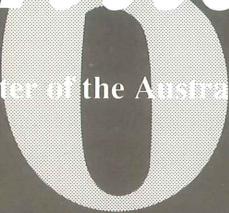
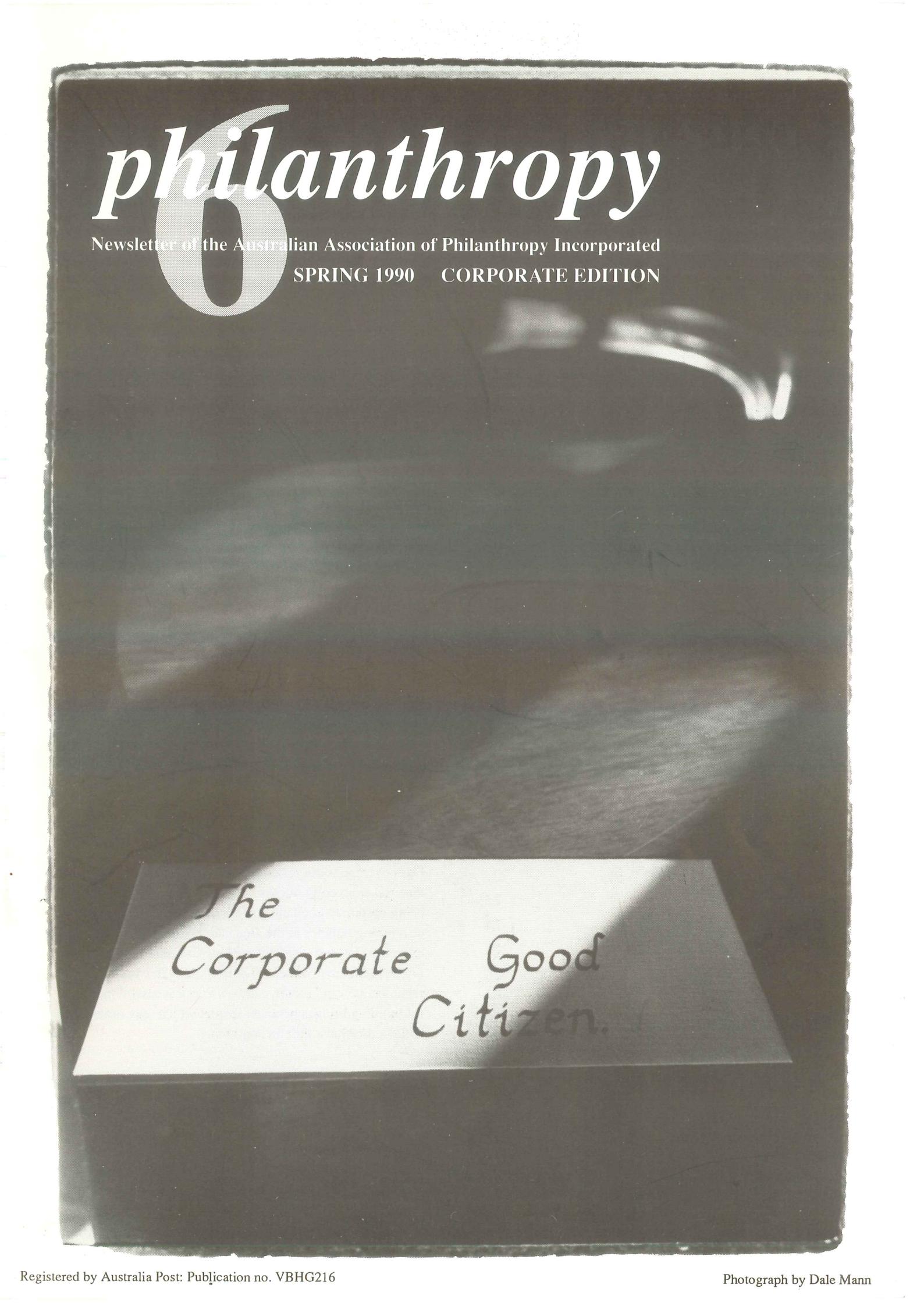


philanthropy



Newsletter of the Australian Association of Philanthropy Incorporated

SPRING 1990 CORPORATE EDITION



*The
Corporate Good
Citizen.*

Contents

Preface

Why Philanthropy?	1
-------------------	---

Editorial News

Corporate Co-operation with AAP	2
---------------------------------	---

Perspective

From Feudalism to Foundations	3
-------------------------------	---

Focus

Dividing up the Cake	6
----------------------	---

Community Leadership	8
----------------------	---

Corporate Philanthropy in the Great Tradition	11
---	----

Issue

Community Partnerships	13
------------------------	----

A Natural Partnership	15
-----------------------	----

Direction

Managing Foundations: A Lesson From Abroad	18
--	----

Business Ethics Initiative	20
----------------------------	----

A British Opinion	21
-------------------	----

Business Helps to Solve Problems	22
----------------------------------	----

Corporate Round-Up

A Corporate Move	23
------------------	----

Don't Put the "U" in Qantas!	24
------------------------------	----

Esso's Boost to MS Research	26
-----------------------------	----

Mayne Nickless Ltd.	26
---------------------	----

Assistance to ANZ	26
-------------------	----

The W L Allen Foundry Trust	26
-----------------------------	----

Corporate Foundations	27
-----------------------	----

New Foundation to Help Australian Youth	27
---	----

Philanthropy News

New Members	28
-------------	----

Perpetual Trusts in Major Youth Initiative	29
--	----

Fellowships for Women	31
-----------------------	----

The Biggest Family Album	32
--------------------------	----

Editorial

Since working with the Association on the Corporate Research Study, I have been continually struck by people's reactions to the project.

An example was the taxi driver, who, on my return to Melbourne after meeting a group of corporate representatives asked me (in the time-honoured way of taxi drivers), what I'd been up to.

I said I'd been in Sydney, talking to corporations who give money to various groups for good reasons. "Well I bet there's pretty few of those," he growled. I suspect his view reflects that of many people.

But what is actually happening? Corporations are out there donating millions to medical research, giving equipment (and expertise and management skills) to community groups and even (in the most unusual case I've yet met) giving giant clams back to the Barrier Reef.

And before the cynic can say "sponsorship", that is only part of the story. Many corporations make a clear distinction between "sponsorship" and being "corporate good citizens". The latter is largely unsung, known only to recipients of assistance.

This Corporate issue of *Philanthropy* is devoted to letting light in on what corporations are doing in this area. The word "philanthropy" is obviously not one which sits easily or comfortably with some businesses but that of "corporate good citizen", being part of a healthy community, does.

This issue of *Philanthropy* - the *Corporate Good Citizen* - aims to be as broad as possible, giving a taste of what is happening in the corporate sector.

The Association has four Corporate members: Western Mining Corporation Limited, W.L. Allen Founding Trust, Mayne Nickless Ltd, Coles Myer Ltd.

Our coverage is not restricted to them. We have drawn on material from corporations who have been keen to talk about being corporate good citizens, to those who are actively developing policies in the area and to those who have simply expressed interest. Without wishing to sound like Pollyanna, I believe the involvement of corporations in what has been regarded as "our" sector, can be a very successful medium for building bridges between sectors which may otherwise believe they have little in common.

★

Jane Sandilands
Editor

Disclaimer

Opinions expressed in this magazine do not necessarily reflect those of the Australian Association of Philanthropy Inc.

Why Philanthropy?

At its noblest and best, “philanthropy”, derived from the Greek “philos”, means “love of mankind”.

This seems a far cry from the world of business focused on profit and return on investment to shareholders.

There can be ready sympathy with the often expressed view that business should not give to charity. That rather the aim is to maximise the return to shareholders and leave them to allocate their income as they see fit.

Does this mean philanthropy has no place in the world of commerce? Or can corporate philanthropy be reconciled with the legitimate interests of shareholders?

Business enterprises are familiar with the distinction between investment and current expenditure. The former is strategic in nature and intended to produce a return over an extended period of time. Furthermore, it seeks to protect a desired positioning or bring about change.

Investments are calculated risks based on a certain faith in the future. Likewise, philanthropy is increasingly strategic, addressing the causes as well as the symptoms of community need.

Australians have traditionally been generous in their response to natural disasters and pressing current need. This might be called the reactive rather than the proactive approach. Whilst both approaches have their value, the nature of corporate life equips business to be more proactive about the well-being and stability of the community, of which they are a part, and on which their own future prosperity depends.

If this all sounds too platitudinous, let's go a step further in relating corporate opportunity (obligation) to community need.

Some writers speak of a “third sector” of the economy as distinct from public and private. The sector might be termed “welfare” and seen as representing a problem or opportunity depending on how you want to view it.

The imperfections and limitations of our political and economic system will always leave the disadvantaged with a lack of educational opportunity, inadequate housing and medical facilities, persistent unemployment and the like. The existence of this “third sector” is a fact. It cannot be disputed. What is open to debate is what obligations, if any, do corporations have to it. What opportunities does it represent.

Additional to the time-honoured contention that businesses should invest (put something back) in the community that has enabled them to prosper and grow, there appear further strong reasons in favour of corporate philanthropy. Most are universal but are presented with a particular Australian emphasis.

1. Businesses generally want to operate with minimum regulation or in a generally de-regulated environment. For this to be acceptable, business should itself be seen as socially accountable.
2. There is an urgent national need for moral leadership and courage in providing such a lead. CEOs and other senior executives are peculiarly placed, by virtue of ability, experience and profile, to give such leadership. Corporate philanthropy provides an opportunity for the tangible expression of the moral leadership and vision required in our country.
3. Business enterprises are accustomed to, and able to take risks in a calculated way, more so than governments. This means they are uniquely placed to investigate and undertake “seed” projects.

Why philanthropy? Australia will be the poorer if shallowness of vision inhibits the business sector from playing their part in philanthropy, a role which they alone are qualified to fulfil.

Corporate investment in philanthropy is likely to bring surprising returns both to the donor and the community at large. There has never been a better time. ★

Rob Kerr
Member
Australian Association of Philanthropy

*Rob Kerr is former Chairman of
Hay Management Consultants (Australia) Ltd.*

Corporate Co-operation with AAP

The past months have seen a number of initiatives undertaken by the Association as part of our attempt to develop a relevant, active resourcing role for corporations and businesses that are either developing or maintaining corporate-giving programs.

These initiatives would not have been possible without the very generous support of Coles Myer Pty Ltd, in Melbourne, and Esso Australia Ltd, in Sydney, which both hosted luncheons for a number of corporations known to have active grant-making programs.

The aims of the luncheons were to provide the Association with the opportunity to give general information about its activities, and to specifically focus on work being undertaken in the Corporate Project - the Rerk Research "Patterns and Trends in Giving in Australia" and the findings of a number of in-depth corporate interviews undertaken by the Association. In addition, we wished to seek views about the future role of the Association in the corporate sector.

At both luncheons there was frank and open discussion between those corporations present and the representatives from the Association.

Out of these discussions a number of areas for co-operation were identified, and included:

- provision of comprehensive data on corporate giving, which identifies how much money corporations are giving and where they are directing their funds. We were pleased

to report that the Rerk Research "Patterns and Trends in Giving in Australia" will provide much of that information;

