



# Our Community Matters



## **Toolbox**

# Seven rules for work-life balance

American radio comedian Jack Benny had a **famous miser shtick**:

Mugger: This is a stick-up. Your money or your life.

[Long pause] Look, bud, I said, your money or your life!

Jack Benny: I'm thinking it over.

Running the joke into the ground, that's funny (sort of) because it's silly: money is a part of life, and giving up the whole for the part makes no sense. Which sounds obvious – but then how do you explain why we don't laugh when we hear someone talk about work-life balance?

Work-life balance sounds as if you're trading off unhappiness from nine till five against happiness in your off-duty hours. If this is what you're doing (particularly if you're doing it in the not-for-profit sector), you're doing it wrong.

If you want a long and fulfilled life, you have to carry a consistent set of values and judgements across the whole daily journey. If a truth doesn't

fit work life and home life, it's probably not true. Our advice, then:

### **1. Control your life.**

Seek out autonomy in your work. Don't just take what you're given; negotiate around obstacles. Learn to say no.

### **2. Commit to making a difference.**

You need to know your work matters (luckily, you're working in the not-for-profit sector, where it probably really does). If you believe that your work matters, you'll want to do it properly. The more enthusiastic you are, the better for both work and life.

### **3. Keep developing.**

Look for training to move onward. Learn how to do better. Experiment with alternative methods. Keep your mind moving.

### **4. Don't get distracted.**

The continuous flicker of social media makes it hard to settle to a solid task. Set limits; don't ►



keep checking your texts when you should be getting work done, and don't keep checking work texts when you're having a family dinner.

5. Don't try and do it all yourself.

If you have trouble at work, talk it through – with your boss, or your workmates, or your union. Don't tolerate bullying, or harassment, or discrimination. Don't just suck it up and fester. And if you have trouble at home, call on your friends and family and your whole support network.

6. Take the time it takes.

Wyatt Earp worked in a highly specialised field, but his advice is still good: "The most important lesson I learned ... was that the winner of a gunplay usually was the one who took his time. In all my life as a frontier peace officer, I did not know a really proficient gunfighter who had anything but contempt for the man who shot from the hip." Allow yourself time to get the job done properly. Don't paint yourself into a corner on timelines: it seldom works out well.

7. Know what's important.

Don't work just for the money (well, you're in the NFP sector, not much chance of that). Take the long view. Set priorities. Don't be pushed too far - think about what your walk-away dealbreaker would be. Keep at it till it all make sense.

News

We have winners

Congratulations to Sharon Rowland from St Andrews Christian College, Victoria, and to Nick Hunter from the ACT Rowing Association. Sharon and Nick have each won an Essential Board Tool Kit, valued at \$150, in the comp we ran in the August issue of Our Community Matters.



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# Great Grant: 2017 Ansvar Community Education Program

*Ansvar's Community Education Program (CEP) provides grants of up to \$50,000 for programs supporting Australian youth in two categories:*

## 1. Empowerment and education

Programs in this category must provide opportunities for young people to develop positive values that lead to healthy lifestyle choices and a positive contribution to our community.

## 2. Outreach programs

Programs in this category must support young people who are at risk of or are already experiencing difficulties such as drug or alcohol abuse, through rehabilitation or skills training.

## Show me some examples

In 2016, recipients of these grants included the **Strike II** Friday night youth drop-in in Albany, WA; the **Camps Program** run by Australian Refugee Volunteers in Sydney; the **Building Blokes** mentoring and development program in the Illawarra and south Sydney; and the Reach Foundation's **Grounded** program in Melbourne.

## Who's eligible?

Your organisation is eligible if:

- It is a registered not-for-profit with DGR status; and
- You seek funding for a specific program; and
  - The program targets Australian youth under 25 years of age; and
  - The program is intended to be sustainable beyond receiving a grant from Ansvar Insurance; and
  - The program fits into one of the categories outlined above (empowerment and education, or outreach).

## Application process

You've got a week and a half left to apply – applications close at 5pm on Friday October 14. You will find out whether your application has been successful by Friday March 31, 2017, and funds will be dispersed to successful applicants in March 2017.

## More information

**Visit the Funding Centre (log-in required):**  
<http://www.fundingcentre.com.au/grant/G05915>.

# You had one job to do



BY DENIS MORIARTY,  
GROUP MANAGING DIRECTOR, OUR COMMUNITY

The Australian Bureau of Statistics is still reeling from its catastrophic failure to organise the country's five-yearly census, its primary responsibility, online.

The jokes are cruel ("The **snapshot of the nation** showed that almost one in five of all Australians now lives in a share-house in Coppin Street, in the Melbourne suburb of Richmond ... The booming area is set to see further population growth in the future, with Thommo's girlfriend expected to move in next week") but hardly unfair.

And it doesn't help that the Bureau's accounts show that it's spending **more on potted plants** for the office than it did on testing the census website – \$417,540 on renting plants, \$325,000 for census load testing. (A bit of green in the office is a good thing, but that's \$144 per head, per year, enough for two healthy yuccas on every desk.)

Many of us will reflect bitterly what that nearly half a mill could have done for our own causes – how many more people could have received services, how many good employees needn't have been laid off – but railing at government waste is one of the ways right-wing ideologues attempt to delegitimise all government spending, and that's a dead end. It is fair, though, to point out that the government is guilty of double standards.

Imagine, if you will, how a departmental grantmaker would deal with a grant application

whose budget contained a line for "Potted plants: \$4,175". It would hit the rubbish bin fast enough to leave a visible dent.

