



philanthropy

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Special Feature:

Corporate Philanthropy

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Front Cover: Childrens Opera – Victorian State Opera. Catriona DeVere in character as 'Hecate' in 'Adventures on the Internet'. Sponsored by ESSO,

Philanthropy

The president

speaks

Research for this issue of Philanthropy has revealed that corporate philanthropy, like philanthropy more generally, takes many forms.

Some companies have a well - defined community support programme, others provide extensive pro-bono services to their community. Others are grappling with the notion of how philanthropy fits with their view of themselves as a good corporate citizen. Whether large or small, the trend in corporate Australia is increasingly to support community activity.

This new wave of philanthropy is a part of a developing history in this country. Philanthropists earlier this century were themselves captains of industry and enterprise, who had a strong belief that the success of their enterprise was bound into a viable community.

The new emphasis in board rooms, suggests that corporate philanthropy is a logical evolution on sustaining the needs of the Australian community.

The Association has been greatly impressed by the willingness of corporate organisations to provide material for this special edition of Philanthropy. In response to this interest we will continue to address the development of corporate philanthropy in our various publications.

Ben Bodna

new executive director

Elizabeth Cham's first brush with the largely hidden world of philanthropy was when she did her Masters in History at the University of Melbourne. Researching the role of the Governor's wife in Melbourne during the First World War, she found that Lady Margaret Stanley had a deep interest in advancing social causes in Victoria.

It is an interest matched by Elizabeth Cham's own, though her career has taken her down very different paths. Her first 'real' job was as researcher in Canberra, in the heady days of 1975, working on Gough Whitlam's staff. This experience taught her the working of federal government, bureaucracies and those of the press - 'quite invaluable', she says.

After a period working with the then Opposition, Elizabeth researched Volume 5 of Manning Clark's History of Australia, probably her 'most rewarding intellectual experience', followed by a time teaching Australian politics in Canberra before moving to Melbourne to work as a speechwriter for then Premier, John Cain.

In 1988, Elizabeth began working as a researcher with ANZ Trustees looking at community projects for both the Buckland Foundation and the Felton Bequest, finding 'a whole world' she had previously known nothing about. It was, she says, the beginning of the 'tremendous privilege' of working with people at other trusts and foundations and learning from their enormous depth of knowledge. In a 'steep learning curve', she also gained from the huge depth of experience of those on the Boards. Among them were Mr Ian Roach, Chairman of the Buckland Foundation and Professor Sir Gus Nossal, then Chair of the Felton Bequest.

Since then, Elizabeth Cham has become inextricably linked with the world of trusts and foundations who support projects in Australia to the tune of \$500 million each year. 'And this does not include the many corporations and private individuals who are also involving themselves in different ways of support.' Her work as Executive Director of the Association is 'a huge challenge - but one with a terrific sense of excitement'. ■

Coming of

Twenty one years ago, The Australian Association of Philanthropy came into being. 1996 marks not only its 21st year, but also the operation of the Association's full time secretariat in Melbourne's Collins Street. The Association seeks to further develop its role as an integral part of philanthropic, financial and corporate activity in the vital and exciting 'third sector'.

'We are,' Elizabeth Cham says 'caught up in extraordinary social change, whose dimensions are as great as those in the Industrial Revolution.' The Executive Director of the Association, appointed in February this year, Elizabeth Cham brings to the role the keen eye of the social researcher, historian and the strong political sense of one who has worked with prime ministers and premiers. The change, she believes, is as much to do with the way the role of governments has moved over the last 15 to 20 years as it has to do with changing industrial practices and trade.

With change comes challenges, especially for those seeking intelligent and rigorous ways of funding community projects. The Association, Cham says, is increasingly well placed to handle requests for advice and assistance. 'Our client group is not only the trusts and foundations the Association represents as members, but increasingly also corporations developing ways of involving themselves in a wide range of community projects which support the broad Australian community. 'Businesses in Australia are increasingly recognising that to be profitable, vibrant and viable, they need to have some role which enables them to reach the heartbeat of the community. They are seeking more integration - and so are we.'

With its newly established full time secretariat, the areas where the

Association hopes to have a more significant role is in increased use of its resource area. Its Information Service includes the Library, with comprehensive holdings of national and international philanthropic information. It also holds material of interest to corporations, particularly from North America, where community involvement in giving programs is often creative and well developed. Included in this area are evaluations of programs by various corporations, looking at the benefits and lessons of corporate involvement in community support. The Association is in the process of developing a data base which profiles who is giving funds in Australia - and why - and it is rapidly developing statistical information which gives a solid base to questions asked about the not-for-profit or 'third sector'.

A service increasingly used by corporations is the Association's Consulting Service which offers independent advice on the positioning of community support programs. As well as its own professional staff of three, and access to a range of consultants familiar with the field, the national and international networks of the Association are increasingly broad and will, Elizabeth Cham believes, become much more widely used as organisations are aware of their breadth and depth.

A new area of development for the Association is its Education and Training services, with seminars, lectures and workshops regularly given on matters such as legal liability, ethical issues, corporate governance and reporting and accountability. The Association now has the facilities and staff to tailor these programs to particular requests of corporations, trusts or foundations. The Association also works closely with grant-seeking bodies, who, although not members,

use it to access a wide range of services including sessions on how best to access funds, how to propose a project and the importance of accountability.

The trusts and foundations in Australia give over \$500 million each year to causes which help advance the stability and wellbeing of the entire Australian community. 'There is a generosity of spirit here and an understanding of how to share, how things can be built upon,' Elizabeth Cham says. 'The future role of the Association will be to respond to the trends we see but also to be a force for ideas, for discussion and to move forward so that the initiatives in this area can be developed further throughout the community to ultimately include all Australians. The most significant work we can do, given that we deal each day with people from all areas of life - corporations, trusts, foundations and grantseekers - who are committed to the long term benefit for Australia, is to do what we can to further their collective aims - provide the glue.' ■

AAP provides the following services to members and corporations

Consulting Service

The following services are available to members and clients of the Association:

Establishment of Foundations

Assistance to individuals and corporations planning to set up Trusts and Foundations

Policy Development

Program Design

Grant Application Management

- Receiving applications
- Following up incomplete applications
- Initial assessment
- Personal interviews
- Site visits
- Evaluation

Research Service

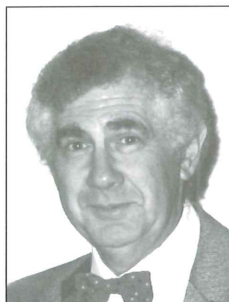
The Association surveys social and philanthropic issues of interest to clients. We look at what has been done in the past, what is being done now, what may need to be done - and offer insights on how our members and clients might best invest and leverage their resources.

Ring for brochure

Ph: (03) 9650 9255

Fax: (03) 9654 8298

1996 Council Members



**Mr Ben Bodna A.M.
President**

Mr Bodna has had a distinguished career in the Victorian Public Service, serving as Director-General, Community Welfare Services and as Victorian Public Advocate. He has also been President of the UNICEF Committee of Australia and a member of the Refugee Review Tribunal. He is currently Co-Chairman of the People Together Project and a member of the Jack Brockhoff Foundation.



**Mr Martin Carlson O.A.M.
Council Member**

Mr Carlson is presently a Trustee of the Hugh Williamson Foundation and the Dafydd Lewis Trust, President of the John Truscott Design Foundation, Executive Director of the Brash Foundation, Deputy Chairman of the Williamson Community Leadership Program and a Business Associate of the Zoological Board of Victoria.



**Ms Fleur Spitzer
Vice-President**

Ms Spitzer's career has included working as a production assistant at ABC TV. For four years she was President of Court Network Victoria, a volunteer based organisation that provides support to people who come in contact with the court system. In 1993 she initiated and funded the establishment of The Alma Unit on Women and Ageing, Key Centre for Women's Health in Society, University of Melbourne.



**Ms Eve Mahlab A.O.
Council Member**

Eve trained as a lawyer and having established, built up and retired from a successful business [in human resources and publishing], she now manages her own family investment company, undertakes special projects and serves as a non executive Director of several corporate, government and community boards, including the Westpac Banking Corporation, the Walter and Eliza Hall Institute of Medical Research and the Victor Smorgon Charitable Fund.

Philanthropy

members

of council



Mr Bill Moyle
Council Member

Mr Moyle retired in 1990 as Chief Executive Officer of the State Bank of Victoria after a long career in banking.

Currently he is a board member of the Victoria Hospitals' Association, CEDA [Committee of Economic Development of Australia] and of SPEC Ltd., a construction industry superannuation fund. He is also a Director of the Australian Multicultural Foundation.



Mr Donald Aitken
Council Member

Partner of Taits Solicitors at Warrnambool since 1966, twice President of Warrnambool Institute of Advanced Education, now part of Deakin University. Trustee of a number of charitable trusts and foundations, including H.V. McKay and Ray & Joyce Uebergang.