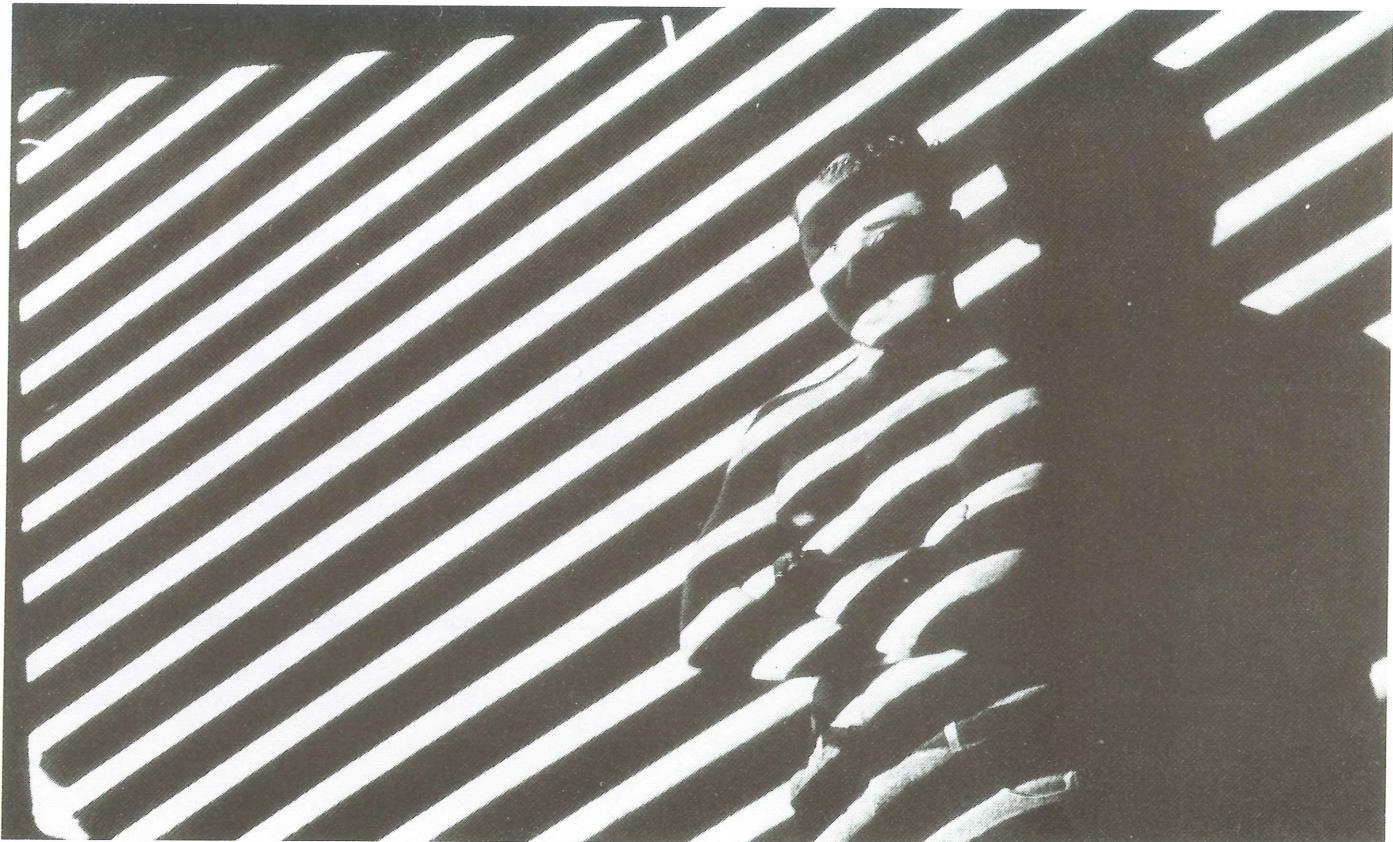
- resource material and information that will assist corporations identify areas of need in the community, and where they might place their donations;
- development of a forum where those involved in corporate giving can meet on a regular basis to exchange information and ideas, as well as receive some input on various aspects of grantmaking;
- provision of opportunities for corporate grant-makers to exchange information, ideas and experience with those working in the private foundation area, with the view to the possible future development of some joint ventures; and
- assistance with the development of a more positive image of the role of corporate giving, which will help counteract the rather cynical view the public currently holds of many corporations.

In order to meet these identified needs, the Association will be running a series of forums next year, in both Sydney and Melbourne, to address some of the specific issue relevant to corporate grant-making. In addition, we will be publishing a quarterly news sheet to keep corporate grant-makers abreast of activity in the sector.

Inquiries about the program should be directed to Marion Webster on (03) 614 1491.



**Marion Webster
Executive Director**



Nigel Clifford, Huntindale Technical School, Year 12, "Shadow Mask". Photograph taken from 1991 Small Change Calendar.

From Feudalism to Foundations

A (Very) Short History of Poverty and Philanthropy

The benevolent activities of philanthropic institutions and individuals form part of an historical continuum which has expressed itself in diverse ways over the centuries. A long history of patronage and charity exists which links the modern-day philanthropic bodies with, for example, wealthy US and UK industrialists of the 19th and 20th centuries, patrons of art in the Italian Renaissance and the religious houses of the Middle Ages. Philanthropy now plays a significant part in our social economy, and a still larger part in the popular imagination. In modern times, as in the past, philanthropy is proposed as an honourable occupation to those who want to do something for people less well off than themselves, while it is still urged as a religious duty by the churches.

In European feudal times, that is, in the so-called “dark years” between the fall of Rome and the emergence of the Renaissance, the poor were always at the doors of the monasteries. These indigent souls received “broken meats and a dole of money”. This custom represented both an ancient tradition of giving sustenance to the wayfarer, as well as an expression of the doctrine of Christian duty, whereby charity should be bestowed on those less fortunate than oneself. The effect of almsgiving was theoretically more important and beneficial to the soul of the donor than to the material well-being of the recipient.

A long history of patronage and charity exists which links the modern-day philanthropic bodies with, for example, wealthy US and UK industrialists of the 19th and 20th centuries, patrons of art in the Italian Renaissance and the religious houses of the Middle Ages.

Religious orders were often founded, at least in part, to do “good works” in providing assistance to the poor. Although many of these became corrupt as their wealth and influence increased, and their concern for the less fortunate diminished as their self-interest grew, such entities still represented the

principal source of succour for the poor who lived in or travelled through the area in which the particular religious fraternity was located. Cluny, which was established in France in 910, and St. Denis (also early 10th century) were examples of increasingly wealthy and influential monasteries which provided a focus for the provision of aid, as were Glastonbury and Canterbury in England.

By the time of Tudor England, it was gradually becoming recognised that the provision of charity was incumbent not only on the church but on society as a whole.

With the dissolution of the English monasteries by Henry VIII in the 16th century, a vital source of charity was therefore removed, but the Lady of the Manor had from feudal times often attempted to alleviate the distress of the poor in her local village by visiting the sick and distributing food and medicine. These duties were seen as part of the moral responsibility which had to be assumed by a God-fearing and well-intentioned Lord of the Manor and his Lady.

By the time of Tudor England, it was gradually becoming recognised that the provision of charity was incumbent not only on the church but on society as a whole. This attitude was reflected in the Poor Law, which was introduced in England in the early 17th century. A compulsory poor rate was levied on the general public, so that there should be no more bands of “sturdy beggars” roaming the countryside as had terrorized honest folk in the time of Henry VIII.

The provisions of the Poor Law were expanded during the reign of Elizabeth I and by the end of the 17th century it is estimated that in England, where the ordinary population was comparably better off than in France, for example, over one million persons (nearly one-fifth of the whole population) were in occasional receipt of alms, mostly in the form of public relief paid by the parish.

The fifteenth century had been a great period for endowments in England, particularly of educational facilities. Many new schools were founded at this time, Eton and Harrow for example, with the funding of the King (Henry VI) or of

wealthy burghers. Such schools were often endowed with the proviso that the poor should be taught “gratis”.

During the reign of Queen Anne, literally hundreds of charity schools were established all over England. These schools were not only dependent upon wealthy founders; small shopkeepers and artisans were induced to subscribe and take an interest in their operation. Essential parts of these schemes were to clothe children decently (in 1708 a “poor boy” could be clothed for nine shillings and two pence) and apprentice them to trades.

In Renaissance Italy throughout the 14th, 15th and 16th centuries, the system of artistic patronage was widespread. Wealthy families such as the Medici, the d’Estes, and the Rucellai, encouraged artists of the calibre of Michelangelo, Piero della Francesca, Ghiberti and Leonardo da Vinci, with generous financial support. There was a very strong tradition of family help, and much evidence of the poorer members of a family being financially assisted by the rich.

...it was not uncommon for wealthy citizens, especially women, to leave the whole of their estates to an ecclesiastical or charitable institution.

However it was not uncommon for wealthy citizens, especially women, to leave the whole of their estates to an ecclesiastical or charitable institution. The usual motive was piety, mingled with a touch of social conscience and a concern for one’s spiritual future. In the 16th century, for example, a member of one of Florence’s wealthiest families, the Rucellai, left extensive bequests to immediate as well as distant relations, but also 1,000 florins for distribution among “Christ’s poor”.

Where traditional sources of charity had been dismembered in England during the reign of Henry VIII, a similar process took place in France during and after the French Revolution in the 18th century. Poverty was the customary state of perhaps one-third of French families at this time. These indigent and often homeless souls had existed by begging at farmhouse doors or turning to the church for aid. After the Revolution, the abolition of feudalism of France incurred a marked reduction in the sense of responsibility, however patronising, which the rich and noble had felt towards the more unfortunate members of the local communities.

The ancien régime, for all its corruption and inefficient financial management, had still played a significant part in maintaining the traditional sources of charity. After the Revolution the aristocracy was dispersed, usually impoverished and in no position to continue its support of the local poor, or of religious institutions. This situation had catastrophic consequences for the common people, and an English traveller commented that in 1798 in Lyons alone “20,000 people are fed by charity, and consequently very ill-fed”.

In 1793 the National Convention, in an attempt to establish some sort of order on the provision of welfare, issued a Decree of Public Relief, whereby relief of the poor was no longer to be regarded as a function of private individuals or of the church, but as a national obligation. Private acts of charity, infrequent as they were by that time, were stopped by law. Predictably, these measures were unsuccessful, and the result was that traditional methods of providing relief were destroyed without any substitute. This produced a flow of wandering poor which ebbed and flowed across France, reduced to begging, prostitution and crime in order to survive.

By the mid-1800s, the English Poor Law had been moulded by unfeeling utilitarian logic. Applicants for public alms had to pass the “workhouse test” and families were torn apart and immured in separate wards of the “poverty prisons”. Dickens’ “Oliver Twist” was an attack on the management of the workhouses, and the sentimental Victorian public reacted with horror. Facilities for poor relief were improved subsequently by a philanthropy that gradually became more humane as it became more experienced and scientific.

Although philanthropy in the 19th Century England was distinguished by the increasing principle of State intervention, the expanding activities of private philanthropists in the early to mid-1800s was a sign of the uneasy conscience of the relatively well-off middle class. These prosperous and often complacent products of the Industrial Revolution were forced to confront mass poverty as towns spread outwards, engulfing the pleasant middle-class suburbs, and as the new railways carried the families of the successful merchants and industrialists right past the miles of wretched streets. The existence of poverty on such a scale conflicted badly with the optimistic 19th Century visions of “self-help” and progress.

In contrast to the private and public acts of charity in the past, the modern philanthropic foundation is, however, predominantly a 20th Century United States phenomenon. The type of charitable institution which was exemplified by the religious house, foundling hospital or charity school drew increasing criticism after the middle of the 18th Century for its mismanagement. Eighteenth Century economists such as Adam Smith and Ricardo were among their earliest critics.

Although private foundations and charitable trusts have survived, they have been overshadowed in this century, especially in countries other than Australia, by the large foundations with broad purposes and great flexibility in the scope of their activities. Among the first of these in the United States was the Smithsonian Foundation, which was created by a bequest of the English scientist James Smithson, “for the increase and diffusion of knowledge among men”. An Act of Congress created this Institution in 1846. As business fortunes and philanthropy developed, other Foundations were created, notably the Rockefeller, Carnegie and Ford Foundations, the latter being the largest Foundation in the world.

Despite the changing attitudes to social welfare, and the increasing willingness of democratic governments to spend in



Oliver asking for more.

this area, it is clear that the modern State could hardly function effectively without the back-up of private philanthropy. Voluntary agencies meet a major need in supplementing the welfare activities of the State. They are, too, more flexible, and can respond to individual needs in a way that the State cannot. This has been particularly so in Australia, where most Foundations were initially formed by individuals rather than by corporate entities.

The historical precedents for private and corporate involvement have long been set and the need for Australia's philanthropists and corporate giants to take an increasing role has never been greater.

By doing so, they will emulate the activities of their predecessors in Renaissance Florence, 19th Century England or early 20th Century United States and for similar motivations which moved their counterparts: that for many many reasons it is often useful and rewarding to give as well as to receive.



Maureen Anne Kutner

Maureen Anne Kutner holds an Honours Degree in History from Monash University. She has made a particular study of Renaissance Florence. Ms Kutner is Administration Officer/Student Advisor in the Faculty of Economics and Commerce at the University of Melbourne.

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Dividing up the Cake: How one corporation does it

Western Mining Corporation is a member of The Australian Association of Philanthropy. Duncan Bell, Corporate Affairs Manager of Western Mining, spoke in Melbourne to Philanthropy Editor, Jane Sandilands.



Managing Director of Western Mining, Hugh Morgan, taking part in the launch of the Healesville Sanctuary Project.

When it comes to funding, Western Mining's philosophy is both broad and simple. It looks to support projects which have long-term social or economic benefits to the community. More specifically, it also supports projects in those geographic areas where Western Mining generates its revenue.

The range of projects funded by Western Mining is broad. Some are related to the environment - two examples are the five-year, one million dollar project at Victoria's Healesville Sanctuary and Western Mining's support of the video series of the Potter Farmland Plan.

Ways of Funding

As well as the larger amounts which are approved by the Board of Western Mining, in Western Australia there is also the Sir Lindsay Clark Foundation, where the money from a million Western Mining shares is administered by a group of people drawn from the local community. A range of projects are funded by this Foundation. Duncan Bell says that "some money might go to the local junior football team, \$500,000 went towards the Royal Flying Doctor Service for a new aircraft, some went to supporting holiday homes for the elderly." One of the benefits of giving through the Foundation, the company believes, is

“While you don’t like to play God, the decision has to be made by the Board, and it’s often very difficult.”

that an element of realism comes into the giving program. “If we don’t make money, or don’t do as well, then there’s not as much to give away.” All projects funded by the Foundation are located in the goldfields area of Western Australia, where Western Mining has a significant presence and from which it generates its revenue. “We feel,” Duncan Bell says, “that Western Mining has the strongest reasons to support community projects here.” In addition, each of Western Mining’s resident managers has a small fund, used to help support perhaps the local kindergarten, school fete or other community events. “The resident managers are in touch with what’s happening in their community, and it’s up to them to make the donations,” Bell says.

