



**Australian
Community
Philanthropy**

building community foundations
across Australia

Strategic Plan and Business Plan 2015

Final

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Australian Community Philanthropy
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Chairman's Foreword



Australian Community Philanthropy (ACP) has made significant progress in contributing to the development of philanthropy in Australia. The Board aims to increase our footprint in community philanthropy because thriving community foundations enhance community well being and sustainability. ACP is well placed to continue to do so across Australia, with a Board that represents all Australian states except Tasmania and the Northern Territory.

We recognise that there are challenges that must be overcome and steps that need to be undertaken for us to realise the most of our opportunities. These include working with limited resources to ensure that we meet our potential to build stronger communities in every region, and learning to better communicate across locations and time zones. This Strategic Plan sets out some of the steps that we will take to enable us to contribute to community philanthropy to the full extent possible. This includes plans for improved communication and information sharing and the appointment of an Executive Officer early in 2015.

To ensure that ACP takes advantage of its opportunities for growth through adoption of this Strategic Plan, each Board member has taken on a portfolio role for the priority areas. Each portfolio area has a lead director responsible for driving that priority and a support person to assist. The directors for each portfolio area will report on progress to the full Board at meetings, particularly the planned strategic meetings over the year.

We are looking forward to a productive year with strong growth over the period of this Strategic Plan.

A handwritten signature in black ink that reads "Sue Charlton".

Sue Charlton AM

“Community foundations link people who need a hand with those that can help”

Our background



Australian Community Philanthropy (ACP) is a not-for-profit organisation that aims to build and support community foundations and the communities that support them across Australia.

Australian Community Philanthropy is a company limited by guarantee (ABN 11 128 866 419), incorporated in late 2007 and endorsed as a Charitable Organisation by the Australian Tax Office in March 2008.

Australian Community Philanthropy works to address the issues facing the community foundation sector in collaboration with other national agencies working to develop philanthropy in Australia, including Philanthropy Australia (PA) and the Foundation for Rural and Regional Renewal (FRRR).

Healthy Vital Signs for Communities is our flagship project. ACP is collaborating with Community Foundations of Canada on the *Vital Signs* project. Other projects and partnerships will continue to develop.

Australian Community Philanthropy has a Board made up of experts in the field of community foundations.

Current members of the Board include: Sue Charlton (Chair), Wayne Weaire, Derrick Ehmke, Paul Clark, Annie Duncan, Julianne Sanders and Dylan Smith.

“We improve social outcomes and address local needs by empowering local communities through the development of community partners”

Our strategic context



ACP is a membership organisation. Currently we have 20 Community Foundation members, and five individual members.