Adolph Hanich, Hon. Treasurer

Corporate strategy consultant, previously partner in Deloitte Touche Tohmatsu. Currently Board member Schizophrenia Fellowship Victoria, Trustee Telematics Trust, Board member Augustine Centre. Actively interested in the mental health care system.



Ms Ulrike Schuermann
Council Member

Ulrike has been employed as the Executive Director of the Australian Youth Foundation since August 1992. She has a Diploma Paedagoge, University of Duesseldorf, which is comparable to a masters degree in psychology, sociology and education. She is also a member of several community boards and management committees.



Ms Jill Reichstein
Immediate Past President

Jill is the Chair of the Lance Reichstein Foundation and is actively involved in developing partnerships with the community groups the Foundation supports. After graduating from Monash University, Jill helped establish the first women's refuge in Victoria.

Jill is actively involved in philanthropy, acting as a consultant to a wide range of community groups on funding and organisational development.



National Patron, Professor Emeritus Sir Gustav Nossal

Director, The Walter & Eliza Hall Institute of Medical Research 1965-1996, President, Australian Association Academy of Science, Member, World Health Organization Global Programme for Vaccines and Immunization. ■

What's in a name?

The term 'philanthropy' does not sit easily with corporations - something The Australian Association of Philanthropy has heard frequently during the preparation of this special Corporate Issue of our quarterly journal. One corporation said their interpretation of our name made him think of a group of kindly types who distributed soup to the needy and another, that 'philanthropy smacked too much of charity, of handouts, and not something business would want to be seen doing'.

What this points to most clearly is that in Australia, there is no common language with which to discuss the huge amounts of support which Australian companies give to the community. The terms they prefer are 'social support', 'community responsibility', 'community support', 'community involvement'. All, however are directed to one end: to look beyond tomorrow's profit to the long term stability, health and vitality of the broad Australian community.



Left to right: Ros Young - Youth Affairs Council of Victoria
Carolyn Last, Manager Business and Community Relations - NAB
Claude Mazzarella - Works. RMIT Design Consultants

Philanthropy, n.

Whatever the name, there is no doubt that there is more thoughtful activity in this field between corporations and the so-called 'not-for-profit' or 'third sector' than ever before in Australia. Businesses are increasingly recognising that there are great opportunities to be grasped, especially as governments withdraw from funding. They are finding that they can share in a new generation of enlightened support to community groups which in the best cases, goes far beyond writing a cheque. There is, admittedly, much more effort involved when taking this path: guidelines need to be developed, there needs to be a funding philosophy and the giving strategy for community support needs to be balanced with the core business activities of the organisation. National Australia Bank recognises that there are signs of a lack of faith in major institutions, be they banks, government or churches. They have seen an opportunity for the Bank to redefine the approach it adopts to giving and find the issues which need to be addressed in an integrated process that directly involves the community.

The opportunities identified by some organisations are to build new partnerships, to develop a new awareness between the corporation and its community and in the words of one corporation 'to become an integral and relevant part of the community in which we do business'.

Corporations do not become involved in community support for the glory it brings. The consensus is there is little to be had. Ron Burke, General Manager of Corporate Relations at the National Australia Bank says that with its giving program, the Bank understands many people may be sceptical about its motives. However, it has chosen to adopt the stance 'We are serious about what we are doing. You can think what you like, but we're

Philanthropy

Love of mankind

serving notice that we want to work with community groups to address certain issues in Australia.' So far, beyond a relatively small group who see the benefits of such projects, corporate initiatives in Australia are often misconstrued, with the response a cynical 'they only did it because they think there's kudos in it'. This is in marked contrast to the North American experience, where involvement in projects which support the community are regarded as the mark of the responsible corporate citizen.

Banking on the Community

Among Australia's top companies, the National Australia Bank has moved purposefully towards partnerships with community groups, taking the initiative in researching and supporting a number of areas which the Bank believes will bring the widest possible benefit to its constituency: the people of Australia. The Bank gives several million dollars each year to a variety of projects. In an enlightened and well developed community support policy, *National CommunityLink*, the Bank links its activities with others in the field: youth projects promoting leadership, for example, were developed with the Youth Affairs Council.

National Australia Bank launched *National CommunityLink* earlier this year, as a long term initiative which has a three-pronged approach to community involvement. The first involves sponsorship of individuals and community groups, helping them achieve results through areas such as education, physical and mental health, community leadership, rural support and cultural diversity. A second aspect of *CommunityLink* is its ongoing consultation and discussion with major community groups, with a particular

focus on the development of products and services designed to improve the Bank's contribution to communities in which it conducts business. Its third strand involves Bank employees, encouraging them to undertake a range of volunteer roles and projects in their local communities.

One innovative project developed by the Bank under the *CommunityLink* banner was in response to a Youth Forum and the Bank's consultation with community groups in the area of financial education for young people. Aware that they rarely visit banks to seek the traditional brochure, NAB researched the best way to reach them. Their Community Relations Manager, Carolyn Last, prepared copy, commissioned an RMIT design student to design a booklet and a young artist to design a series of postcards, aimed at delivering messages about financial responsibility in an accessible way. Advised by youth workers, the Bank distributed the material initially as a trial through cinemas, cafes and shops in Melbourne and in rural Victoria. It was also made available to youth and social workers for use in life skills training programs. Over five thousand information kits were picked up by the target audience in four weeks and a second printing is underway.

CommunityLink comes under the heading of 'corporate positioning' for the Bank, quite separate from its 'brand marketing' which includes promotion of sporting and other events. Although *CommunityLink* is still in its early stages, there are already measurable outcomes. One, particularly evident through the youth financial education project was the development of what Ron Burke calls 'an extraordinary and positive relationship' with groups such as social and youth workers. 'There is a real engagement; it's an educative two-way process. It's not missionary zeal on our part, but the understanding that we

should be actively addressing concerns in the community.'

And to the often vexed question of shareholder response, raised by corporations when pressed to fund community projects, the National Australia Bank says that they are looking at the long term benefits for shareholders, that the giving philosophy will filter through to a thinking community, developing a channel of communication which can only benefit the Bank further down the track.

Westpac's involvement in community support is moving from a philanthropic approach to more of a partnership with the groups with whom it becomes involved. Anthony Lupi, Head of Westpac Community Development, said that while the Bank has a tradition of working in the community, it is now piloting new ways for the bank to work alongside the community organisations, 'We are using our resources to provide a broad range of support to community organisations. Westpac is involved in a wide range of projects in the community sector, including the sponsorship of *Clean Up Australia* and support of the Westpac Lifesaver Rescue Helicopter in New South Wales and Queensland. All the projects supported by Westpac have a significant element of staff involvement. 'We are not just interested in having our logo on projects we support,' Anthony Lupi said.

United in the West

In Western Australia, corporations support the organisation *United Way*, which gives to around one hundred community groups each year. Funding is either by membership of *United Way* as a 'Corporate Citizen' with 41 companies contributing \$10,000 or more each year or by voluntary

What's in a name? (con't)

deductions from staff payroll, with support from general management and 29 companies taking part. United Way has a relatively high profile with donated advertisements on television and radio, often with local sporting heroes promoting the cause. It also gains both publicity and recognition for its corporate donors by having their names painted on a local Metrobus, the contribution of the metropolitan transport body to community support.

Since its inception in 1989, United Way has invited applications from community groups and been regularly overwhelmed by the response. This has led to a change in approach, which will come into effect later this year, where key areas of need are identified by an independent body, followed by invitations from United Way to bona fide groups in those key areas to apply for funding for particular projects.

Because United Way has a once-only policy of funding, Executive Director Bob Stirling says that with this new method, 'eventually every eligible group will get an opportunity to be funded'.

International flavour, home base

One of the most visible forms of community support comes from McDonald's Australia Ltd, through the Ronald McDonald Children's Charities (RMCC). Since its inception in 1974, worldwide grants of more than \$US125 million have gone to three areas: healthcare, medical research, education, the arts and civic and social services.

Of these, undoubtedly the best known are the Ronald McDonald Houses, with nearly 170 in 13 countries. Nine are located in Australia with a further three planned. The Houses provide a 'home away from home' for the families of

children suffering serious or life-threatening illnesses. They are attached to major children's or women's hospitals and are used by families who would otherwise be separated during the long-term medical treatment of their child.

Business Manager and Company Secretary of RMCC, Malcolm Coutts, said that there was enormous pride within McDonald's that the corporation had such a close involvement in an area of real need in the community. McDonald's Australia Ltd. pays one hundred percent of the general and administrative costs for the national body of Ronald McDonald Children's Charities. The Houses are also supported by McDonald's owners and operators and through a variety of fundraising activities by McDonald's customers and the general community.