But let's not drift off into fantasy. Let's imagine instead that your grant application included a line for depreciation on the photocopier, or staff training, or time spent in coordination meetings, or any one of the thousand and one administrative costs that bedevil even the smallest office. Getting funding for core costs is still like pulling teeth from a live wolverine, either because they just don't want to give it up or because your fellow grantseekers are prepared to undercut you and bleed to death slowly rather than starve quickly.

Grantmakers don't want to know about administrative needs. Fairy godmothers can make people live happily ever after by just waving a magic wand, without overheads or insurance, or indeed salaries – why do not-for-profits have to be so demanding?

It's because the job takes what it takes, and costs what it costs, and you can't do it for half the cost just by hoping very, very hard. Which is a lesson we hope the government has learned from its experience with the census. They tried to **save \$100 million**, and it turned out that it wasn't quite that easy.

Next time I apply for a grant, I expect them to be a lot more understanding. ■

# Tools you can use

## By the numbers: financial reporting guide

Checklists, legislative guidance and sector-specific examples all feature in *Enhancing Not-for-Profit Annual and Financial Reporting*, a very comprehensive guide to preparing financial statements, published by Chartered Accountants Australia & New Zealand. Now in its fifth edition, the guide is a must for ACNC-registered charities, and handy for anyone with more than a passing interest in clear and transparent financial information. Download your free copy [here](#).



## Like: charity social media toolkit

UK-based organisation Skills for Health has just released a terrific online guide for charities on how to use social media. “Social media is evolving by the week and for charities it can be hard to keep up with the dazzling new platforms while remaining effective,” they say. “The good news is that there are some fundamental elements to success that are unlikely to change, such as understanding your audience, setting your goals and defining your strategy.” The guide uses videos and case studies to help illuminate its points. Take it all in [here](#).



## The charity overhead myth busted: factsheet

**A lot of commentators** have helped to bust the overhead myth in recent years, and more people are understanding that when it comes to scrutinising a charity’s effectiveness, results are a much better indicator than overhead ratios.

Now the Australian Charities and Not-for-profits Commission and Queensland University of Technology have added to the effort, producing a factsheet that sets out the realities of trying to judge a charity by how much it spends on running costs.

“In my experience, the biggest myth when it comes to charities out there in the community is that a charity that can say ‘100% of your donor dollar goes to the charitable cause’ is the best charity to donate to,” said the ACNC commissioner, Susan Pascoe.

“All charities need to be using their resources to further their charitable purposes, and carefully managing finances is an important part of that.

“However, simply having low administration costs alone does not necessarily indicate an effective, well-run charity. Similarly, having higher administration costs does not necessarily indicate that a charity is ineffective and poorly run.

“Administration cost ratios alone are not the best way to compare charities.

“The most important consideration is the effectiveness of the charity. Are they doing important work for the community and are they making a positive impact? Those are the questions donors should be asking themselves.”

**[Read the factsheet](#)**

# New model constitution is a model of the electronic age

## *The impact of technology on the way incorporated associations run their affairs has been recognised in recent changes to the model constitution in New South Wales.*

Under the changes, which took effect on September 1:

- A person can apply via email to become a member (snail mail is no longer required), and nomination by another member is no longer necessary.
- The register of members may be kept in electronic form. However, a current hard copy must be made available for any member to inspect at the association's main premises or official address.
- Minutes of meetings can be kept in written or electronic form, and the chair can sign the minutes of meeting proceedings electronically.
- Committee meetings can be held at two or more venues using any technology the committee approves. Whatever technology is used, it must give each committee member

a reasonable opportunity to participate. Committee members who participate at a committee meeting using such technology have the same rights as members who are present at the meeting, including voting rights. This provision recognises the availability of technology to make it more convenient for committee members to interact and participate with each other at committee meetings from various locations.

- Members may call via email for special general meetings to be held.
- Electronic ballots can be conducted to determine any issue or proposal as decided by the committee.

Associations are still able to either adopt the model constitution or develop their own constitution.

For details of all the changes to the model constitution, as well as changes to the Associations Incorporation Act and regulations, visit the NSW [\*\*Fair Trading website\*\*](#).

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## Your say

### Homelessness in NSW

The NSW Government is seeking comments, feedback and ideas in response to *Foundations for Change*, its discussion paper on homelessness. The government says its new homelessness strategy will bring a much stronger focus to preventing homelessness, not just managing it.

You can make a submission face to face, online, via email or by post. For more information, go to [\*\*www.facs.nsw.gov.au/homelessnessstrategy\*\*](http://www.facs.nsw.gov.au/homelessnessstrategy). Feedback must be received by 5pm on October 14.

# Your two-minute NFP news digest

## Zero happiness for one in ten indigenous men

*“Aboriginal and Torres Strait Islander young people ... were more likely to indicate very low levels of happiness, with one in ten Aboriginal and Torres Strait Islander males (10.1%) indicating their happiness was ‘zero’, compared with 4.8% of Aboriginal and Torres Strait Islander females and only 1.2% of non-Aboriginal and Torres Strait Islander respondents. This is a terrible statistic and as a nation we cannot let our young people despair and lose hope.”*

Tom Calma

In the foreword to Mission Australia’s *National Aboriginal and Torres Strait Islander Youth Report 2016*, the co-chair of Reconciliation Australia says governments, community organisations and businesses need to “get serious” about closing the gap.

**[Read the report](#)**

## Talking about community

*“I like... always knowing what’s going on in the community, and the sense of community here is a lot greater than the sense of community that I used to feel when I was younger. I actually really enjoy that. I like ... when Ramadan is on, it’s visible, when Eid is coming up, it’s visible ... people aren’t ashamed about it, it’s loud and colourful and that’s my kind of environment.”* Scanlon Foundation focus group participant

A new discussion paper published by the Scanlon Foundation is intended to catalyse discussion among local government, community groups and schools about building more cooperative and resilient communities. It explores the role of local communities in creating a sense of belonging and unity, particularly in low socio-economic, high immigrant areas.

