative, smart, social: Buzz builds for Our Community House

BY MATTHEW SCHULZ, JOURNALIST



Our Community House will give progressive organisations access to excellent resources that can be shared with others.

A diverse array of for-purpose organisations are planning to join Victoria’s first data-focused co-working hub for the social sector, Our Community House.

The fit-out of the new North Melbourne headquarters is on track, with Our Community – the lead tenant – set to move with 60 staff into the new premises in early March.

The innovative centre has space for 400 people, and already peak bodies, charities, data scientists, educators, social enterprises, not-for-profits, consultants and social investors have shown strong interest.

An existing tenant, the disability employment agency WISE, will remain a key part of the mix.

Our Community managing director Denis Moriarty said the level of interest in the project was no surprise.

“People are naturally curious about the first co-working space of this type in the heart of Melbourne, and we’re excited about all the connections we’ll be making.

“It’s not just the fact we’re going to be sharing a space, but we’ll also be sharing our skills, knowledge and technology infrastructure. ►



The property at 552 Victoria St, North Melbourne, is close to Melbourne's CBD.

“Melbourne’s newest headquarters for the social sector also fits the Our Community manifesto, which celebrates the power of the community sector, the value of human capital, and a bit of mayhem.

“One of the things we’re most proud of is our data science lab, driven by our belief that technology can help us with our reform agenda.”

Our Community House has generated strong interest not only from organisations eager for an early tour of the modern, women-friendly, environmentally aware fit-out, but also from social investors wanting to boost their impact.

Among the first aboard is Equity Trustees, an Australian leader in philanthropic and investment initiatives, which has awarded a

significant grant to Our Community to advance its data science agenda.

Mr Moriarity has commissioned original paintings and sculptures for the project from leading artists and from the children of Our Community staff to create a bright, inviting and creative space.

Our Community invites expressions of interest in Our Community House from not-for-profits, social enterprises, government agencies and socially minded businesses who would like to be involved.

To find out more, visit www.ourcommunity.com.au/OCHouse. ■



**We're re-imagining how
social change is made in Australia**
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**A collaborative, creative, data-driven
workplace for the social sector**

OPENING IN NORTH MELBOURNE, VICTORIA,
FEBRUARY 2019

City-fringe co-working space for not-for-profit organisations,
social enterprises & B Corps

www.OChouse.com.au



What to expect (at work) when you're expecting

BY KERRY N BURGESS, EDITOR

Pregnant women have the right to nap at work when they need to, under a new pregnancy and parenting policy implemented at Our Community last month. We spoke to executive director Kathy Richardson about how the new policy was developed, and how it might be adopted by other workplaces.

What are the main features of Our Community's pregnancy and parenting policy?

Kathy Richardson: Our new policy explicitly states that Our Community wants to do its bit to ensure that the entry to the world of any new "OC babies" is as healthy, positive and stress-free for their parents as possible. But the path to parenthood isn't always straightforward, and

our policy recognises that, covering people who foster or adopt children, those who experience pregnancy loss, and those undertaking fertility treatment.

Our pregnancy policy explicitly names some of the difficulties some women experience when they're pregnant (excessive tiredness, nausea, hunger, discomfort, swollen legs) and states our intention to help where possible by providing workplace accommodations. These include permission to nap as required, flexibility in the work schedule to allow pregnant women (and their partners) to attend medical appointments, and additional paid sick leave if required.

Our Community provides paid parental leave in excess of the statutory minimums (for birthing and non-birthing parents, including adoptive and foster parents) and these provisions are outlined in our policy as well. ►



We have also developed a returning-to-work policy which recognises that the post-pregnancy period presents additional joys and challenges. The policy states that new parents can have as much or as little communication with the workplace as they like while they are on leave, and outlines how team members can participate in “keeping in touch” days if they choose to do so, how we will support breastfeeding parents, and our willingness, wherever possible, to accommodate temporary or permanent requests for altered work hours, including trial periods to allow new parents to figure out what’s going to work for their family.

The policy is a work in progress. Following a discussion at the pub after work last week, I’m now thinking about how to ensure we’ve properly considered the needs of dads and other non-birthing parents in our policies. And a discussion on a not-for-profit online Facebook forum recently has prompted me to incorporate more pointed provisions for women who experience pregnancy loss, including miscarriage and stillbirth.

Why didn’t you just adopt a standard policy?

As an **accredited B Corp**, we’re obliged to think carefully about the impact of our workplace on employees. We take that responsibility seriously.

It’s also in our DNA to make sure we’re providing equal opportunities for women (indeed, our Manifesto states, “We believe women have equal rights to leadership roles”). Many of the issues that prevent women from prospering in workplaces are structural in nature, and we wanted to shift some of those barriers. This policy is one way to do that.

How was the policy developed?

We started by inviting every woman in the office who we knew had been pregnant to tell us what their workplaces (current and past) had done to make their life easier or harder during those periods. We noted the commonalities and thought about how we could make provisions for those, but we also noted that everyone’s experience was different. Some women sailed through pregnancy feeling healthy and

energised; others really struggled, either for short periods of time or throughout. We spelled out some of the things the organisation could do to help with the most common complaints, but we provide some flexibility in the policy as well.

Our parental leave policy was informed by the government’s new rules but we also took into account the experiences of people in our office who have become parents in standard and non-standard ways (including our group managing director, who is a foster carer). Research demonstrates that the first years of a child’s life are crucial, and suggests that dads who spend time with a newborn as a primary carer are more involved parents as time goes on. With this in mind we decided to provide more leave than the minimum for both birthing and non-birthing parents.

Our return-to-work policy, too, was informed by our staff’s experiences of being on parental leave and returning to work after a pregnancy – the good, the bad and the ugly. Some of the stories we heard were terrible! We set out to emphasise the good and minimise the bad and the ugly.

The new policy refers to Our Community making “attitudinal and structural accommodations” for the new carer responsibilities that parents bring with them when they return to work after parental leave. The reference to attitudinal change is unusual in a workplace policy. Can you flesh that out for us?