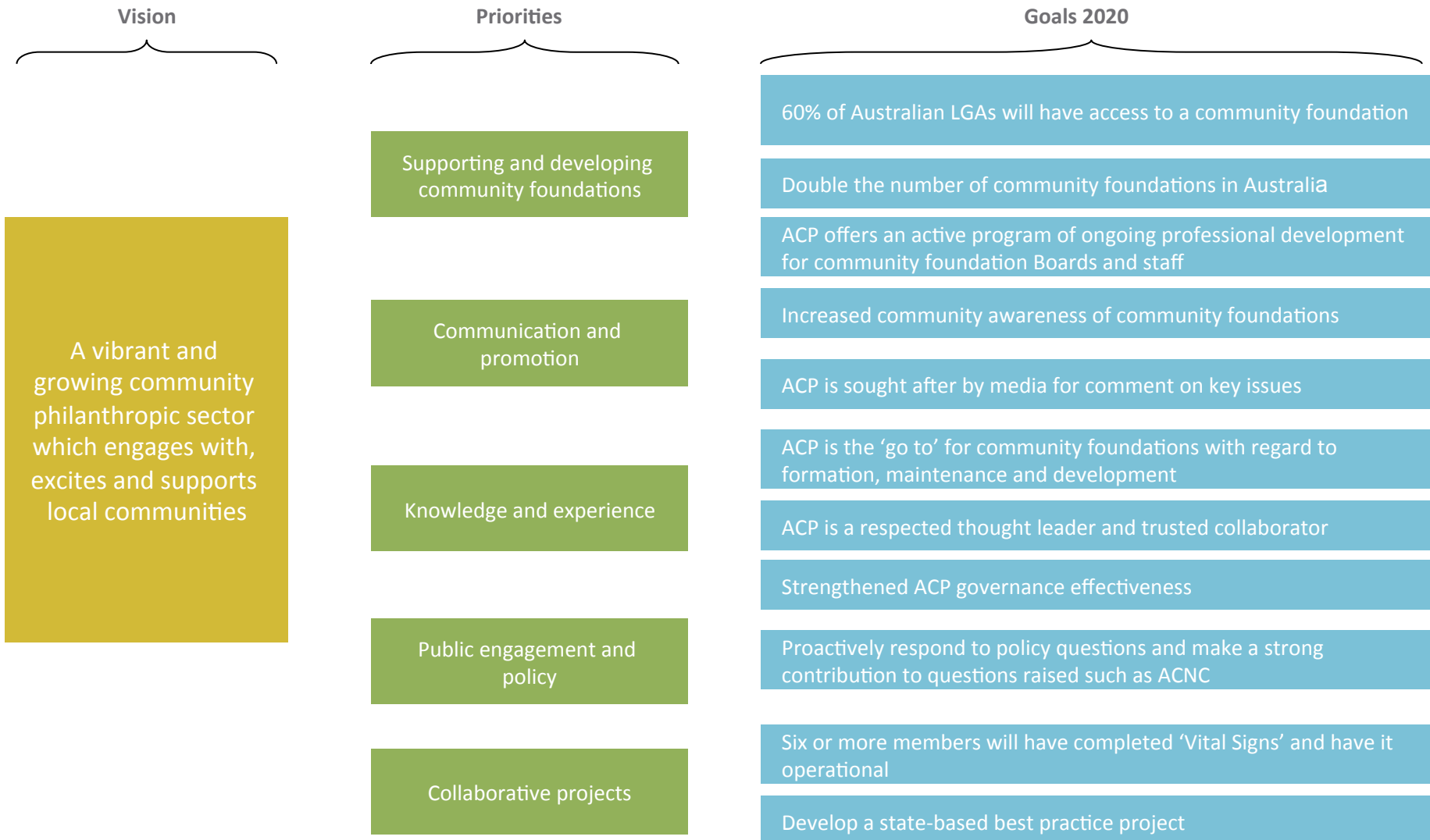
To date, we have operated largely through the support of volunteers, drawing on the resources of the members we are seeking to support. The growth of the community philanthropic sector and of ACP's membership means that we will need to employ an Executive Officer moving forward.

Our collaboration and communication with other organisations representing and supporting community philanthropy is designed and undertaken to ensure that we work in areas where there are clear gaps in support for community philanthropy. While they are a key stakeholder and partner, Philanthropy Australia does not provide a sufficient representation of the specific issues facing community foundations, their unique features and individual community needs.

At the same time, the willingness of community members to engage in personal-scale philanthropy, the general reduction in government program activity at all levels, and the ongoing needs of many communities for support, ensure that community foundations and the ACP have a major role to play.

“The community has identified priorities and community foundations help bring together resources to address them”

How we will deliver: vision, priorities and goals



Our strategic priorities



Vision:

Our dream is to help develop a vibrant and growing community philanthropic sector which engages with, excites and supports local communities

Priorities:

We will realise this vision through:

Supporting and developing community foundations	Providing forums and resources to support and strengthen existing community foundations and give guidance for new community foundations
Communication and promotion	Use members, champions and partners, along with a variety of media, to increase knowledge and reach of community philanthropy
Knowledge and experience	Learn from and share the experience of members, and develop a strong understanding of community philanthropy in Australia
Public engagement and policy	Advocate, in partnership where appropriate, for progressive improvements to legislation and policy affecting community foundations
Collaborative projects	Develop collaborative projects that support ACP's directions, building on the expansion of <i>Vital Signs</i>

Mission:

Australian Community Philanthropy's role is to be the peak organisation which aims to build and support community foundations, and the communities that support them, across Australia.

