

# ▶ OUR COMMUNITY matters ◀



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

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*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. [Click here](#) to receive your free copy.



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## I Have a Cunning Plan

Your organisation has, of course, a strategic plan, covering what you're going to be doing over the next five years. And a business plan that puts numbers to the strategic plan. And a fundraising plan. And a marketing plan. Because failing to plan, as they say, means planning to fail.

How is it, then, that two organisations with virtually identical plans to cope with the same general situation can face two different fates? One of them works and one goes down in flames – how is that possible?

It's possible because, as Dwight Eisenhower said, "Plans are nothing; planning is everything." And the General ran D-Day. It's not what you've written down that's



important – it's how you get there. The planning process creates the preconditions for the success of the plan.

The planning process must be:

**Informed.** For each item under discussion, you must track down the person in the organisation who knows the most about it, and pick their brains.

**Inclusive.** Don't just go to the section head. You need to hear from the people at the pointy end as well.

**Responsive.** If you go through a consultation process just to tick the box that says "consultation", it's not going to work. You have to take submissions seriously and be prepared to implement them if they win through.

**Exhaustive.** Consult, discuss the responses, write the plan, consult on the plan. You may have to travel around that track

several times before you've got the bugs out and got buy-in.

**Expansive.** Your debates must explore widely, looking for outside-the-envelope options. You have to shake up the discussion and hunt out the awkward questions.

**Thought through.** As far as possible, every part of the plan must be tested through argument. Objections must be aired, hazards foreseen, scenarios played out.

**Mission-oriented.** However widely you roam, you mustn't lose hold of the thread that leads back to your mission – the change you want to bring about in the world.

The temptation is to cut corners, to pass the job of drawing up the plan to one person and then vote the result through the board without discussion and with vast relief. What only one person creates, however, only one person defends. You need everybody with you on the long march.

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## WHAT WE RECKON: The Plurality of Leadership

*By Denis Moriarty, Group Managing Director, Our Community*

In the abstract, everybody is in favour of leadership. A great leader can inspire an organisation, give it direction, set its priorities, shape its policies, and keep everyone marching towards a brighter future.

Which makes it a little odd that in the not-for-profit sector we make it as difficult as possible for a person to do any of these things. The board holds the power, and no individual member of the board holds anything more than extra work. The chair (or the president) has no more power than any other board member. What's more, chairs are supposed to be impartial and fair to all sides, making it even more difficult to push a viewpoint forward with passion. Constitutions are more concerned with keeping chairs under control than with strengthening their leadership.

This is sensible, because you can rely on process but you can't guarantee charisma. A group that can't operate properly without a Napoleon at the head is terribly vulnerable to changes in personnel (and even France eventually decided Napoleon was more trouble than he was worth).

The recent brouhaha in Canberra has shown what happens when leaders begin to conflate themselves with the office they hold. The leader perceives disagreement as disloyalty, regards hanging on like a barnacle as a sign of strength, and confuses forcing things down the throat of the electorate with leadership. Ideas are almost irretrievably tainted by personalities.

A not-for-profit chair can't lead by ordering people around, or bribing them, or even just by rejecting their arguments. In the NFP sector there's really no alternative to Lao Tzu's way:

**When the master governs, the people are hardly aware that he exists... When his work is done, the people say, "Amazing: we did it all by ourselves!"**

NFP leaders generally reach their goals not through charismatic inspiration but by disguising the right way as the path of least resistance. Inspiration is supposed to spring from the cause, not the person, and anyone pushing too hard tends to be seen as bossy, if not actually bullying. The ideal is consensus, not crashing through.

If you have a natural leader, fine – and if you are one, even better – but if you don't, you can't wait for one to come along. Your planning processes must be good enough to identify what needs to be done, and your internal communication processes must be strong enough and flexible enough to convince your members and your stakeholders to come along on the journey. Having an eloquent spokesperson is a bonus, but the lack of an orator can't be an excuse for inaction.

In the community sector, leadership generally consists of being the first to acknowledge the inevitable. It's a job to be done, like any other, and it changes hands every couple of years. The whole organisation leads, and the leader rides in the front carriage.



# GREAT GRANT:

## Our Neighbourhood Community Grants

**Provider:** Australia Post

**Purpose:** To benefit the wider community via one of four key focus areas: digital inclusion, employment pathways, community inclusion or disaster readiness.

**Overview:** The 2015 Our Neighbourhood Community Grants program encourages community organisations to apply for funding of one-off cash payments of up to \$10,000. To be considered for a community grant this year, you'll need to demonstrate how your project fits into one of these four categories:

- 1. Digital inclusion** Projects that build digital skills and capability of individuals, groups in the community or the wider community.
- 2. Employment pathways** Projects that increase employment opportunities for marginalised Australians.
- 3. Community inclusion** Projects that build community spirit, foster inclusion, and support marginalised Australians.
- 4. Disaster readiness** Projects that help communities to be better prepared for a disaster.

To be eligible, an applicant must be a legal entity in Australia with a current ABN and fall into one or more of the following categories:

- A not-for-profit community organisation
- A registered charity with the Australian Taxation Office
- A deductible gift recipient
- A social enterprise.

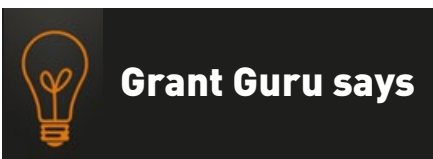
Projects must have a completion date between October 1, 2015, and October 1, 2016. Other eligibility criteria apply too.

→ [Find out more](#) [Funding Centre member-only access]

## Grant Guru Tips:

### There's Safety in Numbers

- Show that your clients like you – include user satisfaction data
- Show that your colleagues like you – include letters of support
- Show that your town likes you – get the backing of your council



Grantmakers like alliances, coalitions and cooperation. Joining up with another group or groups in making your application is always an advantage. It demonstrates that there's consensus on the problem and the solution, and it showcases your negotiation skills.

# Grantmaker of the year award

We're looking for grantmakers who are leading and pushing forward the field of grantmaking.

[www.aigm.com.au/awards](http://www.aigm.com.au/awards)

# PULSE POLL: Taking the Pulse of the NFP Sector

## Board Composition

In the previous issue of *Our Community Matters*, we asked about the size of your organisation's board and its gender composition:

"How many board (committee) members does your organisation have? Do you think this is too many, too few, or about right? What percentage of your board members are women?"