We wanted to make it clear not just to staff but to managers as well that you can’t expect people to have a baby then come back to work a few months later as if nothing has changed. We’ve seen that happen in other workplaces: women being expected to get back to work without any ruffles after what truly is a life-changing event. (My mother – a midwife and the mother of seven babies – describes it as a “life crisis”.) They’re expected to front up to the office at 9 o’clock on the dot, having been up all night with a screaming baby, with leaking breasts, anxious about what’s happening when they’re not with their child, and just get on with it. That’s crazy-making. ►



Not everyone experiences parenthood this way, and you can't make hard and fast rules about how to accommodate all the situations that might arise, but we wanted to say to new parents, "We see you", and we wanted to say to managers, "You are required to make accommodations if needed and the organisation will support you in that".

When it comes to workplace revolution, what's more important: policy change or cultural change?

You need both. If you have a policy that people don't support or understand, it's doomed to failure. People will just ignore it. If you have a great culture without policies to enshrine the rules that provide practical expression of that culture, you risk slippage, especially as the organisation grows in size.

Our Community is about to launch Our Community House (OC House), a new co-working space for social sector organisations. The OC House website says the new workplace is "gender-lens designed". What does that mean?

OC House is designed primarily for the not-for-profit sector, in which women predominate, so we knew we were going to need to cater to the particular needs of women in this building. In fact, we think all buildings should do this, but it was going to be particularly important for us.

Women are different from men physically (they menstruate, can be pregnant or breastfeeding, experience menopause, and on average are smaller and have a lower metabolic rate), and they experience the world differently (they are more likely to juggle work with a caring role, more likely to feel unsafe, especially after dark, more likely to have been marginalised professionally, more likely to be judged on their appearance).

We engaged an all-female design architecture firm, and we made sure there was a woman (me!) on the steering committee at our end. Throughout the design process we tried to think about how the building might cater to the particular needs of women. We did some research as well and came up with a wish-list. We didn't get everything we wanted but we did get a lot of it, including female-friendly bathrooms and toilets (lots of them; sinks in some cubicles; free tissues, tampons and pads in every toilet; full-length mirrors; ledges or hooks for handbags); a private, comfortable room for people who want to breastfeed or express, or who are experiencing period pain or pregnancy-related fatigue; and desktop fans to help relieve the symptoms of menopause.

We're also working on a plan to help working parents negotiate the curly issues that arise during the school holiday juggle, perhaps by hosting a school holiday program on-site or nearby.

Our Community is going to make its policy available for other workplaces to adopt and adapt. What's your advice to organisations that believe they don't have the physical space or the financial resources to implement similar policies?

Much of what we do is attitudinal. If you just do what you can do within your own budget and context, you'll get a lot of the way there.

More information

A policy template based on our Community's pregnancy and parenting policy will be available soon from the Policy Bank – watch [**this space**](#).

Visit the Our Community House website. ■

Passion project aims to help keep kids safe

BY KERRY N BURGESS, EDITOR



A tech consultant who was sexually abused as a schoolboy says his latest invention is a “passion project” aimed at making sure other children don’t suffer what he did.

Duty of Care is a web-based platform designed to help organisations to manage Working with Children (WWC) checks.

Creator Luke Benson said the alternative – relying on people to perform manual tasks such as periodically visiting a website to check the validity of WWC checks – leaves organisations at risk of non-compliance, and children at risk of harm.

Mr Benson said his own personal journey had motivated him to take his idea to his managing director two years ago.

“As a young boy at boarding school, I endured a period of sustained sexual abuse by a boarding house tutor,” he told Our Community. “Almost 30 years later, at the royal commission, I gave evidence about that experience, the ongoing impact, and I finally learnt the truth about the many failures in the school’s systems that let me and my friends down so badly.

“Almost 1 million people applied for a Working with Children Check in 2018. Without Duty of ►



Care, some of these people could have their accreditation revoked but continue to work with children and other vulnerable people for years to come.”

Mr Benson said Duty of Care was more robust than other tech systems designed to manage WWC checks.

“Other solutions provide expiry management but do not have continuous verification, nor can they notify all organisations that an individual is involved with, nor can they offer organisations the permanent record and proof of proactive fulfilment of their duty of care.”

Duty of Care uses blockchain technology to perform continuous real-time validation of accreditations across Australia.

The service relies on a network of encrypted records (blocks) stored in a secure distributed database to enable a permanent, auditable and tamper-proof record of an organisation’s accreditation verification history.

The real-time data is available to organisations through easy-to-use dashboards, enabling prompt action to ensure the safety of children.

More information

Duty of Care: www.dutyof.care | kate@dutyof.care

Child Safety Toolkit ([free PDF download](#)): Our Community and Moores created the Child Safety Toolkit as part of our shared commitment to promoting child safety, and helping not-for-profit organisations ensure compliance with the complex web of legislation in this area. ■

Trailblazing: Navigating without a map

Lee Lin Chin

May 21, 2019, 2.30pm

communitiesincontrol.com.au



How the finance royal commission affects you

BY CHRIS BORTHWICK, THINKER-IN-RESIDENCE, OUR COMMUNITY



We've looked to nature to consider the effect of the finance royal commission on your NFP.

Think of a smallish Australian not-for-profit – one of the 40% of NFPs with about \$50,000 in assets. Imagine it as a single smallish butterfly – a Cabbage White, perhaps, weighing a quarter of a gram.

Think of a big Australian bank. Think of it as a 15 ton Brontosaurus (or, if you want to be picky, an Apatosaurus) wandering through the Jurassic forests feeding hungrily from the treetops.

That's about the weight ratio – one to sixty million – of one to the other. One is very big; the other is very small.

That being the case, it's not immediately obvious that Commissioner Hayne's report on the misdeeds of the big banks has any application to most Australian not-for-profits.

Few Australians, though, are accustomed to counting in trillions, and when a clamour arises ►



for more regulation and greater accountability, they're not going to split hairs. However unfairly, both dinosaurs and butterflies are going to be expected to up their game.

And some general principles are invariant. The Commissioner was tasked with, among other things, reporting on “whether any conduct, practices, behaviour or business activities ... fell below community standards and expectations” – and given the expectations that Australians have of their community groups, even a comparative butterfly might do that.

Let's look at a few of those principles.

