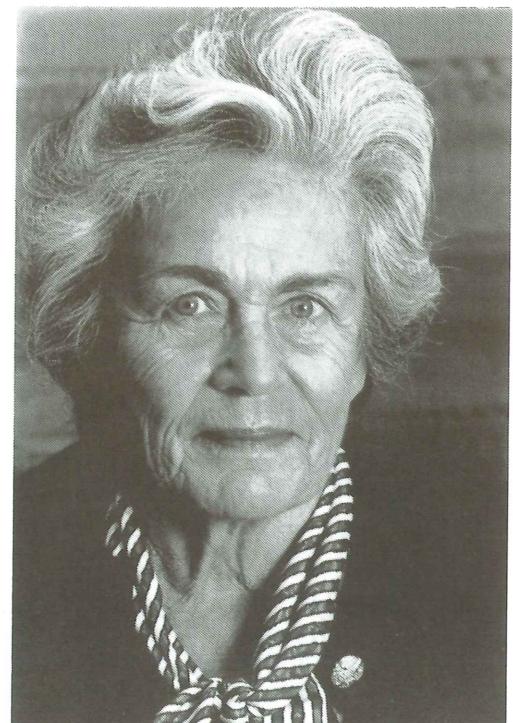
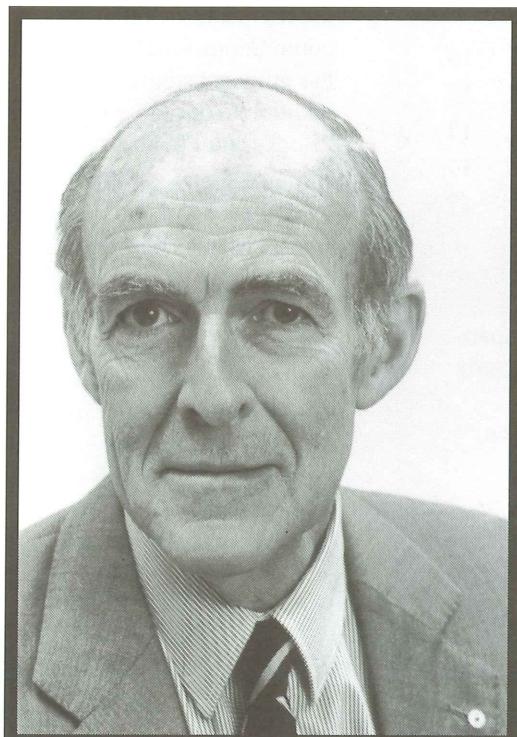


philanthropy

The Journal of The Australian Association of Philanthropy
Autumn 1991

The Trustees

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Philanthropy

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Jane Sandilands, Editor, *Philanthropy*. Photograph by Dale Mann/Retrospect.

Editorial

One of the most frequent comments made about philanthropy is that eighty per cent of trusts and foundations are based in Melbourne, yet the Association seeks to represent Australia. In this issue, we focus on Queensland, where there are new developments in philanthropy and we also welcome a New South Wales member, The Bicentennial Youth Foundation.

The Association has also recently launched *Giving Australia*, the first nation-wide survey of giving by individuals, corporations, small business and bequests. *Giving Australia* has attracted significant media attention and is a welcome addition to our growing range of publications, featured in the "Books and Publications" section in this issue.

In future issues, I would like to see a Letters page in *Philanthropy*, raising questions of interest to the sector. Both members and subscribers are welcome to contribute.

On a personal note, I thank Marion Webster, who has recently left the Association, for her personal support since *Philanthropy* began two years ago. In that time, the publication has developed in the range of issues it has explored, the depth of its content and certainly its pictorial strength, all of which is reflected in its continually increasing subscription. Marion's advice and help during this time has been invaluable.

Following requests, *Philanthropy* is accepting appropriate advertising.

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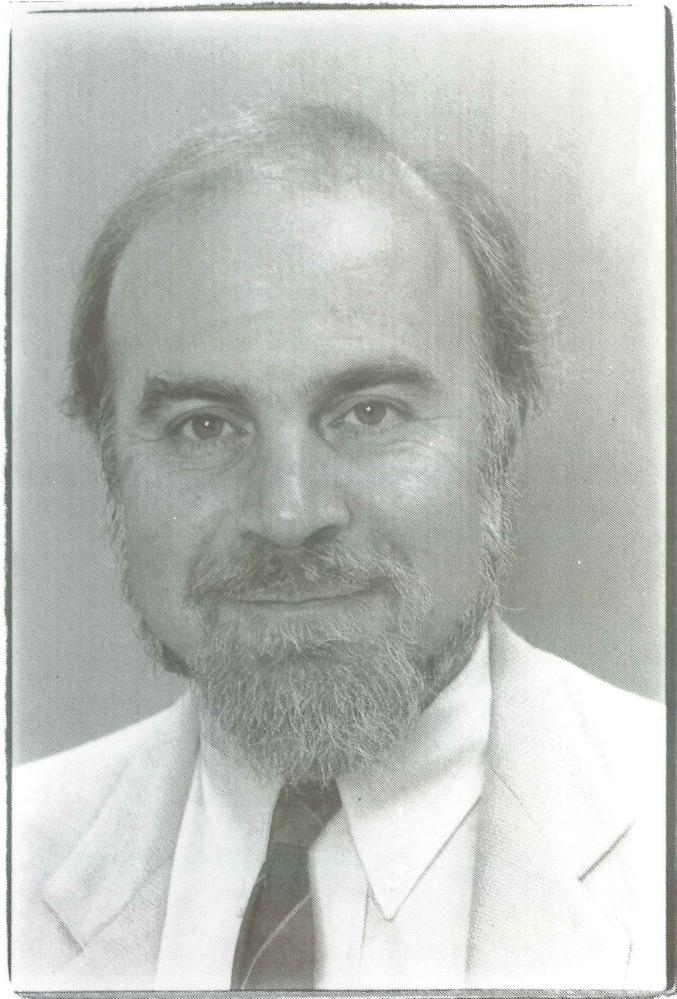
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Michael Liffman

President

President's Report

(from the Annual Report of the Australian Association of Philanthropy, 1990)



Photograph by Dale Mann/Retrospect

Robert Payton, President of the Exxon Education Foundation in the United States and one of the most reflective thinkers I have encountered on the nature of philanthropy, offers us his preferred definition: "Philanthropy," he suggests, "is the instrument that societies have used to compensate for the indifference of the market place and the incompetence of the state."

Of course, views have always differed (and hopefully will continue to) on where the balance lies between these two needs - but the debate has taken a new turn over the last year. Both domestically and internationally, remarkable changes and dramatic events - sometimes disturbing, sometimes uplifting - are rendering long-held beliefs quite uncertain.

In Eastern Europe and the Soviet Union, newly-released communal energies are giving expression to the regeneration of philanthropy in its broadest sense of giving and of community involvement. At home in Australia, and in the United States, economic setbacks, political failures and environmental challenges all require philanthropy to continue its traditional work and to seek out new approaches to meeting human needs and aspirations.

Members and friends of the Australian Association of Philanthropy will be aware of the range of new activities, described in the following pages, in which the Association became involved last year. Without doubt, the coming year will bring even greater challenges and pressures.

The Association is, however, increasingly well-placed to meet the expectations made of it. Its membership is growing, both in numbers and in the generosity and enthusiasm of its support. Several of the projects described in this report would not have been possible without the very strong support of AAP members. The staff of the Association is also growing ever stronger.

The Association wishes to record its sincere thanks to our Honorary Auditor, Mr. Kevin Archibald and to our Honorary Solicitors, Sly and Weigall.