Means of Support

There are three main ways in which corporations promote community development through their staff. One program in place at The Body Shop is where staff are allowed paid time off to work in the community on specific projects, often those chosen by employees to follow their particular community interests. Other companies encourage staff to contribute regular amounts to various community organisations, deducted from their payroll.

One of the largest - and often unseen - means of support is commonly known as 'pro bono' - from the full Latin term 'Pro bono publico': for the public good. This can take the form of supplying resources to a community group which might range from expertise, business advice, networks, equipment, purchasing power - or a public relations person for a set period of time.

The graduates of the Williamson

introduction

(continued)

Community Leadership Program, set up as a philanthropic initiative of the Hugh Williamson Foundation and now also supported widely by organisations such as Telstra, BHP, National Mutual and Yellow Pages commit to spend time 'giving back' to the community on completion of the year with the Program. With backgrounds as various as large and small business, arts, media, agriculture, all tiers of government, and welfare, there is a wide range of expertise on which to draw.

With almost 200 graduates, there is now a broking service - the Williamson SkillsBank - which matches people with suitable expertise to help with community projects. The SkillsBank also sources board members for community organisations from its graduates.

Freehill Hollingdale and Page in Melbourne are Barristers and Solicitors who have provided legal services to charitable organisations for over a century. Just over four years ago, the firm formally appointed a pro bono

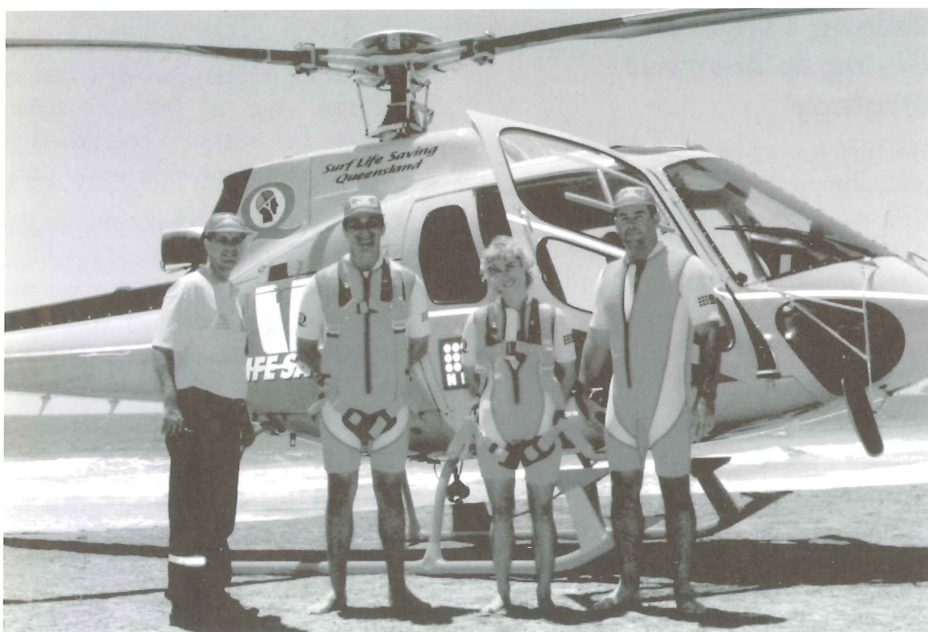
committee to develop and administer its program. The firm has a target commitment of fourteen hours pro bono involvement per solicitor this year and has found an increasing number of solicitors and support staff keen to be involved.

In some cases of its pro bono work, the firm provides all legal services required by an organisation. In other cases, it handles specific or one-off instructions referred from time to time. Once approved by the pro bono committee, a pro bono matter is undertaken by the firm with no charge for professional services.

Future Moves

Corporate involvement in the broader life and work of the Australian community is increasing, and even more significantly, it is starting to reflect the rigour with which many corporations run their core businesses. Within the Australian Association of Philanthropy, we see it as a time of great opportunity to build

partnerships. We believe these will not only be with Australia's trusts and foundations, which form the major part of our membership, but with an enlightened and forward-thinking corporate sector which, together with committed groups in the community, will build a more vigorous and vital Australia. ■



Westpac Surf Rescue Helicopter

Linking Corporate Giving to Business Strategy

CRA believes that the key to successful partnerships lies in finding a good 'fit' between the company and a nonprofit enterprise.

Handling requests for corporate donations requires the exercise of fine judgement, balancing the competing requirements of a range of worthy causes. No matter how much money your company has to donate to worthy causes it will always receive more requests than it can support.

How do companies currently make these difficult decisions? How do companies gauge the benefits to the community and to the company and how do they decline requests for support without making enemies for life?

One of the best ways to approach these issues is to link corporate giving to business strategy. In this way companies can focus their philanthropy, with more resources going to a smaller number of causes. At the same time, companies can make information available to the public on the causes they will support thus making the task more manageable and more credible.

Linking Corporate Giving to Business Strategy

The practice of strategic corporate philanthropy is well advanced in the USA and Europe. More often called corporate community involvement, or corporate community partnerships, overseas companies support good causes in the community whilst pursuing their corporate goals.

Some companies may have reservations about linking philanthropy to corporate goals. However, Helen Fenney, director of Fenney & Letts, a small consultancy specialising in strategic philanthropy, believes that such reservations are misplaced. She says "This is often the best way to do good in the community. There is

How one

ample evidence from overseas that corporate community partnerships result in mutual benefits to both partners".

In Australia, whilst a number of companies are renowned for their corporate giving, relatively few have developed a strategic approach to corporate philanthropy.

One Australian company that is pioneering this approach is CRA Ltd, a company well known for its philanthropic efforts throughout the region.

CRA and Corporate Philanthropy

CRA, like many other credible companies, has established a broad policy of making available, on a yearly basis, a fund of money for philanthropic purposes which is related to the company's predicted results for the forthcoming year. This operates both at a group level and at the business unit level.

The partnerships which CRA has entered into go way beyond this with community partners gaining access to the vast array of specialist skills, expertise and 'in-kind' support resident in a major corporation the size of CRA.

The CRA partnership philosophy provides for long term relationships between the partners. This gives the nonprofit partner a better chance to fulfil its mission since it can plan for the future, more confident in its longer term financial viability.

CRA believes that the key to successful partnerships lies in finding a good 'fit' between the company and a nonprofit enterprise.

As well, CRA believes that both partners should want to work together, be proud and excited by the

Philanthropy

Australian company does it

association and be sincere and honest in the relationship.

Steps to Strategic Partnerships

CRA took a four step approach in developing its partnership strategy.

Step One: Assessing the Current Approach

Many companies are unaware of the impact of their philanthropy programs. What does a company's current support to the community actually achieve both for the company and for the community? Does the philanthropy program match the company image? If companies don't know, they could be missing opportunities to reinforce their corporate image and do something really worthwhile in the local community.

Implementing a detailed assessment of a company's historic direction in corporate philanthropy is an obvious starting point. In addition to this, CRA investigated world's best practice in corporate philanthropy. This led the company to the conclusion that the effectiveness of CRA's corporate giving program could be enhanced by forming community partnerships in a number of relevant areas.

Step Two: Selecting Goals, Causes and Partners

In order to select goals, causes and partners companies should collect and analyse data on business goals including marketing, human resources and community affairs. CRA implemented this approach and, as well, spoke extensively with employees to get their views on appropriate social causes in which to become involved. Based on these findings, CRA developed a framework for a partnership program.

However selecting the goals and social causes to support was only the start. Of crucial importance was finding the right partners and developing programs that worked for both partners.

By way of example, CRA approached this issue by developing a pilot program with Earthwatch Australia with the assistance of Fenney & Letts.

Helen Fenney says, "The partnership with Earthwatch was formed on the basis of the obvious fit between the two organisations. Both have a national and international reach and both have great credibility in their own areas of expertise. Earthwatch supports field-based scientific research addressing environmental issues by engaging paying volunteers to undertake the research. CRA, on the other hand, was looking for opportunities to contribute its own expertise to the growing body of knowledge on the sustainable management of natural and cultural resources as well as wishing to bring

into the company new perspectives".

Step Three: Developing the Program

Program options can include sponsorship, cause related marketing, employee volunteering, in-kind donations and there are many more.

However, the key to developing a program that works is to ensure that all activities undertaken are activities that the nonprofit organisation genuinely believes are important to fulfil its mission.

Dr Jane Gilmour, Director of Earthwatch, Australia says "The partnership with CRA has made it possible for Earthwatch to implement a number of initiatives not previously feasible due to lack of resources. This is very exciting for us".

