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Where not-for-profits go for help



Communities
in Control 2019
Edition

Our Community Matters



Edition 3, 2019 • June

Communities in Control 2019: as it happened



A spine-tingling welcome to country: Ron Murray. Picture: Ellen Smith.

Two days after the federal election, Communities in Control couldn't have come at a better time for organisations fearing for the future, with its clarion call to "Get Angry. Then Get Organised."

As they took in the spine-tingling welcome to country powered by Uncle Ron Murray's didgeridoo, delegates knew from the start that this would be no ordinary conference.

This event would generate inspiration, hope, and very personal connections. Without exception, each speaker brought home the message "We're here to change things for the better."

And by the time Professor Helen Milroy wound up the event with a stirring Joan Kirner Social Justice Oration about our responsibility to the children on our watch, 1000 delegates had restoked the fire in their bellies.

This edition of *Our Community Matters* is a tribute to every delegate and every speaker who added their spark. We hope it brings great memories, and gives those who couldn't make it a sense of what drives our organisation on.

For extended coverage, visit
www.communitiesincontrol.com.au/cic/





CIC 2019: By the numbers

At Our Community, we're mad about data – collecting it, analysing it, applying what we've learned from it. Here are the raw numbers on CIC 2019.



People globally who are brought out of extreme poverty every day, according to Future Crunch:
130,000

Hour of the day at which presenter Lea Waters wrote her book *The Strength Switch*, in between paid work and household work:
3 a.m.





Years for which Father Rod Bower says he has been angry and deeply conscious of the lack of justice within our society:

56

Disclosures of sexual harassment received from the public by Tracey Spicer since she began spearheading the #MeToo movement in Australia (she had expected 12 to 14):

2500



Weeks it took Jason Fox to grow his beard beyond the itchy phase:

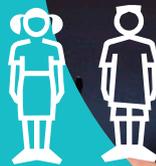
6



**Countries involved
in Giving Tuesday,
the global movement
spearheaded in Australia
by Our Community:
60**

**Number of people who
must take responsibility
for raising children well,
according to child and
adolescent psychiatrist
Helen Milroy:**

All



**Percentage of ASX directors
who are women from
culturally diverse backgrounds,
as reported by privilege
commentator Mariam Veiszadeh,
who reminded delegates that
corporate Australia claims
to be a meritocracy:**

2.5





**Beard-strokes
completed by
Akubra-topped
music legend
Shane Howard
between songs:**

6



**Estimated applause
level, measured in
decibels, for Shane
Howard's performance
of *Solid Rock*:**

105

**Twitter declarations
of girl-crushes on Lee
Lin Chin during her
hilarious address:**

Several





Communities in Control 2019: “Now go and change the world”

After an election that left many community groups reeling, the 17th Communities in Control conference couldn't have come at a better time.

Two days into the new Morrison government's rule, many of the 1000-odd delegates converging at Moonee Valley Racecourse in Melbourne were still coming to terms with what it all meant for community advocates, progressives, activists and grassroots groups.

And that's where the conference kicked in, bringing the direction and hope everyone so craved, as well as an answer: “Get Angry. Then Get Organised.”

Spanning a range of passions and causes – climate change, refugees, gender equity, indigenous rights, social justice – a parade of fearless campaigners, mavericks, advocates and artists sparked tears, fury, applause, and a determination to do better.

Group managing director Denis Moriarty said his program was unapologetically progressive and provocative with inspirational talks from activist priest Rod Bower, outrageous trailblazer Lee Lin Chin, uncompromising refugee advocate David Manne and #metoo campaigner Tracey Spicer, as well as a showcase of radical ideas by community innovators and much more.

“This is all about making Australia and the world a better place through powerful community organisations taking charge of their own destinies,” Mr Moriarty said.

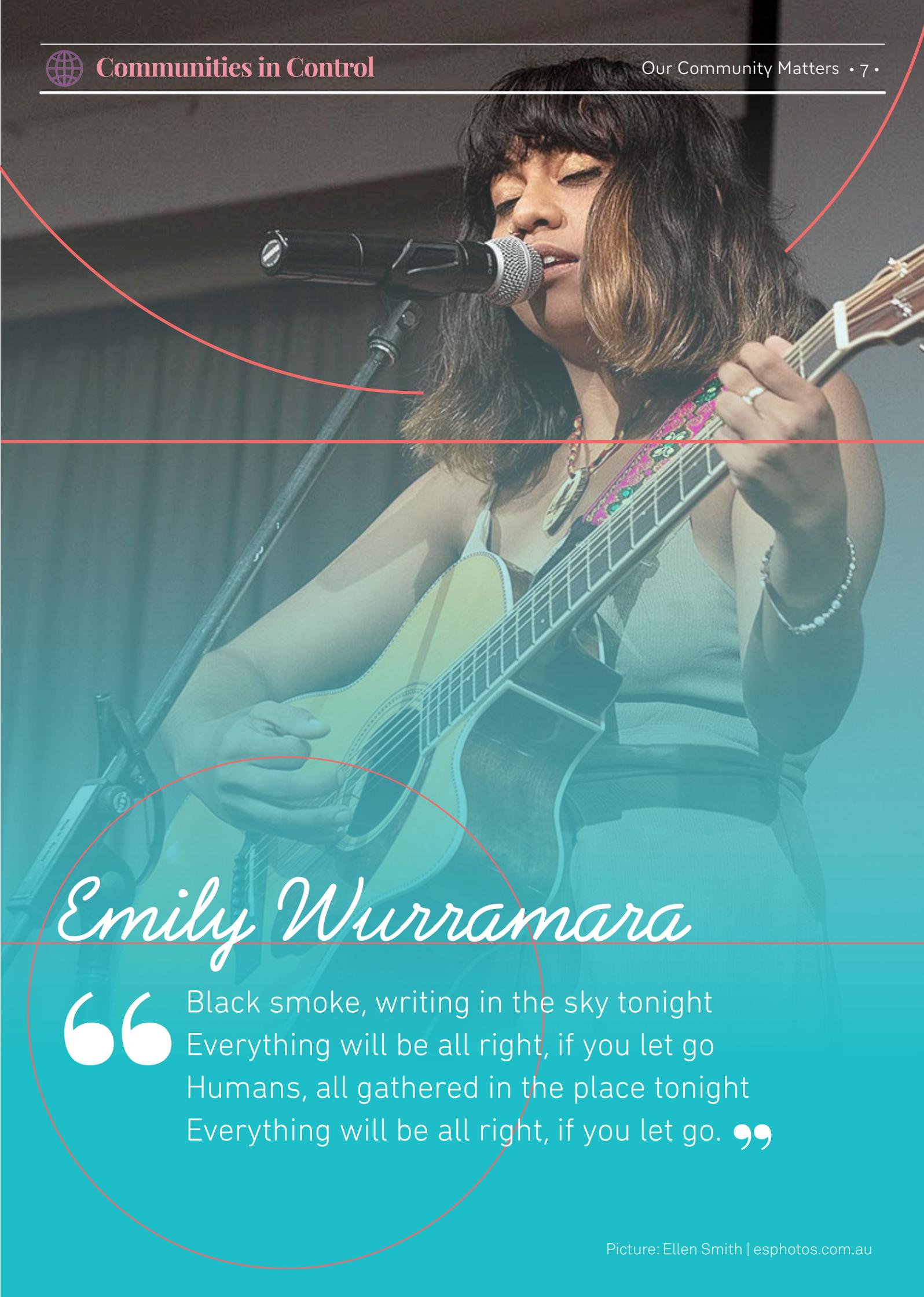
Of course, the beating heart of the conference were the stirring performances by indigenous performers Ron Murray and Emily Wurramara, as well as Aussie folk legend Shane Howard, who had everyone singing the same tune.

Ending as the conference started – with a call to action – Professor Helen Milroy in the Joan Kirner Social Justice Oration centred on the needs of children, especially Indigenous kids, and urged us all to “remember to fight for the right things”.

For Mr Moriarty, it was another reminder about the real driver of the conference: the delegates: “You make this event. It's your interaction, your attendance and your infection that you create going out into the communities. Now go change the world!”

On the following pages we bring you some of the best quotes of Communities in Control 2019. For delegates, we hope they'll trigger memories of highlights and moving moments. For those who couldn't make it, we hope you'll be inspired to register for Communities in Control 2020 (see [page 28](#) for dates).