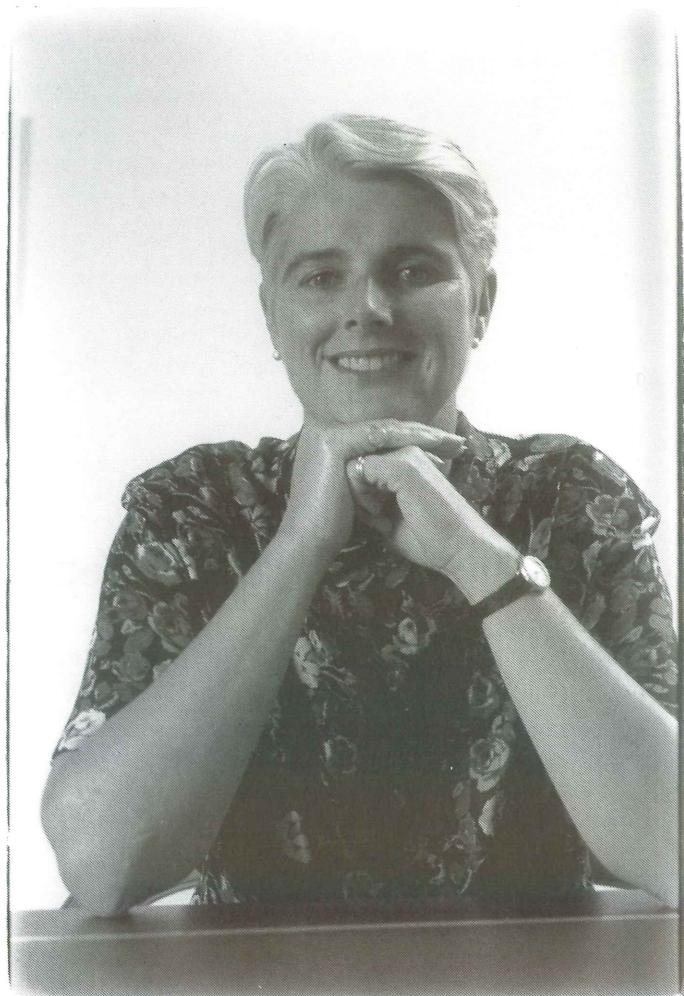
All those associated with the AAP office are commended and thanked for their enthusiastic commitment to an outstanding year's work. Thanks are also due to my fellow Council members who have enabled Council and the Association to work in a purposeful and cohesive way over the last twelve months. We look forward to more of the same in 1991. ★

Michael Liffman
President
March, 1991

Marion Webster
Executive Director

Executive Director's Report

(from the Annual Report of the Australian Association of Philanthropy, 1990)



Photograph by Dale Mann/Retrospect

At a time when the non-profit sector is increasingly feeling the effects of lessening government funding, the downturn in the economic environment and changing views about roles and responsibilities, the Association has a clear role to play in encouraging the exploration of new opportunities and initiatives to meet the challenges this situation creates.

Your Association is now well placed to do this. After three years of operation, the Secretariat now has a range of programs and products that provide the essential basis for any professional peak organisation.

We finish 1991 with:

- a strong, representative membership base of trusts, foundation and corporations;
- a substantial, issue-based quarterly journal servicing both the grantmaking and the grantseeking communities with a circulation of over four hundred per issue. This includes our members and more than two hundred non-member subscribers;
- *A Guide to Informed Giving*, launched at the 1990 AGM. This publication is a step-by-step guide on giving through a charitable foundation. By the end of 1990, the Association had sold 230 copies of the Guide;

- an up-dated and comprehensive edition of *The Australian Directory of Philanthropy*, published by D.W. Thorpe in association with the AAP. Approximately 850 copies of the Directory have been sold since its launch at an AAP Discussion Group on 26th September, 1990;
- completion of the research project "Patterns and Trends in Giving in Australia", published as *Giving Australia*, the first national study of giving ever undertaken. The study looks at giving by foundations, individuals and business, bequests and - in broad terms - the destinations of these givings;
- an identity in the corporate sector, following corporate luncheons held in Melbourne and Sydney and a corporate edition of *Philanthropy* which was circulated to the top three hundred corporations in Australia;
- an international and local identity enhanced by increased contact with similar overseas peak organisations, as well as broad local media coverage;
- a small but growing resource centre and library, servicing the broad philanthropic community; and
- computer facilities, including the beginnings of a data base and extensive mailing lists.

The addition of Jane Sandilands to the staff of AAP for 1991, working as Manager of Publications and Co-ordinator of the Corporate Program, means the Association is now well-resourced to produce new programs and services. For the past eighteen months, Jane has edited *Philanthropy*, and she was also contracted to undertake a corporate study funded by The Myer Foundation.

Specifically, efforts in 1991 will concentrate on the following activities.

1. The development of a clear understanding of the legal and taxation framework in which the philanthropic sector operates, and a developed policy about the Association's relationship with government.

To gain support for this work, AAP currently has a major submission before two United States funding organisations - the Mott Foundation and the Atlantic Philanthropic Services Company.

In addition, we are planning a workshop to be held in conjunction with Monash University and the Australian Taxation Research Foundation. It is expected that one outcome of the workshop will be a small publication.

2. Exploration of the establishment of an Associate/Affiliates Program in the second half of 1991, which will offer an organised program and a higher level of servicing to grantseekers.

3. Continued development and marketing of existing and new publications. This will include:

- ongoing promotion and sale of *The Australian Directory of Philanthropy*;
- continued marketing of *A Guide to Informed Giving*;
- development of a range of resource material to assist the grantseeking community when making and acknowledging funding applications;

- sale of *Giving Australia*, the results of the research project "Patterns and Trends in Giving in Australia"; and
- continued efforts to increase the subscription level for *Philanthropy*.

4. Development of a Corporate Program to operate in both NSW and Victoria. A series of three forums will be run in each State, focusing on issues relevant to corporations, either in developing or maintaining corporate grantmaking programs. In addition, a quarterly news sheet will be published.

5. Continued attempts to increase both private and corporate membership.

Credit for the achievements of the Association to date cannot lie solely with the staff of the Secretariat. Michael Liffman, as President, has worked tirelessly for the Association and has sat on a number of working groups of the Association's activities, as has Jill Reichstein in her capacity as Vice President. This year has seen a greatly increased level of Council involvement in the work of AAP generally and a much greater level of support for the Secretariat. We particularly thank our Treasurer, Trevor Jacobs, for upgrading and organising our accounting procedures which are becoming increasingly complex as the Association grows.

The Association is grateful to a number of foundations for their support of the work of the AAP. The Helen Macpherson Schutt Trust has given generous in-kind support, and The Lance Reichstein Charitable Trust has again made a \$30,000 grant towards the core work of the Association during its establishment phase. It must be noted that the Reichstein grant is for three-year establishment purposes and will not be made in 1992.

While every effort is being made to boost the income earning capacity of the Association, it is clear that in 1992 we will not be in a position to function independently of additional financial support. Overseas experience reflects a similar situation. The Canadian Centre for Philanthropy, after twelve years of operation, is still dependent on additional trust and foundation support for approximately 25% of its core activities. This situation is also true for New York's Foundation Center. The AAP will therefore be looking to member trusts and supporters during 1991 to assist in meeting this anticipated shortfall.

In addition to our core support, there has been further generous assistance for the research project "Patterns and Trends in Giving in Australia" in 1990. Four thousand dollars came from the Bicentennial Multicultural Foundation, a further \$8,000 came from The Myer Foundation, \$5,000 from the Gandel Charitable Trust, \$10,000 from ANZ Executors and Trustee Co. Ltd. and \$250 from Robert Haase and Associates.

Finally, a very special thanks must be given to Jane Sandilands and Iris Mason. Both have made an enormous commitment to the work of the Association and to philanthropy in general.



Marion Webster
Executive Director
March, 1991

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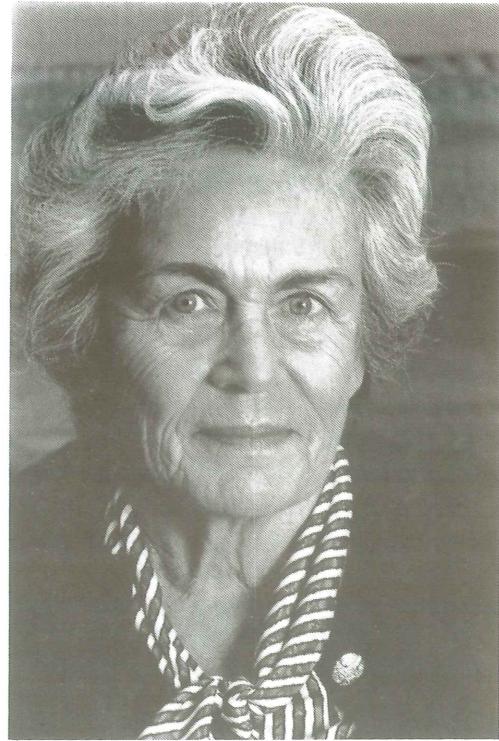
The Trustees

In this feature, we look at the role of trustees. Often thought of as behind-the-scenes figures, three trustees from our member trusts and foundations talk about their responsibilities, the background on which they base their decisions, the need to be open-minded - and the satisfaction they gain from their positions as trustees.

In Melbourne, *Philanthropy* Editor

Jane Sandilands spoke to:

- Dame Beryl Beaurepaire, Director, The Australian Bicentennial Multicultural Foundation;
- Robin Hunt, Chairman of Trustees, the Sunshine Foundation; and
- Ian Roach, Trustee, The William Buckland Foundation.