Incentives matter

The Commissioner's main complaint, to be sure, was that the banks' despicable conduct was motivated by the pursuit of profit, and you might think that not having profits would keep the third sector pure. As he points out, though, the mechanism that drove the horrific incidents was that the organisation's profit coincided with the gain of the individual behind the desk. A warped system of incentives produced the kind of results that might have been – should have been – expected. The small fry were rewarded for sales growth, not for promoting the interests of the client, and they followed the money.

Not-for-profits sometimes assume that because the aim of the organisation is to do good, the aim of its workers is to do good. Well, yes; but it is also necessary for not-for-profits to pay their people, and it may be time to check what they're being paid for. Are their performance goals or promotion prospects keyed to the budget, or to their client feedback, or to their legal compliance? Where thy treasure is, there shall thy heart be also, as a much earlier ethics code specified.

Conflicts of interest matter

As the Commissioner writes, “[The laws] ... speak of ‘managing’ conflicts of interest. But experience shows that conflicts between duty and interest can seldom be managed; self interest will almost always trump duty.... [An employee] who seeks to ‘stand in more than one canoe’ cannot.”



Financial services royal commissioner Kenneth Hayne took a no-nonsense approach to his investigation.

The bar is being raised. Take note. Review your Conflicts of Interest register and ask yourself whether it's up to these fresh expectations.

Oh, and if there isn't an Australian not-for-profit devoted to promoting canoe-standing as an Olympic sport, there should be.

Regulation matters

The Commissioner says, “Misconduct will be deterred only if entities believe that misconduct will be detected, denounced and justly punished. Misconduct, especially misconduct that yields profit, is not deterred by requiring those who are found to have done wrong to do no more than pay compensation. And wrongdoing is not denounced by issuing a media release.”

That's specifically addressed to ASIC and ACCC, who Haynes sees as soft.

He goes on to say of ASIC's enforcement culture, “... it is well established that ‘an unconditional preference for negotiated compliance renders an agency susceptible to capture’ by those whom it is bound to regulate. As one leading American scholar has written, ‘corporate behaviour moves quickly to take advantage of any perceived softening. Social norms act less upon complex organizations than upon individuals’”

The ACNC is certainly listening, however, and is noting that the community's tolerance for the ►



gentle touch approach evaporates instantly whenever a scandal surfaces. I'd be surprised if it didn't get out the big stick more often than it has in the past. Take extra care not to do anything that might attract its attention.

Culture matters

The Institute of Community Directors Australia (ICDA) has written before on the importance of promoting a healthy organisational culture. It's more important now than ever, because we're going to be looking over our shoulders more.

Commissioner Haynes says, "Effective leadership, good governance and appropriate culture within the entities are fundamentally important. And culture, governance and remuneration are closely connected. But it now must be accepted that regulators have an important role to play in supervision of these matters. Supervision must extend beyond financial risk to non-financial risk, and that requires attention to culture, governance and remuneration.

The Commissioner calls upon the finance sector to "assess, as often as reasonably possible, the entity's culture and governance, identify any problems, deal with them and determine whether the changes have been effective." It's not an unreasonable goal for NFPs, either.

And my last message, my little butterflies, is this: try not to have a brontosaurus tread on you. They are too big to fail, evidently; you are not.



Chris Borthwick has run his eye over the findings of the Hayne royal commission and considered the impact on smaller not-for-profits.

More information

Full report: Royal Commission findings

Ethics Centre's Simon Longstaff: The world of loopholes has ended

ICDA Resources

Special reports: organisational culture

Finance focus: Selected help sheets and articles

Accountability: How your organisation can be more transparent, more effective ■

SPECIAL EVENT

Celebrating Women

Free Networking Event

Friday 8 March, 6pm-8pm

Find out more

Speech bubbles contain: equality, Liberation, Strong, Respect, We can do IT!, equal PAY, Progress, 8th March, We shall fight until we WIN, Women's Day!



News Digest: Fundraising news special

This special edition of News Digest looks at what's new in the world of fundraising and philanthropy.



The global movement #GivingTuesday is an antidote to the pre-Christmas shopping frenzy.

Aussie, NZ giving campaign goes global

BY MATTHEW SCHULZ, JOURNALIST, OUR COMMUNITY

Australia's first giving platform, GiveNow, has this month been appointed as a regional leader for the global #GivingTuesday movement, just days before the fundraising service hits a \$100-million milestone.

GiveNow executive director Cathy Truong said the team would promote #GivingTuesday across Australia and New Zealand after the platform was selected in recognition of its community credentials, grassroots fundraising expertise, data science skills and experience in creating social movements.

#GivingTuesday has rapidly grown from small beginnings to become a worldwide movement driven by social media. Created as an antidote to the shopping frenzy that follows Thanksgiving in the United States with days known as "Black Friday" and "Cyber Monday", it now has a dedicated following of its own, spreading from the US throughout the globe. In 2019, it will take place on December 3.

"GiveNow was formed in 2001 by social enterprise Our Community when few could afford a stand-alone online giving service. Since then we've gained the trust of thousands of ►



community organisations and their donors, in the process helping to raise \$100 million and becoming a leader in giving,” Ms Truong said.

“We’re proud to be the platform that’s been so reliable for small and large organisations alike, meeting our goal to ‘democratise giving’ and channel money to so many communities. #GivingTuesday pitches itself as an open, grassroots, giving movement, which fits perfectly with our values and model.”

The agreement gives GiveNow the chance to help more local causes join a fundraising opportunity that last year raised a staggering \$380 million in the US. The event boasts the involvement of 50 countries worldwide.

“Australia is ready to be part of a global giving campaign that’s a powerful alternative to the pre-Christmas and end-of-year holiday spending spree,” Ms Truong said.

“The fact that we’ve been chosen as a major partner is great recognition of Our Community’s model as a social enterprise and certified B-Corporation and our work over two decades to provide practical technology and education that’s tailor-made for the community sector.”

Ms Truong said the December event was a perfect fit for the local giving calendar.

“The lead-up to Christmas is a great time to promote giving. Unshackled from tax time, this is a time of the year where people give simply for the joy of giving,” she said.

“Of course, it’s not just about giving money; it’s also about giving time through volunteering, goods or even just by standing up for others.”