Range of Projects

The range of projects funded by Western Mining is broad. Some are related to the environment - two examples are the five-year, one million dollar project at Victoria’s Healesville Sanctuary, to address a range of vegetation problems, and Western Mining’s support of the video series of the Potter Farmland Plan, showing practical ways to combat land degradation. Other projects include medical research. While Duncan Bell says the demand for funding in this area is enormous, Western Mining is guided by whether the proposed project can in some way be linked to the possible needs of Western Mining employees. “It is,” Mr Bell says, “very much a matter of balancing projects.” He gives the example of one proposed project which involves research into the culture of “full thickness” skin. “Something like this would aid people in accidents, for instance those with burns,” Mr Bell said. “When you look

at requests like this, you compare them with others, which may not be as relevant. Western Mining has a couple of smelters where we have hot metal and being in an industrial business, we are aware that occasionally, there may be accidents. This area of research is something that may be of benefit to one of our employees, as against another project, which could be equally worthy. You can only give money to one or the other. While you don’t like to play God, the decision has to be made by the Board, and it’s often very difficult.”

Education is an area important to Western Mining and the largest single donation ever given was \$1.3 million to the School of Mines in Kalgoorlie. As well, WMC supports metallurgical research and related areas which aim to encourage students to take up the science disciplines. “We’re competing to get graduates and we want to encourage people to take up the sciences,” Mr Bell said. “Hopefully some of those will take up metallurgy, and while there’s not necessarily a direct benefit to Western Mining, as part of the mining industry, we are part of the wider corporate scene and need to be a responsible member of it.”

Other groups, such as the Red Cross and the Salvation Army, are supported on a regular basis, as well as those groups who are, in Mr Bell’s words “doing something positive about the environment”. Among these are the Australian Trust for Conservation Volunteers, who are involved in many of Western Mining’s tree planting and vegetation programs.

Reporting Back

Western Mining, naturally enough, is keen to know the progress of the various projects it funds. The RNA/DNA project at the University of Melbourne is one which Duncan Bell recalls with some satisfaction. “We are given an annual briefing so we know what’s going on,” he says. “One of the important messages to get across to people is that they really do need to let you know what they are doing with the money. It’s not a case of getting a project funded and saying ‘Well, now we can forget it!’”

Responsibility to Shareholders

“It is very important for Western Mining to remember that we’re dealing with shareholders’ money,” Duncan Bell says. “One of the reasons we’re involved in this area is that as a company we are a corporate part of the community and in spending shareholders’ dollar to establish that identity, it must be done responsibly. Some companies put money into projects like football matches and other sporting events, but we regard that as more of a marketing device and we believe there is a marked difference between that and the projects we fund.”

“One of the important messages to get across to people is that they really do need to let you know what they are doing with the money. It’s not a case of getting a project funded and saying ‘Well, now we can forget it!’”

Western Mining tends to have a limited involvement in sport, other than at their mining operations, where they are the largest business and believe they have a responsibility to sponsor the local teams. “Then,” Mr Bell says, “it’s not so much sponsoring sport, but supporting a community activity which is good in terms of local spirit.”

In An Ideal World

Ideally, Duncan Bell would like people to realise that before companies can give money away, that company has to make money. “Eventually,” he says, “it would be very satisfying to be in a situation like that which exists in the United States, where corporations are seen as a necessary and vital part of the community, responding to its needs and there is some sense of working together.”

Community Leadership

An Initiative of The Hugh D T Williamson Foundation



*The Governor of Victoria, Dr Davis McCaughey, officially opens the inaugural Williamson Community Leadership Program.
(Note photograph of the late Hugh D T Williamson)*

Concern about leadership has dominated Australian life in recent times in the political, business and community sectors. Where are the leaders who embody our common values and remind us of our highest aspirations as a society? Where are the men and women who can bring together, in a united effort, all the talents and elements of society - the private and public sectors, management, unions and citizens of every background? Where are the leaders who will take responsibility for what happens in our community as a whole?

The Williamson Community Leadership Program is the only one of its kind in Australia. Its formation was inspired by similar successful programs in major USA cities. Started in 1990 by the Trustees of The Hugh D T Williamson Foundation, the leadership program involves, each year, some

25-30 emerging community leaders drawn from diverse sources - business (large and small) statutory corporations, the public service, municipalities, police, unions, professions and a cross-section from the community sector including arts, welfare and philanthropic activities.

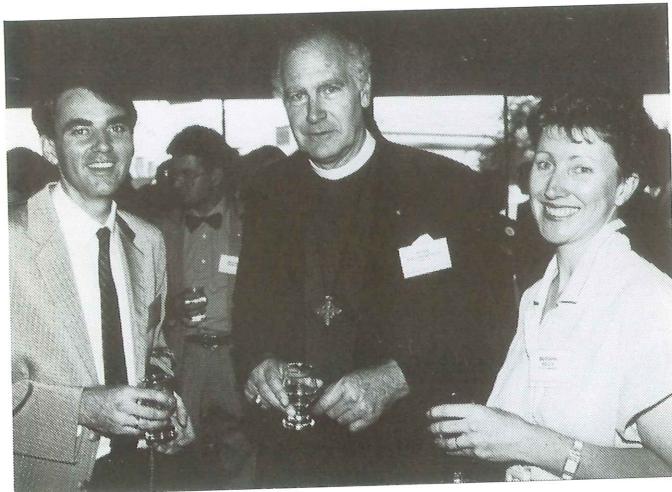
Each of the participants already has a demonstrated talent and commitment for leadership and are presently in, or moving towards, senior positions in their fields. Already, in its first year of operation, the Williamson Community Leadership Program has received strong support from the corporate sector via participants, CEO's as speakers and the hosting of seminar days or leader luncheon dialogues.

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Purpose

The Williamson Community Leadership Program has been established to enhance the quality of future leaders in whom the community will vest responsibility for its well-being and growth. This non-profit organisation:

- facilitates the development of communication networks among emerging leaders of diverse constituencies as well as between current and future leadership;
- equips emerging leaders with a broader and deeper understanding of the opportunities, resources and issues existing within the greater Victorian community so that they may more effectively assume responsibility for civic affairs;
- stimulates both a commitment to the greater Victorian community and a better appreciation of the role of the community within a regional, national and international framework;
- creates a permanent forum for individuals of demonstrated commitment to the greater Victorian community to gather and exchange ideas;
- through face-to-face discussions with present community leaders and experts from organisations and institutions that



Program Committee Member, Peter Hollingworth talks with participants Steve Vasey (Wesley Central Mission) and Barbara Kely (Westadd).

help to form the structure of our community, the participants will develop an in-depth understanding of the inter-relationships and complexities of the current Victorian scene; and

- through planned interactive experiences with existing community leaders and each other during seminars and visits the participants will, unlike any existing program, develop a basis for a distinctive group identity. An active Alumni program based on both continued personal growth and community involvement is being formulated. Amongst the alumni involvement will be: mentors, board observation, "How to be an effective Board Member" sessions, community projects, community catalysts and other activities.

Program

One tenet underlying the efforts of The Williamson Community Leadership Program is that when diverse individuals envision and commit themselves to a common goal, they can effect extraordinary changes in their own



Program Chairman Professor David Caro, Executive Director Richard Bluck, Suzanne Bluck and The Governor, Dr Davis McCaughey.

communities and far beyond. The Williamson Community Leadership Program is an exciting and unique opportunity for participants. Once a month, from February to November, they attend day-long seminars on specific high priority topics, including:

- past and future development of Melbourne/Victoria;
- community planning;
- the environment;
- business opportunities;
- human needs and services;
- the justice system;
- education;
- the media; and
- quality of life.

Between the main seminars, a series of breakfast, lunch and evening meetings are held with a further range of existing business and community leaders. Meetings with management of major cultural and recreation activities in Melbourne,



Fiona Caro, Mrs McCaughey, Program Committee Member, Charles Trethowan and Nola Trethowan.

together with attendance at performances, are part of the program. About three or four activities are scheduled each month. Participants are challenged to increase their knowledge through dialogue with existing community leaders, and each other. Through this process they will gain valuable new perspectives.

Amongst the wide range of leaders and speakers who have contributed (or will contribute) to the 1990 course are: The Governor of Victoria, Dr Davis McCaughey, Robert Gottliebsen, Will Bailey, Michael Deeley, Geoffrey Blainey, Phil Ruthven, Sir Gustav Nossal, Maudie Palmer, Ken Davidson, Archbishop Peter Hollingworth, Richard Pratt, Sue Nattrass, Creighton Burns, Jane Gilmour, Professor John Rose, Jennie George, Michele Lindner, Professor David Yencken, Kingsley Culley, Professor Gordon Clark, Rita Avdiev, Carrillo Gantner, Jill Smith, Lyuba Zarsky, George Littlewood, Ric Farley, Professor Ian Lowe, Evan Walker, George Brouwer, Chris Thomas, Roy Palmer, Sir Rupert Hamer, Sid Spindler, Robert Hudson, Merle Mitchell, Ken

Mackenzie-Forbes, Jan Carter, Iola Mathews, Graham Morris, Leah Mann, Ian Brain, Noel Pelly, James Mollison, Peter Sheldrake, Kevin Luscombe and many more.

The Program events have a strategic focus with three main themes:

- envisioning the future of our community about 10 years ahead - the social economic and political forces at work which will impact on both profit and non-profit organisations;
- surveying community issues, opportunities and resources; and
- interaction with existing chief executives and community leaders.

The need for renewed leadership in our cities and for the nation is obvious. Yet many talented Australians who can provide such leadership choose not to step forward. The problems we face as a society can seem so complex that in confronting them we feel powerless. The Williamson Community Leadership Program helps members create and articulate a vision that represents the highest aspirations of the community; recognise their potential as societal leaders; understand the power of the group when all are aligned in pursuit of a common goal; balance reason with intuition; believe in the possible; and know that deep commitment has the power to sweep away obstacles to change. As our society experiences dramatic changes in its economic, social and political aspects together with the weakening of traditional top-down authority, there grows a lack of understanding, trust and respect among the community's diverse elements.

These "responsibility networks" will be effective because they are different from the old exclusive networks. Their hallmarks are access, openness and a spirit of trust...

Often a result is disunity between the private, public and community sectors and hence a political stalemate is created. In this situation we urgently need leaders who can build trust and common purpose across constituencies. The Williamson Community Leadership Program is an initiative designed to address these needs - to develop a new network of leaders from all sectors who accept personal responsibility for what happens to our communities and our nation. These "responsibility networks" will be effective because they are different from the old exclusive networks. Their hallmarks are access, openness and a spirit of trust built through the shared experience of The Williamson Community Leadership Program and its alumni activities.

The program represents an exciting initiative by a philanthropic foundation to strengthen communication and trust between sectors in the community, invest in future



Mr Denis Tricks, Chairman of the Hugh D T Williamson Foundation, responds to The Governor of Victoria, Dr Davis McCaughey's official opening address.

leadership and have a strategic impact both within and between organisations. The level of corporate response to date is most encouraging.

Corporate Supporters

Amongst the corporate supporters of The Williamson Community Leadership Program in its inaugural year are: Mayne Nickless, ANZ Bank, Arthur Andersen, BP Australia, CRA, Comalco, Pratt Oroup, ICI Australia, BHP, IBIS Business International, Mobil Oil, State Bank, Telecom, SEC, MMBW, Gas & Fuel Corporation, The Avdiev Group, Egon Zehnder, IPR and many others. These organisations have provided either their chief executives as speakers, or hosted a program seminar or luncheon as well as contributing other experts or resources for background briefings. Additional corporate and community organisation support already is foreshadowed for 1991.

Existing corporate chief executive officers are well aware of the benefits of strategic visioning and broad-based networking. They have been enthusiastic supporters of The Williamson Community Leadership Program. Similar support has been forthcoming from CEOs of the public sector, statutory corporations, municipalities, the creative and performing arts and a wide range of community social service groups. In bringing together the views and contributions of these diverse supporters, The Williamson Community Leadership Program is demonstrating the power and potential of "building bridges across the sectors" in our community. ★

More information about The Williamson Community Leadership Program may be obtained by telephoning the Executive Director, Richard Bluck, on (03) 612 2701.

Richard Bluck
Executive Director
The Williamson Community Leadership Program

Community Partnerships

Sarah Portway, Corporate Relations Manager at IBM Australia Ltd. spoke to the National Skill Share Conference Dinner in Melbourne in June this year. What follows is an edited version of her speech.

Ms. Portway began her address by commenting how essential “partnership” was to the success of any interaction between the corporate sector and the community. “It means joint interest, it means working together as equals towards shared objectives, and most importantly, it means an acknowledgement of shared responsibilities,” she said. Whilst her remarks were naturally coloured by her experience with IBM, she made the point that what might be right for IBM may not necessarily be right for others. The approach, she said, had been developed to suit the organisation, the history of its development, and the nature of the industry in which it operates. By definition, no other organisation will have exactly the same combination of relevant factors or choose to adopt the same approach. Nevertheless, there may be general principles which can be deduced from the experience of IBM. “The imperative which drives the need for business to be involved in community programs,” Ms Portway said, “quite bluntly, is called survival. We simply cannot afford not to, in the long-term interests of the nations and our businesses.” Business, she said, is the wealth creator in society. “But”, she added, “we must never think for one moment that we undertake this role in a vacuum. We operate within and as part of society and to be effective, we need a healthy and flourishing environment around us.” Some of the more obvious and direct ways which business can help make a healthy and prosperous environment, she said, is to ensure that we are the “very best at what we do, that our business is ethical

and has integrity, that it invests in research and development, is built on strong foundations and strives to meet the needs and wants of our customers. As well,” she added, “we can invest in the aspirations and development of our employees.”