Photograph by Dale Mann/Retrospect

“A Fair Amount of Plain Commonsense”

**Dame Beryl Beaurepaire, Director,
The Australian Bicentennial Multicultural Foundation**

Dame Beryl Beaurepaire is a Director of The Australian Bicentennial Multicultural Foundation. She has had a long involvement in various areas of Australian life, from the position of Convenor of the National Women's Advisory Council to one of her current roles as Chairman of the Australian War Memorial.

The Australian Bicentennial Multicultural Foundation was set up in 1988 with the following aims and objectives:

- *to cultivate in all Australians a strong commitment to Australia as one people drawn from many cultures and by so doing to advance its social and economic well-being;*
- *the promotion of an awareness among the people of Australia of the diversity of cultures within Australia and the contribution of people from all cultures to the development of Australia; and*
- *the spread of tolerance and understanding between all cultural groups through and appropriate means.*

Dame Beryl Beaurepaire first became involved in Australia's Bicentennial celebrations when she was part of the advisory group formed to select the two hundred Australians who had contributed most to Australia's past. When Sir James Gobbo, convenor of the advisory group to set up the "ideal multicultural foundation", invited her to be co-chairman of the committee, she was, she said, "a little apprehensive, feeling it was a bit out of my area". Once persuaded, however, she found it fascinating to be part of that group and then to take up a position on the Board which is make up of five other nationalities: Greek, Italian, Polish, Chinese and German. Her own background is "very mixed - Welsh, English and Scotch - and from a long way back".

In its initial setting-up stage, the Australian Bicentennial Multicultural Foundation had some minor difficulties on two counts. One was that it became, however briefly, something of a political football. "The word 'multicultural' had an unpleasant connotation in some circles and it was being said by some politicians that there were far too many new settlers here - that sort of thing," Dame Beryl said. "Now though, the Foundation has the two leaders of the main political parties as members and we have the Immigration Minister and his opposite in the Liberal party both attending our functions."

The second difficulty was the public perception of what the Foundation was actually going to do. When it was first set up, "people thought we were going to promote multicultural dancing festivals". The reality of the Foundation's activities is quite different.

When [The Australian Bicentennial Multicultural Foundation] was first set up, "people thought we were going to promote multicultural dancing festivals". The reality of the Foundation's activities is quite different.

...it is one of her great regrets that fewer young people have time to become involved in such activities today.

“If they realised how interesting and satisfying these positions are... I am sure more young people would be keen to be involved...”

It has concerned itself with working closely with the trade union movement, dealing with problems of migrants in the workforce and working towards their integration (often through English language classes) into the Australian workforce.

Another successful project undertaken by the Foundation was a conference held for senior police officers in Australia to help police understand the differences between migrant cultures and the different “rules” in other societies. The suggestion for the conference came about because of the widespread feeling among migrant communities that police are “against them”. “We think the conference has been a very good thing,” Dame Beryl said. “We got tremendous cooperation from the police and our Executive Director, Hass Dellal, worked directly with them and the migrant community to set it up so it would have relevance from both sides.”

The Foundation actively looks for projects in the Australian community, rather than waiting for submissions. There are, Dame Beryl says, some things that the Board of the Foundation is very clear about when looking at projects. “Firstly, we don’t think that the Foundation should be doing work that we believe governments should do. That has been one of our guiding principles. Also, while our charter is for the Foundation to be of benefit to our migrants and help them to fit more comfortably into Australian society, it also wants to encourage them to retain their own culture - and that’s often a very fine line.”

One of the Foundation’s latest projects - and one which Dame Beryl regards as extremely important - is the provision of an extensive language library at Deakin University, which has a large body of students not fully fluent in English. Such projects, she says are satisfying to see come to fruition but she - and the other directors - are always conscious of the responsibility of using “the people’s money”.

“My other main experience of looking after other people’s money was when I was Chairman of the Board of Management of Fintona Girls’ School. That again meant looking at our investments very carefully because while it was our responsibility, it was not our money.” The present time, Dame Beryl said, is a worrying time for trustees of any estate of foundation. Ensuring that money is invested safely is of prime concern. As far as the Foundation is concerned, it

takes advice mainly from its bankers and invests mainly in bank bonds. “We certainly never invest in anything a bit risky,” Dame Beryl said.

While the directors of the Foundation may have different areas of interest or expertise, each takes equal responsibility for everything undertaken by the Foundation.

Directors of the Foundation do not, as a rule, have a high public profile. “Sir James Gobbo is our Chairman and he takes the front running, together with our Executive Director, Hass Dellal. As a trustee, I don’t expect to receive requests to me, Beryl Beaurepaire. They should all go the Executive Director, so they can be considered by the Board as a whole. It is the professional staff appointed by the Board - Hass Dellal and Josie Walker - who do the nitty gritty and the sorting out. Then ultimately, it is the Trustees who have signed the Deeds to accept the responsibility.”

As for the qualities necessary for a trustee, Dame Beryl believes an essential one is “to have a fair amount of plain commonsense and not to become too emotional over issues - which is sometimes hard. Another is to have had basic training in finance - to at least be able to read a balance sheet - and to have a basic idea of law, of the rights of people”.

While the Foundation has a small Melbourne office and two members of staff - Hass Dellal and Josie Walker - its representation is Australia-wide. Executive Director, Hass Dellal, visits other states regularly and the Board includes members from Western Australia, South Australia and Queensland. The Foundation also draws on the expertise of those in other states, such as the Police Commissioner in Darwin, who helped set up the conference for police officers.

Dame Beryl Beaurepaire intends to step down soon from her position with the Board of The Australian Bicentennial Multicultural Foundation. Her time with the Foundation, as with her other community involvements over many years, has given her “tremendous satisfaction” and it is one of her great regrets that fewer young people have time to become involved in such activities today. “If they realised how interesting and satisfying these positions are, and what an eye-opener they can be, even to someone who feels they know their community well, I am sure more young people would be keen to be involved, despite the enormous number of calls they have on their time.”



As for the qualities necessary for a trustee, Dame Beryl believes an essential one is “to have a fair amount of plain commonsense and not to become too emotional over issues - which is sometimes hard...”

The Trustees

“You Don’t Need the Wisdom of Solomon”

Robin Hunt
Chairman, The Sunshine Foundation

The Sunshine Foundation is a family trust, established by a deed of trust in the 1950's by three members of the McKay family. (An earlier generation of the same family was responsible for setting up the H.V. McKay Charitable Trust). All of the five trustees of The Sunshine Foundation are family members. Robin Hunt, a third-generation family member and the current chairman, has been a trustee for almost twenty years.

The Front Line

Three years ago, The Sunshine Foundation decided to use Sotherton's (a firm of accountants which also handles the affairs of various family members) as a secretariat. Sotherton's handle correspondence and queries to the Foundation, from the "how do I get a grant?" telephone call to "here is your



Photograph by Dale Mann/Retrospect

report on our project". Sotherton's do not operate as a filter factor, but rather as a buffer between the trustees and the day-to-day "traffic" of running a foundation.

A decided benefit to The Sunshine Foundation of its relationship with Sotherton's is the way in which it has enabled trustees - especially the chairman - to spend their time on foundation work more profitably. The time spent on day-to-day management is something that can usefully be passed to others, making the role of trustees more effective.

Trustees at Work

The trustees of The Sunshine Foundation act in an honorary capacity and have a number of responsibilities (including the pursuit of their own careers), among which is the disbursement of The Sunshine Foundation grants. A workable way in which they share the range of applications to the Foundation is to specialise in particular areas, which are further developed through their various interests and networks. Robin Hunt, with a background in education and later industry economics, takes responsibility for applications in the broad area of science and education applications. Another trustee, a leading medical specialist, deals with applications in the medical area (which comprise around a third of the volume of requests to the Foundation). The broad social welfare area is shared by the other two trustees.

Traditionally, Sunshine Foundation trustees have been drawn from within the McKay family and it is expected that this will continue. Whilst Robin agrees that looking within the family for potential trustees could be seen as a restriction, he takes the view that "begun early enough, it is a position into which younger members can be trained. Initially, they could be members of working parties or begin as observers at meetings. They would receive all the same paperwork and information the trustees do. The only difference is that they aren't voting members. It may take ten years to move from being an apprentice trustee to becoming a trustee, but it's a way of getting them to start to think about the processes involved."

This approach, he believes, addresses the question of educating trustees in a gradual way. "One of the problems you have with trustees is that you can't ship them off to formal training courses (as there are none), and there is very little they can read up on to actually gain knowledge of the role."

Reading Between the Guidelines

The Sunshine Foundation provides guidelines for applicants and expects them to be read. In fact, experience has shown that far too often, this does not happen. The most consistently ignored guideline is the one which asks that the description of the project should be no longer than two or three pages and in lay language. "We don't even necessarily want it typed," Robin says. "What we do want is a clear statement of what the project is about - and we don't often get that." Academics, he says, are "the worst". "You might get a mathematician putting forward a project which he or she sees as terribly important, it's never been done and there is a 'you beaut' computer it could be done on. What applicants tend not to do," he adds, "is articulate the value to society of such a project. If that can't be done satisfactorily, then it won't be considered for funding."