GiveNow has begun mapping out plans to get more Australians involved in #GivingTuesday, and Ms Truong will join a global gathering of #GivingTuesday leaders in Italy next month. ■

Fundraising and the power of suggestion

BY KERRY BURNESS, EDITOR

Our Community researchers have proven how important it is for fundraisers to tailor their suggested donation amounts according to the profile of their particular supporters.

In experiments that looked at the power of suggestion on the online donations website GiveNow (e.g. \$25 versus \$30), researchers found that bigger and smaller donors tended to cancel each other out. In other words, the benefits of influencing some donors to donate a bit more by suggesting a donation of \$30 (instead of, say, \$25) are offset by the reduced contributions of donors who might otherwise have donated, say, \$50.

The author of the report *Optimising Suggested Donations for GiveNow: Money in the Bank or Money on the Table?*, data scientist Joost van der Linden, said the takeaway lesson for fundraisers was that it was important to tailor suggested donation amounts according to the organisation’s donor profile.

“Setting the suggestions too low when your donor demographics include many high-value donors will likely leave money on the table, while setting the suggestions too high when your donors mostly donate small amounts will likely result in donors being turned off and refraining from donating altogether,” he said.

[Read the report](#)



Where does your organisation draw the line on the kind of fundraising activities it's comfortable with?

Time to revisit your fundraising policy?

BY STEFANIE BALL, OUR COMMUNITY

Not-for-profit organisations are being urged to review their fundraising policies **amid reports** that mental health charity Beyond Blue rejected a \$5000 donation that did not accord with its fundraising policy.

Beyond Blue rejected the eight donations totalling \$5000 after it was discovered that Perth personal trainer David Marshall raised the money from pornographic content uploaded on a subscription-based pornography platform.

The charity's fundraising policy states that it does not accept proceeds from the sale of certain activities, including pornography. Telemarketing, door-to-door fundraising and alignment with pharmaceutical or tobacco organisations are also listed in its **fundraising kit** as restricted activities, and fundraisers are asked to submit a proposal before raising funds on behalf of the organisation.

The executive director of the Institute of Community Directors Australia (ICDA), Patrick Moriarty, emphasised the importance of having a fundraising policy in place to ensure there is no uncertainty about what makes a donation acceptable or unacceptable.

"If a not-for-profit wants funds raised on its behalf, it is up to the organisation to be clear about the kinds of fundraising activities it is comfortable with. A fundraising policy is a good first step."

If your organisation doesn't have a fundraising policy, or you're looking to update the one you have, visit the ICDA **Policy Bank** for free templates for policies and procedures, including an **Ethical Fundraising Policy**.

[Download the Ethical Fundraising Policy here](#)

MORE: **[Visit the Institute of Community Directors website](#)** ■



Fundraising strategy: *you* can make a difference

BY KERRY N BURGESS, EDITOR



Making a potential donor feel powerful is an effective fundraising strategy, according to new research.

Appealing to a person's sense of personal power to change things is far more effective in fundraising than appealing to them to be part of a collective effort, according to new North American research.

Psychologists Ashley V. Whillans from Harvard Business School and Elizabeth W. Dunn from

the University of British Columbia sent two emails and a letter to more than 12,000 potential donors (university alumni). Half received messages saying, "Come forward and take individual action. Donate today." The other half received messages saying, "Join your community and support a common goal. Donate today." ►



Donors who received the first message gave on average 82% more than donors who received the second message.

“Given the high cost of fundraising – US\$1 for every \$6 collected – it is critical to understand how to encourage donations among those with the greatest capacity to give,” said the researchers. “Rather than simply encouraging everyone to work together, our data suggest it help to highlight the unique role that each individual can play.”

The executive director of GiveNow, Cathy Truong, said the research provided useful information that fundraisers could act on now.

“Knowing what motivates your donors is always important in fundraising,” Ms Truong said.

“Often those of us who work in the sector are inspired by community sentiments, so it is instinctive for us to fall into type and create campaigns that we align with. This research is a good reminder to that we need to keep our minds open to differences.”

GiveNow, Our Community’s donations platforms, has processed nearly \$100 million in donations since it started in 2000.

MORE: [Read the study](#) | [GiveNow](#) users: Log in to update your GiveNow appeal to donors, drawing on these findings | [About GiveNow](#) ■


GiveNow

Meet CrowdRaiser™

Harness the power of social fundraising

www.givenow.com.au/crowdraiser

Not-for-profit law, and the landmark book you don't need to read

BY CHRIS BORTHWICK, THINKER IN RESIDENCE, OUR COMMUNITY

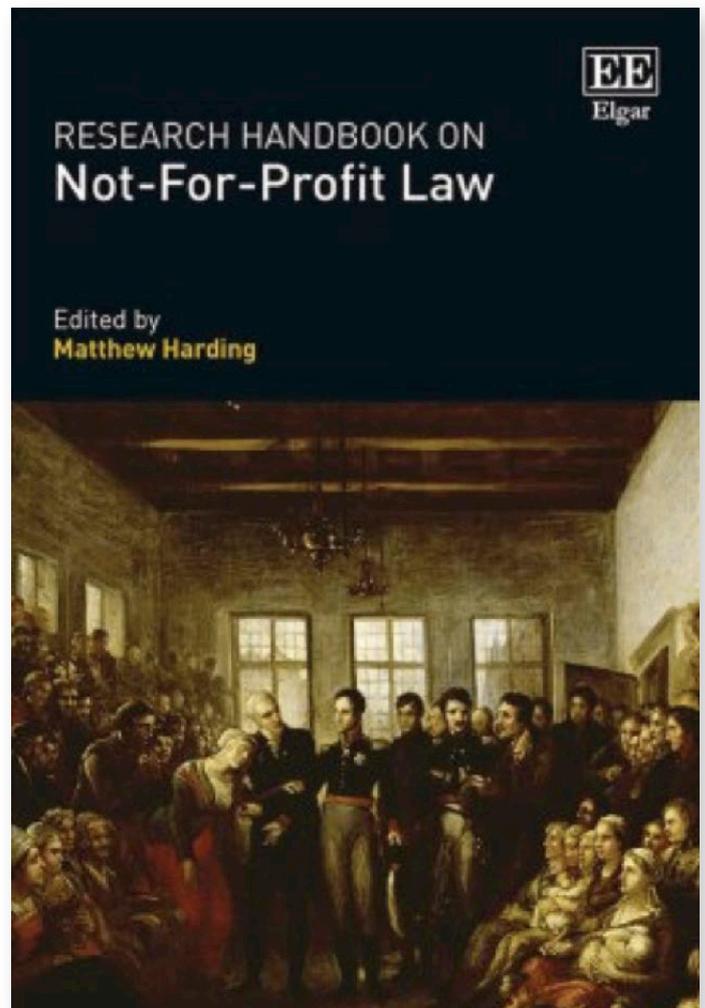
*This article could save you a week's work.
Let me explain how.*

I've often complained that there's too little academic study of the not-for-profit sector, considering its importance in Australian society and the Australian economy.