CRA and Earthwatch have worked together to develop a three year program of activities with the core activity in each year being the sponsorship of three field-based research projects which have been



Earthwatch volunteers, including artists and journalists sponsored by CRA, worked with the Didipa Clan in Madang to document the habitat of a rare butterfly as part of a strategy for sustainable management of the forest.

Linking Corporate Giving

identified from the 150 projects Earthwatch is involved with world-wide. The projects have been selected on the basis of geographic and subject matter of significant level and at the business unit level.

The company supports a wide range of community groups and organisations involved in Aboriginal health and welfare; the arts; conservation and environment; and education.

Whilst the company still uses a considerable slice of its fund for purely philanthropic purposes it now lays greater stress on forming partnerships with organisations and communities with which it has something in common. Examples of this include the Australian Council of the Royal Flying Doctor Service and Earthwatch Australia.



The reintroduction of the bettong to the mainland of WA is the focus of research work being conducted by CSIRO scientist, Jeff Short. CRA employees will participate in a field team to assist this work.

The CRA Partnership Approach

For companies like CRA the partnership approach is based on the philosophy that partnerships between profit and nonprofit enterprises are essentially business relationships which give mutual benefits to both parties. These partnerships differ from the more traditional forms of 'chequebook' philanthropy where, once a donation has been made by a corporation, their responsibilities, and often their interest in how the money might be spent, stops. The three projects selected for the first year of the partnership are located in PNG, Kalimantan and Western Australia and address issues of sustainable forest management, biodiversity assessment and conservation biology.

CRA employees have been selected by Earthwatch to participate in each project. Jane Gilmour comments, "We are very pleased to have the opportunity to work with people in CRA, many of whom have expertise that will strengthen the capacity of the research teams in the field".

Step Four: Working with a Nonprofit Partner

While still in its first year, CRA and Earthwatch have been fortunate in their choice of partner. However, there are often major cultural differences between corporations and non-profit organisations which may inhibit working relationships.

The partnership can only succeed if both partners speak the same language.

Initial contact and discussions with the proposed partner are crucial to the relationship that subsequently develops.

As well, the ability of both partners to undertake their obligations under the partnership agreement is critical.

Philanthropy

Developing an effective partnership agreement is the best way to prevent problems from developing further down the track.

Helen Fenney says, "The pilot scheme developed with CRA has been a pioneering project against which other corporates could well benchmark their own philanthropic activities".

In the final analysis, however, both partners should want to work together and be proud and excited by the partnership. This is the most important ingredient in the relationship. ■

Contact: Helen Fenney

Director

Fenney & Letts

Tel: (03) 9690 1920

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Doing time at Typo

Well thought out objectives, a strategic plan, sound management and good leadership commitment and energy enabled the Typo Station project to attract significant creative corporate and foundation backing.

JANE SANDILANDS
reports.

The Project

Typo Station is the homestead where the project is based, named for nearby Typo Mountain, in Victoria's high country. The project, known as the Youth Opportunity Program, targets adolescent males aged between 16 and 18, who are either homeless, having family difficulties, or in conflict with the law or school and referred from government and other agencies. The first group of young people came to Typo Station in April this year.

Leading the project is Matt Pfahlert, who has worked extensively with young offenders and youth at risk on wilderness programs throughout Australia. Pfahlert has combined his own experience and drawn on expertise from the Mittagundi and Wollangarra Outdoor Education Centres, which emphasise the appreciation of wilderness in the challenges they put before young people. The result at Typo Station is a residential program which encourages self reliance, teaches woodworking and other practical skills and has a built in reward and business incentive.

Matt Pfahlert believes the cost effectiveness of the program is one of its strongest points. To keep a young person in a youth detention centre in Victoria is approximately \$1250 each week, whereas the average cost at Typo is \$300 per week.

A crucial part of the program combines the practical aspects with living simply in a small community. The objectives of the

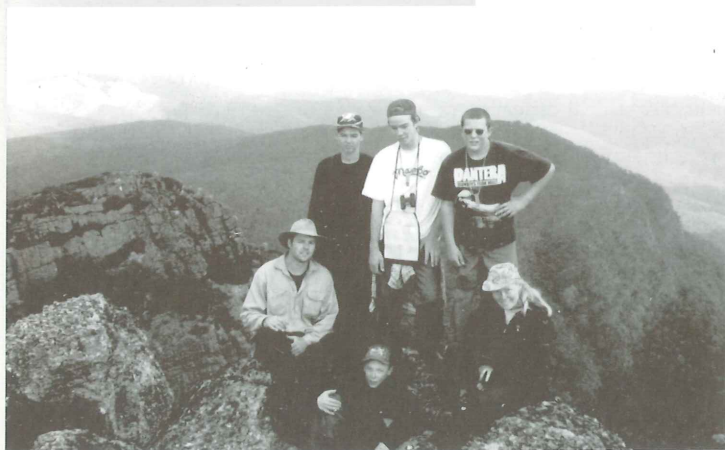
project are to give its young people the confidence, work and life skills needed for a positive future. Part of the program involves work on conservation and service projects in the local community, engendering a feeling of belonging. Those on the program live in army tents on the property (moving into the homestead for winter) from three to nine months, depending on need and their own readiness to emerge into the outside world.

Many who come to Typo Station are on the brink of being sent to a youth training centre or adult prison, thereby establishing patterns of offending lifestyles which often recur throughout adult life, at great social and economic cost.

The Location

The Typo Station mud brick homestead is an historic property on about 15 acres in the foothills of the Alpine National Park, about one hour's travelling time south-east of Wangaratta in Victoria. As well as the homestead, currently being restored, its outbuildings include an old style woolshed which is now used as the main woodworking shop. Though remote, Typo Station has reasonable access to the regional centres of Wangaratta, Mansfield and Myrtleford. There is one day 'off' each week, a three day home visit at the end of each three week block and occasional trips to Melbourne for 'concerts and the footy'.

The benefits of the location are many, Matt Pfahlert believes. Its remoteness encourages planning, as visits to the larger centres are rare and there is no public transport. The isolation also leads to a faster development of the sense of community with the young men turning to one another for



Wilderness walking: first steps on the road

companionship and support. It can also be an exercise in developing self-control, being with the same few people each day and night. The location calls for the staff to work four days on, three days off, 24 hours a day, sleeping in a small corrugated iron shed nearby. While he describes the hours as 'quite demanding', Matt Pfahlert says this also offers continuity, enabling staff to work through problems and difficulties as they happen, rather than being referred to be dealt with later.

The Strategy

Identifying a purpose which would combine the objectives of the program, as well as lead to opportunities to become oriented towards business led Pfahlert and his advisers to look at what was available in the region. The recurring theme was 'recycle'. Many old farmhouses were to be demolished, there are old materials of all kinds in abundance, there are just enough craftsmen left to teach woodworking skills with hand tools and the market is receptive to the 'recycled and hand made' bush and settler style furniture.

One huge benefit, Pfahlert says, is the use of hand tools to manufacture distinctive 'Typo' products. 'We are not only reviving old skills with such tools as adzes, drawknives and treadle lathes, encouraging young people to work directly with the wood, but also allowing the opportunity for them to talk to us while they work - something which is impossible in a workshop using noisy machinery.'

The resulting strategy has three phases: the first to collect the recycled materials, the second to teach the skills to manufacture appropriate recycled furniture and the third to market the products.

Creative Business Associations

The recycling theme led to Matt Pfahlert's approach first to leading paper and packaging manufacturer and recycler Pratt Industries, who gave funding of \$50,000 to cover salaries for two and a half staff members for the first two years (all full time staff receive \$10,000 a year). The Pratt Foundation's Tony Gray said 'Obviously there's a link between the fact that we're a recycling based company and Typo has a recycling strategy. But what really impressed the Pratt Foundation was the self help nature of Typo's activities.'

Victorian Plantations Corporation, which currently owns the property on which Typo Station is located, has agreed to allow its purchase over a long term period through work contracts in local pine plantations for program participants and supporters



Handcrafting bush furniture

Lucas Mills

Local manufacturers of mobile timber mills, Lucas Mills donated a portable mill valued at \$8,000 to Typo Station, enabling their launch into reclaiming felled timber for re-use in the furniture enterprise.

Numerous others

Typo Station has struck a chord with businesses who have given generously of time, expertise and goods. Among them are Pacific Dunlop (tyres) Holeproof (socks), Wilderness Wear (japaras), Kraft (Vegemite and Peanut Butter) Roman Sleeping Bags Himark Shoes (boots) and BP (petrol). And, Matt Pfahlert emphasises, these are only a very few of the companies who have given generously.

Building with Foundations

As well as strong support from the business sector, Typo Station has also been successful in obtaining funding from the William Buckland Foundation, to enable the development of the Blacksmith Shop, Mechanics Shop and Bush Furniture Joinery, all of which will become a major source of income generation and self funding.