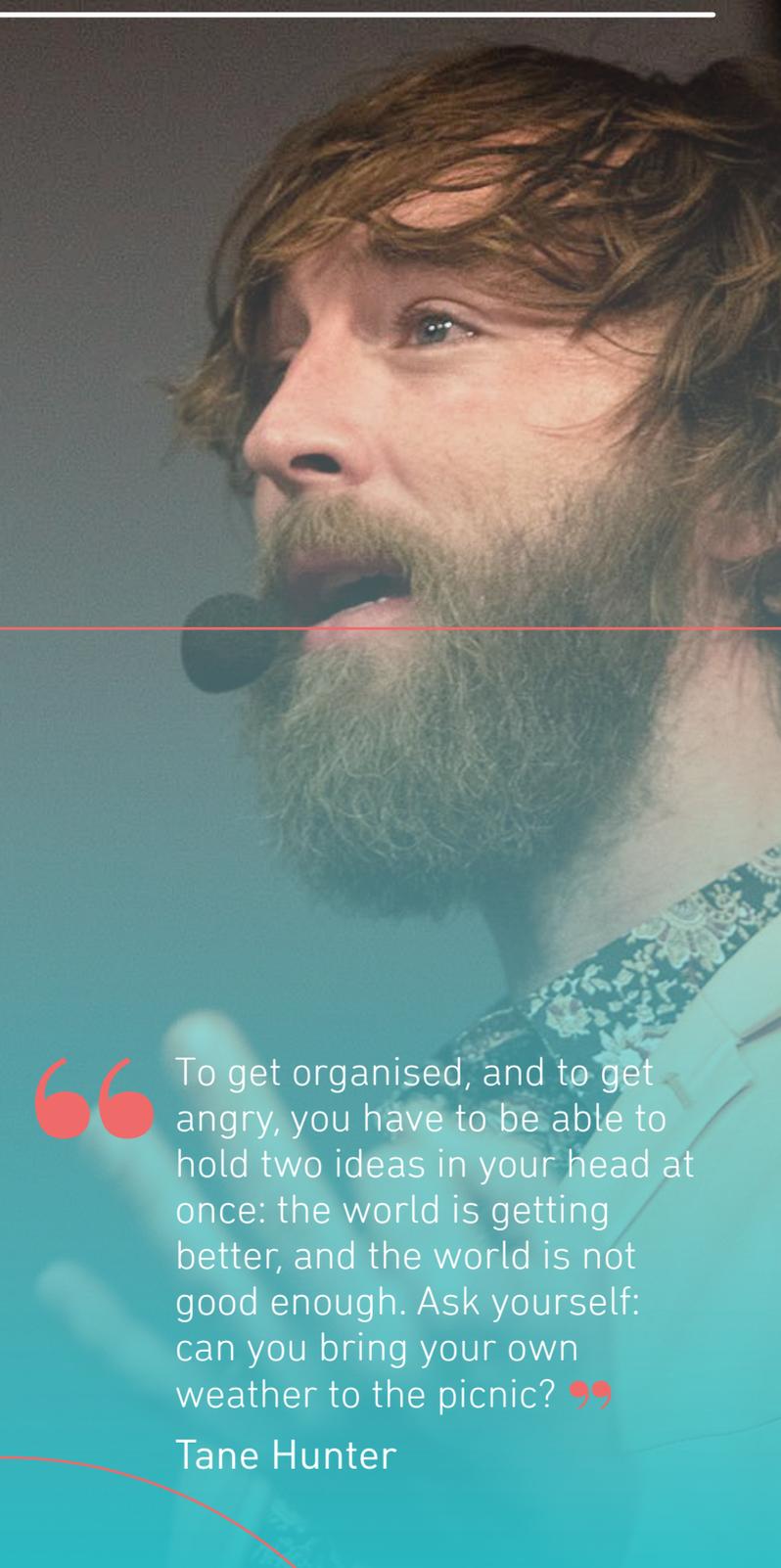
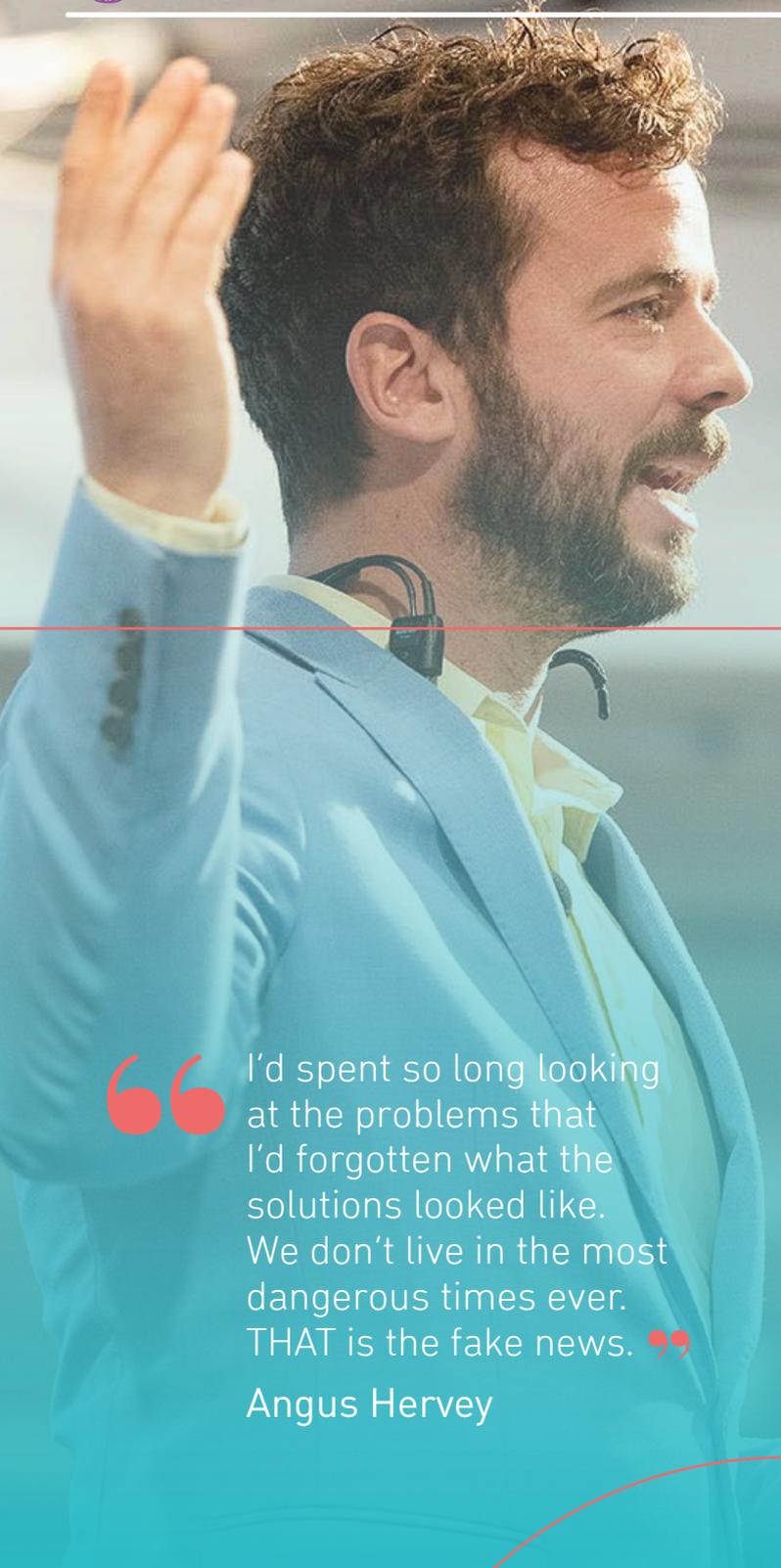
Full transcripts, podcasts, video and audio of most Communities in Control presentations will be posted online as soon as they become available: www.communitiesincontrol.com.au.



Emily Wurramara



Black smoke, writing in the sky tonight
Everything will be all right, if you let go
Humans, all gathered in the place tonight
Everything will be all right, if you let go. ”



“ I’d spent so long looking at the problems that I’d forgotten what the solutions looked like. We don’t live in the most dangerous times ever. THAT is the fake news. ”
Angus Hervey

“ To get organised, and to get angry, you have to be able to hold two ideas in your head at once: the world is getting better, and the world is not good enough. Ask yourself: can you bring your own weather to the picnic? ”
Tane Hunter

Future Crunch co-founders

Dr Angus Hervey (political economist and journalist) & Tane Hunter (cancer researcher)



Dr Lea Waters

Director, Centre for Positive Psychology, Melbourne

“Fixing problems is not the same as building strengths. The absence of a negative is not the same as the presence of a positive. We need to push beyond approaches to change that are problem-oriented.”



Father Rod Bower

Social justice warrior & Anglican priest

We're going to hear a lot about what Australian culture is over the next three years, and what fitting into that means, especially if you belong to a minority group of some description. We mostly live in a white Western male heterosexual [world]. That requires people to deny a little bit of who they are so they can fit in. And for every one of those boxes that you can't tick, it's a little bit harder.



I want to say to you in this room, whether you're someone who identifies as a woman, or a male ally... You are in an incredibly powerful position. Imagine what we can do in the next three years.

We're in a golden age of activism and coming together as a community. We will not go backwards on the things we have achieved in the last ten years. It's only forward. ”

Tracey Spicer AM

Journalist, advocate & media
superstar



Community Innovations Showcase

This crowd-pleasing session, led by the inimitable, irrepressible host Brett de Hoedt, saw four community leaders share top tips from their ground-breaking work.

For delegates keen to learn how to attract more volunteers to their organisation or how to better

engage and connect with constituents and clients – especially young people – this session was gold.

We caught up with these four community leaders offstage afterwards. Watch the video for highlights of our chat.



VIDEO: We caught up with these four community leaders offstage after the panel session.



Anita McCurdy

Education First Youth Foyer
(Shepparton), Berry Street, Victoria



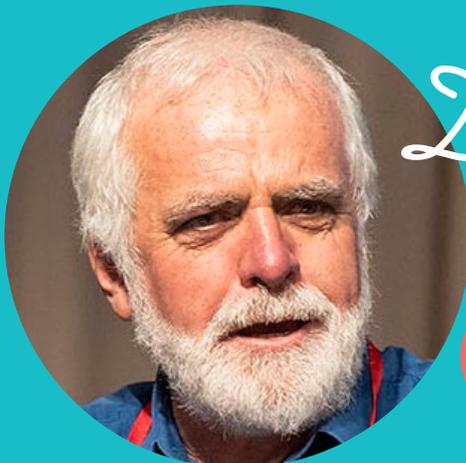
If you're in a place that looks great and you feel valued, you'll look after that place. Anyone who's worked in refuge will know it's difficult to work in a place that doesn't get much funding. ”

Brett de Hoedt

Community Innovations Showcase host



To paraphrase Sco Mo, 'How good is this conference?! ”



Denis Ginnivan

Voices 4Indi, Victoria



Make democracy fun. ”
Denis's top tip for community organisers.



Elise McGrath

The Ripple Effect arts project,
Cootamundra, NSW



Regional towns
can't always
sustain permanent
infrastructure, but
project work is
definitely a way in. ”



Madeline Price

Founder and national director,
One Woman Project, Queensland



Take one single step to make your
organisation not boring and not
poorly organised, and watch the
young people flood in. ”



Jason Fox



We're in a world where we're busier than ever busier. Work doesn't just happen at work any more. We carry work home with us. As a result of our busy-ness – being time-poor – we favour quick solutions and default ways of doing things.

One of the hardest things that happens from an inspiring conference like this is that you're going to leave inspired, happy, and having made new connections, but then you're going to have a whole lot of work to do. ”

For even more fabulousness from Jason Fox, listen to his podcast series. Go to www.drjasonfox.com.