All of these, Ms Portway said, make good business sense. The very same reason, she said, dictates that companies should take a broader view of social responsibility and play an active role in the community by helping to address national, regional and local issues of community concern.

“A healthy and flourishing environment is not one in which individuals are deprived of the opportunities to fulfil their potential through circumstances beyond their control. Where the corporate sector can help to address that deprivation, we should do so willingly,” she said.

The reasons for being involved are not only in order to improve the lives of individual citizens, but also to help get the future environment of Australia “right”. In turn, she said, this will be good in the long-term for industry and commerce. “At IBM,” she added, “we call it enlightened self-interest.”

But, Ms Portway said, the acknowledgment of responsibility is one thing, but to execute it - and to execute it well - is another. Drawing a parallel between her experience of giving as an individual and that of the decisions which face companies, she said that it occasionally occurred to her that she should be “more purposeful” in the way she supported charities. In a busy schedule, however, that particular item seemed to slip to the bottom of the list. The same thing can happen in business. “Ask any manager who has responsibility for the company’s donation budget and they will refer to the myriad of requests they receive - mostly from very deserving organisations - and the difficulty they

encounter in deciding where the company’s resources can best be placed. Further,” she said, “Ask why some organisations are supported and others not and you may find that the reason lies in an association with the chairman of the company, the managing director, or perhaps a spouse. I do not want to suggest that the causes supported as a result are not worthy of support, or that the wishes of the company chairman are not driven by the very best of intentions, but the question begs to be asked ‘Is such an *ad hoc* approach to corporate giving the best use of resources either for the company itself or for the broader community?’ I suspect not.”. To those in business who decide to play a role in the community, Ms Portway believes that role should be undertaken in a professional, strategic and considered manner.

One of the results of such an approach is that social responsibilities are seen as part of the mainstream, long-term business strategy, without in any sense being seen as “add-ons”. Long-term strategies, she said, are acknowledged as being important for all businesses, as the mechanism by which they ensure that the future is not sacrificed for short-term gains. “The socially responsible activities of business will not have an impact on the bottom line in the short term, but unless we get the environment of next decade right,” she said, “our bottom line at the turn of the century could be in a very sorry state indeed.” Part of the responsibility of business, Ms Portway believes, is to understand the external environment, identifying some of the key issues which determine the continued health and prosperity of that environment. To illustrate the point, she gave IBM’s assessment of some predominant issues for Australia in the 1990’s.

- First, the capacity to provide Australians with appropriate and relevant education and training, so that the nation is well placed to face

the challenges of the twenty-first century.

- Second, and related to the first, is the nation's capacity to play a productive and competitive role in the international economy and the need therefore to encourage and recognise excellence in Australian endeavour.
- Third is the imperative to strike a balance between the need to conserve the natural environment and the need for continued economic development.
- Fourth is our capacity as a nation to make the best use of all our human resources by ensuring that people suffering disability or disadvantage of whatever form, have real opportunities to live independent, meaningful and productive lives.

Defining the issues as business sees them gives a broad framework of reference in which to operate in the social responsibility domain. It offers a discipline within which to make an assessment of competing requests; it provides some selection criteria and hence a rationale for decisions made.

Once the framework is set, there is then a need to define what business can offer to community organisations to help them address the needs of their client groups.

There is a view, Ms Portway said, that the best contribution the corporate sector can make is to write a generous cheque and be done with it, letting the community organisation get on with the task that it exists to do. No agency, operating on a shoestring budget would not benefit from extra money, but she added "I suspect we are missing out on a wealth of other opportunities if we limit the scope of the interface between the corporate sector and community programs simply to the transferral of funds."

This is the point at which "partnership" comes to the fore, where representatives from community organisations and from individual companies in concert to identify what combination of resources will be of mutual benefit, and marking the beginning of the development of a partnership.

philanthropy

IBM have identified three major ways in which they can work with community organisations. These are:

- to give money, either tied to specific projects or as an unconditional grant;
- to use IBM products to enable organisations to deliver their services more effectively or efficiently; and
- to contribute know-how involving IBM people in management committees, make education and training available to community organisations, or second IBM people to work with community organisations on a full-time basis for a period of time.



Sarah Portway, Corporate Relations Manager, IBM Australia.

IBM's programs of support can focus on one of these areas, or can be a combination of two or three of them, depending on an assessment, worked out in co-operation with the community organisation, of what it most needs that IBM has to offer, and what makes most sense for IBM to give.

To be successful, the relationship between business and community organisations, needs, as does any relationship, to be built on mutual respect. This includes an acknowledgment by both parties that the ways of doing things in each sector can be dramatically different. "Our

respective language, our cultures and even our basic premises can seem like chalk and cheese. Both are right and should be respected accordingly. We in business," Ms Portway said, "should not expect those of you in community organisations to suddenly start wearing business suits, talking about the bottom line and sales targets. Those of you in the community should not expect us in business to depart from our corporate guidelines in order to do things in exactly the way that you want us to." The essential thing, she said, is to find the common ground, understand that both business and community organisations are working towards shared objectives and be open to ways that each sector can learn and grow together.

The real challenge in the partnership process is to be able to look forward, to judge what will become the issues of the future and where possible, be proactive in "cutting them off at the pass. It is not good enough," she added, "to simply react to the issues of the here and now."

Demonstrating by analogy, Ms Portway said that in the pursuit of quality, there is a rule of thumb that says if it costs \$1 to fix a problem in the design phase, then it will cost \$10 to fix that same problem in manufacturing and \$100 if you have to fix the problem once the product has been delivered to the customer. "I see no reason why the same principle should not apply in dealing with the issues that we are working on together."

Ms Portway spoke of the hard work needing to be done before "we are able to identify all of the problems at the design phase. But," she concluded, "by working in partnership we are on the right track and we are already seeing the fruits of our labour. IBM is proud to be working in this field." ★

Ms Portway is now working in IBM's London office. She has been succeeded in her Australian position of Corporate Relations Manager by Ms Louise Davies.

Corporate Philanthropy in the Great Tradition

Coles Myer Ltd. is a member of the Australian Association of Philanthropy. Director of Corporate Affairs, Richard Thomas, spoke in Melbourne to Philanthropy Editor, Jane Sandilands.

The practice of corporate philanthropy sits very comfortably with Coles Myer and so it might, smiles Corporate Affairs Director, Richard Thomas. "We come from very philanthropic roots," he says. "Both the Coles and Myer

families have been great believers in and practitioners of philanthropy and the company feels it is part of the great tradition."

While Coles Myer Ltd. has a donations program quite separate from both The Myer Foundation and The Sidney Myer Fund, there are, Mr Thomas says, "informal links when joint approaches are involved". For example, he instances the combined Christmas gift-giving project to underprivileged young children, where The Myer Foundation and Coles Myer have each contributed \$100,000. Coles Myer Ltd., in common with many corporations, makes a distinction between categories of approaches for funding. "We decide whether they fall under the headings of sponsorship or philanthropy." Mr Thomas said. "If sponsorship is involved, where the Coles Myer (or associated company) name will be used in some form of advertising, the request is referred to individual business - Coles New World, Myer or one of the other companies under the Coles Myer umbrella. If the approach is one that we regard as purely philanthropic, it is dealt with at corporate level by the Coles Myer Community Trust."

Reflecting Australia's general economic downturn, Richard Thomas says that at the moment, funding is substantially reduced. "It is a hard fact of business life," he adds "that when we as a company earn less, then we give away less."

With a policy to give some money to as many projects as possible - and gives Australia-wide - Coles Myer Ltd. has developed quite definite "likes and dislikes". "We like agencies with a self-help content," Richard Thomas says. "We want to know there is



Sidney Myer in 1933. Photographs courtesy of Coles Myer Ltd.



George J. Coles in 1920.
Copied from photograph belonging to Judy McLaughlin (G.J. Coles' daughter).

“Both the Coles and Myer families have been great believers in and practitioners of philanthropy and the company feels it is part of that great tradition.”

prudent financial management and to know where funds are going. We expect to be able to see what proportion is spent on administration and what on core activities, for example.” Two decided “dislikes”, he says, are applications from bodies “who believe they have a divine right to money” and another is those groups who “take the money and run”. Here, he hastens to add, Coles Myer is not seeking acknowledgment in the form of invitations to endless lunches, or

recognition in expensive, glossy annual reports or still more framed certificates of appreciation. “What we do appreciate is a simple report on the recipients’ activities.”

An aspect of corporate philanthropy being actively developed by Coles Myer is for the company to provide support to its staff engaged in charitable activities.

Mr Thomas cites the example of one of the Coles Myer companies, Grace Brothers, where there is a lively Staff

Aid to Charities group. “What we do here is provide the infrastructure for the group, which costs the company about \$80,000 a year, and the staff organise various functions, raising around \$500,000 each year for the particular charities they support.”

The benefits, he says, are incalculable. Not only do the particular charities gain, but so do members of staff and their families and the company is “given a human face in the community.”

The areas Coles Myer supports are broad, from sponsorship of the Archibald, Wynne and Sulman prizes for Fine Arts, to education (especially management education at tertiary level) to medical research (including the Howard Florey Institute and several other research foundations).

As well, Coles Myer supports sporting activities, including both the Commonwealth and Olympic Games. Social welfare is handled both by the company and by the Coles Myer Community Trust, while although still financially being structured, is actively supporting a range of organisations.

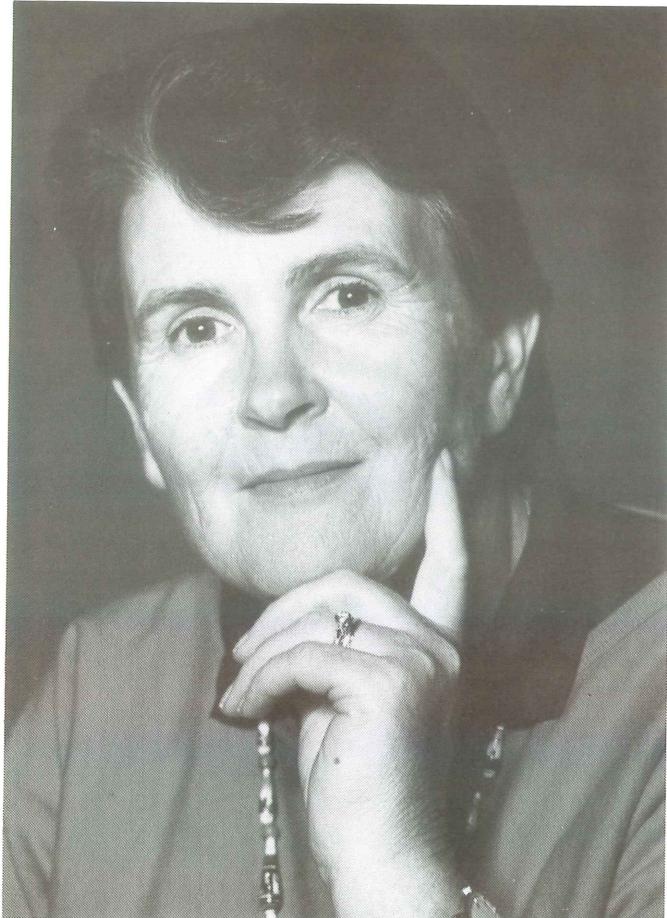
Corporations with giving programs are undeniably a target for cynicism, Richard Thomas says, which is one of the reasons the company never advertises for applications and does not seek publicity for many of its donations. A further disappointment, he adds, is that money given by corporations is somehow not regarded as quite as “pure” as that given by private trusts and foundations.

“Whether the money is given partly for commercial reasons should not diminish its value,” he said. “In many cases, trusts and foundations have been set up by successful businessmen of earlier times - what you might call “older corporate dollars”. What Coles Myer looks to is a time when corporate philanthropy is regarded as being on the same level as that of the philanthropy of trusts and foundations - and seen by the public in that light.

We want people to understand that even where there is some commercial benefit, our motives are still the same as other philanthropists - to be responsible and caring citizens and to help those who need help.”

A Natural Partnership?

Corporations and Welfare Giving to the Non-Government Sector



Margaret Roberts. Photograph by Peter Fitzgerald.

We certainly can't say right now that such a relationship exists. The question is, should it? If it should, why? Why doesn't it exist now? After all, the welfare industry has been around a long time and so has the world of big business and corporations. It certainly seems true to say the arts, sport, science, and the environment have all been blessed for many years by generous sponsorship and gift-giving by the corporate sector. However, the welfare sector seems to be the ugly sister when corporate purses are opened up for "good causes".

Of course, I stand to be corrected by particular cases which belie such sweeping statements. However, it is, I think, a fairly well accepted fact that the foregoing is not wildly off beam, and that corporate good citizenship is still in its infancy - at least so far as giving to the welfare or community services sector is concerned. So, what's the problem? Why is this an unfortunate reality? Is it due to political differences? Language and communication difficulties? Problems that

have to do with the profit motive versus non-profit motive perspectives (which probably amount to political differences)? The answer to all of these suggested impediments is, I think - yes. But there's an additional factor that overrides all of the foregoing. I'll come to that later...