The Australian Football League Foundation supported the restoration work on the homestead, which is in the process of becoming habitable and houses the library, office and other administrative areas.

Management

Typo Station has a Board of Directors, all of whom also serve on the Committee of Management. They bring expertise in business, law and education, combined with an interest in disadvantaged young people. There

Doing time at Typo (con't)

is also a Board of Advisors, who have been invaluable in opening doors, especially in the early stages of the project.

The Future

When Matt Pfahlert is asked about how to measure the success of the project at Typo Station, his answer is unequivocal: 'If we can keep these kids from going to gaol, then I think we've succeeded.' Acknowledging that there will be different levels of success, that some will decide not to go ahead with the program because 'it's isolated, away from what they know and it's hard', he feels that a good start has already been made.

Part of his optimism about the future stems from the support received from the local community. Not only are local service clubs giving massively of their time, effort and resources, but local families come on working bees: 'over 40 people brought tents here and camped at Easter,' Pfahlert says, and on their first Open Day in October 1995, five hundred people attended.

The stories Pfahlert tells about support

are of the heartwarming kind: like the man who rang up to ask if Typo could use a Subaru Brumby ute. 'Yes please,' Pfahlert said breathlessly, waiting for the conditions. 'It's name is Wilbur,' said the donor, 'and I'd like to keep it at that'. And there are ten Melbourne based solicitors who call themselves the 500 Club, and each put in \$500 a year to fund a scholarship, enabling one person to spend time at Typo.

Pfahlert's long term aim is to 'do himself out of a job': to see the project mature to the stage when the young people it has helped in the early years can become part of managing others. Then, he says, it will be a thriving business, supplying high quality bush furniture across Australia, it will be self funding and the kids it has helped will come to Open Days. 'You've got to believe that,' he says, 'we've really got something different here.' ■

TYPO

Phone and Fax: (057) 298 223



Men at work: restoring the homestead

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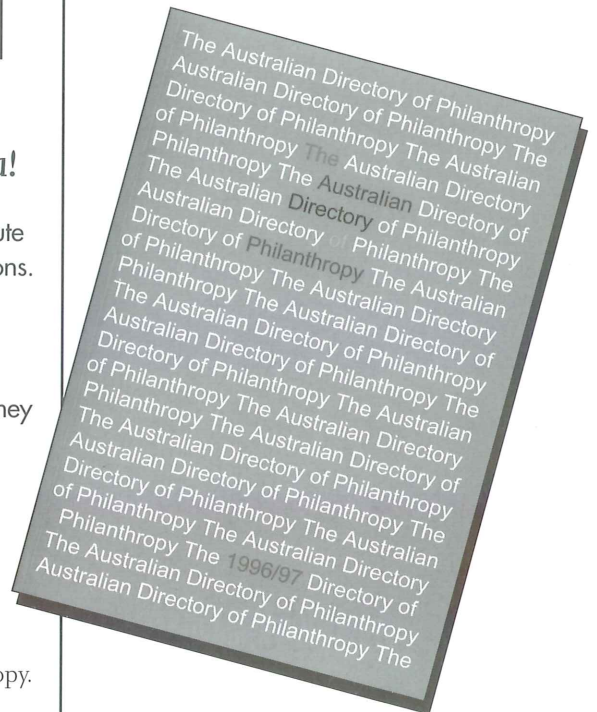
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Arts Funding

No Laughing Matter

Whether comedy, film, theatre or song, acquiring corporate sponsorship for the arts can be an uncertain business. Frances Wallace, Development Manager for the Comedy Festival says that all the arts areas are playing for the same

dollars - and competing heavily with sporting events, which often have a more obvious appeal.

That said, she believes that comedy has 'a lot going for it' when presented to a potential corporate sponsor. 'Everyone likes to laugh, it crosses all age groups and cultural boundaries - but sponsors still need to be brave

because comedy can be a bit risky - you never know quite what comedians will say. In some ways these are sponsorships of courage!'

The Comedy Festival has the additional leverage of appealing to a wide T.V. audience, thus sponsorship can be negotiated with both free and pay T.V. stations, which in turn broadens the promotion of associated Festival sponsors.

The success of sponsorship for comedy, Frances Wallace says is 'finding someone who knows and loves the medium - and who can see the link.'

Melbourne International Film Festival

The Melbourne International Film

Festival tends to have sponsors who develop long term relationships. Among major sponsors, Westpac was with the Festival for five years, solicitors Holding Redlich for more than eight and cosmetic manufacturer Poppy for the last three years.

In the medium range of sponsorships, corporations tend to come and go and the Festival is quite comfortable with this. Festival Chairman Des Clark said that while strategically the Festival likes to have long term supporters, it also welcomes new players into the field. In this year's Festival a new sponsor was T.U. Australia, owners of Eastern Energy. 'We feel it is very valuable to have a sponsor make a small investment and then look to developing the relationship further over the long term,' Mr Clark said..

Film festivals are renowned for their groundbreaking and innovative content and it may be that within the



Ida Lupino and Cornel Wilde in *Roadhouse* (1948). Directed by Jean Negulesco



The Curse of Baggle Crunch

Philanthropy

Risky Business



Kew Cottages - Spring Festival Artists: Kate Clere and Lyndsay Mason

Festival there is a film or two which may not fit the corporate positioning of a particular sponsor. The Festival's clear policy to avoid any sensitivity in that area is by having the Festival itself sponsored, rather than any one particular film.

Des Clark agrees that corporate funding is not easy to get - and that it's getting tougher. However he also believes that arts will always get reasonable share of available funding, especially as corporations broaden their profile and image and increasingly demonstrate a balance in their support across a range of areas.

Children and Opera

The Victoria State Opera has been producing operas for primary school age children for nearly 20 years. Each year, a new opera is written to develop learning in music, drama and creativity. The VSO relies heavily on funding from the corporate sector for the productions for children and has strong support from Esso, whose name has become synonymous with opera sponsorship. ANL and Qantas provided in-kind support when the Schools'

Company had the opportunity to perform overseas.

Wendy Green, Director of Development at the Victoria State Opera said that the current program, *Baggle Crunch*, will be seen by more than 60,000 children at 250 schools across Victoria.

Access for All

Arts Access works to bring the arts to the most disadvantaged in the community: people with disabilities, youth in crisis, the frail and elderly, people in institutions and in isolated and rural communities.

Executive Director of Arts Access, Helen Bowman, said that almost by definition, these are the least visible within the community, and corporate sponsors may not have the usual opportunities

for profile. Because of this, when Arts Access makes an approach to a corporation, it relies on the organisation being the 'good corporate citizen'. Arts Access usually attracts only small amounts of corporate funding but has developed good relationships with Macquarie Bank and Coles Myer, among a number of others. 'The amounts we ask for are for specific projects and although relatively small, they have really made the difference.' ■

For further information:

Victoria State Opera

Phone:

Wendy Green: (03) 9685 3777

Arts Access

Phone:

Helen Bowman: (03) 9699 8299

Melbourne International Film Festival

Phone:

Vivia Hickman: (03) 9417 2011

Melbourne Comedy Festival

Phone:

Frances Ivallace: (03) 9417 7711



Artist Jenny McCarthy working with patients at Greenvale Hospital

The Business of Ethics

Since 1989, Sydney's St James Ethics Centre has been working with corporations across Australia, discussing the question at the basis of all ethical decisions: 'What should we do?'

JANE SANDILANDS *
reports.

The basis of counselling harks back to 5th Century Greek philosopher, Socrates who 'asked a lot of interesting questions'. What is most important about the Socratic approach, Longstaff says, is not what is good or evil or right or wrong but 'what ought one to do?' 'The St James Ethics Centre is about helping people answer that question.

Executive Director of The St James Ethics Centre, Dr Simon Longstaff, has a high opinion of business. 'If you look at institutions still standing at the end of the twentieth century with some kind of respect and authority, business is still there where others, such as the churches and politics, are rocking on their pedestals.' Through business, he says, many people find meaning in their lives by their contribution to the overall well being of the society of which they are an integral part.

As for the place of The St James Ethics Centre in today's increasingly complex business world, Simon Longstaff begins firmly with a charter of what the Centre is not. 'It was not set up in 1989 to address the problems of the 80s. The Centre was set up to look to future, to see where assistance would be required by people in business and the professions.' Another on Longstaff's list is that the Centre is absolutely not judgmental about issues under examination. 'Some people see an organisation which has a got Saint and an Ethics in the title and think we might be some kind of moral policeman. We're not. I don't have the Big Book of Ethics with all the answers.'

The Centre, Longstaff says, is 'very much working with people on the same side of the table. We say to organisations 'You tell us what you think is important and we'll talk about unlocking some of the issues.' The advantage of taking issues beyond the organisation is that the Centre brings both a different - and distanced - perspective and a totally confidential and professional, ethically based expertise.