Shane Howard & Ewen Baker

Musicians



Conferences like this bring us together to empower us and reassure us that we can bring about change. We have to do it community by community, shire by shire, and we have to get the fundamental things right. This is an Aboriginal country and we are all migrants here. Justice must be restored, or we else we will not get anything else right in this country. ””



“

Equality feels like oppression for those who are used to privilege.

There's a difference between equality and inequity. It's not about a hand-up or a leg-up, but to ensure there's a level playing field.

If the moral case hasn't convinced you, reflect back on the business case.”

Mariam Veiszadeh



Prime minister, the names of those who lost their lives [in detention camps] must be spoken.

Australia cannot be measured only through its successes, beauty and achievements – Manus and Nauru is part of that history. ”

For more on the Apology to Refugees, [dateline 2030](#), page 57.

David Manne

Executive director, Refugee Legal



I promise there will be a point to my seemingly pointless ramblings, and at the end... you can copy the trail I've blazed, albeit with less style and flair. ”

Lee Lin Chin

Journalist, fashionista & social media sensation



“

It [the Royal Commission into Institutional Responses to Child Sexual Abuse] was both profoundly disturbing and incredibly inspiring all at the same times. I have to pay my respects to the people who came forward, often at great personal cost. I was so inspired by their stories of survival.”

Helen Milroy

Consultant child and adolescent psychiatrist;
royal commissioner



“

Now go change the world!”

Denis Moriarty

Group managing director,
Our Community



High-profile priest says “belonging” is a community responsibility

BY LACHLAN POLLOCK, OUR COMMUNITY



Picture: Ellen Smith.

Outspoken Anglican priest Father Rod Bower called on Communities in Control delegates to foster a greater sense of belonging for all people in his keynote speech “All justice is social”.

His address came just days after the unexpected federal election result that led commentators to describe Australia as a nation divided.

To combat this, more must be done, Father Rod said, to help all people feel that they belong in the national community.

He was careful to draw a distinction between “belonging” and “fitting in”.

“Fitting in is the responsibility of the individual. But belonging is the responsibility of the entire community. And that’s what we have to be on about,” he said.

“To fit in you have to deny something of yourself, and that is the opposite of belonging. We can only belong when we are truly ourselves.”

Policies that seem aimed at dividing Australians have seen a renaissance in recent years.

Father Bower attributed this to people’s threatened sense of belonging in a country that is rapidly changing.

“If those people who push policies that divide people continue to believe they don’t belong, then we won’t get anywhere.”

“We have to find a way to build an inclusive community, even for those who don’t want one.” ■



View an extended video interview with Father Rod Bower [here](#). Full transcripts, podcasts, video and audio of most Communities in Control presentations will be posted online as soon as they become available: www.communitiesincontrol.com.au.



Vox pop: What will you differently as a result of this conference?

“Get angry. Then get organised.” That was the theme of Communities in Control 2019. We asked delegates what they’d drawn from the conference, and what they might do differently as a result.



Jess Mitchell,
Ellimatta Youth Inc



I’ve got lots of ideas, lots of inspiration. A feeling that the world’s not so bad as it sometimes seems and there are lots of positive ways to move forward. Lots of ideas that I know I’ll be able to use. ”



Letesha Bauden
Bendigo Senior Secondary College



I live on a farm, so I’m already in a place where I know I can’t do certain things, otherwise I might muck up our future. Now I can go home and tell everyone, ‘Don’t do this ‘cause it’s going to wreck our future.’ ”



Russell Jaffe

LDC Group consultants



I love the way that some of the speakers are working to get us to shift our thinking. I'm doing a lot more voluntary work, but this is making me think, 'What am I good at? What contribution should I really be making?'



Milly Martin

Bendigo Senior Secondary College



[I'm finding out about] a lot of career pathways, and where I'm going to go next, and what I'm interested in as to what they're talking about, and where I can take that with my life as I finish school and go into the workforce.



Liz Dimitriadis

LDC Group consultants



Today's presentation by Jason Fox has already got me thinking about slowing down and thinking more deeply. The thing about this conference is that it's enriching and exploring ideas you wouldn't normally be exposed to.



Edgar Caballero-Aspe

Banksia Gardens Community Services



The value of getting focused on meaningful targets: that distinction is very relevant to me at this point in my profession, because I do get entangled [in minutiae]. I call it 'survival mode' with my responsibilities in the work that I do and the goals that I have. ”



Ros Tosi

Community representative, Yarra Ranges Council



All the inspirational speakers have buoyed me up and made me think, 'It's not so bad.' We've now got three years before another election that we can use to work towards better outcomes. There are lots of things we can do, working in small communities. ”



Nelson Contador

ConKel Solutions



I found Lea Waters very inspiring in terms of focusing on the positive as a means to make change, and looking at how to get organised, but organised in a positive way. Work on strengths, and take a positive approach to action. ”



Accentuate the positive: Professor Lea Waters

BY CHRIS BORTHWICK, OUR COMMUNITY



Photo: Ellen Smith.

In a very moving, personal address to Communities in Control, Professor Lea Waters shared with delegates the story of the family circumstances that eventually led her to the field of positive psychology. She called on not-for-profit sector organisations to work towards overcoming their negativity bias and focus instead on strengths.

Not-for-profits tend to be problem-oriented, looking at the things in the world that aren't working and searching for remedies. That's fine as a strategy, Lea Waters told Communities in Control delegates, but it's not necessarily good tactics. What if, instead, we looked at the bits that were working well and tried to leverage our strengths to create change?

Scientists don't get to be Nobel laureates by fixing their defects, they get there by playing to their strengths. David Beckham focuses on his goalkicking, not his defence. That's the essence of Professor Waters' field of positive psychology: start with strengths, and build on and amplify those.

Don't ask, or at least don't ask first, how you can fix your problems. What are the strengths of your organisation, and how can you harness them?

Thinking that way is difficult, because we human beings spent millions of years on the African savannah listening anxiously for the rustle of a bush in case that signalled the presence of a predatory lion, which would present a problem. The worriers survived, and we evolved to have a major bias towards negativity. Yet, Professor Waters says, "We don't necessarily need the negativity bias today. We're not under mortal threat. We spend so much time listening for the rustle of the bush that we miss the beautiful berry on the bush."

Overcoming the negativity bias means reorienting your thinking. And the absence of a negative is not the same as the presence of a positive. Fixing problems isn't the same thing as building strengths. Reducing illness isn't the same thing as building wellness. Combating racism isn't the same thing as building respect.



“Anti-bullying programs are about reducing harm. But why not also have pro-kindness programs?” Professor Waters said. “Taking away harm is not the same as doing good.”

Lea Waters earned her optimism the hard way. She grew up with a mother who lived with a mental illness, she told delegates. She had an abusive childhood: “I am the oldest, and I took on the responsibility to be the protector of my younger brother and younger sister. My job was to literally take the punch.” She was raped at the age of 11, and developed bulimia at 15. She was diagnosed with complex PTSD. But she made her way through it all. “I’ve had enough therapy for everyone in this room.”

As an adult, she reached a point where she wasn’t ill, but she wasn’t living to her full potential either – until the field of positive psychology came along.

A psychologist said to her, “Have you got any idea how strong you are to have survived what you have survived? To have not become bitter? To have stayed open hearted? To have completed a PhD? To be in a long-term relationship?” She flicked the switch to a new orientation.

To share some of what she’d learned, Dr Waters wrote her book *The Strength Switch* in the early morning hours, snatching available time between paid work and household work. She also designed a program called **Visible Wellbeing** that’s being used across the world.

The big call of positive psychology is “Don’t just fix what’s wrong. Build what’s right.” And it’s people in the not-for-profit sector, she told delegates, who are perfectly placed to do it.

Full transcripts, podcasts, video and audio of most Communities in Control presentations will be posted online as soon as they become available: www.communitiesincontrol.com.au. ■

Tune in to what you missed: CIC on radio

Has our coverage of Communities in Control 2019 left you wanting more?

Tune in! Catch CIC 2019 on community radio.

A network of 150 community radio stations around the country will be broadcasting highlights of the conference in four 15-minute episodes starting on Wednesday June 19.

Producers from the Community Broadcasting Association of Australia’s Community Radio Network (cbaa.org.au/crn) have already begun pulling together a package of highlights featuring David Manne, Tracey Spicer, Helen Milroy, Lea Waters and more.

To listen, tune in to your local community station (cbaa.org.au/station). When we have the schedule, we’ll post it at communitiesincontrol.com.au.



Save the dates

The countdown has begun to next year's event.

Communities in Control 2020

*May 18–19
Melbourne*

We'd love to see you there.



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Community groups must do better at making themselves heard by government, says Our Community's Denis Moriarty.

Community advocates must do better

BY DENIS MORIARTY, GROUP MANAGING DIRECTOR, OUR COMMUNITY

Life goes on after an election. And so does advocacy.

Any government, of any complexion, will have reservations about calls for change from not-for-profits. The thing about change is that it hasn't happened yet, so it hasn't accumulated a body of people who have profited from it, and who will therefore defend it. The status quo, in contrast, will always have armies of defenders.

Doing something rather than nothing requires the government to put in more work against fiercer opposition with a greater risk of failure. That's a tough sell at the best of times, and now is not the best of times.

Conservative governments are even less keen than progressive ones on advocacy by the not-for-profit sector, if only because the very term "not-for-profit sector" carries the implication of

a gap in services that the for-profit sector has failed to fill.

Organisations in the third sector are, virtually by definition, doing things that people aren't willing (or able) to pay for. If the people who benefit don't value the sector's services enough to pay for them, then why should business or government pay for them? Where's the business model?

Exceptions may be made for people who are absolutely destitute, but even then there's a risk of moral hazard. "If you have a go in this country, you will get a go," the prime minister says, and he wouldn't want anyone to be disincentivised to have a go.

The specific conservative government we have now has particular reasons to resent not-for-profit advocacy. The organisations with the highest profiles – Get Up, or Animals Australia,

or the Australian Conservation Foundation – owe their notoriety largely to their vigorous protests against the government’s policies. This must colour the government’s view.

The Labor Party does try to be on good terms with the sector – during the election campaign it proposed, for example, to give the sector a minister of its own, to create a dedicated Minister for Charities and Not-for-profits.