“Trustees don’t need the wisdom of Solomon, but they do need a good network of their own and certainly a commitment to the concept of philanthropy.”

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"If you asked the average person in the street, they'd think it's easy to give away money, but it's not easy to give it away fairly and equitably to the best possible cause: I think that's probably the hardest thing a trustee has to do."

The Sunshine Foundation also requires details of costing, whether other funding bodies have been approached for the same project and - if a project is successful in receiving funding from the Foundation - some feedback about its success or otherwise.

What the Foundation looks for, Robin says, can be stated in simple terms: "We've got a problem, this is what it is and this amount of money would do this amount of good." The guidelines, he agrees, are broad. Take the example: "Advance the frontiers of knowledge and enhance the quality of life." "Really, under those guidelines, if you wanted to paint a green tram blue, you could probably find a reason to do so. Sometimes we feel we should be more specific, but it is difficult to do that without being negative."

Because the guidelines of The Sunshine Foundation are so broad, they attract a broad range of applicants. An application might come for a rural project, not normally funded by Sunshine. "What happens here," Robin says, "is that if we see a rural project worth funding, then we pass it over to the H.V. McKay Charitable Trust. While it's probably a bit confusing for the applicant, having written to Body A and getting a cheque from Body B, no-one has refused the money so far!"

The Ideal Trustee

The view of The Sunshine Foundation is that a trustee needs to have an interest and concern for philanthropy, as well as some specialised knowledge of the Foundation's ambit. Part of this is a knowledge of the deed of settlement of the particular foundation. As well, the trustee must have a large capacity and willingness for teamwork on an honorary basis, which can be very time-consuming. (All Sunshine Foundation trustees have acquired fax machines to "talk" to one another.) "Trustees don't need the wisdom of Solomon," Robin Hunt says, "but they do need a good network of their own and certainly a commitment to the concept of philanthropy." While dismissing the need for expertise in the legal and accounting areas (believing these skills can be easily bought) he sets great store by objectivity, which can preclude trustees from having a specific interest in any area supported by the Foundation.

The Question of Investment

As The Sunshine Foundation has a high degree of investment flexibility, the Chairman says it maintains a close watch on movements in the area. "You need to ask yourself, for example, whether now is the time to be investing in property, where returns aren't particularly good. Fixed interest was fairly attractive until some months ago - an 18% return is now 12% which means that the amount for distribution from foundations who have cashed up portfolios is going to be 50% less than it was a year ago - at a time when demand is probably greater."

"At the moment," Robin added, "cash seems to be king, because other options are inappropriate for trustees to go into. You find yourself left with blue-chip equities and fixed

interest, perhaps property. You can manage them yourself, as we've chosen to do, or pay a manager to do it."

Having taken the decision that the Foundation should invest directly, the next question is to decide what it should actually put money into. "At one of our meetings, the question was raised whether we would want to buy shares in a tobacco company. The medical specialist trustee said 'no way' and that's fine, quite clear cut. But we might question whether we ought to have shares in chemical companies or logging companies. Does that then put us in a situation where the Foundation is investing in companies and then putting the money downstream to try and fix up the mess those companies are creating?"

Another question to be addressed by trustees is that they may have the opportunity to give away capital as well as income and a decision needs to be made about whether or not they want to do that. Or, depending on the circumstance and the quality of applications or the economic climate, do they want to retain some income (if they can get tax office permission) to try and build up their corpus? A point to take into consideration, Robin observes, is that a foundation might not be paying tax, but if investment is handled very conservatively, it will not be keeping up with inflation and the value to society in the long term will be diminished.

Trustees also need to be looking at how much their overheads are costing them. Among these are fees for legal advice, for accounting advice, for having a share portfolio managed or property valuation costs. While businesses can offset these costs at taxation time, the same does not apply to foundations, which do not pay tax. This leads to a problem with equities (viz shares), where a lot of blue-chip companies offer dividend imputation with the tax office, giving credit for tax already paid. "We can't take that up, so tax has been paid on our behalf that we can't use and can't even pass on. Essentially," he adds, "we ought to be investing only in companies that have a very low imputation credit - a low level of franking. And we don't do it. Maybe those are not the sort of companies we want to be investing in because, perhaps, they are tied up with tax havens; the ethical investment issue comes up again and again."

A Strong Foundation for a Family

The concept of The Sunshine Foundation has, Robin Hunt believes, helped hold the family together at the third and fourth generation. "A common task," he says, "which our forefathers have saddled us with and which gives a degree of satisfaction (and frustration). A number of trustees travel long distances from interstate to work together to help the community." It is not, he says, an easy job, but certainly rather an unusual one. "If you asked the average person in the street, they'd think it's easy to give away money, but it's not easy to give it away fairly and equitably to the best possible cause: I think that's probably the hardest thing a trustee has to do." ★

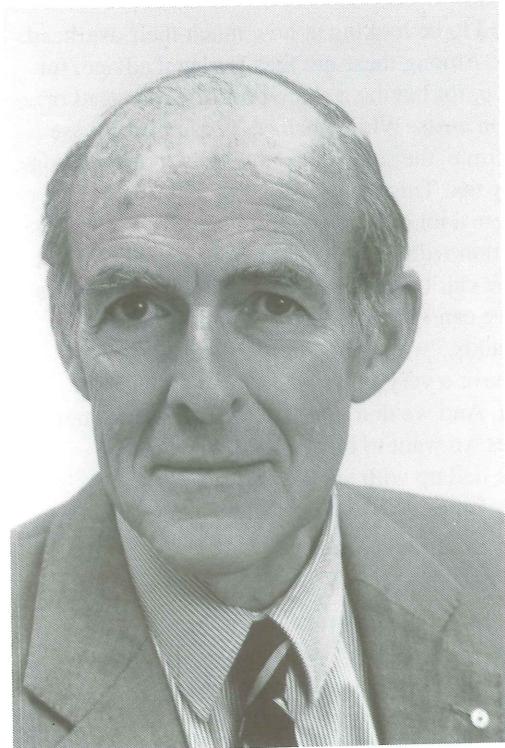
The Trustees

“Seeing the Larger Picture”

Ian Roach
Trustee, The William Buckland
Foundation

Ian Roach became a Trustee of The William Buckland Foundation six years ago. He brought with him a history of experience and involvement in Melbourne's financial world. He was the founding partner of the firm which bears his name and the inaugural Chairman of the Australian Stock Exchange.

As one who has dealt in financial affairs all his life, Ian Roach speaks admiringly of the growth of the late William Buckland's career. A self-made man, Buckland made his fortune because of the explosive growth of the internal combustion motor. While working as a bank clerk, Buckland fostered the adventurous side of his spirit by owning



Photograph by Dale Mann/Retrospect

He is struck by the “quality of people who are helping, with their own time and their own resources, the things which they believe in. It is often quite inspirational.”

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and riding a motor bike, then a rare commodity in Australia. Finding it difficult to procure spare parts for the bike, Buckland invested his modest savings in a trip to the United States. There he found spare parts for both motor bikes and cars to be far cheaper than at home. He filled his bags with spare parts, brought them back to Australia and began a business which became the basis of his chain of spare parts shops. Later, he acquired other commercial and pastoral interests. When Ian Roach was invited to become a trustee of the Buckland Foundation, his first reaction was that it would be “a very daunting task”. Faced with hundreds of applications from grantseekers, the most difficult aspect, he found, was the initial “sorting out” process, where, he says, “with the best will in the world, it's hard to do justice to so many worthy causes”.

The four original “natural person” trustees (there is also an institutional trustee, ANZ Executors and Trustee Co. Ltd.) of the Foundation were the Vice Chancellor of the University of Melbourne, and one of William Buckland's old friends who was in the pastoral business. Another was Buckland's banker and the fourth, a school friend, Sir Charles McGrath (whom Ian Roach replaced).

Under the terms of the Buckland Will, the Trustees are restricted to giving in Victoria. Some of the areas which receive funds are public hospitals, scientific institutions and those engaged in “public benevolent purposes”, with some preference for projects involving children and rural areas.

The Buckland Trustees will often see or visit grantseekers in person, rather than the more usual way of working by correspondence. While this “person-to-person” exchange is not always possible, for Ian Roach it is a particularly rewarding and satisfactory way of working. “I see it as a real privilege to be there, hearing exactly what some of these people are doing and saying ‘this is how you can help us’.” He is struck by the “quality of people who are helping, with their own time and their own resources, the things which they believe in. It is often quite inspirational.”