The reality is that sitting around a table, (be it a breakfast, lunch or meeting table), discussing and coming to an understanding about an amount of money and how it will be used will not be an easy task for people who in many cases work, and circulate, in quite different economic and social spheres. The people involved will, very likely, be out of their comfort zones in dealing with one another. For example, people in the social and community services sector use quite different jargon and terminology from their counterparts in the business sector. In addition, people in the helping professions don't have on their agenda concepts such as return on shareholders funds, profit ratios, asset building and "bottom lines" as do their commercial counterparts. In fact, many welfare organisations operate on a continuing and growing deficit basis!

The people involved will, very likely, be out of their comfort zones in dealing with one another. People in the social and community services sector use quite different jargon and terminology to that used by their counterparts in the business sector.

Differences abound in training, perspective, and even personal remuneration. What's important is that at the end of the day these differences are felt by the broader community in ways that are both negative and not clearly understood. This is a great pity. It would be pleasing to think that at some stage in the future this situation will change for the better.

But back to that other factor which I believe to be of overriding importance in the equation. It has to do with what the commercial world probably refers to as "return on investment". Put very bluntly - what the giver gets in return for their generosity. It also has a lot to do with accountability.

How does a corporate fund-giver ensure that shareholders can be confident that funds are well spent and that decisions will ultimately prove to be wise decisions?

These are not unreasonable requirements. But there's a problem. Money (especially money given for welfare activities) can disappear into a black hole unless the results are clearly visible and measurable: demonstrably so that fund-providers can be sure that they've done the right thing in directing funds in a certain way.

My own experience in seeking funds for peak, co-ordinating work in child and family welfare has been fairly unproductive. I often feel that if I were able to somehow parade children in care onto a football field with bright, colourful, message laden guernseys; or if I could distribute material aid *in lieu* of the task at hand, corporate funds might flow. As it is, overtures meet pleasant but firm rejection, perhaps because our organisation's needs are not of the material or highly visible kind and it is difficult to find or be able to offer the avenues of promotion and advertising that corporate givers appreciate. Indeed, measuring the end result of giving to any organisation or group whose "product" is hard to define, or readily see, is difficult. Should it be this difficult? It seems that obscurity might be our problem. In the welfare sector we are quite sure that funds given to us to use in our daily work are funds well spent. How do we know this is so? Why can't our corporate counterparts see this as we do?

How does a corporate fund giver ensure that shareholders can be confident that funds are well spent and that decisions will ultimately prove to be wise decisions?

We know that effective counselling, practical support, and transfer of skills to a family experiencing all sorts of difficulties can very often assist in keeping that family intact and enhance their ability to cope. We know that giving young people skills for living and working can assist in keeping them out of "trouble". We know that assisting parents with childrearing skills and providing support and assistance when it's needed (such as respite care or counselling) can help prevent child abuse in its many and varied forms.

We also know that a failure to provide early, adequate and appropriate support and assistance, costs our society dearly. For example, when a family breaks down there are costs to us all in providing housing, social security payments, medical, legal and financial support that are far in excess of the costs involved in preventing the breakdown in the first place. When we fail to prepare our young people to grasp the few

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opportunities that life offers them, and when we fail to provide early parenting skills to our young families, society pays in the long run.

The cost of providing, for example, after-the-event residential substitute care for children is far greater than the cost involved in preventative counselling and support to a family to resolve problems and keep the child in the family



"I'm a Homesharer!" Antoinette has been caring for a child with Cerebral Palsy one weekend a month for several years. "At first it was frightening looking after a severely handicapped child, but she has really become one of the family." Homesharer's Information Project is a project of the Children's Welfare Association of Victoria and aims to increase the pool of caregivers throughout Victoria for foster care, shared family care and adolescent community placement arrangements.

environment. And there's also a multiplier effect to consider. There's always room for improvement in parenting skills. That is, children learn habits - good and bad - from their parents. Problems can be, and are perpetuated.

It should be remembered that welfare-giving potentially benefits many more people than might initially be envisaged. Consider, for example, how many employees in a given corporate workforce have need at some stage in their individual and family lives of professional social and community services. Twenty-five percent? Perhaps as many as sixty-five percent? Do they get this support from their employing body? Seldom - I think.

What are the effects of employee debt, health, family and psychological problems on commercial sector productivity levels? The mind boggles at this, and yet there is little real transfer of funds from the sector that expects its employees to be productive, to the sector that can enhance the well-being of those same employees.

The real challenges for us are:

- how do we prove that a family has remained intact when it could have disintegrated;
- how do we prove that a young person is remaining in work because the right things were done at the right time for them; and
- how do we prove that child abuse would have occurred if counselling hadn't been both available and used when it was needed?

When we fail to prepare our young people to grasp the few opportunities that life offers them, and when we fail to provide early parenting skills to our young families, society pays in the long run.

We simply do not have all the answers expected! It is much easier to provide evidence that a building was built, or a book was written, a game was won, or that a work of art won a prize. Why? Because there is a product at the end, and the product is easy to take hold of, to measure, to celebrate, to admire, even to criticise. The difficulty for the social and community services industry is that we cannot match our fund-seeking competitors when it comes to pleasing the fund-providers with end results. Our results are far less tangible. But they are there nevertheless. We probably need a different process to identify long-term outcomes that are a feature of our work.

I could go further and suggest that fund giving be available for non-specific and untied activities such as operating

expenses. However, my experience is that even some quarters of the private philanthropic sector have a problem with this more enlightened kind of giving.

So, where to from here? Without wishing to preach, I invite corporate fund givers to reassess their policies and to be a little more cognisant of the difficulties the welfare sector faces in coming up with the kinds of tangible results that are currently required. A new constructive dialogue to help us understand and get to know each other better is needed. This could lead to very productive outcomes and potentially extend corporate sector giving in appropriate ways.

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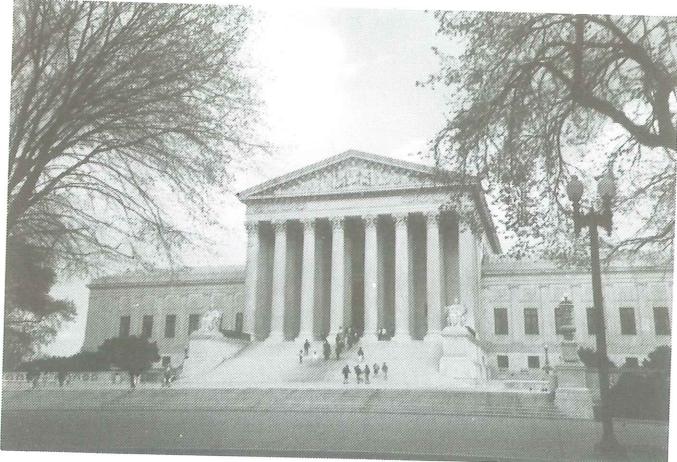
In summary, I challenge the corporate sector to give consideration to a different kind of fund giving. One that poses particular difficulties for both givers and receivers; but one that needs to be put on the agenda and given consideration along with the more conventional and current kinds of giving. Because the players in each sector are busy going about their own daily routines and in little or no contact with one another (leaving aside possible contact in private lives), the opportunity for each to understand and appreciate the other's work achievements are almost non-existent. This is an under-developed area that we should all remember and give attention to. I'm sure that given the opportunity, our more visionary corporate and welfare people could turn the current situation around and develop clearer understandings about funding needs, innovations, and perhaps more importantly - expectations and accountabilities. Surely our children, young people and families are worthy of a little more effort from both sectors.

Margaret Roberts
Executive Director
Children's Welfare Association of Victoria Inc.

The Children's Welfare Association of Victoria Inc. is a peak co-ordinating body of non-government agencies involved in service delivery to children, young people and families. It represents 77 participating organisations across Victoria.

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Managing Foundations: Lessons From Abroad



United States Supreme Court, Washington, D.C.

“Management once was regarded by some non-profit purists as a near-obscurity... In recent years, non-profits have discovered that they need to manage well especially because they lack the discipline of a bottom line... To cope with their changing environment the leaders of non-profits are steeping themselves in professional management techniques, even attending management sessions at Harvard, Stanford, and Wharton.”

These comments were quoted from the cover story in the issue of “Business Week” which was on the newsstands when I arrived in the United States in March this year to commence a study tour examining foundation management. A timely visit indeed - particularly as I was able to meet with one of the top five foundation managers, Ms Terry T Saario, President of the Northwest Area Foundation in Saint Paul, Minnesota.

As well as the United States, my itinerary took in Canada, England and Italy. The purpose of the study tour was to gain information on how foundations in those countries are administered and how they manage their granting programs. The object was to identify techniques and strategies which might be adapted to improve or refine grants administration and project management generally within the Law Foundation of New South Wales.

The study tour grew out of a recognition by the Foundation’s Board of the need for staff to closely monitor overseas developments with the many issues associated with foundation administration.

Although, for many years, the Law Foundation has subscribed to *Foundation News*, the journal of the Council on Foundations in the United States, in an effort to keep abreast of developments in the sector, its staff had not previously

undertaken a first hand examination of developments aimed at more effective administration of granting programs, the use of computers in this process, or the selection and education of board members.

My experience as Grants Administrator at the Law Foundation, a position which, at the time of the study tour, I had held for four years, had given me a comprehensive understanding of the processes and issues relating to grant making. My responsibilities ranged from discussing project outlines with potential grant applications, through processing and preparing assessments of applications, including the formulation of recommendations to the Foundation’s Board, and later monitoring of successful applications. This experience highlighted for me the potential for improving grants management techniques and communications strategies directed to the many audiences of the Foundation (constituency, Board, government, legal profession, media, and the community at large, staff and others).

As part of my study tour, I attended the Council on Foundations’ 41st Annual Conference, held in Boston in early April. The theme of the conference was “The Struggle for Community”, focusing on the opportunities and means whereby philanthropists can develop their roles as innovators, leaders, mediators and negotiators in developing the concept of community as it is understood today.

It was an amazing experience for me to take part in the conference - the first day, walking into a room holding nearly 2,000 philanthropists, a rare breed in New South Wales, was something I will never forget.

Some 1,900 people attended the conference, which comprised a comprehensive program divided into three streams: management sessions, program sessions and mini-plenaries. The management sessions, which were my primary interest, were designed to help participants increase their skills in the day to day management of their grant making programs. A number of workshops were held in this stream, addressing issues such as managing private/public partnerships and telling people things they don’t want to hear. Other sessions covered topics such as the basics of evaluation, strategic planning, corporate-giving programs and cost-effective use of technology as a tool to increase the effectiveness of grant making organisations.

The program sessions covered specific issues such as youth and drugs, the environment, education and housing. The mini-plenaries focused on issues of diversity and integration, ethics of intervention in communities, and education. A number of site visits were also organised, highlighting some of the outstanding programs and activities being funded in and around Boston.

In parallel with the official conference sessions were meetings of special interest groups such as Corporate Grantmakers, the Communications Network in Philanthropy, Grantmakers in Health, Grantmakers in Justice, and many more.

It was an amazing experience for me to take part in the conference - the first day, walking into a room holding nearly 2,000 philanthropists, a rare breed in New South Wales, was something I will never forget.

As well as attending the conference, I visited two law foundations in Canada, 23 foundations and associated organisations across the United States, four foundations in London and one in Turin, Italy.

The foundations I visited in the United States were a mix of family foundations, community foundations, and corporate foundations. I also made contact with a number of regional associations of grant makers, the Council on Foundations, The Foundation Center and the National Committee for Responsive Philanthropy.

In England I met with the Leverhulme Trust, The Wellcome Trust and The Nuffield Foundation, as well as the newly established Association of Charitable Foundations. While the United States is perceived as the centre of philanthropy, I was very impressed with the management techniques being used by the English foundations which I visited. The opportunity to compare approaches to managing grant making in the two countries proved to be very helpful. Likewise, the opportunity to see "Phantom of the Opera" will provide an interesting basis for comparison when I visit Melbourne next year!

While the United States is perceived as the centre of philanthropy, I was very impressed with the management techniques being used by the English foundations which I visited.

The Law Foundation's Board of Governors had been keen for me not to limit my investigations to the United States and England, and I was fortunate to be able to arrange to visit the Agnelli Foundation in Turin, Italy. While Agnelli operates on an international scale, many of the issues it addresses and the techniques it uses are similar to the Law Foundation's operating style. It was particularly interesting for me to hear about the Italian approach to matters which could be related to the New South Wales experience, such as identification of major project areas and their implementation by Foundation staff.



Dawn Wong, Grants Administrator,
Law Foundation of New South Wales.

Several issues will be addressed by the Law Foundation as a result of my study tour. The first will be the investigation of ways of introducing a structured evaluation element into the Foundation's operations. This investigation will centre on the need to measure and appraise the success of the Foundation's granting activities, the identification of elements relevant to that success and the formulation of various strategies to be used to determine success or otherwise of projects supported.