In contrast, the Liberals under John Howard inserted gag clauses in their contracts with charities, preventing organisations from speaking out for fear of losing funding.

Being disliked isn’t necessarily a problem for the not-for-profit sector. The Emperor Caligula used to say, “Let them hate me, as long as they fear me.”

It does help, though, to be either liked or feared, and since last month’s election, the government neither likes the sector nor fears it.

Once the votes were counted, Get Up had struck out. An enormously widespread campaign against the Adani mine, too, was counterproductive. A children’s crusade against global warming was no match for \$60 million worth of a billionaire’s simplistic slogans.

What is the way forward, then, for not-for-profit advocacy, in the light of these setbacks?

There are unlikely to be any structural changes. Ten years ago the High Court laid down, in the *AidWatch* case, that advocacy for changes in the law is an inseparable element of charity,

and that’s headed off most of the legal moves that even the most hostile government could contemplate.

So the risk is less that the government will strike out in the wrong direction than that it will sit down, stick its fingers in its ears, and say “La-la-la-la-la, we’re not listening” for the next three years. Or six, or nine.

How, then, to get the government’s attention, assuming your charity doesn’t have \$60 million to spend on advertising?

The task of the not-for-profit, as ever, is to help make people care about others.

But it is also clear that community advocacy groups have to do better.

Our Community is a member of the Community Council for Australia, the national peak body for the community sector. I know that it will continue to advocate for a stronger, bolder and more viable community sector. And we at Our Community have no intention of shying away from advocating either.

The question, of course, is exactly *how* to do better. If we knew the answer, then we would already have done better, and this would have been a different article, and a different country, with a different election result.

I can say, though, that any group that makes the smallest of breakthroughs has a duty to share with the rest of us what they’re doing right, and every one of us has the obligation to continue to tell the government what they’re doing wrong. ■

The 2019

Festival of Community Directors

A year-long celebration of community governance

[Find out more](#)

Great Grant: Patagonia environmental grants



Since 1985, Patagonia has pledged 1% of sales to the preservation and restoration of the natural environment.

Patagonia sells outdoor gear. It also supports local groups working to protect local habitat, and believes individual battles to protect a specific stand of forest, stretch of river or indigenous wild species are the most effective in raising more complicated issues – particularly biodiversity and ecosystem protection – in the public mind.

The company's mission statement is "We're in business to save our home planet".

Patagonia Australia is most interested in making grants to organisations that work on the root causes of environmental problems, and that approach issues with a commitment to long-term change.

The company looks for innovative groups that produce measurable results, and likes to

support efforts that force the government to abide by its own laws.

Eligibility

To qualify for Patagonia grant funding:

- Your organisation must be operated for the public good
- Your organisation must be a registered Australian or New Zealand charity, or have a fiscal sponsor with such status
- Your organisation, or your fiscal sponsor, must have a bank account for business purposes in the name of your organisation

Patagonia will fund work that:

- is action-oriented
- is quantifiable
- builds public involvement and support
- is strategic in its targeting and goals
- focuses on root causes
- accomplishes specific goals and objectives that can be effectively measured to evaluate success
- takes place in Australia.

Ineligibility

The following activities are *ineligible* for funding:

- trail creation, maintenance and restoration
- dam renovations, human-assisted fish passage infrastructure and hatchery programs
- land acquisition, land trusts and conservation easements
- research, unless it is in direct support of a developed plan for specific action to alleviate an environmental problem
- environmental conferences
- endowment funds
- political campaigns
- green building projects
- fish-related initiatives – these projects are funded through Patagonia's World Trout Grants Program.

How to apply

This grant opportunity isn't open to applications quite yet. It opens on July 1 and closes on August 31. For more information, visit the Funding Centre (log-in required): <https://www.fundingcentre.com.au/grant/G07448> ■

Seeking grants?

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custom newsletter, alerts and fundraising help:
www.fundingcentre.com.au/subscribe



How to break the cycle of disadvantage and have fun outdoors too

BY ALEX GREEN, CEO, OUTWARD BOUND

Mental health, homelessness, disadvantage... the for-purpose sector takes on some intractable challenges. The problems we grapple with are not going to go away on their own, and if anything they are getting worse. We have to consider whether the way we have always done things is the best way.

Doing something different, in a different place, can help break a cycle, change a conversation, change a mindset, change a life.

The application of adventure learning to solve social issues is innovative, daring and effective. It offers an inspiring “place apart”, unforgettable challenges, and the joy of discovering you can do the previously unthinkable.

What is adventure learning?

Adventure learning (or experiential learning, or outdoor education) is authentic learning through purposeful and intense experiences with real consequences and powerful, positive and memorable outcomes.

It typically takes the form of relatively short experiences (days or weeks) that challenge people, and through which they discover and unleash their potential and learn that they are capable of more than they had thought they were.



Outward Bound CEO Alex Green says adventure learning can help to change lives.

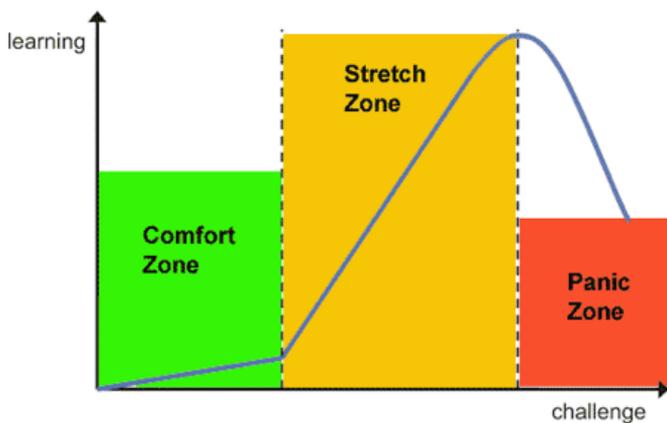
From the outside, these experiences look like physically demanding and exciting activities – climbing, abseiling, hiking, rafting, biking etc. But in a framework such as Outward Bound’s, these activities are just a means to an end. These activities (and other more low-key ones) are presented in a way designed to help people to understand, to learn and to grow, and debriefing is an important part of the process.

Much adventure learning takes place through schools (“outdoor education”), as children and teenagers test boundaries, experience new things and learn about themselves.

In the for-purpose sector, adventure learning programs are typically delivered in partnership



Being outdoors has the power to enhance learning, well-being and healing.



with other not-for-profit organisations and are designed to address particular issues, and achieve particular outcomes. Partners use adventure learning within case management or other existing structures to break a cycle and achieve those outcomes.

For example, Outward Bound works with disability organisations that use adventure learning to help their teenage clients to build confidence, agency and independence as they move from the protective environments of home and school to the adult world.

We also work with youth agencies that want to help young people who are at risk to develop resilience and problem-solving abilities, to support future healthy decision making.

The environment makes a difference

The revolutionary childhood educator Margaret McMillan wrote in 1925, “The best classroom and the richest cupboard is roofed only by the sky.”

In our digital, urbanised, busy modern world, where mental health problems are increasingly common, revisionist movements are reminding us of the power of being in nature. The Japanese practice of *shinrin-yoku* (forest bathing), the Scandinavian *friluftsliv* (“free air life”, getting outdoors), and nature kindies, nature classrooms, and nature prescriptions handed out by **GPs in Shetland** and elsewhere all point to the power of the outdoors to enhance learning, well-being and healing.

Outward Bound: origins and partners

Outward Bound has its origins in World War II, where an educator named Kurt Hahn used physically challenging activities in remote settings to unlock potential in sailors in order to increase survival rates. It worked, and when the war ended, the methodology was given life through Outward Bound. Outward Bound now numbers more than 60 organisations around the world.

Kurt Hahn said, “There is more to us than we know. If we can be made to see it, perhaps for the ►



rest of our lives we will be unwilling to settle for less.” Seventy years on, his approach is equally relevant today.

The things that seem the hardest are often the most effective in creating change. In 2019, that may involve unplugging, going somewhere new and inspiring, taking on physical, emotional and mental challenges, taking time out of your routine to work on personal growth, developing mindfulness and learning that you’re capable of more than you thought you were.

Outward Bound works with high school students, early career professionals, for-purpose organisations and the public to change lives through adventure learning.

What makes a partnership work

The most successful partnerships between Outward Bound and other for-purpose organisations are characterised by these things:

- Preparation and expectation setting on both sides
- Clear communication about desired outcomes and the challenges that will need to be overcome
- The opportunity to build rapport and engagement before the program starts
- Stewardship and active involvement during the program by the partner agency
- Selection of the right candidates for participation
- Commitment to repeating, refining and scaling.

What the data says

There is much data on the short- and medium-term impact of adventure learning, although there’s a comparative lack of data on long-term impact. Well-designed programs produce large and demonstrable changes in soft skills such as resilience, confidence, empathy, problem solving, lateral thinking, communication and leadership. Dr James Neill from Canberra University is one of the world’s leading researchers in this field and his measurement tools are widely used.

Case study: Stepping Stone House

BY JASON JURETIC, CEO,
STEPPING STONE HOUSE

Sydney’s Stepping Stone House provides stable, safe and secure medium to long-term accommodation and development for young people aged 12–24 who are experiencing or at risk of homelessness. Its aim is to develop self-esteem, resilience, self-confidence and good health through therapeutic care and motivational adventure education to assist young people to achieve responsible independence and to be the very best they can be.

We believe that with a bit of grit, hard work and determination, young people can overcome all obstacles in their lives and achieve incredible personal rewards.

Stepping Stone House partnered with Outward Bound to offer our young people the opportunity to attend a camp where they could unlock their potential and develop leadership and other soft skills.

The camp exceeded our expectations. Many of the participants referred to it as the most challenging experience of their lives, and there is little doubt it developed leaders of the next generation

One previously disengaged young person has since caught up on her assignments and has been asked to be a student representative in the school leadership program. She said the technology-free camp made her realise how much she had looked down, and that she needed to look up more and notice the world around her.

The learning and experiences created during the camp have left lifelong memories. All the participants walked away with a sense of accomplishment. As one said, “It pushed me to do things I never thought I was capable of doing.”



“I did it!” Adventure education can help develop self-esteem and self-confidence.