The Buckland Foundation is keen to encourage innovative projects - especially those where there are volunteers prepared to work and help the project. The Foundation likes to maintain flexibility in its funding and does not encourage grant recipients to expect regular support. “We like to provide seed money where we can,” Mr. Roach says, “though that doesn't rule out helping an organisation we helped five or six years ago, if they have a new project.”

As to the Foundation's expectations from projects it decides to fund, Mr. Roach is ambivalent about, for example, the offer of “naming rights” as being a prerequisite attached to the making of the grant. He sees the mission of the Foundation being to help society, rather than advertise itself. “However,” he added, “if naming rights act as a

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.
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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

Mullum Trust

Perpetual Trustees Victoria Ltd

Pethard Tarax Charitable Trust

Queensland Community Foundation

Ray & Joyce Uebergang Foundation

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 Bicentennial Youth Foundation Inc

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

Van Cleef Foundation

Victorian Community Foundation

Victorian Health Promotion Foundation

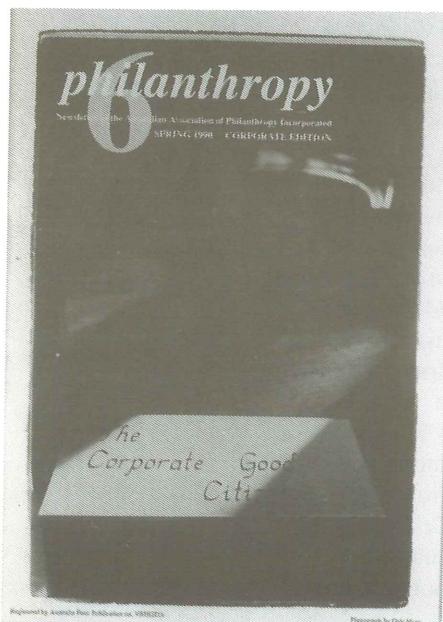
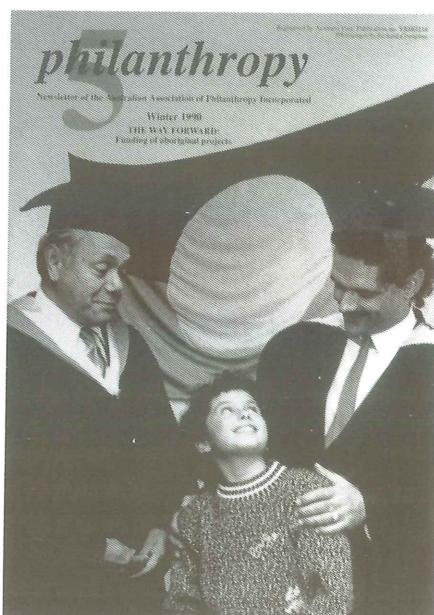
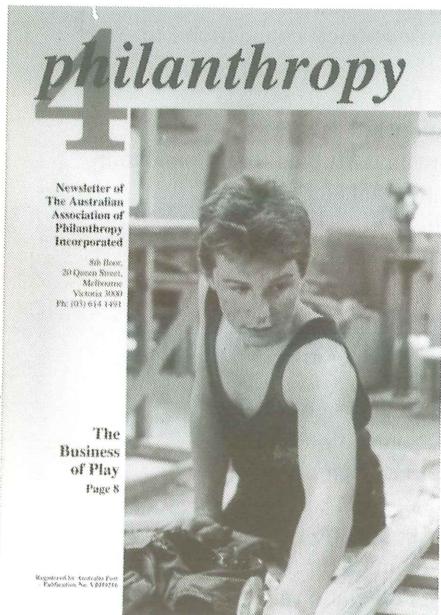
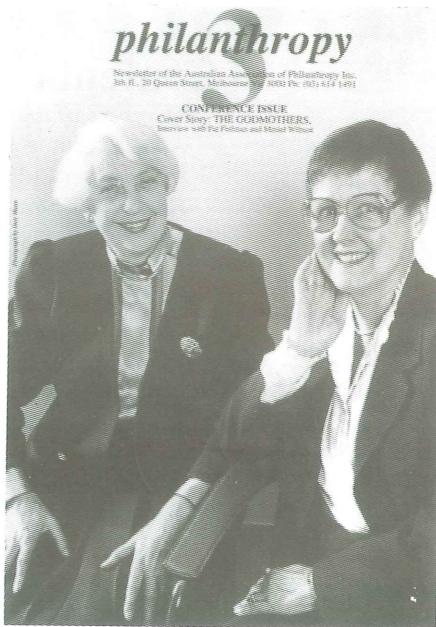
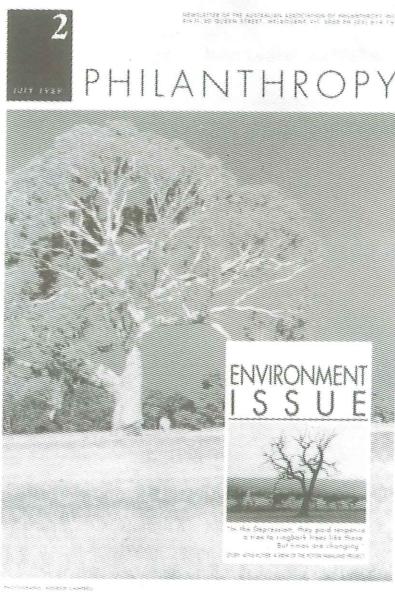
Victorian Women's Trust Ltd

W L Allen Foundry Co Pty Ltd

Western Institute Foundation

Western Mining Corporation Ltd

Subscriptions to Philanthropy Now Available



The Association's lively and informative quarterly journal, *Philanthropy*, is essential reading for trust and foundation administrators, trustees, individual philanthropists, fundraisers and the grantseeking community, as well as those interested in the activities of the philanthropic world.

Topics covered in previous issues include:

- Initiatives in funding of environment projects.
- Personal profiles of significant people in philanthropy.
- Extensive coverage of the first national conference on philanthropy.
- Feature article on small business and philanthropy working together.
- Corporate involvement in philanthropy.
- The beginnings of two Western Victoria foundations.
- The role of Trustees.

For non-members, subscription to *Philanthropy* is \$20 per annum, post paid. (Back issues of Nos. 2-7 inclusive are available for \$5 per copy).

Subscription Form

I wish to subscribe to the Association's quarterly publication, *Philanthropy*, at \$20 per annum, post paid.

Subscription: \$ _____

Back issues

Issue Nos.

@ \$5 per issue: \$ _____

I enclose a cheque for: \$ _____

Name: _____

Address: _____

Please return to:
The Australian Association of
Philanthropy Inc.
8th Floor, 20 Queen Street
Melbourne Vic 3000

The Australian Association of Philanthropy

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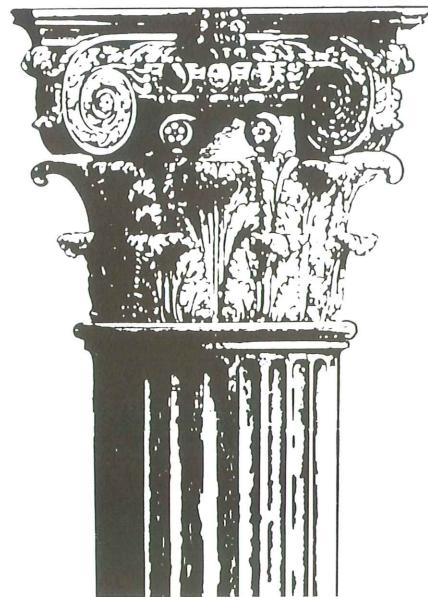
Membership

The strength of the Australian Association of Philanthropy lies in the breadth of its membership base.

If you meet the following criteria, you are eligible for membership.

- You or your organisation has a core source of funds, or plan a program of philanthropy through a bequest, income assignment, recurring grant or donation.
- You have, as a central role and clearly stated purpose, the distribution of all or a significant part of those funds to support charitable activities.
- You have a genuine commitment to the purposes of the Association.

Enquiries about membership are welcome.



The Australian Directory of Philanthropy (6th Edition)

Familiarly known as "The Directory", this runaway best-seller lists 421 funding bodies in Australia, including trusts, foundations and corporations.

It is an essential tool for grantseekers and includes not only the areas funded by various bodies, but also the areas not funded, which saves valuable time for grantseekers.

Price: \$34.95 plus \$3 postage
The Australian Association of Philanthropy, 8th Floor, 20 Queen Street, Melbourne, 3000.
 (Please send cheque with order)

Lance Reichstein Remembered, by Paul Anderson

This lively book outlines the life and times of the man who established the Reichstein Foundation and gives the reader an insight into the historical basis for today's Foundation, as well as looking at the development of engineering in Australia from 1940 to 1980.