Objectives:

- To build the capacity of community foundations within Australia through providing networking and learning opportunities, fellowships, peer support programs, tax reforms and other services;
- To help create the optimum operating environment for the growth of community foundations in Australia; and
- To provide a focal point for consultation between the community foundation movement and external stakeholders, such as government, philanthropic donors and national and international partner organisations.

Priority One: support and develop community foundations

Goals 2020	<ul style="list-style-type: none"> • 60% of the Australian LGAs will have access to a community foundation • Double the number of community foundations in Australia • ACP offers an active program of ongoing professional development for community foundation Boards and staff
Goals 2014-15	<p>Support community foundations and create a strong environment for new community foundations to be born.</p> <ul style="list-style-type: none"> • Increase members of ACP to 75% of community foundations in Australia • Achieve 100% engagement of members through: <ul style="list-style-type: none"> • The annual forum • Teleconferences or webinars • A members-only online 'knowledge hub'
Actions 2014-15	<p>Five key actions:</p> <ol style="list-style-type: none"> 1. Secure IT resources for ACP to develop a 'members only' area of the website 2. Create a members only area of the website, a 'knowledge hub' with key information and resources for running a community foundation such as: <ul style="list-style-type: none"> • Grants • Boards • 20 standards • Fundraising ideas • Form templates • Chart of accounts 3. Run six teleconferences per year on topical issues, unless a great opportunity presents itself 4. Create an online forum for supportive dialogue, with six topics per year to spark forum discussion 5. Develop a member benefit plan, including member categories and proposed fee structure.
Board sponsor	Dylan Smith and Annie Duncan

Priority Two: communication and promotion

Goals 2020	<ul style="list-style-type: none"> • Increased community awareness of community foundations • ACP is sought after by media for comment on key issues
Actions 2014-15	<p>Develop the communication vision</p> <ul style="list-style-type: none"> • Ensure communications plans are developed as an integral part of ACP’s planning • Ensure key messages, writing and branding are consistent across ACP and align with the membership strategy • Create a multiplatform digital content strategy including social media and PRR campaigns • Identify a “champion” for the community philanthropy movement, and key members as spokespeople for ACP in regard to philanthropic issues • Promote community philanthropy outcomes (rather than simply the trusts or corpus) and a media strategy for promotion – including “100 years and \$100 million back to the community” <p>Work with communication partners</p> <ul style="list-style-type: none"> • Identify and work with key partners such as local government and local government peak bodies to “spread the word” of community philanthropy • Work generally to increase media and public awareness of community philanthropy <p>Develop communication tools</p> <ul style="list-style-type: none"> • Conduct an audit of existing communications tools (including evaluation of effectiveness of digital outputs) and investigate other tools that may be available for ACP to use, including through partners and other stakeholders • Develop media and promotion tools for newer community foundations • Develop a range of communication tools for members, including a functional blog page, members only website functions (eg discussion forum, knowledge hub), newsletter and improved website • Increased and more effective use of social media eg YouTube, facebook, LinkedIn and Twitter
Board sponsors	Julianne Sanders

Priority Three: knowledge and experience

Goals 2020	<ul style="list-style-type: none">• ACP is the 'go to' for community foundations with regard to formation, maintenance and development• ACP is a respected thought leader and trusted collaborator• Strengthened ACP governance effectiveness
Actions 2014-15	<ul style="list-style-type: none">• Establish a member engagement system for identifying and documenting the issues, enablers and barriers facing individual community foundations• Creation of an information resource – continued project mapping• Identify turning data collected to date into an effective “infographic” around the distribution of community philanthropy• Develop impactful and insightful stories of community• Develop a mentoring program for new foundations
Board sponsors	Dylan Smith