As a rule of thumb, the longer and more immersive the outdoor experience, the greater the impact. Five days is widely regarded as the minimum time required for deep and lasting change. But as anyone who has skydived or bungy-jumped or otherwise stepped far outside their comfort zone knows, a short, unique but memorable experience can also have a profound effect.

Isn't outdoor adventure risky?

Outdoor activities carry some inherent risks. Outdoor adventure organisations are held to high safety standards, and most – including Outward Bound – have highly refined safety management processes. Abseiling and rafting might look and feel scary and risky, but because of the safety measures in place, there is a big difference between perceived risk (“This feels scary!”) and actual risk (We have this covered!). Risk is an important and managed element of someone’s stepping out of their comfort zone.

Partnering with Outward Bound: funding available

Outward Bound has funding available for partners who are interested in innovative approaches to intractable problems, via a co-funding model. This is thanks to the vision and generosity of our donors.

If your for-purpose organisation has a client group with particular challenges to meet, and seeks an innovative way to break the cycle, get in touch with an expression of interest and we can explore options. The best way to get in touch is via our website: <https://www.outwardbound.org.au/contact>. ■



Risk is an important element of stepping out of the comfort zone.

Not-for-profits missing the data train

BY MATTHEW SCHULZ, JOURNALIST, OUR COMMUNITY



Organisations that don't track their progress or outcomes risk being left behind.

More than one in 10 not-for-profits doesn't bother tracking its success, while one in four say they don't collect any type of data, with arts, culture, sport and recreation groups the least likely to measure their success, according to a new study.

Early results from a national not-for-profit governance survey by the Institute of Community Directors Australia (ICDA), which gathered the views of nearly 1900 not-for-profit leaders, show that:

- 13% of organisations don't measure success in any way
- More than half of all organisations collect some type of data
- Only 38% of all organisations collect outcomes data
- Most not-for-profits rank themselves as no better than average when it comes to managing data collection, analysis and use
- Bigger organisations are way in front when it comes to tracking: 79% of organisations with revenue of \$1 million to \$10 million track performance against their strategic plan, compared with 40% of small groups.

The report is the product of an ICDA sister organisation, the Innovation Lab, where data scientist Paola Oliva-Altamirano analysed the survey results alongside Our Community executive director Kathy Richardson.

“While there is clearly a long way to go for some organisations, it’s heartening to note that the majority of organisations are collecting data and using it to track their results,” Ms Richardson said.

“Having made the transition to being a data-competent organisation ourselves over the past five years, we’re now working on helping not-for-profit organisations make a similar change, with our new headquarters – Our Community House – incorporating a team of data scientists ready and willing to assist organisations to ratchet up.

“We’re also working on helping social sector organisations to become more confident in tracking their impact. We’re working on an Outcomes Engine – a tech tool to help grantmakers track their impact – and earlier this week we hosted the Practical Impact Conference for not-for-profits at OC House.”

Among the special guests at the event was world-renowned data-for-good thinker Andrew Means, who talked about how to introduce data into organisational strategy.

ICDA will release further insights from the survey in stages, with the full release of all the data due later this year.

More information

View the [early survey results online](#).

If you’d like to be notified about further Spotlight reports as they’re released, become a member of the Institute of Community Directors Australia – visit www.icda.com.au to find out more.

Our Community offers data science tutorials for not-for-profits – the next one is scheduled for July 29. For details and to register, see pages 40 and 53, or go straight to the [Our Community website](#).

Have your say on Facebook at [Not-for-profit Happy Hour Australia](#).

Tag a tweet [#PracticalImpact](#) with your view. ■



Come up to the lab: The neuroscientist helping you do data better

BY MATTHEW SCHULZ, JOURNALIST, OUR COMMUNITY

Our Community House’s Data and Communications Lab – an offshoot of the Innovation Lab – has flicked the switch to better understanding by not-for-profits.

One of the biggest priorities behind the creation of Our Community House as the new headquarters for the social sector in Melbourne has been bringing the power of data science to for-purpose organisations.

Dr Nathan Mifsud – recruited from the neurosciences field to spearhead that effort amid the many projects of the **Innovation Lab** – said he was drawn to fast-paced data-focused work in the social sector.

“It’s fun and inspiring to work at an organisation led by people who lean full-tilt into the future, and pull others along for the ride.

“We’ve got an ambitious goal to reach hundreds of social purpose organisations and build their



Dr Nathan Mifsud of Our Community’s Data and Communications Lab will help you boost your data capability.



Dr Nathan Mifsud (centre) kicked off a series of data science tutorials at Our Community House in Melbourne last week.

technological capacity to tackle some of our most complex social issues.”

With a doctorate in cognitive neuroscience, Dr Mifsud knows a thing or two about how people perceive the world. He first specialised in analysing electroencephalography (EEG) or “brain wave” data, before working in mental health and higher education.

It hasn’t taken long for such an analytical type to learn there’s a wide span of knowledge about data science in this sector, and what it can do.

He said the questions most people want answered are: What’s data science about? Is it just a fad? How might it multiply impact in the social sector?

High-tech easy-access tutorials show the way for not-for-profits

One of Dr Mifsud’s first tasks was to kick off a series of low-cost but highly valuable data science tutorials last week at Our Community’s new North Melbourne base.

Fellow data scientist **Dr Paola Oliva-Altamirano** (resident astrophysicist) and Innovation Lab leader Sarah Barker joined Dr Mifsud to help groups understand data science, explore powerful not-for-profit case studies, and start thinking about the potential uses of data science in their organisations.

That first event also saw US-based special guest **Andrew Means** on hand to share insights from his influential career in data and philanthropy. Andrew is the founder of Big Elephant Studios, a technology and data consulting firm for not-for-profits, and was the former associate director at the Center for Data Science & Public Policy at the University of Chicago.

The tutorials will continue next month with a session aimed at social sector workers who are new to data science, but who may have experience with or responsibility for data.

The cost of \$48 covers entry to a one-hour tutorial session, commencing at 1pm on Monday 29 July, as well as a day pass that provide access to Our Community House co-working facilities for the whole day. **Book here.**

Our Community’s data credentials now helping the sector

Dr Mifsud said helping not-for-profits has always been the main mission of Our Community. Now, amid a wave of data-driven reform, it’s important that non-profit organisations aren’t left behind.

“With our strong data focus and having already worked with thousands of non-profits, the move into a socially focused coworking space gives us a unique vantage point from which to help articulate the possibilities of new tools, ►



International not-for-profit data science superstar Andrew Means visited Our Community House last week to share his expertise with Australian social sector workers.

disseminate our lessons and amplify our collective impact. That is the spirit fuelling our new series of data-focused tutorials.

“We designed the first tutorial to be interactive and grounded.

“Sure, data science has huge possibilities, but we weren’t interested in delivering a TED talk, especially when many non-profit organisations don’t have the resources or infrastructure to support an AI-powered robot factory.

“Instead, we cut through the hype and explained where data science as a field currently sits, and how different kinds of data are typically utilised and underutilised in non-profit settings, and we offered a taste of a data-readiness maturity model that we’re developing.

Our Community’s Data and Communications Lab is supported by a major grant from Equity Trustees.

More information

[Forthcoming data science tutorial, Monday July 29: book here](#)

[Storytelling with data: lessons about LGBTIQ+ funding data](#)

[Stay in touch: Data and Communications Lab tutorials, meet-ups and latest projects](#)

[More about Equity Trustees’ support of the Data and Communications Lab](#)

[Lucy Bernholz: Why NFPs must manage their data better](#)

[More about the Innovation Lab](#) ■

Not-for-Profit Treasurers' Awards: nominate now

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

It was wonderful to join Susan Pascoe AM at Communities in Control in Melbourne to launch the 2019 Not-for-profit Treasurers' Awards. Now in their fifth year and held in association with our sector partner Our Community, the awards continue to highlight the importance of good financial management and governance of community organisations.

Following last year's awards, I heard numerous stories of treasurers being recognised in front of their peers or the board when presented with their certificate of appreciation. These were heart-warming stories of dedicated people who work long hours behind the scenes helping to keep NFPs and community groups across Australia financially sustainable. And it's work that often goes unrewarded and unrecognised.

For the 2019 awards, Our Community judges will be looking for the most original and creative ideas that will help community treasurers to have an even greater impact. There's an opportunity to win one of three \$5,000 donations for your not-for-profit when you take part.

How to get involved

There are two ways you can get involved:

1. Nominate your treasurer

This is a great way to show your appreciation, with all nominated treasurers receiving an official certificate of appreciation. Nominate your treasurer [here](#).

2. Enter as a not-for-profit treasurer

If you're a not-for-profit treasurer, share your insights for your chance to win one of three \$5,000 cash donations for your not-for-profit. In approximately 100 words, simply tell us what you need to make your job as a not-for-profit treasurer have an even greater impact. Share your insights [here](#).

All not-for-profit and community treasurers nominated or taking part in the awards will receive a certificate of appreciation.

To view further details, terms and conditions, or to enter, go to [ourcommunity.com.au/treasurersawards2019](https://www.ourcommunity.com.au/treasurersawards2019).

Key dates

Entries close at 11 am AEST on Friday July 26, 2019. Winners will be announced during Not-for-Profit Finance Week, which runs from September 16 to September 20.

Financial literacy resources

The awards provide an important platform for sharing information and building skills, and are part of a range of programs designed to support the important work being carried out by those working across the social impact sector.

There's an extensive list of resources aimed at treasurers, finance subcommittee members, board members and more available online: visit <https://www.ourcommunity.com.au/treasurersawards2019>.