Other issues include a review of the Foundation's granting guidelines, and the development of application forms linked to the parameters of the grants management computer program which will soon be installed to assist in monitoring and reporting on approved grants and projects.

A number of information strategies will also be developed centring around the need to ensure that members of the Board of Governors are given the opportunity to maximise their involvement with the Foundation. In part, these initiatives will draw on the resource materials which I collected during the study tour, and which have been published specifically for the philanthropic sector.

I am in the process of preparing a detailed report of the study tour, which will be published by the Foundation in due course. While it is primarily an education tool directed to my Board, I hope that it will also be a useful contribution to the comparatively scarce literature on organised philanthropy available in Australia, and that it may assist other foundations and trusts to address important administrative and operational issues.

★
Dawn Wong
Grants Administrator
Law Foundation of New South Wales

philanthropy

Business Ethics Initiative

The St James' Ethics Centre has been established by St James' Anglican Church, King Street, Sydney, as part of its continuing involvement in the life of the Central Business District. An important model for The St James' Ethics Centre is the Trinity Center for Ethics and Corporate Policy, Wall Street, New York.

The following material is reproduced with permission from City Ethics, the Autumn 1990 issue of The St James' Ethics Centre Newsletter.

What Are "Ethical Issues" for Business?

In an attempt to discover how major corporations define ethical issues and respond to ethical dilemmas, the Conference Board conducted a survey of three hundred CEOs and senior executives in the USA, Canada, Europe, Japan and Australia.

Participants in the survey were asked to identify which of a series of corporate issues they regarded as being "ethical issues for business".

It is nearly 3,000 years since a Hebrew prophet warned those who trampled upon the needy by the pursuit of dishonest business practices that their deeds would never be forgotten.

Eleven items on the list were regarded by more than three-quarters of CEOs as being ethical issues.

• Employee conflicts of interest.....	91%
• Inappropriate gifts to corporate personnel	91%
• Sexual harassment.....	91%
• Unauthorised payments to foreign officials	85%
• Affirmative action	84%
• Employee privacy	84%
• Environmental issues	82%
• Employee health screening	79%
• Conflicts between company's ethics and foreign business practices	77%
• Security of company records.....	76%
• Workplace safety.....	76%

Looking ahead, issues identified as being serious concerns for business in the next five years include: environmental issues, product and workplace safety, employee health screening, security of company records, and shareholder interests.

The Conference Board noted that companies with official codes of ethics regarded "employee conflicts of interest" and "unauthorised payments to foreign officials" with greater concern.

philanthropy

Chief Justice Welcomes The St James' Ethics Centre

Extract from the Opening Address to the Symposium on Ethics Management in the 1990s, delivered by The Hon Mr Justice Murray Gleeson, Chief Justice of NSW.

The Symposium, held on 25 October 1989, launched The St James' Ethics Centre.

It is nearly 3,000 years since a Hebrew prophet warned those who trampled upon the needy by the pursuit of dishonest business practices that their deeds would never be forgotten. Those warnings, however, did not seem to put an end to the practices of lowering the bushel or raising the shekel.

Throughout history, however, it has been the religious leaders and churches who have admonished people to seek good and not evil and have thereby constantly raised for consideration the question: "What is good and what is evil?"

There is great benefit to be obtained from the drawing of public attention to ethical issues, and The St James' Centre will, I have no doubt, make a notable contribution in this regard. Regrettably, pressures that diminish the respect for such values can build up in the community, although I am optimistic that when that occurs countervailing opinion will always come into play. Unfortunately, although many ethical issues are the subject of broad agreement and are not difficult to resolve by those who care to address them, on occasion people of the utmost goodwill can find themselves confronted with problems of extreme difficulty. One contribution which the Centre will be able to make lies in the area of problem solving. A forum where people can talk about difficulties they encounter can be very valuable.

The Centre is to be congratulated on its initiative, and we should all applaud the work of those who were instrumental in its formation. They have made a major contribution to the life of the City of Sydney and I wish them every success.

The Board of Management of The St James' Ethics Centre is as follows:

Chairman

The Reverend Peter Hughes, Rector, St James' Church

Secretary

Meredith Ryan, Corporate Secretary

Jeremy Davis, Professor of Management

Timothy Edwards, Solicitor

Robert Longstaff, Managing Director

Hugh Mackay, Psychologist and Social Researcher

Rod McGeoch AM, Chairman, The College of Law

Jane Walton, Solicitor

Further information from:

The St James' Ethics Centre

GPO Box 3599, Sydney NSW 2001

Telephone (02) 232 6982



A British Opinion



Effective Community Affairs Programs are not run by amateurs.

A corporate community affairs program is not a distraction from the serious business of running a commercial enterprise. It is actually part of the enterprise and is as important as other ancillary service areas, such as public relations departments. If it is well managed it will not only make a real contribution to the community but will in the process enhance the reputation of the enterprise.

In order to manage an effective program the same approach must be followed as in managing the rest of the organisation.

Defining Objectives

Clear objectives must be agreed reflecting exactly what the company aims to achieve through its program.

Fixing Budgets

A decision on the amount of the budget, preferably for an ongoing amount determined without annual reference to the board. A measure satisfactory to many companies is a fixed percentage of profits each year.

Delegation

Delegating responsibility and accountability away from the board which, having made the important decision in respect of objectives and budget, should only be involved in so far as in hearing accountability reports, the same basis as other departments in the company.

Creation of a Community Affairs Department

The recruitment of one or more specialists in the field of community affairs whose sole job should be to define, implement and accept responsibility for the program. A community affairs department needs to be staffed by experienced professionals in the same way as any other specialist department.

A corporate community affairs program is not a distraction from the serious business of running a commercial enterprise. It is actually part of the enterprise and is as important as other ancillary service areas, such as public relations departments.

Defining the Policy

The department would then seek to define and agree on a policy and in doing so would probably find it useful to define the key principles underlying that policy. They could decide to:

- *focus on a limited area of the community* - the needs of the community are unlimited whereas income is likely to be very limited. In order to be effective, therefore, it is necessary to narrow the focus either geographically or by the range of activities supported;
- *aim for a multiplier effect* - to maximise the impact it is necessary to seek projects where injecting funds leads to a disproportionately greater end benefit. For example if a grant can help an organisation to create a model which can be replicated elsewhere;
- *back people rather than causes* - it might be decided to support those initiatives run by people who are judged likely to succeed, rather than focus on the worth of the causes;
- *aim for continuity* - one-off grants are frequently inadequate to ensure the continuity of a voluntary organisation and the achievement of its objectives. It might be decided that grants cover a number of years to ensure their benefit is maximised.

A British Opinion cont.

Having decided on the policy and the principles, the next key area to address is the criteria on which grant applications are assessed. The aim will be to support initiatives which will make a significant and lasting contribution to the community. The criteria might include how many people are likely to benefit, plans for the future when funding from the company has run out, the clarity of the objectives and the quality of the members of the management committee as well as the staff. Making grants is not the end of the process. Evaluation is as important to a successful community affairs program as profitability is to commercial enterprise. It is often more difficult to evaluate the success or otherwise of a grant than it is to determine the profits of a company. The key to success is getting it right at the beginning rather than reflecting on what might have been. Increasingly, it might be decided that grants should be formalised into negotiated agreements with

the voluntary organisation so that the reasons for support are clear and the objectives and targets of the organisation are also stated. This then becomes the starting point for measuring success.

If an approach along these lines is adopted from the outset there is a good chance that an effective community affairs program will follow. However, the voluntary world changes as rapidly, and indeed often more rapidly than, the business world and policies, procedures and practices must constantly change to meet the changing needs of the charities and the communities that are supported. In this demanding field it is unlikely that a program managed by amateurs will succeed. ★

Joel Joffe

**Deputy Chairman, Allied Dunbar Assurance
Station Road, Swindon SN1 1EL, United Kingdom**

Reproduced with permission from Business in the Community Magazine Spring 1989, United Kingdom.

Business Helps to Solve Problems

As federal, state and local governments struggle to cope with seemingly intractable social problems, corporations have a great opportunity to help influence new responses, grant makers from several dozen companies were told at a conference [in San Francisco].

Linda J Wong, executive director of the non-profit public-policy group California Tomorrow and plenary speaker at a corporate forum sponsored by the Council on Foundations, told grant makers they could make a difference in their communities in several ways.

“Increasingly what we are finding is that there is a need to become comprehensive and systemic in our approach to problem-solving. We can no longer afford to restrict ourselves to social services, or to isolated instances of problem-solving. The seams of society are very rapidly unravelling.

“Understand and appreciate the connection among those issues you’re involved in on a day-to-day basis,” whether education, the environment, or health care. “That relationship is absolutely critical to the grant-making community, because only then are we going to be able to adopt comprehensive solutions.

“In view of the fragmentation that exists in our communities, if you as grant makers can find ways to encourage collaborative partnerships, not just among grantees but among your colleagues and peers, that certainly would be a step in the right direction to solving the inequalities we face in our local communities.

“As our social resources become more limited, I think it is imperative to focus on intervention and prevention.”

Grants Should Benefit Company

Another perspective on the corporate grant-making process was offered by George M Keller, retired chairman of the

Chevron Corporation, who said grant makers must be prepared to justify their grant proposals to corporate managers in terms of how the gifts benefit the company.

“To the extent that funds are spent to improve morale or enhance the company’s reputation, those expenditures are in the interests of the shareholders,” Mr Keller noted.

“Corporate contributions are entirely proper as long as they are made for entirely corporate purposes.”

Yet Mr Keller warned grant makers to guard against “over-identifying with the groups that need your help.” He said: “You have to continually remind yourself who your client is. For all your day-to-day involvement, the client is never the community, it’s always the company.”

Perceptions of the company’s interests may vary, however, he said. A proposal that Chevron underwrite two hour-long television programs on AIDS stimulated considerable discussion at the company. “There were those who felt strongly that any visible connection with the acronym AIDS and the Chevron name would injure us in the marketplace,” Mr Keller recalled, “But some 24 Chevron employees have died of AIDS, so how could we possibly hide our heads in the sand and pretend it was someone else’s problem?”

The programs, which Chevron sponsored, eventually won an award - and perhaps even gained Chevron some new customers, Mr Keller speculated.

“You may have to be prepared to defend a significant degree of risk in some of your proposals,” he observed. “If your managers want to back only sure things, you’re going to miss some very important opportunities.” ★

Stephen G Greene

*Reprinted with permission of
The Chronicle of Philanthropy.*

A Corporate Move



Peter R Claringbold, Chairman (left) and John Warburton, Managing Director, OAMPS.

John Warburton is Managing Director of the OAMPS Group, which provides a range of insurance and financial services to over twenty thousand clients world-wide.

Group operations have recently moved to a new headquarters on the banks of the Yarra River in Collingwood, an inner Melbourne suburb.

It is a move which John Warburton believes will be significant, not only for the company, but also for its new neighbours, the surrounding community.

In an interview with Philanthropy Editor, Jane Sandilands, Mr Warburton spoke about his personal hopes for the OAMPS Group's involvement in its immediate community.

When the management of OAMPS first looked at the site of its new premises, there was a nearby sign which said the area should be used for a park, not for business. It was something that John Warburton remembered and which the Company took into account when it began its planning process. "We're aware that some people in the community are welcoming - others are not," he said. "We want local people to feel we are going to be part of what is happening in the area. We've come from small beginnings, made up of a team of 150 people and we're moving into a community. We want to be - terrible phrase - a good corporate citizen." One of the earliest results of community thinking was for the Company to ask the Mayor of Collingwood to open the new building. "A small gesture," John Warburton agrees, "but indicative of the way we intend to operate here."

Mr Warburton's own philosophy is guided by his personal view of responsibility which, he says, revolves around "putting something back into the community". Feeling he has been very fortunate and is now "reasonably successful", he is also influenced by his wife, Susan, who "has a background where there are many caring people".

As a family, the Warburtons are committed to a personal-giving program, but he also believes that one very effective way in which those with management skills can give assistance to the community is to participate in committee work. In recent years, he has spent time on various committees and councils and five years as the "finance person" for the Ecumenical Migration Centre.

A spirit of co-operation at company level is also fostered, Mr Warburton believes, by welcoming exchange business students from other countries and also on a local level, by offering work experience opportunities to students from secondary schools. The whole idea of being a corporate good citizen, John Warburton believes, is one which encourages an attitude of openness, of management being responsive firstly to its own staff, and, by example, to the community in which it operates.

Ultimately, he would like to see a situation in Australia which begins to resemble that in America, where, on several visits he encountered the widely held view about the need to put something back in to the community. "Eventually," he said, "I hope that could happen here and be received without cynicism from the public. That is certainly the way I would like to see OAMPS' role in the future." ★



OAMPS' new headquarters on the banks of the Yarra River.

Don't Put the "U" in Qantas!

Denis Crawford is the Community Relations Sponsorships Manager of Qantas Airways Ltd.

In an address to a recent conference about Public Relations held in Sydney, he outlined the criteria used by Qantas when deciding where to give support and also some guidelines for those applying.

Asking the Questions

Criteria used by Qantas when assessing an organisation's suitability for sponsorship. (Qantas do not support individuals).