Research Handbook on Not-For-Profit Law, edited by Melbourne Law School's Matthew Harding, and consisting of nearly 600 pages of closely written analysis, helps to redress that imbalance. It includes contributions by a number of the stalwarts of the field – Australia's Myles McGregor-Lowndes and Susan Pascoe among others – and a scattering of newer scholars who are finding their places in universities here and overseas, writing on not-for-profits and tax and regulation and rights.

And the timesaving tip I'm offering is that you probably don't have to read it. It's academic in the best sense – offering deep insights into the foundations of the law of charities in many jurisdictions – but it's also academic in the sense of "that's academic", meaning "that's not going to affect your life one way or another".

Looking at charity law across different countries and different eras means the book has to take a fairly elevated overview, and most of the issues that actually take up your day – chasing shrinking grants funding, wrestling with different state laws and regulations, filling out forms and dealing with clients – are almost invisible. ►



Research Handbook on Not-For-Profit Law presents a careful analysis of legal theory related to the sector.

This is a volume for the specialist and is priced as such. We purchased the e-book version for \$93, but a printed copy will set you back at least \$340. There are people who need to read it – philosophers, legal drafters, ACNC staff – but I’d be surprised if you were one of them.

That said, what’s its message? If the people who make our laws read it and took heed, what effects would that have and what improvements would we see?

Not-for-profit scholars have to balance basic economics, which says flatly that anything that people aren’t prepared to pay for has no value, with the tradition of thinkers like Socrates, Confucius and Mill, who hold that that the highest human good is rational knowledge of, and moral commitment to, the public good. “The public good” is itself not an entirely unproblematic concept, of course, and the way “the public good” relates to “charity” – let alone any particular charity – runs across a number of chapters.

I’m all in favour of this kind of speculation. The real problem, though, comes when Socrates and Confucius and Matthew Harding have to turn their attention to the mangled patchwork that is the actual law of existing charities. We’ve got to our present arrangements through a random accretion over 500 years of the opinions of judges who were unmistakably not Socrates or Confucius or Mill, bending principles to fit their prejudices and welding their reformist opinions on to existing failures until the entire structure threatens to collapse under the weight of its own illogic.

Partly for that reason, “charity” as a heading is evolving and morphing. Many good-seeking organisations now don’t even pretend to belong to “the sector”. The rise of the social enterprise, where entrepreneurs try to help people or save the planet without seeking tax breaks, owes quite a lot to the often-stifling restrictions that



Melbourne Law School’s Professor Matthew Harding edited *Research Handbook on Not-for-profit Law*. Picture: Melbourne University

come with charitable status. Some countries are setting up new legal forms such as Community Interest Companies (myself, I’d rather they eliminated a few of the other forms first, to make room for the change). Some capitalists, too, are mining charitable status as the most profitable substance known to humanity. Did you know, for instance, that Ikea is owned by a charity, and its founder has quite legally taken \$90 billion out of it?

I won’t go into the finer points of these developments, if only because I don’t think I could grind them nearly as finely as the authors of this compilation.

But it’s good to know that someone’s putting a little thought into understanding the not-for-profit sector. Goodness knows the government isn’t.

Research Handbook on Not-For-Profit Law, edited by Matthew Harding; Edward Elgar Publishing, e-book \$93, hardback \$343.

More information

Buy: Research Handbook on Not-For-Profit Law | Free extract ■



“We only support innovative ideas. What innovative new firefighting techniques are you using to put out wildfires?”

If we talked to other professionals the way people talk to nonprofit folks

BY VU LE

Nonprofit work is great, but we do deal with all sorts of headaches. But many of our friends and families and even board members have never worked at a nonprofit before, which means it's hard sometimes for them to understand what we go through. Here is what it might be like for other professionals if they got the nonprofit treatment.

“Before I buy this cheese-and-potato piroshky, what is your plan to sustain your business without relying so much on customers like me?”

“Thank you for this taxi ride. I am a reimbursement-based customer. Please send in these forms and you will be paid in four to six months.”

“Good morning, I am your new chief surgeon. No, I am not a doctor, but I did run a successful tech company for 32 years.”

“I heard that you are trying to land a shuttle on Mars. I'd like to invest \$500. I will need quarterly reports.”

“What do you mean you won't accept my donation of eight pallets of 1967-era maths textbooks? What kind of accounting firm is this?!”

“Your shoes are really nice for a landscape architect! I guess maybe you don't need me to pay for your design services, haw haw!”

“Why are there so many cafes all over the city competing with one another? Can't you all just merge into one giant cafe?”

“I love this program. What do you call it, “seventh grade”? How do you plan to scale it?”

“I don't benefit at all when you vaccinate people ▶



against various diseases, so I have every right to scrutinize you and your work!”

“You totally fixed that clogged pipe that no one else could fix! I need a report on what the \$650 I am paying you is being spent on. Please make sure none of it is paying for your rent or utilities.”

“What you should do is open up the right pulmonary artery and connect it to the aortic semilunar valve. No, I’ve never done heart surgery, but I have served on the board of various hospitals for several years.”

“Our family is not interested in paying for the salaries of the engineers and technicians who maintain and control traffic lights. We only want our taxes to pay for the traffic lights themselves. Since the city budget indicates a significant portion is going to salaries, we will not be paying our taxes this year.”

“Has your legal firm heard of this thing we do in business called ‘accounting?’”

“Do not go to a Beyoncé concert! 94 cents of every dollar just goes to paying for salaries for her and her team!”