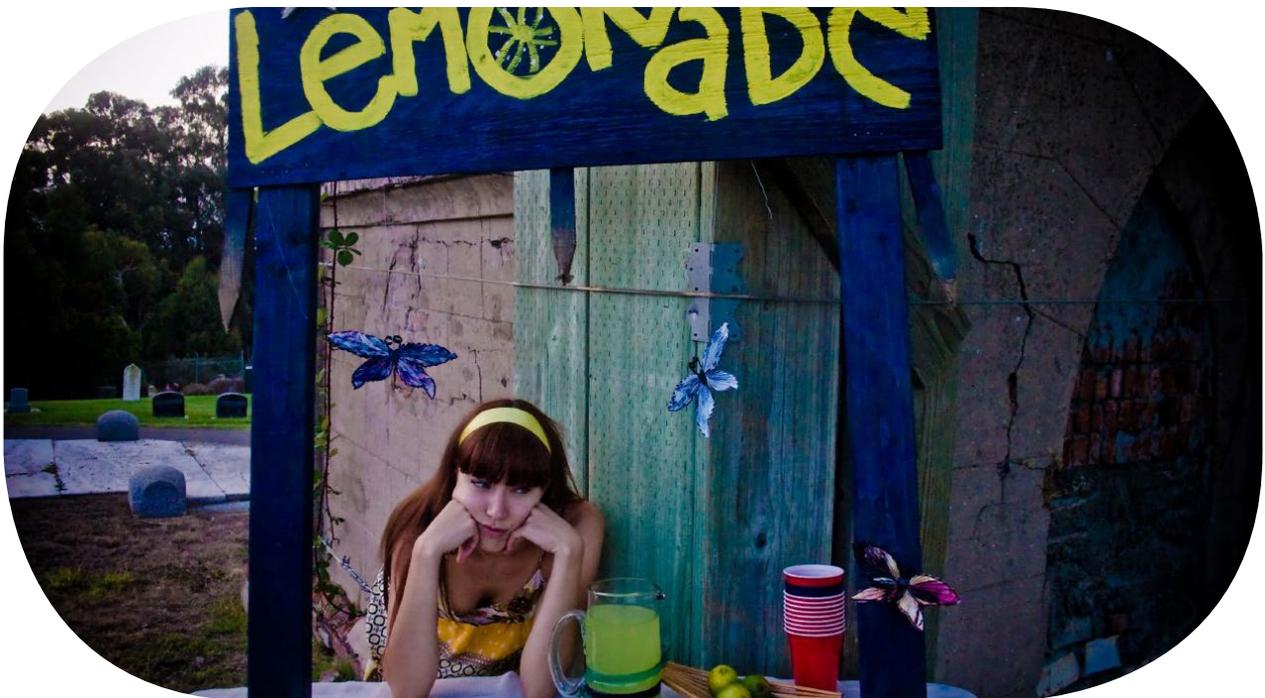
Good luck! ■



Former ACNC head Susan Pascoe (left) and CommBank's Julienne Price launch the Not-for-profit Treasurers' Awards at Communities in Control last month. Picture: Ellen Smith.

How to raise money for your organisation in June

BY DENIS MORIARTY, GROUP MANAGING DIRECTOR, OUR COMMUNITY



Asking for donations at tax time is a lot more lucrative than selling lemonade.
Photo: Nina Frazier via Flickr / Creative Commons licence.

The end of the financial year – only a few weeks away – is an ideal occasion for fundraising because potential donors are looking for a tax break. And even if your organisation doesn't have DGR status, you can still take advantage of the goodwill surrounding the sector at this time.

The end of the financial year is a time when making donations to not-for-profits and other community organisations is at the forefront of people's minds.

Donors can claim tax deductions in their income tax returns only on donations made to an organisation that is endorsed as a deductible gift recipient (DGR).

The bad news is that only a small fraction of the 600,000 community organisations operating in Australia have DGR status. **Check whether your organisation can be endorsed as a DGR on the ATO website.**

The good news is that all not-for-profits, regardless of DGR status, can try to take advantage of the increased visibility and goodwill surrounding the sector at tax time.

Put simply, there is a lot of money floating around at this time of year. Australian Tax Office figures show that 4.5 million individuals claimed a deduction for gifts or donations in 2016–17, at a value of \$3.5 billion.

June is also consistently the busiest month for donations on **GiveNow**. June donations to causes on GiveNow have been significantly higher than for almost any other month since the platform was established in 2000, the only exception the period being after the Indian Ocean tsunami in 2004.

Figures from 2006–2015 show that the average number of June donations on GiveNow is more than double the overall monthly average. You can read more about GiveNow donation statistics in the report ***Who Gives?***

This means that even if your organisation can't offer a tax deduction as an incentive, you should still consider an end of financial year appeal or fundraising campaign. People already have their wallets out. This means you don't have to spend as much time (or money) on convincing people to give, and can instead focus your energies on providing them with the means and a reason to give to you.

Such appeals can be set up relatively quickly, and without a lot of stress, provided you know what you are doing. Here are some quick tips for organising and executing a successful end of financial year appeal.

Ensure that:

- The audience for your appeal is clearly defined
- Your material (including any emails or documents you intend to use) is ready to go
- Your database or mailing list is up-to-date and accurate
- **You are ready to accept donations** – you have the people and resources in place to deal with an influx of inquiries and donations by answering phones, responding to emails, processing donations and issuing receipts
- Your online donations facility is updated
- You have prominent donation buttons and correct contact details on your website
- Your appeal stands out from the crowd. There's stiff competition at this time of year.

More information

For loads more detail and tips on launching an EOFY appeal, read the extended version of this article on the **Funding Centre website**. ■



CHILD SAFE INVESTIGATIONS

Are you ready to tackle this difficult task?

Webinar, 2pm, Tuesday, June 11
REGISTER NOW

How to boost your fundraising with live crowdfunding

How can you make your organisation's fundraising stand out in an increasingly competitive market? Beatrix Kates from the Funding Network explains why 'live crowdfunding' is contagious fun.

For years we've fundraised the same ways – direct mail, gala balls, fun runs and the like. But with over 55,000 registered charities in Australia, it's an increasingly crowded marketplace. And it's only going to get more competitive, with government funding declining, and other funders becoming more demanding.

At The Funding Network (TFN), we've changed the rules and facilitated over \$10 million worth of fundraising for not-for-profit organisations – money that has supported hundreds of social change programs.

All of these dollars have been raised using one method: live crowdfunding. It's a tried-and-tested model that engages donors in a fun and memorable way. And now, not-for-profits of any size can reap the rewards.

What is it?

Live crowdfunding is a form of collective giving event that involves people coming together to pool donations and resources. Think Kickstarter for not-for-profits, but live and in real time.

It's an inclusive form of giving, which means anyone can take part, from young professionals to retirees, corporates to philanthropic foundations. People gather to hear inspiring pitches from not-for-profit program leaders who are doing innovative work in the community.

After the pitching comes the pledging. 'Pledges', or donations, typically start at \$100, and there's no upper limit. This provides the magic of the evening, enabling donors who have been touched by the stories they've heard to lend a hand.

Why does it work?

Anyone who's been to a live crowdfunding event will agree that being in a room with like-minded, generous individuals inspires their own generosity. Giving is contagious, and that's especially apparent during live crowdfunding. One person's pledge of \$100 can spark a chain reaction of generosity, quickly multiplying until it becomes \$1,000 or even \$10,000.

The live experience is far more powerful than making a donation online or posting a letter.

What's more, the benefits are being felt on both sides. Not-for-profits can engage with donors in a collaborative and effective way, while diversifying their funding streams and reaching new audiences. Donors can connect meaningfully with not-for-profits, and support them at a personal level.

How to run your own live crowdfunding event

Planning is key. First, consider the number of guests you'd like to invite (we recommend 100–200 people, typically a combination of existing donors and other supporters) and locate a venue that can accommodate your numbers. Next, you'll need to issue invitations, making it clear you're hosting a live crowdfunding event, and letting your guests know what to expect.



Giving is contagious, and that's especially true during live crowdfunding.

Now that you have the right people coming along, it's time to think about how to showcase your work. Consider the people and programs you'd like to put forward from within your organisation, and give them plenty of support to perfect their pitch.

Finally, a good MC is critical to your event's success. An experienced MC brings energy to the room to lift donor engagement and participation – and ultimately donations.

Case study: Murdoch Children's Research Institute (MCRI)

Murdoch Children's Research Institute (MCRI) is the largest child health research institute in Australia and one of the top three worldwide. Staffed by over 1200 researchers, MCRI is dedicated to the prevention and treatment of childhood health conditions through scientific discovery.

The Funding Network recently worked with MCRI Melbourne to run a **white label event** that would showcase their research to donors in a fun, accessible and memorable way.

We provided pitch-coaching to MCRI program leaders, helped to get an MC on board, and lent support with pledge facilitation, donation collection, marketing and project management.

The stars of the event were world-leading research scientists from MCRI, who gave stellar pitches: Professor Yves d'Udekem, Dr Bridget Southwell, Professor John Hutson and Dr Paul Eckert. MCRI's audience was carefully selected from the institute's donor database and other individuals known to support the areas of medical research being presented.

Over 100 guests attended the event at the Royal Children's Hospital auditorium in North Melbourne on a Tuesday night. They heard about ground-breaking work in cardiac, bowel and cancer research, along with moving personal stories. Audience members pledged more than \$160,000 in half an hour, as well as in-kind support, and left with a greater understanding of the programs they were funding.

Can we help?

Thousands of Australians have already experienced the magic of TFN's live crowdfunding events. Now, we're sharing our knowledge so you can stage rewarding live crowdfunding events yourself. Our **white label service** guides you through the entire process, including event management, templates, pitch coaching, marketing, MC services, and support on the night to ensure success.

For more information, click [here](#) or email info@thefundingnetwork.com.au. ■

Your two-minute NFP news digest

Apple Isle is the Australia we want

Tasmania comes closer than any other state or territory to being “the Australia we want”, according to a new report from the Community Council of Australia (CCA). Scored against a set of key values agreed upon by leaders in the charities and not-for-profit sector – including justice, safety, equality of opportunity, creativity, kindness and compassion – Tasmania scored highest, and New South Wales and the Northern Territory equal lowest. [Full report](#)



Tasmania is on track to being the Australia we want, according to the Community Council of Australia. Picture: Tatters via Flickr / Creative Commons licence.

Charities answer the call from young kids

More kids aged six to 14 benefit from charities than any other group in Australia, according to new ACNC data. The Australian Charities Report 2017 draws on data provided by charities in their annual information statements. Asked to nominate their main beneficiary, 10% of all charities said children in that age group – more than nominated families, older adults, and other groups.