In his Preface, writer Paul Anderson says, "This biography is of a deliberate and determined man; a man of few words; an engineer and an entrepreneur who put work before play and function above style. A biography of a man who has left few personal records on which to draw, it relies heavily on the

memories of the many people associated with him throughout his life."

Price: \$10 per copy (inc. postage)
The Lance Reichstein Charitable Foundation, 5th Floor, 165 Flinders Lane, Melbourne, 3000
 Phone orders: (03) 650 4400

Effective Trusteeship: Issues for Creative Philanthropists, by Dawn Wong, The Law Foundation of New South Wales

This extensive (126 page) report on Ms. Wong's recent study tour to North America, England and Italy is a practical publication which will be of great interest to Australian philanthropists. The chapter on "Effective Grantmaking" covers the areas of Communication, Technical Assistance, Assessment of Applications and Monitoring. Other chapters include "Assessing the Impact of Grantmaking", "Maximising the Rewards of Foundation Trusteeship" and "Foundation Staff: The Professional Approach".

Price: \$25 plus \$3 postage
The Australian Association of Philanthropy, 8th Floor, 20 Queen Street, Melbourne, 3000.
 (Please send cheque with order)

There will be a review of *Effective Trusteeship* in the next issue of *Philanthropy*

Pro Bono: The Annual Index of Not-for-Profit Organisations

(Pro Bono Publico: For the common good)
 This useful publication acts as both a reference source and a contact list of not-for-profit organisations for lawyers, accountants and philanthropists.

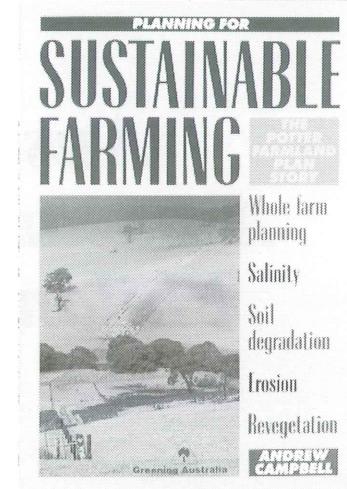
Produced by Mahlab Publishing, free copies have been distributed throughout Australia to 30,000 corporations, philanthropic trusts, solicitors and accountants.

Price: Free (\$2 postage)
The Australian Association of Philanthropy, 8th Floor, 20 Queen Street, Melbourne, 3000.

Planning for Sustainable Farming

by Andrew Campbell, published by Lothian Books.

This book is another outcome of the inspired Potter Farmland Project in Victoria's Western District. Andrew Campbell was its Project Manager and his book is an account of its first three years. *Planning for Sustainable Farming* is interesting not only from the point of view of farmers looking to sustainable agriculture and working to protect the environment and the productivity of the farm at the same time, but also as a fascinating social experiment which worked.

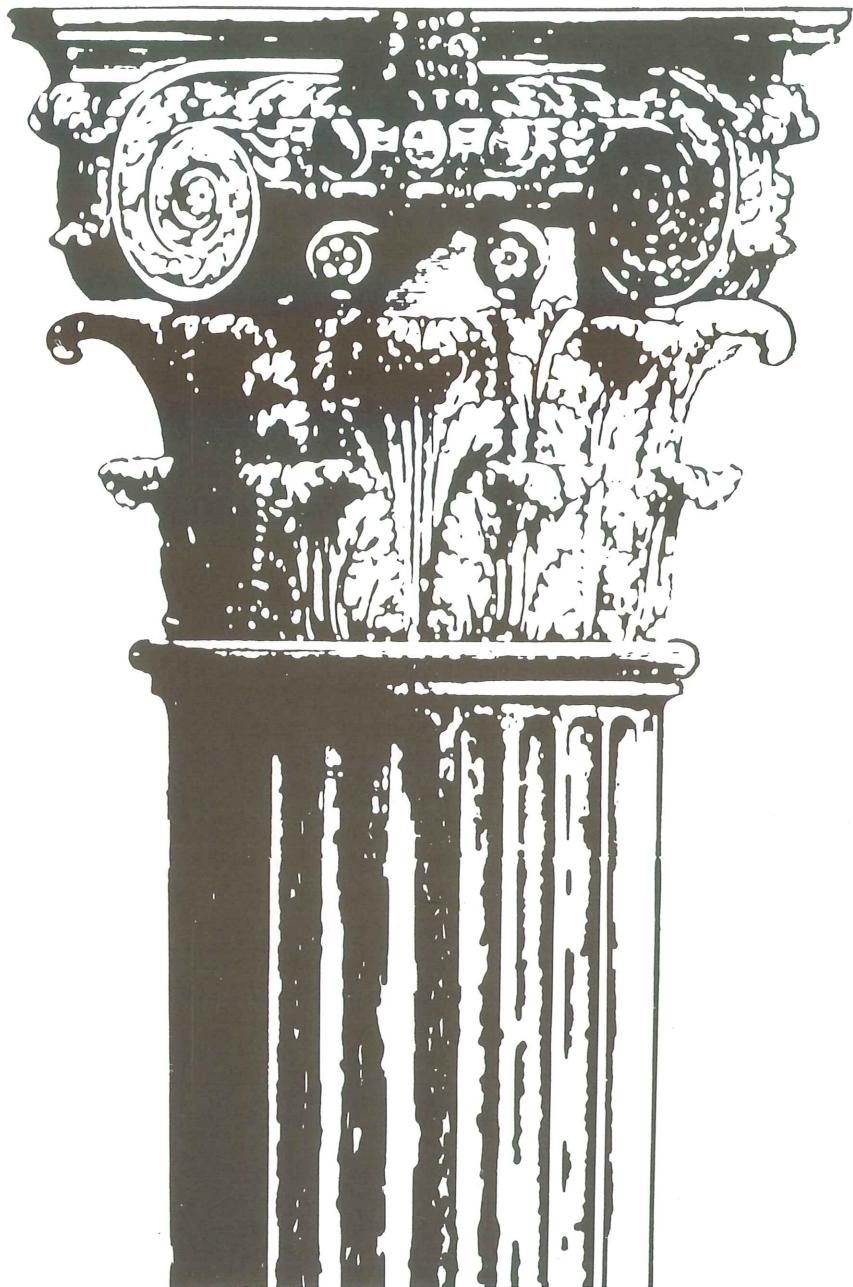


The Project drew together many apparently disparate groups in the community - farmers, environmentalists, accountants, bank managers, voluntary groups and government departments. Campbell's book does not attempt to gloss over differences in approach and execution. One of the book's great strengths is that what Campbell is writing about can be seen as living proof of the success of the project in the Potter Farms themselves.

Price: \$19.95
 Available from bookstores and selected newsgencies.

Note: All Association publications can be picked up from the Association office at 8th Floor, 20 Queen Street, Melbourne.

Books and Publications



philanthropy

Giving Australia

This publication is the first serious attempt to analyse the patterns of philanthropic activity in Australia. Commissioned by The Australian Association of Philanthropy (in association with The Australian Centre, The University of Melbourne), the work was undertaken by Kevin Hindle of Rerak Research. *Giving Australia* looks at giving by individuals, businesses, foundations, trusts and bequests as well as identifying the areas to which they give.

In his introduction to *Giving Australia*, Director of Corporate Affairs at Coles Myer Ltd., Richard Thomas, says "...*Giving Australia* makes it obvious that there are almost as many different policies on philanthropy as there are corporations and individuals. It creates a framework against which companies can compare their own activities, and it will hopefully also lead to a recognition by government and the community of the very great importance of philanthropy in assisting certain sectors of our community."

Price: \$45, including postage (\$35 for members of The Australian Association of Philanthropy)
The Australian Association of Philanthropy, 8th Floor, 20 Queen Street, Melbourne, 3000.
(Please send cheque with order)

A Guide to Informed Giving

Using a question and answer format, the Guide examines issues and options about the formation of trusts and foundations. Specifically written to suit Australia and with frequent use of case studies, it includes discussion of:

- Why become involved in philanthropy?
- What skills does a philanthropist need?
- Tax advantages of gaining charitable status.
- Legal structures for trusts and foundations.
- How to select trustees.
- Evaluation and accountability.

Price: \$54.95 plus \$3 postage
The Australian Association of Philanthropy, 8th Floor, 20 Queen Street, Melbourne, 3000.
(Please send cheque with order)

Congratulations

Sara Engelhardt, Executive Vice President of the Foundation Center, New York, and recently appointed President to succeed Thomas R. Buckman who will retire on June 30, 1991 after twenty years as president.