### Results

Almost half of all respondents reported that their board had seven, eight or nine members.

Six and 12 were popular numbers too, with 11% of respondents reporting six members and 11% reporting 12 members.

Only 9% of boards had more than 12 members, while 12% had fewer than five members.

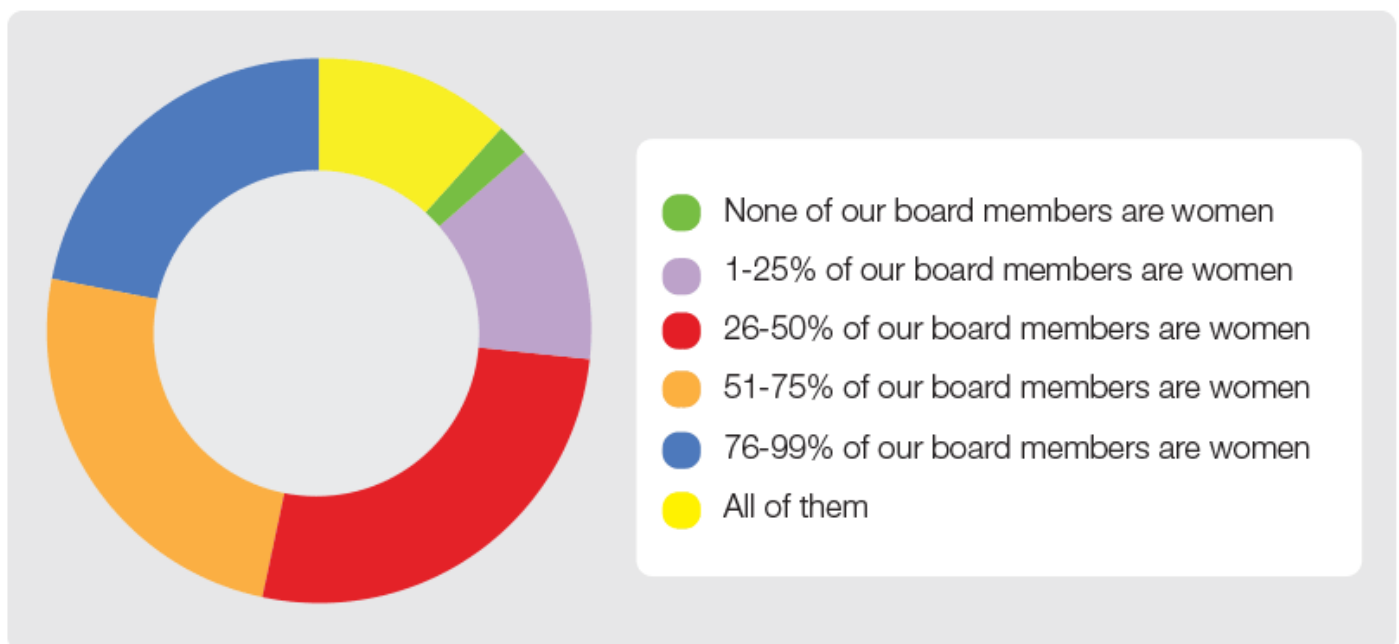
A majority of respondents – just over 60% – said the number of members on their board was "about right", with the remainder divided more or less evenly between "too many" and "too few". Respondents dealing with boards of six to eight members were the most likely to say their numbers were about right.

Hearteningly, women are well represented on the majority of boards – 58.6% of respondents said at least half of their board members were female.

In contrast, the [latest available data](#) on boardroom diversity in the corporate sector shows that among ASX200 companies, only 15.8% of board positions are held by women, and a whopping 25% of ASX200 companies don't have any women on the board. Hoorah for women in the not-for-profit sector.

For tips on board recruitment and renewal, see Our Community's free help sheet:

<http://www.communitydirectors.com.au/icda/tools/?articleId=1328>



# How Many Members Does Your Board Have?

And is that too many, too few, or about right? Why do you say that?

**16** TOO MANY

Some never turn up, others never do anything, and this many people on the board can be dysfunctional.

Often 80% of the work is completed by 20% of the board members.

**13**  TOO MANY

Groupthink. The Abilene paradox.

Some people don't seem to contribute at all.

**13** ABOUT RIGHT

Our committee members have particular roles and areas of responsibility.



We need that number of people to carry the load of work required.

**12** TOO MANY

Considering the number of members, there are too many board members.



Discussions get bogged down with too many opinions.

**12** TOO MANY

We have several do-nothings.

**12** TOO MANY

We have several funding partner positions and they can be very narrow in their views and don't really understand the bigger picture.

**11** TOO MANY

Factions are beginning and board meetings are long.

**10**  TOO MANY

It makes having a quorum difficult in a remote area where travel is an issue.

**10** TOO FEW

Having more members doing small tasks would ease the load on everyone.

**10** TOO FEW **Our rules state we should have 20 board members.**



**9** TOO MANY



If all 9 participated in activities and meetings or contributed it would be acceptable, but...

there are still **two or three** people doing all the work.

Yet we have to cater for the rest who are always late and want catch-ups or to chat behind the scenes, then say we are being bullies when we try to move meetings on.



Most of the members are only there for tradition and have been for over 20 years. They do not have a clue about what the needs are for today.



**We have had more and it was incredibly difficult to get a consensus.**

The group divided into two camps, leadership was missing, and self-interest was foremost for some members.



**8** ABOUT RIGHT **Not all board members make it to every meeting...**

**but we are still able to make a quorum.**

**8** ABOUT RIGHT

We are able to offer different points of view and yet still come to a consensus.

# 7 ABOUT RIGHT

We get a quorum, most members are highly engaged, and conversation isn't swamped.

# 6 ABOUT RIGHT



Six has proven over 20 years to be a nice workable size. It provides a suitable range of expertise.

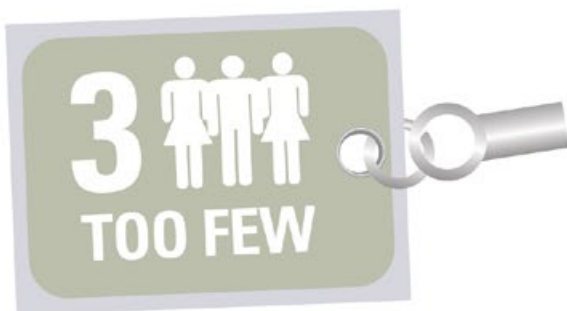


It's enough to cover the required skill set, but not too many, which would make decision-making unwieldy.