Quality of Process

Businesses today, Longstaff says, are operating in an environment inconceivable only as recently as ten years ago. 'Changes in technology,

changes in the pattern of our engagement with regional economies businesses operating offshore: many of these are quite different to what we're accustomed to.' One significant issue often discussed with the Centre is the difference between business operations in Australia and those carried on by Australian companies overseas. 'What we have tended to do when looking at business operations offshore is observe certain practices and assume they are being driven by the same criteria operating in Australia. We then apply a set of motivations which in some cases would be seen to be inappropriate in our own environment. As often as not, we are misreading what we see.'

The important aspect, Longstaff says, is not simply 'hoping you get it right'. 'These things need to be worked through. It's not so much that you'll necessarily come up with an answer with which everybody would agree - nor an answer which is in some sense objectively right. Of course it might be, but the thing all of us are accountable for - equally so for corporations - is the quality of the processes we use in order to arrive at an answer.'

Essential but not Sufficient

The first step for an organisation's involvement with The St James Ethics Centre comes from the top. 'It's absolutely essential to have support from the highest levels in an organisation - board, chief executive and senior management actually being committed to the process of giving serious consideration to the ethical dimension of what the company does,' Longstaff says. 'While this level of involvement is crucial, it isn't sufficient because it is unrealistic to think that things can change without consultation within the many different levels of an organisation. People have to have a sense of why certain things are put in place.'

Philanthropy

First Steps

For an organisation to be on the threshold of doing something about its ethical dimension, the first step, Longstaff says, 'is to accept the nature of the complexity, not be frightened by it.' 'People frightened of complexity or uncertainty tend to create a whole set of structures or rules which help give them the illusion of certainty, but in the process, divest themselves of responsibility.'

While he thinks that business makes an enormous contribution and is 'for the most part, of tremendous benefit to humankind,' sometimes, Longstaff says, like most institutions, it falls easily into the habits of a lifetime. 'Even notionally virtuous behaviour, motivated by the best of intentions becomes ossified. That lack of a critical awareness of why people are doing the things they're doing means that the world isn't seen for what it is.'

Thinking about the core of the organisation, asking the question 'Why am I doing this?', 'Is it right to do this?', you begin to rupture some of the certainties you might have had and the convenient crutches you relied upon. And if you're not so afraid of uncertainty, but see opportunities in it, then you're really going to do some interesting things.'

Why an ethics centre?

An early response of some companies to The St James Ethics Centre was 'we don't need to support it: we're ethical'. Longstaff says that what they thought - wrongly - was that the only people who dealt with ethics centres somehow had questionable ethics. 'Now,' he says 'the big change is that people are saying they do want to support the Centre because it's a resource to draw on. Perfectly ethical people still find themselves facing ethical dilemmas where you can be so close to the problem, you really don't know what to do.'

The St James Ethics Centre has a 1 800 number used by callers across Australia. Counsellors are both volunteers trained in the art of philosophical counselling and the Centre's own staff, which make up what Longstaff calls 'an interesting combination of professional skills'. Longstaff is a philosopher, and others on the staff include a lawyer, sociologist and a psychologist.

The basis of counselling harks back to 5th Century Greek philosopher, Socrates who 'asked a lot of interesting questions'. What is most important about the Socratic approach, Longstaff says, is not what is good or evil or right or wrong but 'what ought one to do?' 'The St James Ethics Centre is about helping people answer that question. Given the choices, decisions they've got to make, given the facts of the matter, given the kinds of values being upheld, given the concerns about one's character or the organisation - what should be done?'

The 'quick fix'

There isn't one, Simon Longstaff says. Some organisations think they can 'do ethics' by putting together a code, sometimes by shopping around in codes other companies have developed, then choosing what they consider to be the best. Such an approach is unlikely to have lasting value, Longstaff says.

'When an organisation comes to us, we are quite open about saying that once you open this particular ethics packet, then it takes commitment to follow through.'

The emphasis of the Centre is on practicality, about coming to grips with what companies are dealing with and trying to offer assistance. Sometimes, Longstaff says, the results are magical. 'Someone might say 'I've got this knotty problem and I'll slice it through with a sharp knife and that will fix it.' 'It well may fix it', Longstaff observes, 'but the damage done along the way will be severe'. What the Centre does is unravel the knots. When taken apart, the issues become far more interesting than would otherwise have been the case. The company clearly sees the value and much of the Centre's recommendations come from work concluded in this way.

Future Challenges

Undoubtedly the biggest single challenge ahead for The St James Ethics Centre is its funding. A charity, with some consulting income, the Centre's principal focus is ensuring that the ability to pay is never a concern for those wanting to address ethical questions.

The other challenge, Longstaff says, 'is growing an organisation to meet an increasing demand and service a very broadly based range of clients.' The Centre is called upon by people and organisations from across Australia and

continued page 29



Board members and staff at St James Ethics Centre.

An American Perspective...

by Dan R Bannister,
President & CEO DynCorp
(Ohio, USA)

Most enlightened companies realise that business success depends on the well-being of its employees, and the overall economic, social and cultural strength of the communities in which it operates.

Crime, homelessness, drug addiction, domestic violence, nature, healthcare, the environment. Clearly, the needs of our society continue to grow. And we, as a society, continue to make a concerted effort to alleviate these problems. According to statistics released in the American Association of Fund-Raising Counsel's annual publication Giving USA charitable contributions in the US rose \$15 billion in 1995 to \$143.85 billion. The editor of Giving USA said that the 10.78% hike is the largest increase in overall charitable giving in the past eight years. She noted that today charitable giving in the US is 2% of the GDP (approximately \$US 180 billion).

Just how much of that giving comes from Corporate America? And, more important, with so many worthy causes, how does Corporate America decide where it gives? when it is enough? Moreover, how do corporate contributions really benefit the community? the company? And, with all the change in the competitive, more global marketplace of the future?

In total, corporate giving in 1995 was pegged at \$7.4 billion - 7.5% increase over 1994. Much of that increase can be attributed to the revival of our economy and a bullish stock market, and my own opinion is that it is unlikely we will sustain that kind of growth in corporate giving in the future. Now that's not to say that corporations will stop giving. They won't. But I do think that charitable contributions, like all other things in Corporate America will come under increasing scrutiny and will ultimately change as the work environment changes.

Part of the difficulty in tracking these changes stems from the fact that companies give to their communities for a whole host of reasons. It is difficult, if not impossible, to establish a set of philanthropic criteria that would cover all corporations under all



circumstances. Still, in general I think a company's philanthropy is driven by four key factors: its culture, business goals, stakeholders; and senior management's commitment.

Culture

A company's culture plays a key role in the development of its pattern of charitable giving. Some companies take giving very seriously - establishing boards or employee groups to oversee the decisions and disbursement of corporate philanthropic funding. Others take a more haphazard approach, simply responding to requests on a case by case basis. And still others outsource the entire function, for instance, by giving all their contributions to a community foundation.

Other facets of the company's 'personality' impact corporate giving as well, for instance how centralised or decentralised it is; how high or low the company's public profile; how connected the company is to the community in which it is located; what the company values. All of these factors and other cultural traits shape a company's pattern of giving.

Philanthropy

on Corporate Philanthropy

Business Goals

Most enlightened companies realise that business success depends on the well-being of its employees, and the overall economic, social and cultural strength of the communities in which it operates.

These companies typically seek to create win-win situations with regard to their philanthropic activities. For instance, a United Way chapter gets the benefit of a full-time loaned executive. At the same time the executive develops new skills which can help in his/her own job development and future contributions to the company.

A local Chamber of Commerce receives corporate funding for its community based arts-in-the-school program. Meanwhile the company's decision-makers learn about major issues affecting the community where the company conducts business. A technology council receives managerial advice and support from senior executives while the company enhances its own reputation as a technology leader and the entire technology industry gains clout with the state legislature. A local university receives a grant to purchase new computers. In so doing, the company seeds its future workforce with the tools and the talent the company will need in the future.

Assessing philanthropic opportunities in light of your company's strategic goals may sound self-serving. But in reality, what could be better than advancing the needs of your community while advancing your company's and your employees' needs. Everyone wins.

Stakeholders

In addition to an organization's management, its stakeholders might include the board of directors, shareholders, competitors, partners, vendors, customers, supplies, analysts,

the general public. In a vital organisation all of these stakeholders have the opportunity to influence a company's philanthropic decisions. Partners in business may seek a charitable partnership as well. Employees and/or customers at a particular location may have a favourite charity that they would like the company to support. Competitors may influence a company's actions just by virtue of their own involvement. (There are some causes a company would not want to be left out of if its competitors are supporting it.)