“Shelly, please pass the gravy. Also, when are you going to find a real job and knock it off with this ‘mechanical engineer’ nonsense?”

“Why do you have an anesthesiologist? Can’t you just get your niece to do the anesthesia? I heard she’s pre-med.”

“Have you thought about opening a thrift store to supplement your architecture firm?”

“Please explain the Higgs-Boson and its role in the Standard Model of particle physics in 250 characters or less.”

“We only support disruptive, innovative ideas. What innovative new firefighting techniques are you using to put out wildfires?”

“So you only treat couples as part of your couples counselling practice? What about single people? What about babies? Why don’t you treat them too? What do you have against babies?!”

“I could just write you a check for the gap payment, but I’d like a more meaningful experience. Can I work the drill when you do the root canal?”

*This article has been reproduced with permission from **Nonprofit AF.***

*It’s based on “If people talked to other professionals the way they talk to teachers”, by Shannon Reed, published at **McSweeney’s.***

*Read more by Vu Le at **Nonprofit AF.** ■*



Joan Kirner
Social Justice Oration
Professor Helen Milroy
 May 21, 2019, 3.15pm
communitiesincontrol.com.au



Paws for thought before blowing the whistle on charity gifts



Dear Agony Uncle,

I volunteer as a dog-walker for an animal shelter charity. For Christmas, the shelter gave me and each of the other volunteers a piece of handmade dog-themed gold jewellery that I suspect is quite valuable. I appreciate the gesture, but I wish the money had gone to the dogs instead. Is the charity allowed to spend money on gifts for volunteers?

Pat Barker, Brisbane

Dear Pat,

I have to say that I have a preliminary problem in trying to put a dollar figure on “quite valuable”. Are we looking at \$10, or \$100, or \$1000? If there are problems with any of those, they’re different problems.

If a charity was handing out \$1000 bracelets to its volunteers – 24-carat gold dachshunds with platinum collars and diamond eyes, say – then it might come under suspicion for using this as a way to get around the not-for-profit nature of the business. That’s probably not the case here, but other charities have given their volunteer directors \$20,000 “honorariums”, or cars, and when that happens, the Australian Charities & Not-for-profits Commission (ACNC) may come calling.

If we’re talking three figures or under, the ACNC will probably let it ride. Then the next question is, “How much are dog-walking volunteers worth?” The charity would have to pay professional walkers at least \$20 a pop, so let’s say \$60 a week, or \$3000 a year and up. If that’s what you’re worth, it’s reasonable for the charity to want to keep you, and to try to get on your good side to induce you to stay. That’s a perfectly ►

reasonable investment, and nobody will complain – if it works.

Which brings us to another issue. You yourself aren't, apparently, motivated by gifts. That's not uncommon. Simple economic theory would suggest that if you're rewarded for doing something, you will do more of it, but simple economic theory flounders when asked to explain why you're doing something altruistic in the first place. Some studies have in fact found that if your altruistic behaviour is complicated by small rewards, then you actually do less of it, because the reward draws your mind towards practical calculations ("I did \$500 worth of dog-walking and all I got was this lousy bracelet") and away from wanting to make dogs happy.

Whether the gift of jewellery works to keep or recruit volunteers is, however, a practical

question, not a legal (or even an ethical) one. If you're a charity considering such interventions, we'd suggest that you ask your volunteers what they'd prefer. Even then, in the name of research, it'd probably be a good idea to split your database – give gifts to some volunteers but not to others (if you can keep them from chatting and contaminating the sample) and see which group performs better.

If it were cat jewellery, of course, that would be a very different matter.

*The ACNC recently released **new guidance** on gifts and honorariums.*

*The ICDA **Policy Bank** offers a range of free downloadable policy templates, including a Volunteer Management Policy and a Code of Ethics. ■*



**"I'm proof that you can
get metaphorically smashed
to pieces from every angle
and still not lose hope
#LoveTrumpsHate eventually."**

Mariam Veiszadeh
May 21, 2019, 11.30am
communitiesincontrol.com.au



Meet-ups offer blockchain insights and “equal reality” experiences

BY JULIENNE PRICE, HEAD, SCHOOLS AND NOT-FOR-PROFIT SECTOR BANKING, COMMONWEALTH BANK

Blockchain technology offers untapped opportunities for disability support service providers and their clients, as highlighted by the groundbreaking Smart Money pilot project, which I wrote about in the December issue of *Our Community Matters*.

A collaboration between CSIRO's Data61 and CommBank, the Smart Money project has created a lot of interest. People from across the country have been keen to learn more about blockchain, its potential applications, and the next steps in turning the concept into a real-life application for NDIS participants.

Getting hands-on

I'm excited to announce that in 2019 we'll be holding a series of Meet-up events exploring the Smart Money pilot, as well as some of the latest innovations that are set to revolutionise the not-for-profit, education and business sectors.

Meet-ups will be taking place in Melbourne, Sydney, Adelaide and Perth, hosted by CommBank's Not-for-Profit Innovation Manager,

Eloise Newbury. Project head Daniel Royal will be taking us behind the scenes and sharing project insights, demystifying the Blockchain phenomena and looking at its potential to revolutionise payment processes for the disability sector as well as broader applications for the technology.

There will also be an opportunity for you to immerse yourself in “equal reality” – step into someone else's shoes in an immersive virtual reality role-play showcasing diversity and inclusion.

How to get involved

If you'd like to join us for a fun, engaging and educational experience where you can network, share ideas and learn more about where technology is taking us, simply click on a date and location below and register your details.

Meet-ups are interactive, which means places are limited, so register as early as possible so you don't miss out.

Location	Date	Time	Registration Link
Perth CBD	February 20	4.15–6.00pm	<u>REGISTER</u>
Adelaide CBD	February 27	4.15–6.00pm	<u>REGISTER</u>
Sydney CBD	March 14	5.15–7.00pm	<u>REGISTER</u>
Melbourne CBD	March 19	5.15–7.00pm	<u>REGISTER</u>

See you there

I hope you're able to come along to one of our 2019 Meet-up events. In the meantime, if you'd like to learn more about the Smart Money project, download the report [**here**](#).