# 6 TOO FEW

It's probably not a broad enough group of skills, but it's easy to manage and we generally work well together.

**6 TOO FEW** We usually have full attendance, but still two more members would be useful.



We don't have enough board members to do the work that needs to be done. We'd like to have more but our membership base isn't large enough to generate more committed people.

## Damn Good Advice for Board Members

> GET YOUR COPY

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# What to Do When the Law Says One Thing – and Also Another

*Understanding and complying with the myriad laws that apply to not-for-profits is a challenge for any organisation. But it can seem even more difficult when different pieces of legislation seem incompatible.*

**Elizabeth Shalders** from Moores considers a case study and offers tips on what to do when your not-for-profit faces competing legal requirements.

Consider the case of an organisation that runs a crisis centre for women and children. The centre offers overnight accommodation to clients who are at risk of harm from violent perpetrators. It has a duty of care to these clients, and to its own staff. At the same time, state building regulations and so-called essential safety measures – fire regulations – mean that the doors to the bedrooms in the accommodation must be accessible from the street.

How might the organisation meet these competing legal requirements; ie, carry out its duty of care in ensuring the accommodation is secure against intruders, carry out its duty of care in ensuring clients and staff can escape if there's a fire, and also meet the fire safety requirements?

A good way to deal with competing legal requirements is to prioritise the importance of each obligation. In this scenario, the safety of the clients and staff is paramount, so priority

one should be protecting those individuals from violent perpetrators.

The second priority should be to ensure compliance with essential-safety measures such as the fire regulations. Work health and safety legislation specifies that an organisation is required to look at ways in which it can either minimise risks or eliminate them where possible. The organisation should consult with a work health and safety specialist to determine how it can meet both obligations to ensure paramount safety at its site. The specialist should visit the site and outline all safety measures and options available to the organisation to assist it to conduct a thorough safety audit.



## Incompatible Laws: Top Tips

The case study above is just one example of competing requirements. Here are some practical tips on how to handle those situations more generally:

### 1. Assess the risks.

Consider what will happen if you follow one set of legal requirements rather than the other. If it is not possible for you to comply with both sets of requirements, and the consequences of failing to comply with one set are clearly more serious, then consider complying with those requirements in the interim until you can take other steps to clarify your obligations. You should also seek legal advice to help you assess the risks.

### 2. Talk to the relevant government regulator.

There are government bodies responsible for enforcing compliance with legal requirements. Consider calling them and letting them know your problem and asking them what to do. Take notes on what they say. They might be able to point you

to an exception in one of the legal requirements which will resolve your problem, or they might be able to tell you how other organisations handle the conflict.

### 3. Approach an industry body representative.

If there is a peak industry body in your field, it may be able to offer resources to help you to navigate the conflicting requirements. It may also have staff who can advocate for changes in the law to make it easier for organisations in your position to comply.

### 4. Talk to other organisations in a similar position.

If you are in a difficult position, then it is likely that other organisations in the same area will be facing similar problems. It is worth reaching out to see if someone else has already found a solution. Even if they don't have the answer, they (and others in the same field) may be willing to pool funds to share the cost of obtaining legal advice.

### 5. Seek legal advice.

In cases where there are potentially serious consequences associated with not complying, it is important to obtain legal advice. A professional advisor can:

- check the legislation to see if there is some way of reconciling the apparently conflicting requirements
- form an opinion, in the case of an inconsistency, about which set of requirements overrides the other
- advise your organisation on what steps it can take to protect itself.

*Moores Not-for-Profit Assist legal membership service offers members direct access to expert lawyers who have extensive knowledge of the not-for-profit sector and are committed to providing relevant, targeted and practical advice and service – all at a fixed price. For more information, go to [www.communitydirectors.com.au/icda/nfpassist](http://www.communitydirectors.com.au/icda/nfpassist).*



# Ten Questions to Ask Your Treasurer

As a member of a not-for-profit board, one of your primary responsibilities is to keep an eye on the finances. You don't have to produce the financial reports (unless you're the treasurer), but you do need to be able to examine and assess this material when it's put in front of you. You're obliged to know enough about finance to know what the financial statements are telling you, and to detect any inconsistencies, errors or warning signs. It's your responsibility to handle the organisation's money as if it were your own.



Here, then, are 10 questions you should ask your treasurer, from the General Manager of Education and Not-for-Profit Sector Banking for the Commonwealth Bank, **Vanessa Nolan-Woods**.



## 1. How are we tracking?

Make sure you know what the organisation has and what it owes (its assets and liabilities), and what's left when these are balanced up. This information should be in the latest balance sheet, sometimes called the statement of financial position.



## 2. Do we have the finances we need at the times we might need them?

The board has to approve the budget every year. This isn't just a formality, and preparing the budget isn't a job for just one person. It should involve the CEO, the Chair, and consultation with the heads of every section of the management team. But no matter how many people have pored over the numbers already, you should look at the budget with fresh eyes when it comes to you.



## 3. Are we financially healthy?

The most critical question you should ask your treasurer is, "Are we trading while insolvent?" Your organisation absolutely mustn't spend money it hasn't got and has no prospect of getting. This is known as trading while insolvent. It doesn't mean you can't go into debt, but if you do, you must first consider the matter carefully and understand how you will be able to service the debt.



## 4. Do you have all the time, skills and resources you need to do your job?

Often the role of treasurer is foisted onto the accountant, the banker or the numbers person, and sometimes it just goes to whoever draws the short straw. Talk through the responsibilities of the role with your Treasurer to make sure he or she is clear about what's required.



## 5. Do you have the systems you need to do your job?

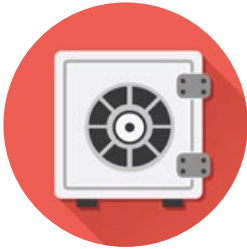
Your Treasurer is responsible for providing accurate financial information in a timely, secure manner as required for the management of the organisation. It's possible to do this without modern accounting software, but having the right tools makes it a lot easier.



## 6. What financial processes and procedures are in place and how are they monitored?

For example, are background checks conducted on staff who have access to the finances? Are spot checks conducted to ensure policies and processes are being followed? Lost or stolen information can do enormous damage to your organisation so it's important to ensure the correct checks and balances are in place.