- Is it a reputable organisation?
- How large is the membership and is it likely to become larger?
- Does it have strong public support?
- Is it likely to attract media recognition and can Qantas be mentioned in a credible way?
- Is Qantas the sole sponsor?
- Does the sponsorship tie in with the company's marketing and public relations objectives?
- What is the marketing potential of the audience; are they potential or actual overseas travellers; will this generate new business?
- Are we already involved with similar organisations?
- What is the history of previous sponsorships in this area and the organisation's association with other sponsors?
- Are we satisfied with the working relationship we can have with the management of the organisation?
- Will the sponsorship be too demanding on our staff resources, and can we afford the time and cost to make sure it is worthwhile?
- Are there indirect costs which will be incurred to gain full benefit? For example, displays, advertising, overtime preparing and distributing media information, photographs.



Circus Oz. Photographs by Ponch Hawkes.

Applying for Support

- Don't make the application letter too long or fill it with rambling waffle.
- Check relevant details before applying. Don't for example, ask Qantas for assistance with travel to places Qantas doesn't fly to.
- Spell the name of the company properly - "We are not impressed," says Denis Crawford, "when people put a "U" into Qantas".
- Don't oversell. Mr Crawford gives the example of a Public Relations company who began the letter of request "I am writing to you to offer a fantastic promotional deal that

will be a very good thing for Qantas..."

- The best approach is to keep applications simple:
 - a. Who are you?
 - b. What do you want?
 - c. What will you give Qantas in return?
 - d. Where can you be contacted?

Successfully Sponsored

Qantas has three "flagship" sponsorships: The Australian Youth Orchestra, The Sydney Dance Company and the most recent, Circus Oz.

The latter, says Denis Crawford, is a good example of an arts/airline marriage.

Circus Oz has a broad appeal to a wide ranging audience, a fast growing international reputation, and, he adds, "they are very very talented young Australians". A three year agreement has been signed between Qantas and Circus Oz, covering their national and international performances.

As a successful Australian company, Mr Crawford says, Qantas has a duty to foster Australian talent, and this is very much in line with the company's corporate logo: "Qantas, The Spirit of Australia".



Esso's Boost to MS Research

Esso Australia Ltd. has made a major contribution to the National Multiple Sclerosis Society of Australia for research into MS with a grant of over \$200,000 to be spread over four years.

The grant is used to fund post-graduate research scholarships and fellowships and to provide additional support for work in such key areas as virology, immunogenetics, neurochemistry and topics related to services for people with MS.

This year's Esso Fellowship has been awarded to Dr Nicole Kerlero de Rosbo, a member of the La Trobe University Neuroimmunology group, which has carried out valuable research into MS under the leadership of Professor Claude Bernard. Dr Kerlero de Rosbo will research the role of immunoglobulins in demyelination. Esso's grant to the MS Society of Australia is part of the company's program of community support covering health and welfare, research, the environment, community service, the arts and other areas of community need and endeavour, which this year will total \$2.4 million. ★



L to R: Mr John Schubert, Chairman and Managing Director, Esso Australia Ltd. with Dr Nicole Kerlero de Rosbo and the Hon. Steve Crabb, Victorian Minister for the Environment, at a recent presentation of the Esso Fellowship for MS research.

Mayne Nickless Ltd.

Mayne Nickless was the first corporate sponsor for the Life Education Centre in Sydney, giving support to programs to help combat drug abuse in young people. It supports medical research and is very involved in youth programs. Mayne Nickless is currently supporting a joint project with other

philanthropy

groups which is directed towards young people in the Port Melbourne and South Melbourne area. It has a strong belief in the role corporations can take in positive aspects of society.

The company, guided by Managing Director Bruce Redpath, takes a serious view of its responsibilities both to its community and to its role as a good corporate citizen, Australia-wide. ★

*Member,
Australian Association of Philanthropy*

Association Assistance to ANZ

ANZ has a long-standing reputation as a corporation which provides support to the community through the provision of funding to a wide range of projects and organisations.

This has taken the form of either sponsorship funding or direct philanthropic donations.

ANZ provides sponsorship funding for a diverse range of activities and organisations, primarily for the arts, sporting endeavours, institutional sponsorships and, also, for specifically business-related activities such as the sponsorship of banking or finance conferences.

ANZ's active philanthropic program encompasses support of organisations or projects involved in welfare and aid, medical treatment, facilities and research, educational institutions and programs, special situations such as the Newcastle earthquake disaster or the Eastern States flood appeals as well as for a wide range of community projects.

In mid 1990, ANZ set about consolidating its policies for both sponsorships and corporate donations, and subsequently produced policy documents for both areas - at this stage primarily for internal use.

This exercise was found to be a vital tool for clarifying and formalising many of the procedures used by ANZ in the identification, assessment, and adoption of Group sponsorship or philanthropic projects.

In particular, research and development of ANZ's Group philanthropy policy document involved consultation with a number of

associations and organisations to ensure consideration of the wider issues and to gain objective input.

The Australian Association of Philanthropy provided valuable advice and assistance in reviewing and discussing the policy, at draft stage, from the perspective of a specialist organisation with access to a wide overview of the area of corporate philanthropy.

Copies of the draft policy were provided in advance of the meeting and a "round table" discussion with executives of the Association and representatives of ANZ provoked a range of pertinent points for consideration in finalising ANZ's policy. ★

Jeanette McLoughlin
Manager, Sponsorship
ANZ Group, Melbourne

The W L Allen Foundry Trust

The idea for the Allen Foundry Trust Fund (AFTF) originated with Ray Cox, who took over as managing director of the company in 1955. Established in 1961, the AFTF's objectives are to alleviate poverty, impoverishment, need and neglect, with particular emphasis on the western suburbs, the community within which the company has its strongest ties. At least 50 per cent of the Fund's disbursements are distributed in this region, and the Foundry has a high profile in the west. The objectives reflect the strong Christian commitment of Ray Cox, and the present managing director, Robert Hayes.

Other company initiatives aim at manifesting their Christian-based belief in the worth and talent inherent in each individual. Employee participation is emphasised and a profit-sharing scheme is in place.

Set up by company resolution, the Fund is run as a company activity, and as such has no independent identity. Managing director, Bob Hayes, has an important role in setting the context within which both the company and the Fund operate. As a part of the company's day to day activities, the Fund has no fixed period to run. It can be wound up at any time by resolution.

The Board of Directors takes the place of trustees. Knowledge of the community and grant seekers is maintained through involvement with Christian and service organisations. The Company also gives an amount each year in sponsorship (e.g. for sport) independent of the tithe. ★

Member,
Australian Association of Philanthropy

Corporate Foundations

Despite its separate legal status as a non-profit corporation or trust, the corporate foundation is very closely tied to the company which provides its funding base.

By building an endowment fund and having the foundation dispense its investment income, the corporation is able to maintain a constant reserve for low profit years, and thus keep the level of its contributions even over different financial years. The Board of Directors of the foundation usually reflects the management of the endowing corporation. Sometimes, however, to bring in wider expertise, outsiders are called onto the foundation board. This is common where the grant seekers are active in an area in which the company may have little experience. Granting by corporate foundations generally tends to reflect the interests of the parent corporation, but there are notable exceptions to this. The major attractions for the establishment of a corporate foundation are:

- desire for the company to focus its philanthropic giving through one conduit;
- desire to shield corporate officials from unsolicited approaches. The existence of the foundation provides a centralised arrangement for the channelling of proposals;
- the administration of the fund is usually undertaken in-house, thereby reducing the need for additional staff and systems for the management of the foundation; and so that
- independence of giving is removed from the corporation's interests. ★

Reprinted from *A Guide to Informed Giving, a practical guide to giving through a foundation*.



From left: Dennis Fahey, manager of the Campbelltown centre, Johanna Wilcox and Warren O'Rourke.

New Foundation to Help Australian Youth

The New South Wales based St George Building Society has established a new charitable trust, with the aim of improving the quality of life for Australia's young people.

To be known as the St George Building Society Foundation, it will provide financial support and encouragement both to young people and to those organisations specifically assisting them. Planned over two years, the St George Foundation has access to the interest earned from one million dollars placed by the St George Building Society into the Foundation's capital, as well as to tax deductible donations from the public.

The Foundation has a board of seven governors, including three directors of the St George Building Society, the former Secretary of the NSW Premier's Department, Garry Gleeson, entertainer Julie Anthony, the Executive Chairman of the George Patterson advertising agency, Geoff Cousins and the former Chief Executive of the AMP Society, Alan Coates.

Funds have already been allocated to assist the Child Abuse Prevention

Service, the Cystic Fibrosis Association, the McDonald College of the Performing Arts, the Sydney City Mission's drug and alcohol prevention program, the Royal Children's Hospital, the Technical Aid to the Disabled Foundation, the Starlight Foundation and the Autistic Children's Association of New South Wales.

The St George Foundation Executive Officer, Mr Warren O'Rourke, said that the Foundation aimed to fill the needs that other trusts and charities may not meet. "In identifying where assistance goes," he said, "we are looking not only to overcome disabilities and help cure diseases, but also to foster rare talent. The overall focus is on the welfare and development of our young people, without prejudice."

The St George Building Society will absorb the Foundation's administrative costs and assist in the collection of donations from the public.

"As a co-operative, we recognise the need to give something back to the community," Mr O'Rourke said. "By assisting young people, who may ultimately return to the community the benefit of the assistance they receive from the Foundation, we believe we are fulfilling our dual responsibility to our members and to the community." ★

New Members

The Holmes A Court Foundation

The Robert Holmes a Court Foundation was established in 1988 for charitable and public service purposes. Its aim is to initiate and support innovative programs that address areas of community need, with particular emphasis on young people, education, the arts, and the furtherance of knowledge.

Its charter crosses state and national boundaries and it is interested in programs that promote international exchange and understanding.

For information contact:

Dr Jane Gilmour
P.O. Box 7225
Cloisters Square
Perth WA 6000



The Andrews Foundation

The Foundation was established in June, 1984, by a Deed of Settlement from Mr R.C. Andrews. The purpose of the Foundation was to enable Mr Andrews to benefit in his lifetime, local organisations that he had planned to assist under his Will.

The Foundation derives its income from assets owned by Mr Andrews, and include the Pakenham Blue Metal Group of Companies. For this reason, the geographical areas serviced by those Companies receive priority in grant allocations. (This area roughly covers Dandenong through Gippsland.)

The Trustees meet in November each year to consider all applications received for grants, with applications closing on the 31st October.

The Trustees are prepared to give verbal advice to applicants who may wish for more information.

Applications must be on the prescribed form, available from the Foundation.

Trustees:

- R.C. Andrews;
- H.A. Sharman, AASA, CPA (Taxation);
- D.K. Mitra, MB, BS, FRCS;
- J.N. Martin; and
- B. Juris, LLB (Hons).

Correspondence to the Foundation should be sent to:

The Andrews Foundation
PO Box 274
Warragul 3820



The Flinders Fellowship

The Flinders Fellowship assists demotivated, disadvantaged, unemployed young people back into the work force or to continue further education.

The service involves the provision of demanding adventure programs to rebuild self-confidence and self-esteem, returning to their daily lives revitalised and determined to succeed. An integral part of the service is in the sympathetic counselling and talking over problems in the bush and back in their familiar "home" surroundings.

To date, the Flinders Fellowship has been supported by the Good Neighbourhood Program, Ministry for Police and Emergency Services. Generous donations have also been received from:

- Comalco;
- Ashton Mining;
- Newmont Australia;
- Western Mining Corporation;
- Shell Company of Australia; and
- Commonwealth Bank of Australia.

Correspondence to:

P.O. Box 426
Collins St Melbourne 3000



Australian Directory of Philanthropy Sixth Edition

Available September 1990

The Australian Directory of Philanthropy is the most comprehensive reference on sources of non-government funding available in Australia. Previously published as *Philanthropic Trusts in Australia*, the sixth edition has been completely revised and reformatteed for easy reference and use.

More than 400 trusts and foundations are listed under the following headings:

- Name
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All organisations are listed alphabetically in the body of the directory. The exhaustive index lists organisations and provides ready access to information listed by fields of interest.

The Australian Directory of Philanthropy provides individuals and organisations seeking funds with basic, accessible information about sources of private trust, foundation and corporate funding available in Australia. In addition, it provides a comprehensive source of data for those working in the sector, in other related fields, or for those wishing to undertake research in the field of philanthropy.

Published by D W Thorpe (the biographic/reference division of Butterworths Australia) in association with the Australian Association of Philanthropy Inc.

Please photocopy and return to:
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Perpetual Trustees in Major Youth Initiative



Brian Burdekin, Federal Human Rights Commissioner and Rani Mina, member of program run by South/Port Youth Services.

Detailed discussions over nearly twelve months have resulted in Perpetual's largest trust, The Percy Baxter Charitable Trust, making a major grant for establishment of two complementary youth programs.

To be operated in the bayside South/Port Region by Melbourne Citymission, the programs will focus on youth accommodation through community placement and on personal development to help combat drug and alcohol abuse. An additional aspect of the grant is the funding of a research and evaluation component for each program.

Perpetuals' Trust Funds had made substantial grants in 1988-89 to renovate premises in St Kilda enabling expansion of the work of The Salvation Army with "street kids" and to provide youth accommodation for other Agencies, particularly in the western suburbs. However, no major

funds had been provided for delivery of the sort of services identified by Human Rights Commissioner Burdekin as being most needed, and an appropriate opportunity was sought.