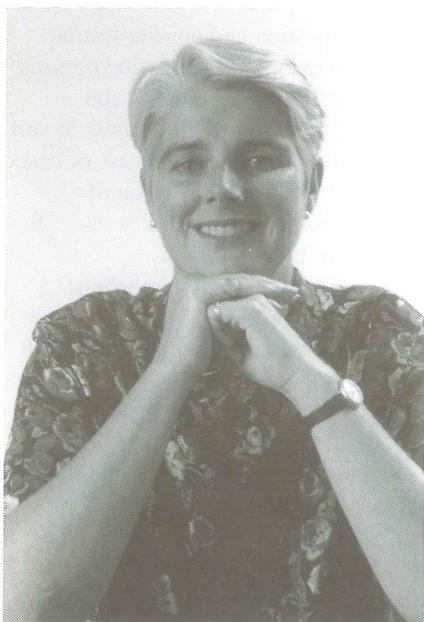
Rhonda Galbally, Chief Executive Officer of the Victorian Health Promotion Foundation who recently received the Order of Australia for services to the community.

Heather O'Connor, a founding member of the Victorian Women's Trust who received a Medal of the Order of Australia for her services to women in the Australia Day Honors. ★

Farewell to Marion Webster

After three years as Executive Director of the Association, Marion Webster has left to take up the position of National Manager, Charitable Trusts, ANZ Executors & Trustees.

In a farewell speech to Marion at the Annual General Meeting, Association President, Michael Liffman, spoke of the contribution she has made over the last three years. Marion was warmly farewelled, with good wishes for her future, by both Council of the Association and members present. ★



A Bouquet for Philanthropy

Multiple Sclerosis Society of Queensland
PO Box 370
Woolloongabba
QLD 4102

January 25, 1991

Dear Marion,

Congratulations on the quality of the content and production of *Philanthropy*, which I receive and enjoy reading.

Your newsletter, in addition to advancing the interest and growth of private and corporate philanthropic giving, also provides not-for-profit organisations with an insight into the history and people who so generously contribute to the current and future needs of the many people our organisations offer services to.

The spirit of giving is very much alive, regardless of the economic downturn. *Philanthropy* shows we all have the capacity and the opportunity to share our life rewards with others. Your story on Miss Gwen Jones and Joyce Uebergang is an inspiration on what can be achieved from small beginnings.

Yours sincerely,

Jane O'Keefe
Development Director

A Varied School Year for Small Change

In 1990, Victorian secondary school students went on an archeological dig, produced a video on youth homelessness, staged a science show and established a radio station - thanks to grants from the Small Change Educational Foundation.

Small Change makes grants to teachers in post-primary metropolitan schools to allow them to extend the possibilities within their curriculum.

The individuals and businesses who give to the foundation do so to support a strong public government education system.

The Foundation is pleased with the success of its fourteen projects selected in 1990 by a team of community

representatives. We are anticipating another exciting year in 1991 with ten new grants and five receivers of grants last year having been invited to apply for extended funding.

Small Change presently distributes fifteen grants of up to \$1,000 each to schools.

Please direct all enquiries to:
Margaret McCaffrey
Executive Director
Telephone: (03) 650 4277

Report on AGM

A report on the Association's Annual General Meeting will be in the next issue of *Philanthropy*. ★

Improving the Quality of Philanthropy

Philanthropy plays a big part in Bill Taylor's life. As well as being Chairman of the Queensland Community Foundation, he has recently helped set up the Foundation for Development Cooperation, currently engaged in an Australian research program studying particular areas of need in developing countries.

Born in New South Wales, Bill Taylor spent the first 22 years of his professional life in New York with the United Nations Development Program, working with the World Bank and the Regional Development Banks. From there, he returned to Queensland, where he and his family operated a successful business in agriculture. Since his retirement, most of his time is devoted to the Queensland Community Foundation and the recently established Foundation for Development Cooperation.

On a recent visit to Melbourne, Bill Taylor spoke to Philanthropy Editor, Jane Sandilands.

Whatever the adverse effects of a recession, it is Bill Taylor's belief that such periods of general hardship allow time for those involved in philanthropy to examine the directions in which they are travelling. "Even for those unable to give or increase their giving in these difficult times, there is a need for reflection on where we are coming from and where we are going," he said.

His own feeling is that we should focus strongly on how philanthropy can target more of its efforts and resources on removing the causes, rather than just the effects, of human hardship and suffering - in other words, look more closely at the quality of philanthropy.

While recognising that any measurement of the quality and effectiveness of philanthropic giving must vary greatly from one area to the next, Bill Taylor believes that in an effort to achieve more quality giving, philanthropists should be asking five core questions.

1. To what extent is the gift or object of our philanthropy based upon a thorough understanding of the real needs and priorities of those we are trying to help?
2. Does the activity or service being assisted have clearly-defined goals - and is it possible for these to be quantified? (He acknowledges that this is not always possible.)
3. To what extent does the gift encourage and support voluntary service on a one-to-one caring basis, as opposed to an increase in the more impersonal and more costly service available from bureaucracy?
4. To what extent does our giving encourage and support self-help and self-reliance and enhance personal dignity, as opposed to increasing the dependency and lack of self-esteem of those we are seeking to help?
5. To what extent is our philanthropic giving equitably distributed to those in greatest need in Australia and overseas, and to what extent is it largely confined to what we can see and feel most in need of in "our own backyard"?

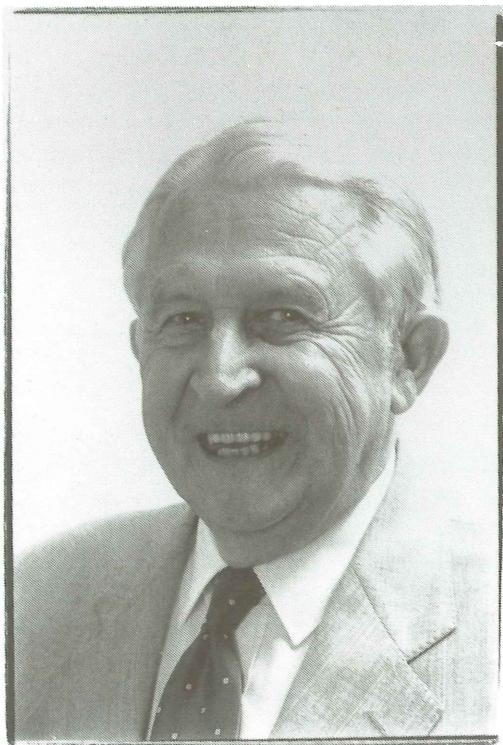
The latter question is one which causes Mr Taylor great concern. Currently, he feels that the scope of Australian philanthropic giving is somewhat limited and that there is a need to develop a broader and more national perspective.

One factor which he sees mitigating against a broader outlook is the fact that almost eighty per cent of charitable trusts and foundations are based in Victoria. Many, he agrees, are restricted by their charters or other limitations and he is quick to acknowledge the debt of other states to those Victorian philanthropists who have, he said, "set a very high standard for philanthropy throughout Australia". However, he feels strongly that where the financial basis for many of these trusts and foundations has been derived from national sources, this should, where possible, be reflected in their funding allocations.

Mr Taylor also spoke about the geographic concentration in Sydney and Melbourne of major corporations. "One of my roles is working with the Young Homeless Fund, an initiative of the Queensland Community Foundation. It has asked us to try to secure more support from major corporations throughout Australia. But the hard facts are that the headquarters of most corporations are based in Sydney or Melbourne, whose pressing social needs and problems seem to be able to capture most of the corporate support."

Homelessness, he points out, is not restricted to Sydney or Melbourne and neither are these the only places in which corporations conduct business. "Many national companies," Mr Taylor adds, "derive their income from the population of Australia as a whole - from national markets or national resources. In my view, they should respond to national needs."

There are of course important exceptions to the corporate preoccupation with local and parochial needs. One which Mr Taylor recalls is a major gift from the Mayne Nickless corporation (based in Melbourne) in support of the Life



Bill Taylor. Photograph by Dale Mann/Retrospect



Graduation Night for The Williamson Community Leadership Program

The first graduates of The Williamson Community Leadership Program received their awards on the evening of December 12th, 1990.

Mr. Brian Loton, AC, Deputy Chairman and Managing Director of BHP gave the address "Leadership in Australia". Below is an edited version.

"It has often been said that Australians are good at everything except leading and being led. I make no comment on the accuracy of this claim - except to say that if it is true, this simply must change. If we are to secure a prosperous future for ourselves and our children, Australians must become both resourceful leaders and disciplined followers in the 1990s and beyond.

As a society, we can only enjoy a rich cultural, social and intellectual life if we firstly have a strong economic base. The lesson of the post-war era is that economic success is about creating, rather than exploiting, abundance.

Australia's future success lies not with the discovery of the next Eldorado, but with persistent, painstaking efforts to focus and develop the talents of our people. To do this we must become better at both leading and being led.