## 7. How do we safeguard against fraud?

A [2012 KPMG study of fraud](#) found that 43 per cent of survey respondents had experienced fraud in their organisation. In 75 per cent of major fraud cases, the perpetrator came from within the organisation. Your organisation should have measures in place to prevent fraud, including segregation of duties so that transactions aren't authorised and actioned by the same people.



## 8. How do we protect our organisation against risks?

Overseeing risk management often falls to the Treasurer, particularly in small organisations where helpers are thin on the ground. Risks may be financial, physical, professional or reputational. They all need to be managed.



## 9. How would we access additional funds if we needed them?

What would you do if your organisation needed more money for a particular initiative or problem? Your CEO and Treasurer should have a plan in place for your organisation's most important income streams, whether these are donations, grants, sponsorships or other sources, and ideas on how they can be developed in the future.



## 10. Where do we invest?

Whatever your personal approach toward risk, as a board member of a not-for-profit organisation you should be prudent. That doesn't mean keeping money under a mattress, but ensuring that funds are diversified across a number of investment vehicles so the organisation won't be wiped out by a single catastrophe. Set the level of risk you're comfortable with as a board, and then ask your treasurer for a review of the portfolio periodically to ensure he or she is keeping to the strategy that's been agreed.



# More Damn Good Financial Advice

To dive more deeply into the financial affairs of not-for-profits, check out the newly launched *Damn Good Advice for Board Members* and its companion guide, *Damn Good Advice for Treasurers*. Both publications are part of CommunitySmart, the national financial literacy program run by Commonwealth Bank Not-for-Profit Sector Banking together with the Institute of Community Directors Australia, an Our Community enterprise. Both booklets are available as free downloads, or you can order a free hard copy:

### **Damn Good Advice for Board Members:**

[www.communitydirectors.com.au/icda/tools/?articleId=6048](http://www.communitydirectors.com.au/icda/tools/?articleId=6048)

### **Damn Good Advice for Treasurers:**

[www.communitydirectors.com.au/icda/tools/?articleId=5902](http://www.communitydirectors.com.au/icda/tools/?articleId=5902)



## 2015 Commonwealth Bank Not-for-Profit Treasurers' Awards

Every community group understands how much they owe to the person who keeps track of the finances. But they don't often tell them so. Our Community and Commonwealth Bank Not-for-Profit Sector Banking believe Australia's treasurers deserve some recognition.

The Commonwealth Bank Not-for-Profit Treasurers' Awards are designed to provide that recognition.

This year the awards have taken a new shape. Because our country's treasurers are so good, in the past we've had unspeakable difficulty picking just one person who stood out from an incredibly high average. So this time we're doing it differently, and we've divided the awards into two sections.

First, we're awarding a certificate to all treasurers who are nominated for their excellence. Because all treasurers deserve one.

Second, we're inviting treasurers themselves to apply. Treasurers of the nation, we invite you to spread your wisdom by identifying barriers to doing your work better, and providing your ideas for removing those barriers. The three treasurers who share the best ideas will win one of three \$5000 donations for their not-for-profit group, plus an iPad for themselves.

So if your organisation's treasurer is a godsend, someone you feel incredibly lucky to have on board, someone full of bright ideas, enthusiasm, determination and new ways of doing things – nominate them for an award today.

And if you're that treasurer, we want to hear from you too.

Nominate or apply online now:

[www.ourcommunity.com.au/treasurersawards2015](http://www.ourcommunity.com.au/treasurersawards2015)



## Finance Survey: Win a \$1500 Commonwealth Bank Gift Card

The Commonwealth Bank and Our Community Not-for-Profit Survey 2015 asks about your organisation's funding, finance, banking and financial governance challenges and opportunities.

To take the online survey, you'll need to have a good understanding of your organisation's finances and financial governance, and 10–15 minutes to spare. All responses will remain confidential and anonymous.

To say thanks for participating, we're offering the chance to win a \$1500 Commonwealth Bank gift card. To be eligible for the prize, you'll need to answer a short question at the end of the survey and provide your contact details (they'll be used only to get in touch with you if you win). The winner will be notified via email.

Take the survey: <https://www.surveymonkey.com/s/JXHCXGW>

**Not-For-Profit  
Finance & Banking  
Survey 2015**

**> TAKE THE SURVEY &  
YOU COULD WIN \$1500!**

**WE NEED  
YOU!**

# Five More Not-for-profit Trends to Watch in 2015

Our Community's "chief chaos controller", Kathy Richardson, has just returned from a study tour of the US.

Travelling on an Eisenhower Fellowship, Kathy investigated how not-for-profits are ranked and rated in the US, and how not-for-profits themselves understand and measure their impact. She also looked at developments in communications and funding.

Kathy's investigations uncovered a range of trends that are already being felt in Australia or will most likely be felt here very soon. In the second part of a two-part feature, here are Kathy's top tips for 2015 and beyond.



## 1. The future is outcomes (and impacts).

Is what you're doing working? Do you even know, precisely, what you're trying to influence? Really? Welcome to the era of data-driven, evidence-based practice. This means you're going to have to stop selling your success stories (which, let's be truthful, are often stories of your outliers) and start selling your true outcomes: what happened to the entire population you touched. It's really really hard to figure out what works in creating social change (and which bit of it was down to what you did), but that's no excuse for not trying.



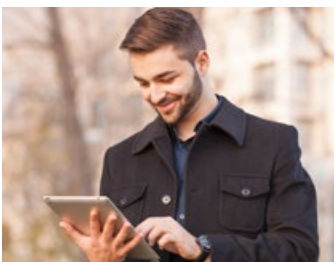
## 2. The money will follow the data.

There's a new breed of donors out there and they're not all that interested in your intuition or even your 30 years of experience in the field. They want to see the evidence. Those who ignore the push towards evidence-based practice are going to run a real risk of being left behind.



## 3. Not-for-profits don't have a monopoly on social outcomes.

Anyone in the business of creating or purchasing social outcomes is part of the game. Many not-for-profits are looking a lot like businesses, while some businesses are getting serious about their social impacts. Then there's the rest: social enterprises, B-Corps (Our Community is one), impact investors, corporate social responsibility practitioners – there's a whole lot of shape shifting going on. We're all on the same team. We have to learn to play together.