**[Read the discussion paper](#)**



## Spare some change?

*“Total annual revenue for this group [of top 25 charities by total gross income] is \$25.2 billion and is similar to the total annual revenue of the bottom 44,891 charities.”*

Accounting for Good has examined financial data supplied to the ACNC by Australian charities for 2014 and found that universities top the table. The biggest earner, the Catholic Education Commission of Victoria Ltd, reported revenue of more than \$2 billion in 2014. **[Read the report](#)**



## Predicting what works

*“The Impact Genome takes ‘genomic’ analysis to new and revolutionary heights, merging a standardized and elemental framework with state-of-the-art statistics grounded on empirical data –bottom line: we no longer have to guess what works.”*

Dr Nolan Gasser

The man best known for his work classifying music for Pandora has now applied his genomic nous to measuring social change. Mission Measurement’s Impact Genome Project set out to crack the code on what works. [Full story](#)

## Tramps like us

*“On 9 May 1974, the producer and critic Jon Landau saw Bruce Springsteen at the Harvard Square and said he had seen the future of rock and roll. I grant you that ‘Baseline Valuation Report’ is not a catchy title like ‘Born to Run’, but I do earnestly believe we have real future insight here as to how data can drive policy development.”*

Christian Porter

The social security minister displays his enthusiasm for evidence-based welfare policy in a speech outlining the so-called Australian priority investment approach.

[Read the speech](#)

## Crunching the welfare numbers

*“We have constructed a purpose-built data system. It collates all the welfare information that we have collected across Australia, over the last 15 years. It allows us to then apply the types of algorithmic and actuarial analysis used in insurance industries. Through this modelling we can predict the likely movements for target groups on, off and in between welfare payments, and calculate welfare expenditure for groups over the lifetime of the system.”* Christian Porter

The social security minister explains the underpinning of the federal government’s priority investment approach, under which welfare recipients who enter the welfare system as young carers, young parents and young students have been identified as the most “expensive” in the long term. The minister announced the creation of a \$96 million fund for programs aimed at getting those people into work. [Read the analysis](#)

## Charity: a common definition begins at home

*“A common definition of charity applied across all Australian jurisdictions will provide a uniform mechanism with which to assess the status of individual charities and to determine the make-up of the charity sector. It will provide greater certainty for the future management of revenue policy.”* David Locke

The ACNC assistant commissioner presents *A Common Charity Definition?*, a discussion paper on the implications of replacing Australia’s 45 legislated definitions of “charity”, “charitable purpose” and “charitable status” with a single definition of charity. [Read the discussion paper](#)

# One Million Donors

“I gave at the office.” If the One Million Donors campaign has its way, that’s an expression you’ll be hearing a lot more of in the next few years – from people who really did give at the office.

The goal of the One Million Donors campaign is to have one million Australians donating money to charity directly from their pay by 2020. Achieving this goal would create an additional flow of charity donations estimated to be worth \$250 million each year.

For charities, workplace giving (WPG) offers benefits that other forms of fundraising can’t:

- It delivers regular, reliable funding that turns up each month with little effort required from the charity.
- Money donated via workplace giving is typically in addition to what people already donate outside of work, so it represents new funding.
- The funding is generally not tied to particular initiatives, which means charities can direct it to where they know it’s needed most.
- Once signed up to a program, workplace givers tend to remain signed up, so workplace giving delivers ongoing funding over time.

## How charities can support One Million Donors

1. Get educated about how workplace giving (WPG) works and why employers get involved so that you can be a good WPG partner. Many

employers are motivated to implement a WPG program because of its capacity to engage staff. “For us, it really was a no-brainer,” said the general manager of store operations for JB Hi-Fi, Jay Hinton. “You see that the giving program starts to take on a life of its own. Our staff are now so motivated and proud of our Workplace Giving program that it has really become self-propelling; it’s almost impossible to put a price on the sense of purpose it gives our team.”

2. If your organisation already has corporate partners with WPG programs, encourage them to register on [1MDonors.org.au](http://1MDonors.org.au). They will receive a tailored benchmarking report, as well as an action plan to help them get the most out of their WPG efforts. They can also access tips and inspiration from leading WPG employers.
3. If you have existing corporate partners who don’t have a WPG program, encourage them to consider starting one. [1MDonors.org.au](http://1MDonors.org.au) has plenty of resources to help employers do this.
4. Charities who already receive WPG donations can apply for a WPG Supporter Mark to use in their marketing to identify them as an experienced WPG partner via [1MDonors.org.au](http://1MDonors.org.au)

*The One Million Donors campaign is an initiative of the **Australian Charities Fund (ACF)**. The ACF is working with nine other community organisations, including **Our Community** and **GiveNow**, to boost workplace giving in Australia. For more information, visit [www.1mdonors.org.au](http://www.1mdonors.org.au).*

## Tell us about the givers in your life

GiveNow is Australia's first online donations platform, and the only commission-free service. There’s not much the GiveNow team loves more than hearing and sharing stories about people who are giving to their community.\* Do you know someone who volunteers their time, organises community events, collects goods for worthy causes or has started their own community organisation? Maybe it’s you!

Send your story to [media@givenow.com.au](mailto:media@givenow.com.au) and help inspire others to GiveNow.\*\*

# Green and clean: the rise of energy efficient loans



BY VANESSA NOLAN-WOODS,  
GENERAL MANAGER, EDUCATION AND NOT-FOR-PROFIT SECTOR BANKING  
COMMONWEALTH BANK OF AUSTRALIA

One thing most of us share is a desire for a cleaner planet. Certainly, as a parent of two young daughters, I'd like to think we're doing everything we can to ensure that we leave the planet in a better state than it was in when we found it. Even the smallest actions and changes can help make our footprint on the earth just that little bit gentler, whether it's through using energy from renewable sources, or reducing our energy consumption by turning off electrical equipment when we're not using it, or recycling.