[Download the report](#)

Climate emergency declared as terminology heats up

The ACT last month became the first Australian state or territory to formally declare a climate emergency, passing a motion proposed by the Minister for Climate Change and Sustainability, Shane Rattenbury. Meanwhile, the *Guardian* has updated its style guide to recommend use of the term “climate emergency” instead of “climate change” in its publications. Full stories [here](#) and [here](#)

DGR status for Indigenous language organisations

Organisations whose purpose is promoting Indigenous languages are now eligible for deductible gift recipient (DGR). This measure was enacted in March, and the Tax Office has now updated its criteria online. Fittingly, 2019 is the UN International Year of Indigenous Languages. Eligible organisations can apply for endorsement through the [Register of Cultural Organisations](#).

Brace for impact

“What does shopping for shoes have to do with a rubber project in Indonesia?” That’s one of the big questions posed by social impact experts in the meaty new report *Impacting Responsibly*. Dozens of researchers and commentators internationally, including Our Community’s own executive director Kathy Richardson, have penned contributions to the collection of essays. The report looks at impact data from every angle, starting with the question: how do we know if organisations are truly creating positive change? [Download the report](#)

WA not-for-profits face constitutional turning point

Incorporated associations in Western Australia have 25 days left to update their constitution. Organisations that fail to meet the deadline will see their existing constitution replaced automatically by the so-called Prescribed Model Rules if it doesn’t meet new requirements. The June 30 deadline marks three years since the Associations Incorporation Act 2015 came into effect in 2016. For more information and assistance, download the [Incorporated Associations Rules Checklist](#).

Rural women take a stand against Wicked

“They are misogynistic at best and the promote violence at worst – there is no place for these in today’s society.” – Bangalow Country Women’s Association president Di Campbell

A CWA member fed up with seeing offensive slogans on Wicked campervans has taken direct action with a paintbrush. The ABC reported that the woman, who did not want to be named, painted over an offensive phrase on a van in northern New South Wales with the words “The difference between marmalade and jam is you can’t marmalade”. The NSW branch of the CWA is lobbying for legislation that could see the offensive vans taken off the roads. [Full story](#)



The CWA has reached boiling point over offensive Wicked campervans.

Free human resources help for third sector

BY MATTHEW SCHULZ, JOURNALIST, OUR COMMUNITY

Not-for-profits struggling to manage the huge community sector workforce have a new place to turn to for help: Good Jobs Great HR.

The joint venture between Our Community and third-sector super funds manager HESTA brings together the experience and knowledge of both organisations to create free resources aimed at easing the burden for smaller organisations unable to afford their own HR departments.

Good Jobs Great HR builds on the existing community sector employment pages at www.goodjobs.com.au to include extensive tools for community organisations wanting to improve their human resource practices, and follows repeated requests to Our Community for more help in this area.

“We know many community organisations don’t have their own human resources staff, and that’s where Good Jobs Great HR can assist with these free resources. We’re hoping to lighten the load for the many busy staff in the sector, so they can focus on the main game – increasing their impact,” Our Community’s group managing director, Denis Moriarty, said.

“These resources could cost organisations tens of thousands of dollars if they wanted them to be developed in the private sector,” he said.

HESTA chief executive Debby Blakey welcomed the creation of the new website.

“These resources will help equip organisations with the tools they need to improve and streamline the selection, induction and ongoing development of their employees, as well as



Our Community chair Carol Schwartz (left), HESTA CEO Debby Blakey and Our Community’s Denis Moriarty show off material now available from Good Jobs Great HR.

Picture: Matthew Schulz

connect those working in the sector to new job opportunities,” she said.

The site guides organisations throughout the job life cycle: from recruiting candidates, to ensuring staff departures are as painless as possible.

A 71-page manual available for download from the site brings much of that guidance together for senior staff and board members, and can be easily modified to suit the needs of a particular organisation.

Visit www.goodjobs.com.au. ■



Can one CEO wear two hats?

One person, two big not-for-profit jobs: can it be done?

Our Community's resident Agony Uncle, Chris Borthwick, considers the question of whether two organisations can share a CEO.

BY CHRIS BORTHWICK, THINKER IN RESIDENCE, OUR COMMUNITY

Dear Agony Uncle,

My organisation is looking at sharing back-end resources with another organisation: marketing, communications, finance etc. We have also been entertaining the idea of sharing a CEO while maintaining two different brands and two different boards. We are wondering whether you might have some knowledge about whether this has been done before, and if so, where.

Agony Uncle responds: No, I don't know whether it's been done before. I would say, however, that it hasn't been done often.

And there is a reason for that. Sharing back-end resources is probably a good idea, provided that the agreement is fully documented and some form of arbitration is set down. Sharing a CEO is more problematic.

If you believe that there is no possibility of the interests of the two organisations diverging at any point now or in the future, by all means have a common CEO – but in that case I can't see why you don't merge. You could operate under two business names.

If there is a possibility that you will take separate ways on any issue – and I do think it would be ►

foolish to rule out such a possibility – then the ability of either board to issue binding instructions to the CEO comes into question.

On a procedural level, the issue would be how exactly the boards would decide on selection of the CEO; how they would decide to remove a CEO when thought necessary; and how the CEO's performance would be reviewed each year, against which KPIs.

On a purely practical level, I'd expect actual disagreements to come from a belief, justified or unjustified, that one group or the other was getting more than its proper share of the resources or of the CEO's time or commitment.

It would increase clarity if two half-time appointments were made to (perhaps) the same person, week on, week off, with the later possibility, if disagreements occurred, of splitting the role between CEO 1 and CEO 2.

It would also be possible to contemplate each group nominating board members to a third group, which would be responsible for conducting the joint operations: the CEO would



Chris Borthwick, Agony Uncle

then be responsible only to this body. This would ensure that disagreements had a formal process for resolution.

More information

Thinking Big: To Merge or Not to Merge is a free booklet produced by Our Community, CommBank and Moores legal. [Download it here.](#) ■

Has your organisation got a problem? A deal-making dilemma or a constitutional conundrum? Found yourself in a personality pickle or a media muddle? Our Community's resident Agony Uncle, Chris Borthwick, is here to help. Email your question to chrisb@ourcommunity.com.au.

**You can change
the world**

This course will help you do it
**Diploma of Business
(Governance)**



**Federation
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Upskill

Here's a snapshot of training and professional development opportunities presented by Our Community in June, July and early August. To see all the webinars, courses, workshops and conferences we've got coming up in 2019, visit our [online training calendar](#).

Webinar: Best-practice tips and insights on running child safety investigations
2–3 pm AEST, Tuesday 11 June

Following the Royal Commission into Institutional Responses to Child Sexual Abuse, every community organisation needs to consider whether it has a genuine culture of child safety. The Royal Commission exposed systemic failures by some of the country's largest not-for-profits in preventing and responding to child abuse. Moores and Our Community have been at the forefront of providing practical support and advice to community organisations throughout Australia, and have jointly published the acclaimed **[Child Safety Toolkit](#)**, downloadable for free.

So what happens when you get the dreaded phone call about child abuse connected with your organisation? Are you in a position to conduct an effective investigation in line with your obligations? In this practical and enlightening webinar, Moores practice leader Skye Rose and law graduate Rena Ou Yang will share information and insights. **[Register](#)**

Free webinar: Organising a great AGM
1–2 pm AEST, Wednesday 10 July

Organising a great annual general meeting isn't difficult, but preparation and forethought are vital. This special webinar – offered by the Institute of Community Directors Australia (ICDA) to celebrate the Festival of Community Directors – will offer tips, tricks, and information on organising an AGM to ensure it runs smoothly and effectively. **[Register](#)**

Tutorial: Getting started with data science
Melbourne, 1–2pm, Monday July 29

Designed for social sector workers who are new to data science (but who may have experience with or responsibility for data), this tutorial at Our Community House in Melbourne will explain steps you can take to improve how you capture, manage and use data in your organisation, and work through some practical examples. The registration fee includes a one-day pass to Our Community House. For more information, see the article on page 40. **[Register](#)**

Webinar: Taking minutes
1–2 pm AEST, Wednesday August 7

Have you ever received minutes that are virtually a transcript of the meeting, from Pam's call for chocolate biscuits to Reyansh's take-down of the parking shortage outside the meeting room? Or minutes that are so skeletal they're useless? In this webinar, you'll learn to sort the essential information from the waffle, and take concise, useful, compliant minutes. **[Register](#)**

Diploma of Business (Governance)

New intakes of students commence the Diploma of Business (Governance) each month. Study in Melbourne, Perth, Canberra, Sydney, Brisbane, Townsville, Adelaide, Darwin or Alice Springs.

[Dates and details](#) ■

Natalie Bramble

Natalie Bramble will be familiar to many readers who've studied for a Diploma of Business (Governance) with Our Community. She's led hundreds of students through the course, sharing not only her governance expertise but also her great laugh and her fun attitude to learning. We caught up with her for a chat about farm life, tourism promotion, and the difference between lecturing and educating.

Natalie, what courses do you teach for Our Community?

Anything and everything: the accredited Diploma of Business (Governance), which is made available through the Institute of Community Directors Australia (ICDA), community development leadership, grant writing, project planning, sponsorship, financial management, crowdfunding, social enterprise development and fundraising, to name a few subjects.

The tag-line of the Institute of Community Directors Australia is "Knowledge. Connections. Credentials". Tell us about your own knowledge, connections and credentials.

As a consultant I've had a lot of practical experience that translates well to teaching and training.

I was fortunate when I started in business that as a community volunteer I had a good reputation for getting things done. Now that I've been in the sector for 20 years, those connections, once local, are global.

The highest qualification I have is an MBA. It's called a "generic" MBA because my chosen subjects of governance, entrepreneurship, innovation and marketing didn't fit the traditional mould. That didn't worry me; I studied what added the most value to my work and personal interests, and I still received the three letters I needed.



"I'm not a trainer, I'm a facilitator":
Natalie Bramble.

What's your teaching style?

I tell everyone I'm not a trainer, I'm a facilitator, and that's definitely the style I prefer. The key is having people draw from their own experience, share that experience and learn through others.

Of course I share my case studies too, and I address the challenging questions or objections. The key, though, is helping bring everyone to that point of self-actualisation. Otherwise, all you're doing is lecturing, not educating.