...above all there had to be an expectation that real benefits could be delivered to the intended clientele - the young people of the region.

In early 1989, discussion with Mrs Sandra Tidd, Development Manager at Melbourne Citymission established that Citymission's South/Port Youth Services were ready to capitalise on the research and network establishment

underwritten with grants from The Stegley Foundation, R.E. Ross Trust, Newsboys, and Mayne Nickless Limited. The South/Port project was poised to take a major service delivery program to the young people of the region and was ready to look for funding. With Perpetual's expression of interest, discussion began in earnest. What followed was several months of detailed discussion to present the "dream" of Citymission's Executive Director, Don Saltmarsh, as a "marketable package" to members of the Baxter family to gain their understanding and support, and subsequently to the Trustees' Board of Directors.

The "package" was designed to achieve a number of separate objectives including:

- the ability for the programs to stand alone, for them to be complementary to other services, and to be transportable in the hope that they could be successfully replicated in other communities;
- a largely neutral effect on the continuing operations of Melbourne Citymission in that it would be inappropriate to redirect resources from any other activities of Citymission or to adversely affect its existing fundraising capabilities;
- creation of a data base, reporting system, program evaluation, and research capability so that there could be a firm base from which to draw conclusions as to the effectiveness of the programs. (Sadly, there seems to be a shortage of quality information arising directly from the results of specific program evaluation);
- sufficient funding to allow proper development of the programs with

the objective of successful implementation being taken into the ambit of continuing funding through the appropriate Government departments; and above all

- there had to be an expectation that real benefits could be delivered to the intended clientele - the young people of the region. It seemed clear that the needs identified by Human Rights Commissioner Brian Burdekin were not being addressed by government and it was therefore vital that the programs direct their assistance to real people and be active at the grass roots level of the community.

The total grant to Melbourne Citymission of \$585,000 is the single largest welfare grant ever made by Charitable Trusts administered by Perpetual Trustees.

The complexities of turning the dream into reality were considerable in philosophical and practical terms. Much credit is to be given to Mrs Tidd for the professionalism and integrity she brought to the project and the Grant documents.

In its final form the project is in three parts:

(i) employment of a youth worker and provision of support services to establish a network of accommodation options in the local community. A young person may have temporary accommodation through the community placement program whilst the counselling and other resources available through South/Port Youth Services and Melbourne Citymission seek to reestablish appropriate circumstances into the life of that young person and his or her family. The Percy Baxter Charitable Trust will underwrite

the entire cost of the program for three years with a grant of approximately \$286,000;

- (ii) employment of a youth worker and provision of support services to provide a wilderness experience promoting personal development and building appreciations for interdependency with others and a means of self-sufficiency without the need for alcohol or drug-related stimulus. The wilderness experience will be reinforced by continuing local support programs and access to the wider services and resources of South/Port Youth Services and Melbourne Citymission. The Percy Baxter Charitable Trust will underwrite the entire cost of the program for three years with a grant of \$259,000; and
- (iii) establishment of a computer data base reporting system and evaluation program (developed in conjunction with a Consulting Psychologist) to provide much needed statistical and attitudinal data in measurable form and with research data capabilities. This part of the project will monitor the two service delivery programs over the full length of their

funding period and facilitate a major study of the effectiveness.

The entire cost of this part of the project will be underwritten by donations of \$5,000 from the Percy Baxter Charitable Trust and \$35,000 from the George Brooke Hutchings Bequest which is also administered by Perpetual Trustees.

The total grant to Melbourne Citymission of \$585,000 is the single largest welfare grant ever made by Charitable Trusts administered by Perpetual Trustees. Apart from a minor component for acquisition of computer hardware, it is almost entirely devoted to salary and other consumable costs.

The grant is seen as being very important, not only because of the contribution it will make in matters affecting young people in our community, but also because of the very helpful collaboration between grant seeker and grant maker which enables a major initiative to be undertaken. In so doing we hope it is also helping to raise the standards of grantmanship.

★

John Sullivan
Manager - Charitable Trusts
Perpetual Trustees



L-R: John Sullivan; Brian Burdekin; Peter Francis, Chairman MCM; Don Saltmarsh; Sandra Tidd.

Fellowships for Women

Fellowships are to be established at Melbourne University's Graduate School of Management as a result of a \$200,000 grant from the Helen M Schutt Trust. The Fellowships are for women from academic institutions or in management positions in business or government organisations who wish to study, teach or do research at the School.

The establishment of the Fellowships is particularly timely as the number of women who play major roles in today's businesses and organisations continues to increase.

Set up after the death of Helen Schutt in 1951, the Trust has over the years supported programs in public institutions such as hospitals, libraries, museums and universities in the fields of education, public health, medical research, social welfare and general cultural activities.

The Graduate School of Management is the headquarters of all management and executive development programs conducted by the University of Melbourne. Women make up about 25% of the Master of Business Administration intake, a figure well in line with the major American business schools.

Since its inception, it has become one of the most important educational institutions in the Pacific region in the field of management. The enormous success of the school (which was established as a national management school in 1984) has led to a \$14 million building expansion which will give the school the capacity to double the size of its academic staff, the library and the number of students. The expansion is financed by private donors and is the largest private sponsorship of a University business school in Australia.

Applications for the Helen Schutt Fellowships will be called for early in 1991. Women interested in applying should contact Mrs Phyllis King on (03) 344 4629. ★

SUBSCRIPTION FOR NON-MEMBERS

Because of the interest expressed in *Philanthropy*, our quarterly Newsletter, the AAP is making subscriptions available to non-members of the Association.

Rate: \$20 per annum, post paid.

A limited number of back copies are also available to non-members at \$5 per copy.

Enquiries to AAP
Telephone (03) 614 1491
Fax (03) 614 8471

Have a Date with Small Change in 1991

Buy our Student Photographic Calendar!

By purchasing this calendar you are helping fund projects for students in our schools.

A Great Christmas Gift!

About Small Change Foundation

Small Change Foundation is a non-profit organisation started in 1989 by a seeding grant from a parent wishing to support a strong public education system. Since then it has been joined by other individuals and businesses. In Prahran, business people and others have matched the Foundation dollar for dollar to buy 10 nights of Homework Tutoring for local VCE students. The project is hosted by Prahran Secondary College and has been a great success. We are grateful to: Peter Isaacson Publications, National Bank, Leggett's, Biggin and Scott, Rotary Club of Prahran, Holdsworth Bros., Taylor Smith Pty. Ltd., Crittenden's, State Bank Victoria, and Lawrie O'Brien.

Small Grants

In 1990 Small Change Foundation made 10 small grants of up to \$1000 to teachers in secondary metropolitan government schools to develop projects which otherwise would not be possible.

Some of the projects were:

- a science exhibition at a local shopping mall;
- a maritime archeological dig at Apollo Bay; and
- quality publication of students' writing.

Help us double our grants in 1991!

The Calendar

- The Small Change Calendar retails at \$12 in metropolitan and country bookstores
- Produced in conjunction with Australian Teachers of Media (ATOM)
- All 12 photos explore the theme of "Interiors"

Please photocopy and return

ORDER FORM

Small Change Foundation
1991 Secondary Students Photography Calendar

"Interiors" costs \$8.50 per copy, (including postage) for orders of 5 or more

- 1 copy of calendar (\$12.00)
- 5 copies of calendar (\$42.00)
- 10 copies of calendar (\$85.00)

Please specify number

Please deliver _____ calendars to:

Name:

Address:

..... Code:

Telephone:

A cheque is enclosed for \$_____

Send orders to:

Margaret McCaffrey
Small Change Foundation, 165 Flinders Lane, Melbourne 3000
Phone (03) 650 4277

The Biggest Family Album

A Record of Our Heritage: 1839 - 1960

This project has been established because of the growing awareness that family photographs can provide valuable historical information. Such photographs are important because they show the development of Australia and the lifestyles of the people who contributed to its development.

It is very important that your family photographs are copied and documented to increase our knowledge of the history of Australia. This will enable present and future generations to have a greater understanding of the society that their parents and ancestors created.

The project began in 1985 and has since copied many thousands of photographs mainly from rural areas of Victoria.

On the occasion of the project's launch at the Museum, Mr Darvell Hutchinson spoke of the importance of retaining links with the past.

The Helen M Schutt Trust is a major sponsor of The Biggest Family Album.

For further information about the project contact:
Photographic Archive Project
Museum of Victoria
328 Swanston St
Melbourne 3000

Phone: (03) 669 9964 or (03) 669 9897
Facsimile: (03) 639 1090

Project Manager
Matthew Nickson



Darvell Hutchinson, Trustee, Helen M Schutt Trust;
Ray Marginson, President of the Council of the Museum of Victoria;
Andrew McCutcheon, MP.



Executive Officer of the Helen M Schutt Trust, Sue Wauchope (left) looks on while Mr Barry Hutchinson, Trustee (second from left) examines photos to be included in The Biggest Family Album.



A member of the Museum staff shows onlookers how to access photographs and information from The Biggest Family Album.

Philanthropy

Philanthropy is the official newsletter of the Australian Association of Philanthropy. It is published quarterly and mailed to members of the Association.

Subscriptions to *Philanthropy* are now available to non-members. The rate is \$20 per annum, post paid.

For enquiries or information about the activities or membership of the Association, the newsletter or subscriptions, please contact:

Executive Director
Marion Webster
3th Floor
20 Queen Street
Melbourne 3000
Ph: (03) 614 1491
Fax: (03) 614 8471

Cover Note

Design Concept:

Peter Thoeming, Panoptikon, Sydney

Photography:

Dale Mann, Retrospect

Ph: (03) 598 0959

Calligraphy:

Arran Gordon

Credits

Design and Production:

Youth Media of Australia

18 St Andrews Place

East Melbourne 3002

Ph: (03) 651 2997

the australian association of philanthropy

The History of the Association

The Association was formed as a national body in 1975 to represent the shared interests of trusts and foundations and to represent philanthropy to government and the community. The establishment of a permanent secretariat in 1988 was a further indication of the Association's intention to be a strong professional organisation representing both large and small trusts and foundations from both the private and corporate sectors.

What the Association does

The Association offers a range of programs and services which reflects the diverse interests and needs of its members. Specific activities include:

- Provision of information to members and the broader philanthropic sector through a quarterly magazine.
- A growing resource library of local and overseas information which is available to members, potential philanthropists and the community sector.
- Regular discussion groups/workshops for members on issues relevant to philanthropy or trust operations.
- Assistance to individuals and corporations planning to set up trusts and foundations.
- General assistance through information services to applicants for grants.
- Research into areas relevant to the philanthropic sector.
- Monitoring legislative activity.
- Communicating to the general public about the philanthropic world.

Statement of Purpose

To advance and protect the common interest of private and corporate philanthropy in Australia.

To scrutinise any proposed Federal or State legislation likely to affect private or corporate philanthropy and to take such action as the Association may think is desirable.

To foster co-operation between philanthropic trusts, individual and corporate donors throughout Australia.

To encourage and facilitate exchange of information between the members on the understanding that where appropriate it will be regarded as confidential.

To improve communication and understanding between the members of the Association and the community at large.

To assist in the identification of areas of need in the community.

To develop and maintain contact with similar overseas bodies.

To inform members of trends and developments on issues relevant to philanthropy as a result of local or overseas research.

To act as a general service organisation for members in ways which they may require.

To seek and consider suggestions from members of the Association and other interested bodies for the advancement of philanthropy.

Members of the Australian Association of Philanthropy

ANZ Executors & Trustee Co Ltd
Coles Myer Ltd
Helen M Schutt Trust
Howard Norman Trust
L E W Carty Charitable Fund
Lord Mayor's Fund
Lotteries Commission
Mayne Nickless Ltd
Monash University
Mr Robert Kerr
Perpetual Trustees Victoria Ltd
Pethard Tarax Charitable Trust
Queensland Community Foundation
R & J Uebergang Foundation
Mullum Trust
R E Ross Trust
Sir Albert Sakzewski Foundation
Sir Donald & Lady Trescowthick Foundation Ltd
Sunshine Foundation
The Alexander Miller Trust
The Andrews Foundation
The Australian Bicentennial Multicultural Foundation
The Brash Foundation
The Dafydd Lewis Trust
The Danks Trust
The Ern Hartley Foundation
The Felton Bequest
The Flinders Fellowship
The Flora & Frank Leith Charitable Trust
The G M & E J Jones Foundation
The George Alexander Foundation
The Green Hills Foundation
The Gualtiero Vaccari Foundation
The Holmes A Court Foundation
The Hugh Williamson Foundation
The Ian Potter Foundation
The Lance Reichstein Charitable Foundation
The Melbourne Anglican Foundation
The Menzies Foundation
The Miller Foundation
The Myer Foundation
The Sidney Myer Fund
The Small Change Foundation
The Stegley Foundation
The Truby & Florence Williams Trust
The William Buckland Foundation
Uniting Church in Australia
University of Melbourne
University of Sydney
Van Cleef Foundation
Victorian Community Foundation
Victorian Health Promotion Foundation
Victorian Women's Trust Ltd
W L Allen Foundry Co Pty Ltd
Western Institute Foundation
Western Mining Corporation Ltd