## The driving force of change

In Australia and around the world, we've recognised the need to reduce carbon emissions and move to cleaner energy production. The juggernaut of global opinion on the need to clean up our combined act continues to gain momentum. Indeed, massive investments are being made across the world in clean and renewable energy technology, with approximately US\$320 billion invested in 2014–15 alone. It's a movement that most countries – both developed and developing – are keen to step up to and be part of.

Australia's commitment to the new world order of green and clean energy saw the Federal Government establish the Clean Energy Finance Corporation (CEFC) back in August 2012. The aim of this new statutory authority was to help drive private sector investment into the clean energy sector and, in so doing, reduce our nation's emissions in the long-term.

## The rising demand for energy efficiency

Moving to clean energy sources is expensive, and part of the CEFC's role is to leverage the public and private sector financing ►

# Energy efficient loans in action



Bankstown Sports Club in south-western Sydney is a shining example of how businesses and organisations can make significant improvements to their operations through energy efficient loans. In 2015 the club upgraded its chiller system to make it 50 per cent more energy efficient, and the resulting savings have benefited the club's members.

Meanwhile, at Baulkham Hills Sports Club further north, a new 85 kW rooftop solar photovoltaic system will generate clean energy for decades to come. It accounts for about 10 per cent of the club's energy needs. This investment, too, was the result of an energy efficient loan.



available for investment into the clean and renewable energy sector. And that's a win-win. Businesses and organisations – including not-for-profits – that borrow to invest in “clean and green” benefit from a reduction in operating costs and increases in productivity from the development and adoption of energy efficient technologies. Australia in turn achieves a reduction in its overall carbon emissions.

### **Energy efficient loans: an innovative approach to financing**

This leads us to energy efficient loans. The general idea behind this type of financing is that the loan is used to purchase products or equipment that will achieve energy savings or lower carbon emissions. There's usually no requirement to pay a deposit, which means an organisation can borrow up to 100% of the purchase price. CommBank has an agreement with the CEFC whereby its energy efficient loans are funded on a 50/50 basis with the Federal Government. The lower cost of funds available to the government means loan recipients receive a discount on standard commercial interest rates.

To date, businesses, councils and other organisations have used energy efficient loans to purchase items and equipment such as:

- Solar photo-voltaic panels
- Industrial-scale lighting upgrades
- Energy-efficient heating, ventilation and air conditioning systems
- Energy-efficient motors, pumps and fans
- Energy-efficient industrial refrigeration units and chillers.

### **So what's the catch?**

Energy efficient loans mean lower operating costs, access to lower interest rate loans, repayments structured to meet your cash flow, and the ability to use the equipment purchased as security for your loan. However, this type of loan is generally aimed at projects with significant capital outlays (the suggested minimum for loans co-funded by the CEFC is \$250,000, although funding is available for smaller loans, where energy consumption is traditionally very high and where considerable energy savings can be made.

The CEFC's three main loan eligibility criteria relate to:

- (i) evidence of lower energy use (this information is usually specified by the equipment supplier)
- (ii) higher energy generation
- (iii) lower carbon emissions.

### **Other routes to energy efficiency**

Of course there are many ways you can reduce your environmental footprint and your operating costs without making any financial investment at all – making sure everyone in your organisation turns off lights and computers when they're not in use, for example.

If we all make a contribution, we can all look forward to a cleaner, greener and more energy efficient future.

*For more information on energy efficient loans, visit the Commonwealth Bank website [here](#). Commonwealth Bank is an Our Community partner..*

# Community treasurers to treasure

*The winners of the 2016 Commonwealth Bank Not-for-Profit Treasurers' Awards were announced by ACNC Commissioner Susan Pascoe in Sydney last month. The three winners were chosen for the insights they shared about the role, and they've each received a \$5,000 donation for their not-for-profit group.*



## **Kathryn Harrison, Grow, Queensland**

Kathryn is the treasurer of Grow, a national organisation that provides community-based peer support group programs for adults and young people with mental health needs. Weekly meetings are free to attend, non-denominational and anonymous, and there are no diagnosis or eligibility requirements.

"I've always believed there is value in sharing knowledge and it's great that this approach is supported and encouraged by the Commonwealth Bank Not-for-Profit Treasurers' Awards," Kathryn said.



## **Paul Beanland, Highgate Early Learning Centre, Victoria**

Paul has been treasurer at Highgate since September 2015. He sees his role as assisting the committee and staff in managing Highgate's finances to provide high quality care and education to the children at the best possible price for local families. To help ensure the sustainability of the centre, Paul focuses on policies and procedures and tries to provide "more for less" to optimise and protect the finances.

"The award is fantastic for Highgate!" he said. "We plan to use the prize to purchase new equipment and upgrade our play areas to further enhance the experience for the children. On a personal level, I am passionate about finance and enjoy sharing my expertise to help organisations ensure their sustainability, and so I am honoured to be recognised for my efforts."



## **Belinda Knight, Hotham Marouka Ski Club, Victoria**

Marouka Lodge, a ski lodge at Mount Hotham, Victoria, was built in the 1970s by members of Hotham Marouka Ski Club Inc. Belinda has served as club treasurer since 2009. She focuses on ensuring that the lodge is run sustainably and provides an accessible, comfortable and friendly environment at an economical price to members and the broader public.

"This award reinforces to me that I am a member of a passionate, supportive and community based club that provides great value to its members," she said.