## 4. The walls are tumbling down.

Traditional power structures are being undermined by the democratising effects of technology, social media and crowdsourcing. Trust in institutions is waning. You don't need to be old or experienced or well-educated or credentialed or well-respected or male or white or well-known to make waves – a 22-year-old with a killer algorithm in her back pocket can change the world. Don't get stuck in the 20th century.



## 5. In the end, we're talking about human beings.

Social workers do not want their decisions made by computers. Algorithms can't turn bad data into good information. Funders and donors get bored with great programs. "Social problems" affect real-live people. And many people (most people?) actually don't care all that much about data if the evidence doesn't equate with their ideology and worldview. Everything we do – all of us, everything – must take into account human behaviour.

**The first part of this feature was published in the previous issue of Our Community Matters, published in January 2015 – read it [here](#).**

# Australian Social Enterprises and the Law: Mind the Gap

*In legal terms, Australian social enterprises are out on a limb, not specifically recognised by the Commonwealth Corporations Act or by state-based incorporation legislation. So what's a good-looking, well-meaning social enterprise to do? The Social Enterprise Legal Models Working Group (LMWG) was formed in 2011 to examine the legal structures available to such businesses. Convenor **Alan Greig** reports on the group's work.*



Social enterprises are clearly different from ordinary business, but they are also different from charities and not-for-profits. New "business models" that fall under the large banner of social enterprise are emerging all the time, yet there is no established definition of social enterprise in law, and there is no legal model available to social enterprises that is specifically designed to entrench their commitments both to social outcomes and to stakeholders – financiers, customers and the community.

The LMWG is exploring this rapidly changing landscape through a mixture of survey and research work, asking:

- What legal forms are available under current Australian law?
- Why is choice of legal form important for social enterprise?
- What are the key issues in choosing a legal form for a social enterprise?
- What lessons can be drawn from developments in other countries?

The six legal structures available to social enterprises at the moment are:

- private (proprietary limited) company limited by shares
- public company limited by shares
- public company limited by guarantee
- co-operative
- incorporated association
- indigenous corporation.

The LMWG has produced a matrix of the features of each structure, available at [www.employeeownership.com.au/social-enterprise-legal-models/](http://www.employeeownership.com.au/social-enterprise-legal-models/) (click on the link "Legal Models Comparison Matrix").

When choosing between these legal structures, a social enterprise should consider:

- the status of social purpose in the overall mission – how social purpose is reflected in and preserved by the legal form
- the treatment of profits or surplus
- the ability of the enterprise to raise finance
- the impact of enterprise activity on tax advantages for charity and not-for-profit forms.

Arguably, what Australian social enterprises need, however, is a legal form that fully reflects their character and could

be easily adopted without significant legal complexity or and cost.

In the LMWG's view, such a form should facilitate viable commercial activity and be attractive to financiers while also offering the following key elements:

- an asset lock to ensure enterprise assets were permanently committed to achieving social objectives (including if the enterprise were wound up)
- limits on the profit that could be distributed as dividends to investors
- third-party validation to ensure the enterprise's continuing commitment in practice to its social objectives
- a governance structure that provided key stakeholders with the right to participate in decisions about the overall management and direction of the enterprise
- legal certainty about the enterprise's ability to pursue interests broader than financial returns to shareholders or owners.

A number of countries, and some states of the USA, have introduced new corporate forms designed to reflect the special nature of social enterprises. These forms recognise that social enterprise combines commercial activity with commitment to social benefit in a form that "locks in" purpose and assets, while remaining open to external investors.

In the UK, for example, 7700 organisations are now registered as community interest companies (CICs).

In the USA, 28 states provide for a legal form known as "benefit corporation", often abbreviated to B-corp. (This is not to be confused with B Lab certification, which identifies companies whose social and environmental credentials have been verified by B Lab.)

The introduction of such a form or forms in Australia would require amendments to the Corporations Act or new legislation. The LMWG plans to assist with establishing a body to advise more formally on legal models with this end in mind.

*The Social Enterprise Legal Models Working Group has recently produced a draft report on the issues outlined here, available from [www.employeeownership.com.au/social-enterprise-legal-models/](http://www.employeeownership.com.au/social-enterprise-legal-models/). The group invites comment and feedback from interested individuals and organisations via email: please contact Alan Greig on [ahgreig@bigpond.com](mailto:ahgreig@bigpond.com).*

## Social Enterprise Awards 2015: Enter Now

Almost 20,000 social enterprises operate across every facet of the Australian economy and society. To recognise and celebrate the great work they're doing, Social Traders is proud to present the 2015 Australian Social Enterprise Awards.

There are seven categories in this year's awards: Social Enterprise of the Year (Small), Social Enterprise of the Year (Large), One to Watch, Social Enterprise Investment, Social Innovation, Buy Social, and the Social Enterprise Champion Award (Individual).

Past winners have included SEED Parks and Property Maintenance, which provides work for Brisbane's long-term unemployed; STREAT, whose cafe and hospitality businesses are tackling youth homelessness and disadvantage in Melbourne; Thankyou, which has taken our thirst for bottled water and transformed it into funds for health projects in developing countries; and Connecting Up, which has saved the not-for-profit sector more than \$50 million by offering software at discounted prices.

This year's finalists will be selected by an independent judging panel and announced in June.

So if you're part of a great social enterprise, or helping to support one, don't miss the opportunity to tell your story and be recognised for your contribution. Entries close on Friday March 27.

Enter now: [www.socialenterpriseawards.com.au](http://www.socialenterpriseawards.com.au).

## NEED TO KNOW: Your Two-Minute NFP News Digest

### ACNC Issued a Reprieve

"I have advised key stakeholders in this area I have no immediate plans to be progressing that issue while I focus on higher order priorities."

– Scott Morrison

The new Social Services Minister tells Fairfax Media that plans to abolish the Australian Charities and Not-for-Profits Commission are on the backburner, and will not be pursued as a priority.

→ [Full story](#)

### New South Wales Goes Social

"Our target is to partner with investors and the non-government sector to develop two new social impact investments to go to market every year."

– Mike Baird

The Premier of New South Wales launches Australia's first [social impact investment policy](#), saying that if his government is re-elected next month, it will build on the success of the social benefit bonds it created in 2013.