For this reason I think the Williamson Community Leadership Program - which seeks to nurture leadership abilities - is a very timely initiative and I extend my congratulations to both organisers and the participants in the program. In my view, it is also clear that the community is today looking for leadership.

Many people are currently experiencing considerable economic hardship and we at BHP are fully aware of this. As suppliers of steel to businesses throughout the country, we did not have to wait for any formal announcement to know the state of the economy! Here in Victoria, a walk along any shopping strip tells the same story: economically, these are tough times.

In the 1980s, we began to open up our economy, and to open our eyes to the world around us. We found our position relative to others in the region, and beyond, was not nearly as strong as we have long assumed. While the changes were necessary, in fact long overdue, they proved disconcerting for many people.

Not surprisingly, the community now has a sense of uncertainty about the future. There is a widespread feeling of drift. Many would like to turn back the clock, to recapture the past, with its simpler lifestyle and clearer values. However, there is no turning back. We must retain our new-found international focus, continue to make our way and to earn our living, in the world at large.

Our current emerging leaders must ensure this happens, seeing to it that we continue to take our place in the world.

For this to happen, the values and standards which underpin both our economic and social wellbeing must be reasserted. These are only some of the challenges facing tomorrow's leaders.

In thinking about the special qualities of a leader, a number of essentials spring to mind - insight, clarity of purpose and vision, tenacity, and the ability to inspire others to work towards a common goal - I think these are some of the enduring characteristics of a leader.

Tomorrow's leaders must be prepared to facilitate achievement by others. This means giving people more control over their own work. Less direct management of those working for you, and more emphasis on their training and building their confidence are required.

In the 1990s, we will rely more and more upon a spread of leaders, rather than on one individual maintaining tight, central control. We should not be looking to one person alone to provide the leadership for a large organisation, much less a country. Those days are long gone.

In periods of rapid change, such as we see today, the urgent can take priority over the important if we are not careful. It is therefore essential that our leaders have a very clear idea of their goals and their proper sphere of responsibility. This will be equally true whether they are working in business, in government or in community organisations.

This calls for renewed focus on all core activities. Many companies have gone back to basics - to those activities which are their primary interest, and in which they excel. Diversification beyond these core activities can too often result in management's energy being dissipated.

Throughout Australia, we are now seeing governments similarly reassessing their role. Here too, I think we are likely to find that in the future the public sector will concentrate its efforts more tightly.

A stronger external focus will also be important, whether in business, government or community organisations. Leaders



Mr. Brian Loton, AC, presents WCLP Graduate Kathy Wilmot with her Graduation Certificate, watched by Richard Bluck, the Program's Executive Officer. Kathy Wilmot is involved in a range of environmental organisations including the ACF, Melbourne Parks Advisory Committee, EPA and the Chemical Industry Advisory Committee, as well as being on the board of the YMCA and involved in women's sport. Photograph by Lenscraft Photography.

Education Program, which originated in Sydney and is now being developed in several states, including an important project on the Gold Coast.

Looking at the global situation, Mr Taylor said that "philanthropic giving does not and must not stop at national boundaries in this rapidly shrinking world." Individual Australians, he says, are generous in their support of overseas aid and development. Last year a total of over eighty million dollars was contributed to non-government organisations working on relief and development problems throughout the world. (This is separate from over one billion dollars given by the Australian Government in the form of official aid.)

He pointed out that many of our larger corporations derive (and are increasingly deriving) a greater share of their earnings from their activities overseas. To date, he says, the contribution of Australian corporations and foundations to overseas development cooperation has been minimal.

One of the reasons for this is that under Australian tax legislation, organisations are not permitted to devote any of their tax deductible funding to urgently needed research into strategies to tackle problems in developing countries. Some years ago, in recognition of this need, Bill Taylor and a small group of business, academic and religious leaders decided to work towards setting up the Foundation for Development Cooperation. The Foundation was recently established in Queensland and, after years of what he calls "persistence", an amendment to an Act of Parliament was passed to enable the Foundation to receive tax deductible grants for its Australian-based research projects on specific areas of need in developing countries.

It is Bill Taylor's hope - and that of his colleagues on the Board - that the Foundation for Development Cooperation will soon begin to attract the support of national corporations and foundations that recognise Australia's future is inextricably linked with those of its developing neighbours. "The present difficult times," he said, "should be seen as an opportunity to reflect on some of the ways in which philanthropy can gain in quality and effectiveness and help ensure its broader and more equitable distribution to those in greatest need throughout Australia and beyond our shores."

Tackling Youth Homelessness in the Sunshine State

Following the revelations of the Burdekin Report, the Queensland Community Foundation has moved to set up a special Fund to face the challenge of youth homelessness. Known as the Young Homeless Fund, it has embarked on a three-year program with support from State, Federal and local governments, together with private enterprise and philanthropic organisations.

While the Committee feels that there is no shortage of emotional stories about youth homelessness, there is a real shortage of co-ordinated research and up-to-date information. The first year of the three-year program will therefore be spent in research. Two researchers have been employed for a year to undertake extensive research on the causes of youth homelessness in south-east Queensland. In the second year (acting on the previous year's research), the Fund will encourage youth services to discuss the findings and deal with any shortcomings or inadequacies.

The third year of the program will be devoted to fundraising, aimed at developing a significant Trust Fund which will be a source of annual funding for programs designed to provide for homeless young people and to prevent homelessness.

The Young Homeless Fund was launched late last year by Human Rights Commissioner, Brian Burdekin. It has two patrons - Archbishop Peter Hollingworth and Mrs Roisin Goss (a graduate in both Law and Social Work). Well-known Brisbane radio personality, Haydn Sargent, is Chairman of the Fund and the committee is made up of people working in the area of youth homelessness in south-east Queensland.

Haydn Sargent, said that the Fund had already inspired generosity from many bodies, including ANZ Trustees which has supported the establishment of the Fund. Radio station 4BC has generously donated an office for the Fund's use.

Mr Sargent said that the committee was well aware it had a monumental task ahead of it, and encouraged philanthropists all over Australia to consider the Young Homeless Fund when making distributions.



The Hon Con Sciacca, MHR and Parliamentary Secretary to the Minister for Social Security, Senator Brian Richardson, presents a cheque for \$25,000 to the Chairman of the Queensland Young Homeless Fund, Haydn Sargent, at the launch of the Fund.

Vic Health and “First Furniture” *at the Meat Market Craft Centre*



Dresser and bench. Stringy Bark. Berridale, NSW. Circa. 1855. McAlpine Collection.



Chair. Pine & packing case. Unknown origin.
Circa. 1920. McAlpine Collection.

This selection of furniture from the Australian collection of Lord McAlpine, exhibited recently at Melbourne's Meat Market Craft Centre, ranges from 19th Century to early 20th Century. The exhibition traces the development of early white settlers as they learned to build and design with available materials, ranging from twigs and branches of Australian native trees and bushes through to salvaged packing cases and kero tins, and Australian timbers with their special properties.

In keeping with the early settlers theme, there was also a display tracing Australian dietary patterns from colonial times to the present day, presented by the Victorian Food and Nutrition Programme which is sponsoring the exhibition through the Vic Health Promotion Foundation.

HEALTH FOR ALL VICTORIANS

*Funding for this project
was provided by the
Victorian Health Promotion
Foundation, which
distributes the funds
raised through the
levy on wholesale
tobacco sales
introduced in 1987.*



must always be aware of, and striving to match and better the efforts of their counterparts in other places. We in Australia cannot afford second best.

Recently, people in many spheres have been reminded of their wider responsibilities to the community. In business, we have seen this particularly in areas such as the environment and standards of conduct.



Genevieve Timmons (right) a 1990 graduate of the WCLP thanks Marilyn Collis of the Williamson Community Leadership Program office for her work during the year.

Photograph by Lenscraft Photography.

We are all open to scrutiny by the public. In the future, leaders must continue to pay careful attention to the demands and expectations of the community. They must be strong defenders of values and high standards, and must ensure that these apply throughout their organisations.

There are a number of concepts and techniques which can assist in developing these attributes. Some of the management principles used by the business community are equally applicable in other spheres. Flexibility and adaptability will be the touchstones of the 1990s. We will all have to make decisions faster, to adapt more quickly, and to thrive in - rather than be threatened by - a turbulent environment. Many will find this difficult and will need to be helped to find the way.

On the other hand, leaders believe in change. They recognise the need for it, and do not accept constraints. More importantly, they make others see the possibilities arising from change."



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Jim Anderson
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John Cleary
Director - Community Services, Camberwell City Council
Greg Collette
Managing Director, Wordware Pty Ltd
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Manager, Information Technology Division MMBW
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