# Good reads

## **Difference Makers: A Leader's Guide to Championing Diversity on Boards**

Major St Publishing, \$29.95

Earlier this year, the Australian Institute of Company Directors wrote “please explain” letters to the chairs of ASX200 companies with **no female board members** or only one female board member. The **responses** included “We don't have to and we don't want to”, “women aren't reliable enough”, and “women talk too much and make the board meeting too long.”

*Difference Makers* is the antidote to those chairmen and others like them. In this personable, practical, how-to book, authors Nicky Howe and Alicia Curtis make the case for diversity on Australian boards, and then offer guidance on getting there. Packed with case studies, anecdotes, questionnaires and checklists, the book encourages personal reflection and self-examination. The authors (one baby boomer, one Gen Y-er) have a particular interest in age diversity, but also touch on diversity in terms of gender, religion, level of education, cultural background, socioeconomic status and more.

“Commitment [to diversity] means more than just declaring your commitment,” write Howe and Curtis. All board members, even those who serve on the most diverse boards, will find plenty in this book to provoke thought, discussion and, most importantly, action.

*Difference Makers* is available to Our Community Matters readers for the special price of \$24 plus \$6.50 postage and handling. To order, go to [www.majorstreet.com.au](http://www.majorstreet.com.au) and enter the coupon code OCSPECIAL at checkout. This offer is valid until November 30.



## **How to Thrive Under the NDIS: A Pathway to Sustainability for Service Providers**

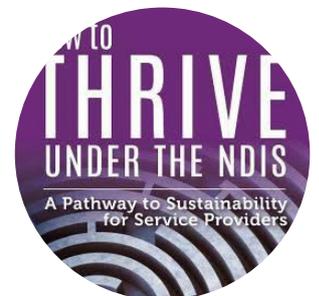
Self-published, \$27.45

Before the NDIS came along, governments funded disability services in blocks, and people with disabilities were relatively passive recipients of those services. Consumer choice scarcely came into it, and consumer marketing wasn't even on the radar of typical service providers.

Now that's all changing. “The NDIS has created an entirely new marketplace,” says the author of *How to Thrive Under the NDIS*, Fran Connelley. “For the first time in the history of disability services in this country, the customer and the purchaser of services will, at last, be the same person.”

Connelley's book is essentially Marketing 101 for disability service providers. With chapters on knowing your market, branding, strategy, partnerships and action plans, it sets out a step by step process from market research to monitoring outcomes. The inclusion of case studies and interviews with sector CEOs offers readers the sense of an experienced hand at their side to guide them along the road.

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





# Q&A: Debby Blakey, CEO, HESTA

*Eighteen months into her time at the helm of HESTA, we asked CEO Debby Blakey about community, choices in retirement, and highlights of the job.*

**HESTA is the industry super fund dedicated to health and community services. But thinking more widely about “community” – beyond sector services such as social work, community housing, disability care and so on – what does “community” mean to you?**

When I think of community, I think of shared values. Within HESTA our shared values unite us as a team and create a very strong sense of community and purpose.

More broadly, we share a common objective with the sector and that is to make a positive difference in the lives of others. As an industry fund, HESTA is run solely to benefit members – not to profit from them. This sense of wanting to give back, and make a real difference for every member – regardless of how much they earn or what their account balance is – underpins our sense of community.

**How is “community” represented on the HESTA board?**

Well-functioning communities and boards provide for diversity of voices to be heard. Our equal representation model, which sees an equal number of employer and employee representatives on HESTA’s board, ensures the voices of our members and employers are heard at the highest level of decision making. We also have strong female representation, with women making up over 50% of our board.

HESTA board members are strong advocates both for their communities and within their communities. It’s powerful and essential really, to have board members who each bring their own unique perspective and genuinely understand their community.

**The typical HESTA fund member is a woman in her forties or fifties on a part-time income with a super balance below \$50,000. How will that typical member be spending her retirement?**

No two HESTA members are the same. We’re all individuals with different dreams and aspirations. What we do know is that our





members have told us they want freedom and choice in their retirement. Many of the things our members yearn for in retirement don't cost a lot; it's about the simple pleasures in life like being "off the clock" and spending time with family and friends.

I firmly believe a positive, happy and fulfilling retirement is possible for all. Despite media claims you need \$1 million to retire, the majority of Australians enjoy a comfortable retirement by supplementing the age pension safety net with their super. For most Australians the age pension is, and will continue to be, an important part of their income in retirement. If you've lived well on your current wage, living well in retirement is achievable – when you take simple steps to increase your super. We partner with our members to help them take small actions now to build towards the retirement they desire and deserve, no matter what their super account balance.

**What's been your most rewarding experience at work in the past 12 months?**

It's been an extremely busy, productive and

positive year for HESTA. It's difficult to choose one highlight. Perhaps one the most rewarding experiences has been observing the real impact of our advocacy.

I'm immensely proud of the outcome of our submission to the Senate inquiry into the economic security for women in retirement, and our subsequent appearance at the Senate inquiry.

In particular our submission advocated for the Federal Government to retain the low income super contribution (LISC). And the government has committed to doing just that, albeit renamed it the Low Income Superannuation Tax Offset (LISTO). It's a testament to our team's ongoing passion and drive to improve and protect the financial interests of our members and champion a more equitable society, particularly for women and the lower paid.