→ [Full story](#)



### Senate Backs DSS Program Review

"There is a great deal of uncertainty and confusion about the grants process with community organisations nation-wide [receiving] notice from the Federal Government that their funding hasn't been renewed or their applications haven't been successful or [being] required to sign onerous contracts."

– Rachel Siewert

The Australian Greens senator speaks out in the wake of the Senate's backing of her party's call for a formal inquiry into the Department of Social Services program "A New Way of Working for Grants".

→ [Full story](#)

### The Gap Widens

"We are slipping and we are going backwards in a number of very important areas."

– Warren Mundine

The chair of the Indigenous Advisory Council finds little to celebrate in the 2015 [Closing the Gap](#) report on Aboriginal and Torres Strait Islander disadvantage. The report found there has been no overall improvement in Indigenous reading and numeracy since targets were set in 2008, and employment outcomes have declined.

→ [Full story](#)

### Back to School for UK Charities

"I am proud of the quality of guidance we provide for charities. I think we do a great job with limited resources. But the fact that we see the same problems occurring again and again in charities – poor financial controls, poor decision-making – tells us that too many trustees don't understand their basic duties. We have to change that."

– Sarah Atkinson



The head of policy and communications at the UK's Charity Commission tells a Westminster Policy Forum seminar on charity law and regulation that some UK charity board members simply don't understand their basic duties.

→ [Full story](#)

### Defaulters on Notice

**"Double defaulters, meaning those charities that have not lodged annual information statements for two consecutive years, have ignored repeated reminders and warnings and have persistently failed to comply."**

– Susan Pascoe

The head of the Australian Charities and Not-for-Profits Commission says up to 1400 double defaulters have 28 days to submit important financial statements to the ACNC or face having their charitable status revoked.

→ [Full story](#)

### Mixed Report Card for US Not-for-profits

**"... The bottom line is that nonprofit leaders give nonprofit boards a 'B minus' grade."**

A new US report, *Leading with Intent: A National Index of Nonprofit Board Practices*, says there is room for improvement in not-for-profit boards' performance in a number of areas. The report found that boards are generally better at technical tasks, such as financial oversight and compliance, than they are at strategy and community outreach.

→ [Full story](#)

### Mental Health Spending Boosted under NDIS

**"Nearly 60,000 people with a severe mental illness will share an extra \$1.3 billion in funding – the single biggest boost under the National Disability Insurance Scheme."**

News Corp reports that when the NDIS becomes fully operational in July 2016, state and commonwealth spending on mental health will increase from \$450 million to \$1.8 billion a year.

→ [Full story](#)



### Homeless Sector's Plea to Minister

**"You do your budget planning on a four-yearly cycle, please let us do the same. Please commit to a four-year National Homelessness Partnership Agreement and give homelessness services the certainty we need to deliver housing and support to vulnerable people."**

More than 50 homeless organisations make a united plea to the Social Services Minister, Scott Morrison, not to end funding to the sector.

→ [Full story](#)

### It's a Trust Thing

**"NGOs saw the largest decline in trust. NGOs maintained their status as the most trusted institution, but what is clear is that the trust is fading. In 19 of 27 countries, trust in NGOs fell or remained at equal levels to the previous year."**

The latest survey of trust in government, business, media and NGOs – including charities and not-for-profits – returned bad news for the NGO sector globally. The 2015 *Edelman Trust Barometer* says Australians' trust in NGOs has fallen from 70% in 2014 to 66% in 2015.

→ [Full story](#)

### Big Society a Big Failure

**"Our findings show that society is more divided than before, we feel less able to influence what happens in our communities, and public services are, in some ways, less accountable and responsive to diverse needs."**

– Caroline Slocock

The director of the UK thinktank Civil Exchange says Big Society, a British government project intended to "give power back to the people", has failed. Civil Exchange's analysis has just been published in *Whose Society? The Final Big Society Audit*.

→ [Full story](#)

# Diploma of Business (Governance)

## The course that's tailored to **your** world.



## Talking Points

### Videos We Love: Busting the Charity Overhead Myth

"The charity overhead myth is the notion that the less an organisation spends on administration, the more effective and virtuous it is. And that is bullshit." Juanita Wheeler, managing director at Full & Frank consultants, doesn't mince words at her TedX talk in Brisbane.

Watch it here: <https://www.youtube.com/watch?v=0diX8EH0KZE>

### Good Reads: Community Power

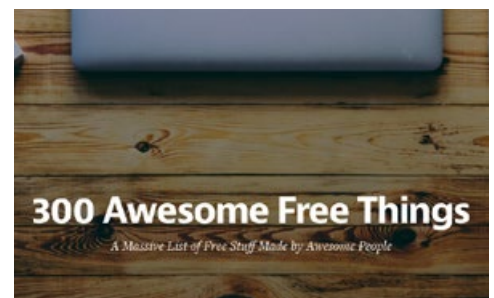
A guide published last year by the NSW Community Power Agency has the potential to put the wind up big energy retailers. *Community Owned Renewable Energy: A How To Guide* takes readers through the steps of establishing a community renewable energy project, from forming a group to choosing a technology to making it all happen. Its tips on methodologies and working as a community organisation could also be applied to groups in other fields.

Download your free PDF copy from [http://cpagency.org.au/wp-content/uploads/2014/06/CPAgency\\_HowtoGuide2014-web.pdf](http://cpagency.org.au/wp-content/uploads/2014/06/CPAgency_HowtoGuide2014-web.pdf).



### Freebies

This month, we present "A Massive List of Free Stuff Made by Awesome People," from [medium.com](http://medium.com). These online resources aren't specific to not-for-profits, but most community organisations will find something useful among the long list of free SEO and website analysers, image generators, bulk email tools and stock photography libraries. There's even a tool that claims to measure the emotional marketing value of the headlines in your next newsletter. Get your freebies [here](#).



### Hesta Community Sector Awards

Do you know of a community sector team, organisation or network that has made an outstanding contribution to social justice in Australia? Perhaps you know an exceptional individual in this field?

Nominate them in the Hesta Community Sector Awards and they could win a share of \$30,000 in prizes.

Nominations in three categories – Unsung Hero, Organisation and Social Impact – close on Tuesday March 31. For more information, go to [www.hestaawards.com.au](http://www.hestaawards.com.au).

Know someone in the community sector who deserves an award?

Nominate now!