While all of these publics influence a company's giving, I believe that, by far, the employees of the company hold the most sway. After all, they are insiders of the company as well as the community. On the one hand they can bring the needs of the community to the forefront of the company's agenda and lobby for support. At the same time, they can act as ambassadors of goodwill for the company as they serve the community.

Senior Management's Commitment

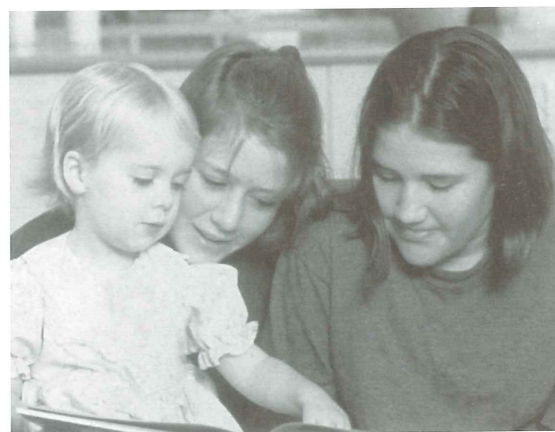
Analysts will tell you that in times past a corporation's philanthropic decisions were based solely on the CEO's (or other senior officers') personal relationship to the community where the corporate headquarters resided. While today, certainly these decisions are made more broadly, and even more strategically, I still believe that senior management's role is a critical factor in what, when, how much, and how often an organisation extends its resources in the community. If a company's CEO or top management is not committed to contributing to the well being of the communities in which it operates, it is unlikely that it will happen, or at least

not to any degree that can make an appreciable difference.

So to conclude, I believe that an organisation's philanthropic behaviour is influenced by at least four factors: the company's unique personality or culture; its strategic objectives; input from its stakeholders, especially its employees; and the personal commitment of its leadership.

I think these factors will continue to influence corporate giving in the future. I also think that there are some new considerations on the horizon, considerations that may change the face of corporate philanthropy. For instance, we are seeing a trend toward more globalization in American business. As companies become more international, will the pattern of philanthropic support also become international in scope? Likewise, as companies continue to merge, consolidate, and acquire other companies, will local giving be replaced by support of national philanthropic endeavours? And, as companies fight for market share and value enhancement, will they require greater accountability on the part of the charities they support?

continued page 31



Ronald McDonald Houses provide families with a home-away-from-home, and a network of support during difficult times.

Fees for Administering Perpetual Trusts

An update on the Trustee (Amendment) Act

To date, no trustee company has charged the administration fee as the regulation prescribing the basis of valuing trust assets has not been issued.

The Trustee & Trustee Companies [Amendment] Act 1995 makes provision, from 1 January 1996, for a trustee company to charge an annual fee of 0.96% per annum for administering perpetual trusts. The fee may only be charged against the income of the trust and if charged, the trustee may not charge capital and income commission.

To date, no trustee company has charged the administration fee as the regulation prescribing the basis of valuing trust assets has not been issued.

The amendment arose out of a request by the Association to allow members to charge an administrative fee for all trusts administered by them.. Such trusts include:

- life trusts
- discretionary trusts
- trusts for minors
- charitable trusts

The work involved in administering these trusts in most cases is quite extensive and can apply over a significant number of years. The only commission available under the Act is income commission which in many trusts does not compensate for the work involved.

When the amending legislation was drafted the fee was made only applicable to perpetual trusts which are not defined in the Trustee Companies Act. However, the traditional view of perpetual trusts certainly does not cover many of the categories of trusts set out above.

In an attempt to make the legislation more appropriate and meaningful the Association has had discussions with the Chief Parliamentary Counsel and the Office of Fair Trading with the view to having the administration fee provision amended. The outcome of these discussions is not clear but it is

hoped to reach a settled position by the end of July 1996.

Don Blythe, National Director, Trustee Corporations Association of Australia.

For further information:
Phone: (03) 9670 5169

Note:

Mr George Shaw will address Trustees on the new Act at the first of our new Education series on September 4th. His paper will be printed in the next issue of Philanthropy. ■

book review

Fairness in Funding: An Equal Opportunities Guide for Grantmakers, Roland Doven and Fiona Ellis. Association of Charitable Foundations, London, 1995, RRP \$25.00 [includes p&h]. David Murray*

The distribution of wealth is at the heart of a community's understanding of 'fairness'. If there are groups of people increasing in size and number who have less access to resources than they once did, and concomitantly there are fewer people absorbing more wealth, then one can question the fairness of the system.

The role of charitable giving in redressing the balance for particularly disadvantaged groups has been well established in the UK, USA and Australia. While the per capita charitable giving is higher in the UK and USA than in Australia, the importance of charitable trusts and foundations in contributing to the development of services to groups in particular need has been a strong feature of the community sector in Australia. Initiatives taken by many local community groups and self-help groups have relied upon trusts to provide the 'risk capital' needed to begin something before governments are prepared to commit resources. The existence of many well established services began this way. The concept of 'fairness' in funding, however, is one not necessarily expected in these times of economic fundamentalism that upholds competition and an ethic of winners and losers.

In publishing 'Fairness in Funding' the Association of Charitable Foundations of Great Britain has made a refreshing attempt to guide grant-makers in a more equitable distribution of their resources. For the United Kingdom this represents well over 1 billion pounds per annum.

By promoting policies of equal opportunity, consultation, flexibility and self-examination 'Fairness in Funding' suggests some simple strategies for trusts to refine their own practices so that the distribution of trust funds can go to those in the greatest need as well as to where the funds will do the most good. They acknowledge the great difficulty faced by trustees in evaluating submissions and making good decisions.



Importantly they emphasise that it is critical to the fairness of decisions that trustees remember that trusts are there to '...meet the needs, not to reward organisations'.

The authors provide no simple framework for trusts to adopt. They uphold the value of diversity, suggesting that it is equally valid for trusts to take a structured and rigorous approach to their grant-making as it is for others to support the truly eccentric that may turn out to be ahead of time.

Rather than placing fairness and effectiveness in juxtaposition, 'Fairness in Funding' suggests that the two go hand in hand, that '...good philanthropy is balanced philanthropy.'

The many practical strategies for trusts contained in this book provide some straightforward ways in which trusts can be both generous and just in their distribution of scarce resources.

While written for the United Kingdom this book is very relevant to the Australian context, particularly as governments withdraw from direct service provision and grantseekers come to rely even more on the non government sector. The cost of this withdrawal, however, may be for services to become increasingly uniform as prescribed by government. The availability of risk capital to groups on the fringes and to those wishing to explore new ways of addressing social problems then becomes vital to the continued existence of a broadly based and diverse community sector.

'Fairness in Funding' will be a useful resource to those trusts wishing to become more effective in redressing social disadvantage. It may also be a timely publication to introduce to those trusts that have not recently reviewed their activities. With dramatic changes in government policies in the health and welfare sectors, trusts can have even more significant influence on service provision and policy development by the equitable and strategic distribution of their resources.

In addition, 'Fairness in Funding' will provide a helpful guide for trusts to stimulate internal dialogue and reflection about priorities as well as to encourage better communication between trusts and stakeholders in the community. ■

Available from A.A.P.

Ph: (03) 9650 9255

*Associate Director of Policy and Planning, Jesuit Social Services

Members...

for your diary!!

Education Series

Wednesday 20th November, 1996 –
Melbourne

Mr John Nolan

Trends in Investment

Bi-Monthly Issues Forum

Thursday 26th September, 1996 – Melbourne

Hon. Rob Knowles, Minister for Health, Minister
for Aged Care

Friday 15th November, 1996 – Melbourne

Ms Jan Stewart, Lotteries Commission of Western
Australia

Executive Officers Working Lunches

Tuesday 1st October – Melbourne

Ms Anne Kiewiet

Manager Community Support Fund Unit,
Department of Premiers and Cabinet

Tuesday 10th December, 1996 – Melbourne

Christmas meeting with AAP Council

Sydney Forums

November, 1996 – Sydney (to be confirmed)

Annual Trustees' Dinner

Monday 21st October, 1996 – Melbourne

Special Guest

The Governor General of Australia,
Sir William Deane AC KBE and Lady Deane



continued from page 23

overseas. One of its current clients is the Government of Vietnam who made 'an extraordinary request', asking that the Centre help develop a set of principles drawn from Vietnamese traditions to be applied to their economy through state-owned enterprises and the private sector as the country makes the transition from a command economy to an open market. Longstaff observes that the opportunity to work on such projects is both exciting and very challenging, as is the Centre's increasing role working with businesses facing a changing world.

On Simon Longstaff's desk, Socrates' words glide across the screen-saver: 'The unexamined life is not worth living'. It is a tenet which more Australian organisations are applying to their operations, seeking workable answers to 'what should we do?'