*HESTA is an Our Community partner.*

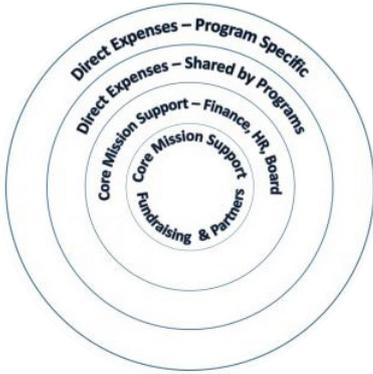


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# Blogs we love



## Nonprofits Assistance Fund: A Graphic Re-visioning of Nonprofit Overhead

It's time to retire the pie chart which suggests that overheads take money away from the "real" work an organisation does. Strategic financial functions, good governance, and the development of key funding partnerships are vital to strong organisations. Here's a new way graphic way to communicate this truth, writes Curtis Klotz.

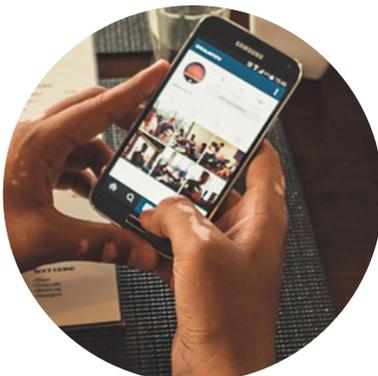
[Read more](#)



## Nonprofits with Balls: 17 irritating jargon phrases, and awesome new sayings we should use instead

"ROI, which stands for Return on Investment, is getting to be tiresome. A colleague, code name Frozenveg, has a recommendation for a replacement. But I actually prefer BFV, which stands for "Bag of Frozen Veggies," inspired by her name, because frozen vegetables actually have really high ROIs, usually containing as much or even more nutrients than fresh veggies. "We should update our financial software. The BFV would be tremendous." – Vu Le

[Read more](#)



## Causevox: Six ways nonprofits are using Instagram to grow their community

"Sharing photos from behind-the-scenes is one of the best ways nonprofits are using Instagram. Everyone wants to be an insider. Everyone wants to be backstage, and Instagram is a great way for you to show your community just how much work goes behind each success story." – Jeannie Chan

[Read more](#)



## Evaluation: 10 reasons why you should

This post dates from 2012, but Kieron Kirkland’s advice is timeless:

“People always seem to post pictures of rulers or tape measures when they talk about evaluation, which, frankly, have to be some of the duller objects in the world.

I think we’re better off seeing it as a map. It sketches out where you want to get to, and some stopping off points along the way. Sometimes that’s good enough, but sometimes you need to know how fast you’re going, how tough the terrain is, how much water and Kendall Mint Cake you need to take. If you have experience of the area it helps you to find your way. But if you really want to understand the details of a journey and help others to make it, you have to accept that some things you won’t know without measuring them.

However, if you hate orienteering (which I do) and that subtly persuasive analogy has fallen flat on its stupid compass following face, I’d thought I’d share some other reasons why you should evaluate.

I mean, let’s face it; if I say evaluation, you’re thinking I’d rather just get on with the work.”

[Read more](#)



## Hootville: Personal branding: a practical, behaviour-based guide

“There is an *overwhelming* correlation between people who achieve great things and people who are willing to ask for help. High achievers don’t stop seeking mentors, even as they themselves are sought by others for advice.

In a sense this is counterintuitive – people with the skills and the wherewithal to achieve great things shouldn’t need help – but of course they do. You also need to identify people who can further your knowledge, connections and career.

Be sure to reach out to those people in person, on the phone or via social media. They needn’t be top dogs in their field. They should just know stuff you don’t.

You needn’t seek a long-term relationship. Don’t expect life-changing walks along bodies of water. You might just need some advice.” – Brett de Hoedt

[Read more](#)



# Introducing the NFP Coaching and Mentoring program

Do you have a work issue that you can't talk about at work? Got a problem or a challenge that would benefit from an outside view? Looking for a sounding board? A fresh perspective? A confidential chat with someone who has been there and done that and can offer advice and guidance?

Join the NFP Coaching and Mentoring Program and access your own personal advisor!

The NFP Coaching and Mentoring Program is a partnership between The Anderson Partnership and Our Community's Institute of Community Directors Australia. It teams new and aspiring leaders from the not-for-profit sector with experienced leaders.

The Anderson Partnership's director, Bruce Anderson, said the program has been designed to provide skills and knowledge development through coaching, alongside personal development through mentoring.

"Coaching and mentoring are different processes but the needs of leaders often

lie at the intersection of both. But if you're looking for a coach but not a mentor, or need the mentoring but not the coaching, we can decouple the service to provide either one. Everything we do is personalised to meet your individual needs."

The Institute of Community Directors Australia's Kylie Cirak says the program is a much wanted service.

"Sometimes you just need someone to talk to who is outside your own organisation, someone to bounce ideas off, to help you meet your goals.

"We're asked time and time again by members if we can recommend a mentoring service. The Anderson Partnership have a range of fantastic coaching mentors and their program is designed specifically for the community sector so we're really pleased to be able to work with Bruce and his team."

For details of the program, including pricing, go to <https://www.communitydirectors.com.au/mentors/?articleId=6992>.



# Upskill

## Diploma of Business (Governance)

Upgrade your qualifications and expand your network by studying for a 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>Perth</b>	31 October	<b>Brisbane</b>	17 October	<b>Darwin</b>	24 October
<b>Perth</b>	1 March, 2017	<b>Brisbane</b>	1 March, 2017	<b>Darwin</b>	10 April, 2017
<b>Melbourne</b>	7 November	<b>Sydney</b>	31 October		
<b>Melbourne</b>	20 February, 2017	<b>Sydney</b>	20 February, 2017		

## Good governance, great results

A healthy committee of management or board is integral to the success of any community organisation. This full-day course will help you to understand your legal and practical responsibilities as a committee/board member, and how you can create a more harmonious, more productive and more effective working group. [Enrol here](#).