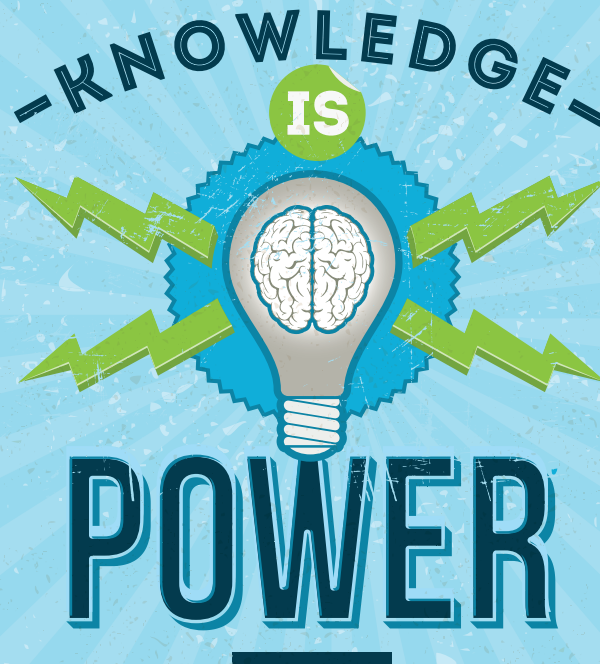
HESTA  
Community  
Sector Awards





# Grantmaking in Australia Conference 2015

Monday March 23, 2015  
Rydges on Swanston, 701 Swanston St, Carlton, Victoria



Plus  
Local Government Tribal Gathering: Tuesday March 24 (morning)  
SmartyGrants MasterClass: Tuesday March 24 (afternoon)

**BOOK NOW**  
[www.aigm.com.au/conference2015](http://www.aigm.com.au/conference2015)

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# UPSKILL: Upcoming Training and Events

## Diploma of Business (Governance)

The Diploma of Business (Governance), Australia's only diploma-level governance qualification, is designed specifically for existing and prospective not-for-profit board or committee members and the CEOs and senior staff who work alongside them. Check out the course start dates below and then [enrol here](#).

<b>Brisbane</b>	<b><a href="#">9 March</a></b>
<b>Canberra</b>	<b><a href="#">11 March</a></b>
<b>Perth</b>	<b><a href="#">23 March</a></b>
<b>Sydney</b>	<b><a href="#">30 March</a></b>
<b>Melbourne</b>	<b><a href="#">30 March</a></b>
<b>Alice Springs</b>	<b><a href="#">20 April</a></b>
<b>Brisbane</b>	<b><a href="#">11 May</a></b>
<b>Perth</b>	<b><a href="#">18 May</a></b>
<b>Darwin</b>	<b><a href="#">18 May</a></b>
<b>Brisbane</b>	<b><a href="#">1 June</a></b>
<b>Sydney</b>	<b><a href="#">15 June</a></b>
<b>Melbourne</b>	<b><a href="#">15 June</a></b>
<b>Canberra</b>	<b><a href="#">22 June</a></b>

## Introduction to Writing Winning Grant Applications

Got questions about how to win funding from grantmakers? We've got answers. Sign up now for this half-day seminar.

<b>Brisbane</b>	<b><a href="#">13 March</a></b>
<b>Perth</b>	<b><a href="#">27 March</a></b>
<b>Sydney</b>	<b><a href="#">3 April</a></b>
<b>Melbourne</b>	<b><a href="#">3 April</a></b>
<b>Brisbane</b>	<b><a href="#">15 May</a></b>
<b>Perth</b>	<b><a href="#">22 May</a></b>
<b>Sydney</b>	<b><a href="#">19 June</a></b>
<b>Melbourne</b>	<b><a href="#">19 June</a></b>
<b>Brisbane</b>	<b><a href="#">3 July</a></b>

## Secrets of Successful Boards Seminar

What are the secrets of successful boards? You'll leave this one-day seminar with a better understanding of your legal and practical responsibilities as a committee or board member, and top ideas for creating a more harmonious, more productive and more effective working group.

<b>Brisbane</b>	<b><a href="#">12 March</a></b>
<b>Perth</b>	<b><a href="#">26 March</a></b>
<b>Sydney</b>	<b><a href="#">2 April</a></b>
<b>Melbourne</b>	<b><a href="#">2 April</a></b>
<b>Brisbane</b>	<b><a href="#">14 May</a></b>
<b>Perth</b>	<b><a href="#">21 May</a></b>
<b>Brisbane</b>	<b><a href="#">4 June</a></b>
<b>Sydney</b>	<b><a href="#">18 June</a></b>
<b>Melbourne</b>	<b><a href="#">18 June</a></b>
<b>Brisbane</b>	<b><a href="#">2 July</a></b>

## Strategies for Sustainable Funding Seminar

At this half-day seminar for volunteers, staff and fundraiser, learn how donations, community-business partnerships, alumni and membership sources and special events can build a sustainable future for your group. The key word here is "sustainable" – it's all about thinking beyond grants.

<b>Brisbane</b>	<b><a href="#">13 March</a></b>
<b>Perth</b>	<b><a href="#">27 March</a></b>
<b>Sydney</b>	<b><a href="#">3 April</a></b>
<b>Melbourne</b>	<b><a href="#">3 April</a></b>
<b>Brisbane</b>	<b><a href="#">15 May</a></b>
<b>Perth</b>	<b><a href="#">22 May</a></b>
<b>Sydney</b>	<b><a href="#">19 June</a></b>
<b>Melbourne</b>	<b><a href="#">19 June</a></b>
<b>Brisbane</b>	<b><a href="#">3 July</a></b>

## Communities in Control Conference 2015

Register early to be part of the most inspiring community sector event of 2015.

**Melbourne** **[May 25–26](#)**

## MoneyMinded

MoneyMinded is an adult financial education program developed to help people build their financial skills, knowledge and confidence.

MoneyMinded training is free for community workers and volunteers who want to gain access to financial information and tools to help their clients. Community workers can then deliver training sessions to groups or use the resources in one-on-one meetings with their clients.

The Brotherhood of St Laurence is offering facilitator training and participant training in Melbourne – in Fitzroy, Frankston, Craigieburn and Sunshine.

For dates and details, visit [www.bsl.org.au/services/money-matters/moneyminded](http://www.bsl.org.au/services/money-matters/moneyminded).