Priority Four: public engagement and policy

Goals 2020	<ul style="list-style-type: none">• Proactively respond to policy questions and make a strong contribution to questions raised such as ACNC
Actions 2014-15	<ul style="list-style-type: none">• Undertake advocacy to reduce complexity of tax treatment of community philanthropy• Provide advocacy input to further development of ACNC or its successor• Support general improvement to the regulatory framework• Develop simple mechanisms (e.g. email, survey monkey) to gather input from members into advocacy work• Identify partners with shared interests and utilise the advocacy capacity of larger partners
Board sponsors	Wayne Weaire and Sue Charlton

Priority Five: collaborative projects

Goals 2020	<ul style="list-style-type: none"> • Have operational a comprehensive ‘Vital Signs’ program which is recognised to be informative and effective for local communities • Operate a Best Practice program for Community Foundations’ directors and staff based on shared experiences at local, national and international levels.
Actions 2014-15	<p>Vital Signs program:</p> <ol style="list-style-type: none"> 1. Obtain up to date Vital Signs documents from Community Foundations Canada and arrange a presentation at Fremantle Forum by the Canadian Manager of Vital Signs. 2. Determine the ACP role in setting the priority indicators for each round of Vital Signs. 3. Identify appropriate Australian datasets. 4. Secure potential partners (such as universities) with common interest and analytical capacity. <p>Benchmarking Best Practice program:</p> <ol style="list-style-type: none"> 1. Form a small group to determine the program’s level of interest, mode of operation and initial areas of focus. 2. Launch the concept at the 2015 Forum and secure participants <p>Actively work to identify new collaborative opportunities.</p>
Board sponsor	Paul Clark and Chris Horton

How we will work: an executive officer position

To date the ACP has leant heavily on a small number of volunteers. Whilst these people will continue to offer and provide valuable resources, the demands and growth (both actual and potential) of the community foundation movement in Australia now requires greater resources than these volunteers can supply.

As a priority ACP will need to seek funds to engage a part-time Executive Officer for 2-3 days per week to:

- Support and facilitate the operations of the ACP Board
- Support existing community foundations as per this Business Plan by providing liaison, information, resources and promotions
- Support the development of new community foundations as per this Business Plan
- Support advocacy by ACP
- Assist in the training and support of office bearers and boards of community foundations
- Expand the development, training and use of the Vital Signs initiative, and to inform grant making decisions made by individual community foundations
- Seek and develop new partnerships and projects
- Consider and plan for ongoing sustainability of ACP into the future

It is envisaged that this officer could be physically placed within a supportive enterprise on a pro-bono basis

How we will work: the Board

The ACP Board collectively) plays a number of key roles in support of the organisation, including the formulation and review of strategy, the establishment and maintenance of good governance for ACP, the promotion of ACP and community philanthropy. Individually, Board Members also provide specific skills and support as decided by the Board.

The Board has outlined that it will undertake the following activities to effectively discharge its role:

- Scheduling monthly meetings, generally by teleconference
- Scheduling at least four meetings a year which are designed to allow for strategic discussion
- Where possible, opening up Board Meetings or part thereof to the wider membership group
- Developing a Board Member section on the website or a discussion forum/blog to allow regular communication within the Board
- Board Members taking on portfolio responsibility for specific areas of the ACP's activities as noted in this Business Plan
- Working as a group to develop and build an open and transparent approach to how the Board operates.

Current members of Australian Community Philanthropy



Albany Community Foundation
Australian Communities Foundation
Ballarat Community Foundation
Barossa Community Foundation
Bass Coast Community Foundation
Border Trust
Broken Hill Community Foundation
Buderim Foundation
Community Foundation for Central Victoria
Denmark Community Foundation
Eyre Peninsula Community Foundation
Fleurieu Community Foundation
Fremantle Foundation

Geelong Community Foundation
The Foundation for Rural and Regional Renewal (FRRR)
Give Where You Live
Inner North Community Foundation
Into Our Hands Foundation
Lord Mayor's Charitable Foundation
The MacKay Foundation
Mirboo North & District Community Foundation
South West Community Foundation
Stand Like Stone Foundation
Sydney Community Foundation
Tomorrow: Today Foundation



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nousgroup And to the Nous Group for their generous assistance.