Commonwealth Bank is an Our Community partner. ■



Creating social change – now with popcorn

The Transitions Film Festival zooms in on the challenges, ideas, innovations and trends that are redefining what it means to be human. It showcases trailblazing change-makers who are leading the way to a better world. The program so far features screenings in Melbourne and Sydney, with more cities likely to be added – watch the website for details.

Here are just a few of the must-sees for Australian community leaders:



She Started It

Follows five female entrepreneurs for two years as they build teams, bring products to market, fail and start again. The film exposes the structural realities women face as they become entrepreneurs, including lack of female role models and investors.



Accelerate

Follows internationally recognised environmentalist Bill McKibben on his 2018 tour of Australia, where he passionately attempts to inspire government, business and community to accelerate action on climate change.



System Error

Features absurdly honest interviews with leading academics, economic theorists and the world's financial elite, scrutinises the fundamentals of our global economy, and asks, how can we have infinite growth on a finite planet?



Ranger to Ranger

Nine Indigenous Australian rangers, along with acclaimed Indigenous musician Dan Sultan, make an epic journey to Kenya to share knowledge, culture and music with a tribe of Maasai community rangers.



It Will Be Chaos

Italy is thrown into a tailspin when refugees arrive by the thousands. An Eritrean refugee who survives a shipwreck is trapped in the faltering immigration system and goes underground to reach northern Europe. Throughout his journey, intercut with a Syrian family's road trip to Germany, the tension between newcomers and locals escalates.

Melbourne screenings:
February 21 to March 8,
Cinema Nova, Carlton

Sydney screenings:
April 1 to April 4, Dendy,
Newtown

More information

www.transitionsfilmfestival.com ■



Upskill

A snapshot of all the training and professional development opportunities presented by Our Community in February, March and April.

Celebrating women

Friday March 8

A free Melbourne networking event for women members of the Institute of Community Directors Australia. [Details](#)

Good ethics and good culture

Wednesday March 13

A half-day training session presented in Melbourne by Dr Simon Longstaff. [Details](#)

Managing CEO performance

Thursday April 4

A webinar presented by the Institute of Community Directors Australia. [Details](#)

Insurance workshop

Friday April 11

An in-person training workshop delivered in Melbourne by Aon insurance, aimed at ensuring your organisation has the right types of insurance cover. Includes an open table discussion. [Details](#) (PDF download)

Diploma of Business (Governance)

Ongoing

New intakes of students each month. Study in Melbourne, Perth, Canberra, Sydney, Exmouth, Brisbane, Townsville, Adelaide, Darwin or Alice Springs. [Details](#) ■

Cross-cultural responsiveness training

Over the past 60 years, the Brotherhood of St Laurence has developed specialist expertise in working with individuals and families from refugee and migrant backgrounds, and those seeking asylum.

The organisation is passionate about building the capacity of the sector for cross-cultural responsiveness by offering training in this area.

Its cross-cultural consultancy team offers a range of half-day and full-day training options aimed at staff and volunteers who work with people from culturally and linguistically diverse (CALD) backgrounds.

It can also help organisations to maximise the responsiveness of their services to individuals and families from CALD backgrounds.

For more information and contact details, visit the [Brotherhood of St Laurence website](#).

Festival of Community Directors 2019

The Festival of Community Directors calendar is packed with a year's worth of webinars, face-to-face training sessions, networking opportunities and more. Fill your diary now: go to the festival web page [here](#).

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Churchill Fellowships give Australian not-for-profit leaders the chance to study internationally.

Jet-setting knowledge boost for not-for-profit leaders

“Life-changing” fellowships offering Australian not-for-profit leaders the chance to travel the world to learn from the best are being offered for the first time.

Sector leaders have the opportunity to apply to travel internationally to study and develop networks, thanks to two new Churchill Fellowships offered this year.

The long term aim of these two Fellowship opportunities is to prepare and strengthen the Australian not-for-profit sector for future success and long-term viability.

The first Fellowship will support the development of leadership skills and people and culture programs. The second is open to Aboriginal and Torres Strait Islander applicants.

Each year, Churchill Fellowships are awarded to talented Australians who are passionate about challenging the status quo and having a positive impact on society.

“A Churchill Fellowship is a life-changing experience available to Australians from all walks of life. We... welcome all those passionate about the not-for-profit sector to apply”, said the CEO of the Churchill Trust, Adam Davey.

In 2018, the Winston Churchill Memorial Trust awarded Fellowships worth \$3.1 million to 112 applicants. Fellows are funded to travel internationally for four to eight weeks to gather insights and knowledge that will benefit Australia.

Applications close on April 30. For more information and to apply, visit www.churchilltrust.com.au/application-process/how-to-apply/.

*MORE: **Read about** the experience of Greening Australia’s development director, Jonathan Duddles, who was awarded a Churchill Fellowship to investigate how some successful environmental charities have created a culture of philanthropy. ■*

How Lisa Jennings' ear for harmony is helping not-for-profits



Lisa Jennings is equally talented as a trainer of not-for-profits and as a professional clarinet player.

You might not have heard of Lisa Jennings, but it's likely you've heard her.

As a professional clarinet player, Lisa played alongside such famous artists as Cliff Richards, Olivia Newton-John, and the Finn brothers, got up close with José Carreras, Luciano Pavarotti and Dame Kiri Te Kanawa, and toured Australia and New Zealand with Delta Goodrem and Andrea Bocelli.

Now, as a trainer with Our Community, she spends her time showing not-for-profits how to make beautiful music together.

We chatted with her to find out what she thinks of the new gig, and to learn a little about her approach to teaching.

What courses and webinars do you teach for Our Community?

I run cemetery trust governance training, as well as tailored training courses in governance and fundraising. And I'm currently trying to break the land speed record for finishing the OC Diploma of

Governance so I can teach that as well.

What's been your own involvement in the community sector?

I've facilitated programs that address social equity issues, I've delivered VET music courses and health and wellbeing programs in regional ►



Former musician Lisa Jennings now teaches governance and fundraising courses for Our Community.

and remote Aboriginal communities, and I've taught arts education programs in some of the most disadvantaged schools in Australia, working particularly with "at risk" students to help them succeed in education. I've also assisted artists to use the tools of business to better meet the needs of their communities, taught business subjects at various higher education providers, and provided informal

mentoring as an arts education partnerships and projects manager.