## Harvard Non-Profit Fellowships

Victorian not-for-profit CEOs have the opportunity to study at Harvard University, USA, in July through fellowships funded by the Harvard Club of Victoria. The week-long program Strategic Perspectives in Nonprofit Management is offered by Harvard Business School. Valued at \$12,000 each, the three fellowships on offer cover course fees, accommodation, meals, travel and more. Applications close on Sunday March 15.

For more information, visit [www.harvardclubofvictoria.org.au/article.html?op=edit&aid=114](http://www.harvardclubofvictoria.org.au/article.html?op=edit&aid=114).

# COMMUNITY CALENDAR: What's on in the NFP Sector

GiveNow's online [What's On Calendar](#) features nationally significant events that centre on major community, advocacy and awareness issues in Australia. Events taking place in the next month include:



## **March into Yellow March 1–31**

The March into Yellow challenge aims to help raise the profile and awareness of endometriosis, a disease affecting one in 10 Australian women. Wear yellow in March to show your support and care for the women who live with this insidious disease every month of every year.



## **International Women's Day Sunday March 8**

International Women's Day is a day to celebrate the contribution and achievements of all women. It is an opportunity to remember the barriers that women have broken through, the obstacles they still face, and the things they have accomplished in the face of challenges.



## **World Glaucoma Week March 8–14**

World Glaucoma Week raises awareness of the worldwide leading cause of irreversible blindness. The week also aims to raise funds to continue research into glaucoma.



## **A Taste of Harmony Week March 16–22**

A Taste of Harmony celebrates diversity in Australian workplaces by encouraging colleagues to share food and stories from different cultural backgrounds.



## **Ride to School Day Friday March 13**

Ride to School Day encourages children to become more active and healthy in and out of school. Children can participate by walking, riding or scooting to school.



## **Close the Gap Day Thursday March 19**

Equal access to healthcare is a basic human right, and most Australians take it for granted. Yet Aboriginal and Torres Strait Islander people can expect a lifespan 10–17 years shorter than that of non-Indigenous Australians. Learn more about why the health gap exists on Close the Gap Day.

## **Meat Free Week March 23–29**

Meat Free Week encourages you to think about how much meat you eat and the impact eating too much meat has on your health, the environment and animals. It's also an opportunity to raise money for some very worthwhile charities.

## **Purple Day Thursday March 26**

Purple Day is an international grassroots effort dedicated to increasing awareness of epilepsy. On March 26, wear purple and host an event in support of epilepsy awareness.

## **Boardies Day Saturday March 28**

Pull out your favourite board shorts, grab your zinc and get set for Boardies Day. Ditch your usual work or school attire in favour of your boardies and help raise funds for surf life saving.

## **Earth Hour Saturday March 28**

For Earth Hour, individuals and businesses are encouraged to turn off all lights for an hour to increase awareness of the impact we have on our world through our use of fossil fuels and electricity. So switch off to shine a light on global warming.

## **Neighbour Day Sunday March 29**

Neighbour Day is an annual celebration of community. It aims to encourage closer, friendlier relationships between neighbours and to strengthen communities.

## **Youth Homelessness Matters Day Wednesday April 15**

Youth Homelessness Matters Day aims to generate public discussion about youth homelessness, with a view to developing sustainable solutions to the problem. The National Youth Coalition for Housing aims to support not only the needs of homeless youth, but also the dreams.

## Publicise Your Event

To add your nationally significant event to the GiveNow calendar, email your information to [service@ourcommunity.com.au](mailto:service@ourcommunity.com.au). We'll publish the details [online](#), and we'll also select a number of events to publicise in *Our Community Matters*.

## BOARD MATCHING SERVICE: Not-for-profit Board Vacancies

The board vacancies below are just a small sample of what's currently listed on the Institute of Community Directors Australia website: [www.communitydirectors.com.au/icda/board/](http://www.communitydirectors.com.au/icda/board/).

Looking for talented people to contribute to your board or committee? The Institute of Community Directors Australia can promote your vacancy for free to a targeted audience of skilled professionals. Learn more about listing your vacancy: [www.communitydirectors.com.au/icda/board/](http://www.communitydirectors.com.au/icda/board/)

### [Deaf Society of NSW, Parramatta](#)

The Deaf Society of New South Wales is the leading provider of specialist services for deaf and hard of hearing

people and their families in New South Wales. The society seeks a general board member with expertise in change management, finance, fundraising, industrial relations and marketing.

### [Northside Wizards Basketball, Moreton Bay region, Queensland](#)

NWB is seeking a director of participation with experience in administration and management. Basketball knowledge would be an advantage.

### [Phunktional Limited, Melbourne](#)

Phunktional is a Melbourne-based community arts organisation focused on connecting communities through

creative arts practices. Phunktional delivers workshops, performances and community cultural development projects across the nation.

Phunktional seeks a board member with an understanding of the non-profit and community arts sector; sound business, corporate or NGO financial management or accounting experience in medium to large organisations; experience in strategic planning and risk management; and a proven record of good governance and compliance.

### [Hockey WA, Perth](#)

The governing body for hockey in Western Australia seeks a general board member with expertise in accounting, auditing, banking, finance, investment, marketing and media.

## GOOD MOVES: Not-for-profit jobs

If you need to fill a community or non-profit sector role, you need to consider listing your job in Good Moves. For just \$30, your opportunity will be seen online and in print by tens of thousands of Our Community members and supporters and, quite likely, the right person for the job.

Post a vacancy here: [www.ourcommunity.com.au/jobs/create\\_vacancy.form](http://www.ourcommunity.com.au/jobs/create_vacancy.form).

You can browse all job vacancies here: [www.ourcommunity.com.au/jobs/list\\_all\\_jobs.form](http://www.ourcommunity.com.au/jobs/list_all_jobs.form)

### **New South Wales**

[Business Development and Grants Management Officer](#), Rare Voices Australia Ltd

### **Victoria**

[Manager](#), Whittlesea Community House Inc

[Fundraising Director](#), unidentified hospital foundation

[CEO](#), Association for Children with a Disability

[Administration Coordinator](#), North Melbourne Language and Learning

[Fundraising Project Officer \(Volunteer Role\)](#), Asha Global Development Organisation

[Communications Project Officer \(Volunteer Role\)](#), Asha Global Development Organisation



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Where not-for-profits go for help

- **Fast Forward:** Please feel free to send this newsletter on to other not-for-profit groups you think might benefit from it.
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