**Perth** 3 November

## WTF? Where’s the funding?

This half-day course will help you develop a practical, workable, integrated, sustainable funding strategy for your organisation. Learn how to expand your funding efforts into areas such as donations, partnerships, alumni/membership and special events and build a more sustainable future for your organisation. This training runs from 9.30am to 1pm (Perth 9am–12.30pm), so you have the option of enrolling in “How to win grants and influence people” for the afternoon of the same day. [Register here](#).

**Sydney** 3 November      **Perth** 4 November

## How to win grants and influence people

There’s more to winning grants than filling in a form and waiting for the money to roll in. This half-day course will teach you how develop processes that will make finding and winning grants quicker, easier and more effective for your organisation. It runs from 1.30pm to 4.30pm (Perth 1pm–4pm). Bonus: You could also enrol in “WTF? Where's the Funding?” for the morning of the same day.

[Register here](#).

**Sydney** 3 November      **Perth** 4 November



### Workshop for new directors

Are you considering joining a community board, but don't know where to start? Maybe you've just joined and you're wondering what's hit you! Or perhaps you've been on a board for a loooooong time and you're still waiting for a proper induction.

If you identify with any of these common predicaments, we have a workshop that will shore up the ground beneath your feet and have you performing at your best. Learn about your legal obligations as a board member, figure out how to read the financial papers, and discover the habits of good directors. [Register here](#).

Melbourne 18 November

### Webinar program – NEW!

The feedback on our recent webinars on grant application writing, planned giving, and meetings and minutes has been terrific. Participants have been incredibly positive about being able to access information that has previously been available only during our scheduled and tailored face-to-face training, much of which takes place in the capital cities.

Now, by popular demand, and to help more people around Australia – particularly those in regional and remote areas – we're offering a new program of webinars on a range of topics.

We're keeping the cost low at just \$88 – and as a bonus, that price includes a book relevant to the topic of each webinar.

Alternatively, if you're on a tighter budget, you can register for the webinar only (no book) at just \$55. These prices include GST.

All webinars start at noon AEST (or AEDST). We're taking registrations now for:

<b>New directors webinar: are you up to speed and ready to run?</b>	20 October	<b>Crowdfunding webinar</b>	23 March 2017
<b>Strategic planning webinar</b>	7 December	<b>Questions your board needs to ask about finances</b>	27 April 2017
<b>How to win grants</b>	23 February 2017	<b>Being an effective chair</b>	25 May 2017
		<b>Reviewing your board</b>	15 June 2017

[Register here](#) for any of our webinars.

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## Business development: it's crunch time

Australia's leading social enterprise development organisation, Social Traders, is calling for applications for its Crunch program and its Social Investment Portfolio opportunity. Crunch works with new and existing social enterprises to test ideas and build a robust business plan and model. Portfolio provides access to capital and business support for not-for-profit social enterprises with high potential.

Applications for Crunch and Portfolio close on October 31. For more information, go to [www.socialtraders.com.au](http://www.socialtraders.com.au).



# Good Jobs

*At [GoodJobs.com.au](http://GoodJobs.com.au), our mission is to connect purpose-driven people with organisations in the not-for-profit and community sectors. We want to help energetic, idealistic, and passionate people overcome obstacles and achieve their career ambitions and dreams.*

Looking for an intern, a graduate or a new CEO for your organisation? Place your role in front of a great pool of candidates and let us help fill your vacancy. Whoever it is you're looking for, we can help you find them. Good Jobs is a service of Our Community. **List a job or internship.**

## Latest vacancies

### W.A.S.H. House, Mt Druiitt, NSW

#### Staying Home Leaving Violence case worker

The Women's Activities and Self Help (W.A.S.H) House provides information, referrals, community development, counselling, support services and group work for women in Mt Druiitt.

W.A.S.H. House seeks a case worker to join its Staying Home Leaving Violence team for 4–5 days per week. The program supports women and children escaping domestic violence to remain safely in their homes. The team comprises four case workers who work closely together to support each other in their work.

### Aussie Farmers Foundation, Clayton, Vic

#### Fundraising and administration manager

The Aussie Farmers Foundation provides grants to rural and regional communities experiencing problems such as lack of health services, social isolation, unemployed youth, mental health problems, or businesses moving offshore or closing down.

This role offers a fantastic opportunity for an energetic person with fundraising experience to take on a six-month contract to help define and deliver a new fundraising strategy and grow fundraising sources for the foundation. Flexible part-time hours are available (2–3 days per week), and there is potential for the position to be extended or to become permanent.

### Consumer Utilities Advocacy Centre, Melbourne

#### Research and policy advocate

The centre seeks a highly skilled individual with expertise in policy development, regulatory frameworks or economic analysis to make a difference to the lives of Victorian energy and water consumers. Your role within the small and dynamic team will be integral to CUAC's research and advocacy. You will help determine the direction of the centre's work, influence Victorian and national policy, and feel rewarded for the contribution you make to Victorian consumers.

## Employment awards

Do you know someone who provides exceptional recruitment service?

Nominate them for the 2016 Employment Awards.

The five award categories are:

- Youth employment organisation
- Indigenous employment organisation
- Disability employment organisation
- Regional employment program
- Employment officer for 2016

Nominations close on Oct 31.

**More information**

# Good Suppliers

*Be more visible to not-for-profit and community organisations by listing your business in the Suppliers section of [GoodJobs.com.au](https://www.goodjobs.com.au).*

Whether you're a marketing consultant, an auditor, a lawyer, an IT specialist or a printer, the Suppliers portal is your opportunity to attract business and connect with new organisations. **List your business.**

## Saward Dawson Chartered Accountants

At Saward Dawson, we are genuine in the pursuit of the highest standards in professionalism and ethics. In an environment where clients demand value for money while seeking the highest standards of professionalism and ethics, we strive for excellence.