The St James Ethics Centre
Level 9, 15 Young Street,
SYDNEY 2001

Telephone: 02 9241 2799
Facsimile: 02 9251 3985

* Jane Sandilands has been a regular freelance contributor to *Philanthropy* since the 1st issue in 1989. ■

The Latest Research from the Centre for Adolescent Health

Our children are our future. We have all heard this saying many times before and although it may sound hackneyed and over sentimental, it is nevertheless undeniable that the youth of today will become the leaders of tomorrow. Investing in young people is investing in our future.

VicHealth helped to establish the Centre for Adolescent Health in 1991 to improve the health of young people through research, health promotion, training, advocacy and clinical services.

As part of this work, the VicHealth Adolescent Health Survey was undertaken by the Centre between August and December, 1992. A total of 2524 Year 7, 9 and 11 students from 37 government schools, 13 Catholic schools and 9 independent schools participated in the survey. The schools were selected from the state of Victoria, the majority being in metropolitan Melbourne.

The students were questioned on a diverse range of health and behaviour issues.

The results of this extensive survey are both encouraging and disturbing. The majority of students surveyed indicated they were happy and healthy, with very few problems. This is contrary to popular community belief that adolescents are a group prone to excesses of behaviour, especially with regard to sexual activity, alcohol and drug use.

Conversely, there are problems among adolescents which require immediate action in the areas of health promotion and intervention. In particular, many young people are suffering from depression. This in turn may contribute to health compromising behaviours such as high alcohol consumption, tobacco and drug use, and possibly (in severe cases of depression) to self-harm and thoughts of suicide.

Adolescence is undoubtedly a time of emerging independence and autonomy when young people start taking responsibility for their own behaviour and making their own choices. This exposes them to health risks associated with drugs, diet, alcohol and sexual behaviour. However, it has also become evident that adolescence provides enormous opportunities for young people to establish healthy life-style habits that will last a life time.

For further information telephone:

Centre for Adolescent Health:

Phone: (03) 9345 5890
Fax: (03) 9345 6502

VicHealth:

Phone: (03) 9347 3777
Fax: (03) 9345 3222

Home & Abroad ...

HOME

Conferences...

1996 Royal Botanic Gardens - Commemorative Conference

When: 22-28 September, 1996
Where: University of Melbourne
Enquiries: Dr T.J. Entwisle [written only]
1996 Commemorative Committee
Birdwood Avenue, South Yarra 3141

Global Futures Forum - Asia Pacific Event

When: 4-7 October, 1996
Where: University of Sydney
Enquiries: Coordinating Office
78 Alt Street, Ashfield
New South Wales, 2131
Ph: 02-9716-7066
Fax: 02-9716-7795
Email: 100355,1276@compuserve.com

Fourth Australian Library & Information Association [ALIA] Biennial Conference

When: 6-11 October, 1996
Where: World Congress Centre Melbourne
Enquiries: Ms Helen Jennings [written only]
Convention Network
224 Rouse Street, Port Melbourne,
Vic 3207

1996 World Conference

When: 23-27 October, 1996
Where: Monash University
Enquiries: Ms Bev Dandy [written only]
The Apostolic Church, PO Box 292,
Boronia, Vic 3155

Mental Health Outcomes for Australia's Young

When: 20-23 November, 1996
Where: Melbourne, Victoria
Enquiries: PO Box 214, Brunswick Victoria 3057

1996 National Methadone Conference

When: Late 1996
Where: T.B.A.
Enquiries: Ms Caroline Thompson [written only]
Australian Drug Foundation
PO Box 529, South Melbourne,
Vic 3205

ABROAD

Conferences...

Fall Conference for Community Foundations

When: September 10-12, 1996
Where: San Diego, California, U.S.A.
Enquiries: Edward Tate, Council on Foundations
Ph: 0011-1-202-467-0423
Fax: 0011-1-202-785-3926

Next Generation Retreat

When: October 17-19, 1996
Where: Menlo Park, California, U.S.A.
Enquiries: Edward Tate, Council on Foundations
1828 L Street, NW Washington, DC 20036-5168
Ph: 0011-1-202-467-0423
Fax: 0011-1-202-785-3926

Grant Making in the New Environment

When: 17-19 September 1996
Where: Edinburgh
Enquiries: Josephine Martyn, Administrator
Association of Charitable Foundations
4 Bloomsbury Square, London WC1A 2RL
Ph: 0011-44-171-404-1338
Fax: 0011-44-171-831-3881

The Future Shape of Child Protection

When: 8-11 July, 1997
Where: Edinburgh, Scotland
Enquiries: BASPCAN Congress Office
PO Box 5517, Inverness IV1 2ZL
Scotland, United Kingdom



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We are in a very tumultuous time and the only thing we can be certain of is that we can't be certain of anything in business these days - except change. Changes will continue to dominate the business world and it will no doubt spill over into our communities and even our personal lives.

Closing Reflections

My own feeling about corporate philanthropy is that it should be regarded as a social responsibility. Corporations benefit from a stable, productive society and they, in turn, should do their part in creating and nurturing such a society.

At DynCorp our corporate giving is far-reaching. It includes everything from the support of the arts, to high technology, to children, to cultural organisations, health, to education, to the preservation of our national heritage. Our corporate philanthropy is also split between cash donations and in-kind services, which I would venture to guess probably outpace cash manifold when documented fully. It is much easier to write a check to a charitable institution than to take on the management of a telethon, or the organisation of an auction to benefit the homeless. These events take time - time away from making profit which is any business' primary objective.

But the truth is that organisations do profit from helping the community and so do individuals - in some ways that are measurable, in other ways that are not. Measurable or not, at DynCorp we believe that good corporate citizenship is a meaningful and vital part of who we are as a company and as individuals. As Theodore Roosevelt said, 'What a man does for himself dies with him. What he does for his community lives long after he's gone.' ■

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Espirit Cares Trust	Lance Reichstein Charitable Foundation
Felton Bequests	R.E. Ross Trust
Foundation for Development Co-operation Ltd.	Rothschild Australia Ltd.
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Australian Association of Philanthropy
3/111 Collins Street, Melbourne 3001 Ph: 03 9650 9255

Summer:

Philanthropists – Old & New

Grantseeker Workshops – 1996

The Australian Association of Philanthropy

**Want to know more about how to approach
Trusts and Foundations?
How to be an effective grantseeker?
How to secure funds for that much needed work?**

This workshop is for you! Topics to be covered:

- Understanding the grantseeking maze and mapping the territory of Trusts and Foundations
- Who gives what to whom, and why
- Nuts and bolts of a successful funding request
- Artful, effective ways to use your time and contacts
- Trouble shooting and handling the worst case scenario
- How to make your role as a grantseeker work for you in your organisation
- The steps to take in building funding partnerships that work
- Everything you ever wanted to ask.....

Your familiarity with the world of philanthropy will be increased through access to a range of written materials, and face to face discussion with the grantmakers

You will come away more effective as a grantseeker through exchange of information, ideas and consideration of new and old strategies

You will receive practical assistance with the development of your funding proposal, so bring questions and ideas to discuss

The workshop presenters share over 20 years of experience in seeking grants for community organisations, before gaining 18 years experience working with Trusts and Foundations.

Queensland - Brisbane	Date:	Friday 4 October
	Venue:	Leukemia ESA Village Auditorium 64 Raymond Terrace, South Brisbane
Victoria - Warrnambool	Date:	Tuesday 8 October
	Venue:	The Association for the Blind 229 Moore Street, Warrnambool
ACT - Canberra	Date:	Friday 18 October
	Venue:	Parliament House, Committee Room 1R3 Canberra ACT 2600
Victoria - Melbourne	Date:	Wednesday 30 October
	Venue:	Arthur Andersen, 18th floor 360 Elizabeth Street, Melbourne

All Workshops run from 9:30 am - 4:30 pm. The cost is \$250 per person including lunch, morning and afternoon tea and materials.

Places are limited, registration must be accompanied by full payment.

Philanthropy

WORKSHOP REGISTRATION FORM

To reserve a place at a Grantseeker Workshop please fill in the details below and return with payment to the Australian Association of Philanthropy.

I would like to register for:

☐ A place at a Grantseeker Workshop – \$250 per person in:

- ☐ Brisbane Qld – October 4th
- ☐ Warrnambool Vic – October 8th
- ☐ Canberra ACT – October 18th
- ☐ Melbourne Vic – October 30th

☐ I have enclosed a cheque for \$_____ (or credit card details)

Name: _____

Organisation: _____

Address: _____

Telephone: () _____

Fax: () _____

☐ Bankcard ☐ Visa ☐ Mastercard ☐ Other _____

Card No:

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Expiry Date: ____/____/____

Signature: _____

Please mail your registration and payment to the address below:

Level 3, 111 Collins Street

Melbourne, Vic. 3000

Phone: (03) 9650 9255 Fax: (03) 9654 8298

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