Closer to home, I volunteer for organisations where my two teenage boys are involved: the local footy, baseball and cricket clubs, and their school music programs.

We're not asking you to blow your own trumpet (well, clarinet), but we hear you played in a symphony orchestra for many years. Can you compare that experience to working for a not-for-profit?

When an orchestra is in full flight, it is a dictatorship – with the conductor the supreme leader. Even in rehearsals, there is generally not much room for discussion. Musicians play what is written on the page, at the tempo, volume and style dictated by the conductor, which can be moderated by the addition of a soloist out the front. The result is that the musicians present as if "thinking as one", and after many years playing together a group can develop its own distinct sound. Professional orchestras are very expensive to run, and all need government and philanthropic funding to survive, so in a sense all are not-for profits. I think this [ABC report](#) sums up why symphony orchestras don't make money.

What have you noticed about community directors since you've started working with members of the Institute of Community Directors Australia?

I love working with them, particularly seeing their commitment to doing good through supporting communities. The sector is full of lots of very interesting and friendly people.

What's your teaching style?

I'm not a big fan of traditional teaching models

where the teacher stands at the front of the class dispensing content to a passive audience. I prefer a bit of chaos, where participants contribute to their own learning in a non-hierarchical, non-threatening atmosphere that gives everyone the confidence to experiment, fail, and learn from those experiments. In this environment, the room buzzes, and people have the confidence to talk and disagree, as well as to reassess and challenge assumptions, and get those "Eureka" moments. For me, this is authentic, meaningful and "hands on" learning. It's also the best way to build genuinely creative solutions to the challenges faced by individuals and communities.

What's the most significant lesson you've learned outside the classroom recently?

Parenting teenagers is a constant learning opportunity. I was reminded recently – once again – that saying "do this because I say so" doesn't cut it in the long run. You must keep the communication lines open, explain, listen, sometimes admit you are wrong, and play by the rules you have all agreed on ... which can be exhausting!

What's something memorable you've heard in a recent training session?

"After yesterday's session on keeping records safe, I went out last night and bought a fire-proof safe." That was from a cemetery trust training participant.

If you couldn't be a trainer, what would you like to be?

Training is my fifth career to date, and I really enjoy it. If I couldn't do this for some reason, I'd probably get into research on how to best lead community arts practice, or start a cycling cooperative helping women get on their bikes, or get involved in the environmentally and socially sustainable housing development movement ... So many interesting things out there and so little time!

More information

[Meet our other trainers](#) ■



Board Matching Service

Here's a selection of the board vacancies currently advertised online at Good Jobs and the Institute of Community Directors Australia Board Matching Service.

To advertise your board vacancy (it's free!), go to www.goodjobs.com.au/job/board/advertise.form.

New South Wales

General board members, Playwriting Australia

Playwriting Australia, a new national play development organisation, seeks to appoint two new board directors. Artistic director and CEO Lachlan Philpott said, "We seek people passionate about the power of live theatre, who are committed to investing in the growth of a distinctly Australia culture. Our board are a dynamic group who play a crucial role in the strategic direction, governance and impact of this significant one-of-a-kind Australian arts organisation".

Expressions of interest close on March 8.

General board member, Moreland Energy Foundation

The Moreland Energy Foundation Ltd (MEFL) is a not-for-profit organisation committed to accelerating the energy transition by empowering communities to take action.

Established in 2000 by the Moreland City Council, after the privatisation of the electricity market in Victoria, today we operate nationally as a trusted educator, partner, advisor and service provider.

Further growth in the NSW market is anticipated, therefore we are increasing the size of the board and seeking a Sydney based director. The role will form part of the Business Sustainability and Risk Committee and will therefore require strong capabilities in finance, risk and business modelling. Strong relationships with state and local governments in NSW are a must.

Tasmania

Chair, Sawtooth ARI

Sawtooth ARI (Artist Run Initiative) is a Launceston gallery committed to servicing our community through the provision of a quality exhibition program. We showcase contemporary and experimental art by local, interstate and international artists at various stages of their professional careers.

The board seeks a person who is passionate about contemporary visual, time-based and interdisciplinary arts, and who is excited to offer leadership and insight as chair of the Board. The role of chair is to provide active leadership, stewardship, direction, and assistance to Sawtooth ARI in accordance with the organisation's vision, mission and strategic plan.

General board members, Holyoake Tasmania Inc

Holyoake is a Hobart-based organisation providing specialist therapeutic services for adults and children affected by alcohol, drugs or other addictive behaviours.

We are seeking directors who will bring passion, commitment and energy, and who wish to make a real difference to people's lives.

Applicants with knowledge in addictive behaviours, social justice, finance, government relations, strategic development or marketing are encouraged to apply. ■



MARCH 3

Clean Up Australia Day

Head to the Clean Up Australia website to register or join a clean-up, or to support a clean-up campaign.



MARCH 8

International Women's Day

The global theme for IWD 2019 is "Think equal, build smart, innovate for change". Head online to research IWD events near you.



APRIL 1–5

National Advance Care Planning Week

Advance care planning helps to ensure that a person's preferences, beliefs and values about health care are known and respected if they are too unwell to speak for themselves.

Plan ahead

One Day Fun Day, to be held nationally on September 14, will provide a day of free fun for kids who are disadvantaged, sick or at risk, and their carers, across Australia.

Organisers FunSearch.com.au and Odonata.org.au are aiming to facilitate an amazing day to remember for 10,000 Australian kids and carers with \$500,000 worth of in-kind and donated fun.

Right now, not-fo-profits, local councils and businesses that wish to participate in One Day Fun Day can do so by:

- helping to distribute event details to the kids and carers they work with
- helping to fund event management and communication, as a champion or superhero partner.



For details, including an event outline, template emails, social media posts and a media pack, please contact FunSearch via [FunSearch.com.au](https://www.funsearch.com.au) or susanna@funsearch.com.au.

*Our Community Matters is your free community sector update, brought to you by **Our Community** – Australia’s centre for excellence for the nation’s 600,000 not-for-profits and schools, providing advice, tools, resources and training. It’s published on the first Wednesday of alternate months.*

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