**[Find out more about this supplier](#)**

## AskRIGHT

AskRIGHT fundraising consultants and prospect researchers help non-profit organisations raise more money by providing optimal fundraising strategies, identification of donors, training, recruitment and campaign implementation.

**[Find out more about this supplier](#)**

## Moores

We're lawyers, but we do a lot more. Moores will do the legal work and develop strategy, manage projects and create value for not-for-profits – all at a pre-agreed price. No estimates. No ranges. No hourly rates.

**[Find out more about this supplier](#)**

## nfpas

We have all of your finance and business management needs covered with a full range of bookkeeping, accounting, CFO, executive officer, virtual office, secretariat and consulting services tailored to meet your specific needs.

**[Find out more about this supplier](#)**

## Strategic Grants

Strategic Grants builds nonprofit capacity to be ready to apply and able to win grants with online Grants Expertise Management Systems (GEMS), grant strategies, research and training.

**[Find out more about this supplier](#)**

## Nomad Accounting

Nomad Accounting provides management and accounting solutions for not-for-profits, small businesses, charities and social enterprises looking for CFO experience without the full time cost. Nomad works remotely and face to face across Australia.

**[Find out more about this supplier](#)**

## DG Consultive

Fundraising/marketing strategy and implementation, accreditation, governance. Grants, copy-writing, strategic planning, social media, comms, policies and more. Donna Gross: 15 years in the community sector.

**[Find out more about this supplier](#)**

## Evoco Design

A creative studio based in Melbourne providing website design, graphic design, digital, video and branding services for not-for-profits, social enterprises, schools, community services, local government and NGOs.

**[Find out more about this supplier](#)**



# Board Matching Service

*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).*

## New South Wales

### General board member, Human Nature Adventure Therapy Ltd, Byron Shire

Human Nature Adventure Therapy supports the Recrea8 Bush Adventure Therapy Program. The organisation takes groups of young people on life-changing 10-day wilderness adventures where they hike, camp and canoe cross-country with a team of adventure therapy psychologists, counsellors and youth workers.

The organisation seeks four new board members. You will play a vital role in advising on, governing and leading the development of this vibrant new organisation.

## Northern Territory

### General board member, Kidsafe Northern Territory

Kidsafe Northern Territory's mission is to lead and develop a culture of safety within the NT to reduce the incidence of childhood accident and death.

Expressions of interest are sought from people with experience of governance, legal services or strategic planning to contribute to the organisation's sustainable growth.

## Queensland

### Multiple board roles, Leichhardt One Mile Community Centre, Ipswich

The centre runs several exciting programs and hopes to fill a couple of vacancies with vibrant skilled people with fresh ideas.

## Victoria

### General board members, Migrant Information Centre, Box Hill

The MIC is a not-for-profit that provides services to support people from culturally and linguistically diverse backgrounds living in the eastern region of Melbourne. These services include settlement casework for newly arrived refugees and family stream migrants with low English proficiency, community development programs for refugee community associations, and assistance for people to access aged and disability services and family violence counselling. The MIC seeks board members to commence in April 2017 for a three-year term.

## Western Australia

### General board member, HelpingMinds

HelpingMinds is a 40-year-old mental health and carer support organisation. It supports those who support loved ones with a mental health issue. The board seeks a person with legal training, understanding of mental health issues and empathy. Meetings are held on the second Tuesday of each month, after hours, in the East Perth area.

## Advertise a board vacancy

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).



OCTOBER 7

**Diabetes Australia Walk to Walk Day**

Walking to work is a great way to build exercise into your daily routine. Raise funds, improve your health, reduce car dependency and improve air quality – all at the same time.

[Details](#)



OCTOBER 11

**Headspace Day**

Headspace Day is aimed at ensuring every young Australian has access to mental health services no matter where they live.

[Details](#)



OCTOBER 11–12

**Yom Kippur**

The Day of Atonement is the holiest day of the year for Jews.

[Details](#)



OCTOBER 12

**National Ride to Work Day**

On ya bike! The main objective of the day is to normalise the idea of riding to work and encourage more Australians to ride to work regularly.

[Details](#)

OCTOBER 16–22

**National Carers' Week**

Anyone at any time can become a carer. National Carers' Week is about recognising and celebrating the outstanding contribution Australia's 2.8 million unpaid carers make to the nation.

[Details](#)

OCTOBER 16–22

**Anti-poverty week**

The Week aims to strengthen public understanding of the causes and consequences of poverty and hardship and encourage research, discussion and action to address these problems, including action by individuals, communities, organisations and governments.

[Details](#)

OCTOBER 1–30

**October**

Take a break from the booze this month and help raise funds to arm kids with the confidence and knowledge they need to stand up to the pressures of alcohol abuse.

[Details](#)

OCTOBER 17–23

**Aussie Backyard Bird Count**

Get to know your feathered friends, and contribute to a pool of vital information from across the nation that will help us see how Australian birds are faring.

[Details](#)



NOVEMBER 1–30

**National Asbestos Awareness Month**

Australia has one of the highest rates of asbestos-related diseases in the world. This campaign aims to educate Australians about the dangers of asbestos in and around homes.

[Details](#)



NOVEMBER 7–13

**National Recycling Week**

Now in its 21st year, this annual campaign continues to educate and stimulate behaviour change by promoting kerbside, industrial and community recycling, and helping people to manage resources responsibly.

[Details](#)



NOVEMBER 19–25

**Schoolies' Week**

Don't say we didn't warn you.

[Details](#)



NOVEMBER 30

**International Computer Security Day**

Yes. It's a thing. Or at least it once was. Then somebody forgot the password.

[Details](#)

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Where not-for-profits go for help