My sessions are full of laughs – even the ones on topics I've been told are "dry", like financials and governance (I lurve these ones!).

I'm told that I'm fun and motivating, and I think most people go away from my sessions

feeling that way. Someone with chronic fatigue syndrome warned me on the first day of his Diploma training that he would probably fall asleep a few times a day, but he didn't get weary till the third straight day of training. His wife was in shock!

You live in Dubbo. Why?

It's the old "I married a farmer" situation.

My husband, Glen, is from a fourth-generation farming family from the region. I'm more of a brain-work girl than a hands-on girl, so the farming life really wasn't for me. I'm so much of a brown-thumb that I've killed a native hibiscus I thought was a weed – my husband sacked me from weeding.

I did perhaps influence Glen's change of career – he has a digital marketing business now and loves it, and we live in town.

About 98% of my work happens outside my region. Some of the work I do as a consultant involves troubleshooting problems created by processes or people, and it's nice to come home and just be regular Natalie, a community member. It's nice not to be involved in local politics and have that affect my personal life and business.

What's nice about Dubbo is the relaxed lifestyle. Everything is only a few minutes away, including the airport, and I can always get my fix of fresh Italian cannoli and Mr Wong duck pancakes when I travel for work.

What's your personal involvement in the community sector?

I've done a lot of community volunteering over the years and sat on quite a few boards.

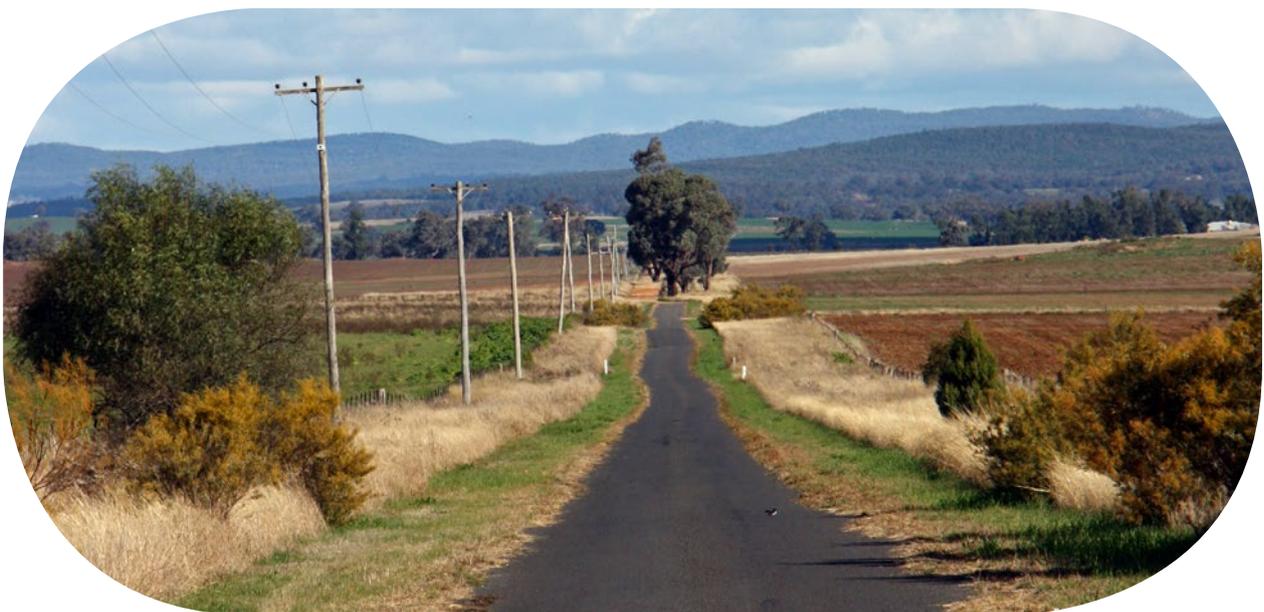
For a while I scaled back my personal volunteering commitments while I built a social enterprise called iClick2Learn, which provides e-learning services for the sector.

But this year I launched a formal pro-bono mentoring program in memory of my first community mentor, the late Gale Eckford.

I'll be on the look-out for another board position in the next few months.

You've been a judge for the New South Wales tourism awards for many years. Is that as glamorous as it sounds?

Like any pro-bono assessment job, whether it involves grants, tenders or awards, it's a lot of work. The site visits are fun. I've been up in a ►



“What’s nice about Dubbo is the relaxed lifestyle”: Natalie Bramble loves returning home after travelling all over Australia to deliver training.

hot-air balloon and gone behind the scenes at Dubbo Zoo to see baby animals that are yet to make their public debut, so that's been great.

But I do it because I love what the awards stand for, which is economic development for communities. The more visitors a destination brings in, the more money there is to go around to community groups, and the more support there is for our sector.

You're toying with the idea of doing a PhD. What would you like to investigate?

Oh, that's a hard one – there's so much. What really interests me now, though, is commercialisation mindsets in the boardroom, and how we can and should support intrapreneurs within our organisations. We'll see what happens there.

Your job takes you all over Australia. You must come across some really interesting not-for-profit organisations. What have been some of the biggest surprises?

I don't think there's much that can surprise me, really. I've been blessed to do a lot of different

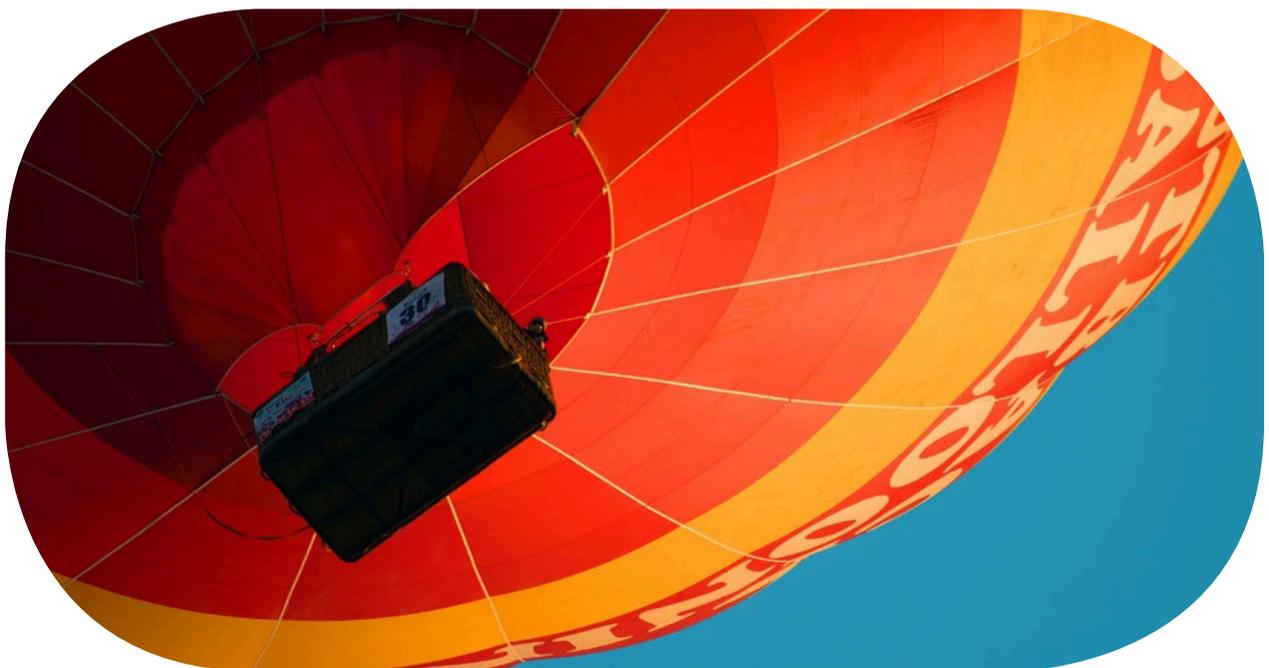
types of facilitated education and consulting with a variety of groups in different situations, from yarning circles to formal boardrooms. One thing that is consistent, though, is the passion people have to improve their communities. This is why I continue to travel and work as much as I do: because they care.

What's the most memorable thing anyone's ever said in one of your training sessions?

I strive to have a long-term impact on people in terms of their skills, mindset or beliefs. One thing that's stayed with me is a comment made by an older man doing the Diploma course. He said that discovering more about our traditional owners had had a big impact on him, and he now understands and respects their culture much more. He said he wished he'd been exposed to this information 50 years ago. This change can resonate through every group he's involved in.

More information

[Learn more about the Diploma of Business \(Governance\)](#) ■



Natalie Bramble has flown in a hot-air balloon as a judge for the New South Wales tourism awards. "I love what the awards stand for, which is economic development for communities."



THE APOLOGY: To the refugees, we say sorry

During Communities in Control, David Manne from Refugee Legal delivered a powerful apology to refugees and asylum seekers for the conditions they are forced to endure in offshore detention camps.

We call on you to take action today at:

[www.givenow.com.au/crowdraiser/public/
TheApologyTotherefugeeswesaysorry](http://www.givenow.com.au/crowdraiser/public/TheApologyTotherefugeeswesaysorry)

WATCH: David's heartbreaking but vital speech

DONATE: Every cent helps give free legal advice to refugees

SHARE: David's CrowdRaiser widely

Community Calendar

In this issue we celebrate kindness and giving, with a couple of events to make you – and people around you – smile.



JUNE 16–23

Thinking of You Week

It was invented to sell greeting cards, but we love the sentiment behind this awareness week: sending handwritten cards makes people feel loved.

Show someone you care – make a card and pop it in the post today. And repeat as many times as you like during National Thinking of You Week, or any other time.

Details



JULY 1–31

Kind July

The aim of the Stay Kind foundation is to encourage people to be nice to one another. It's an initiative of Kathy and Ralph Kelly, who lost two sons in tragic circumstances – Kathy shared her experience at Our Community's Communities in Control conference in 2018 (**[read or listen to her speech here](#)**).

Kind July has NSW governor David Hurley as a patron, and consists of a month of awareness raising activities. Read more in the **[Sydney Morning Herald](#)**.

*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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