

Growing ACCOs:

A Toolkit exploring alternative income streams for long term sustainability



This toolkit has been developed to assist ACCO's investigate a range of alternate income streams for long term ACCO sustainability.

ACKNOWLEDGEMENT

We acknowledge the traditional custodians of this land, and we pay our respects to the Elders past, present and future for they hold the memories, culture, and dreams of the Aboriginal and Torres Strait Islander people.

We recognise and respect their wisdom, cultural heritage, beliefs, and continual relationship with the land. We recognise the importance of the young people who are the future leaders. We acknowledge and respect their past and current contribution to the life of this place.

Indigenous sovereignty has never been ceded in Australia and we try to be mindful of this in everything we do.

ACKNOWLEDGEMENT OF ARTWORK



The artwork used throughout this Toolkit is called:

Bunuru (the second summer) by local York Balladong artist Robyn Davis © 2021

The image represents the Noongar season Bunuru – The Second summer. Orange represents this season which is the hottest time of the year.

This image reflects the harsh conditions faced by Aboriginal people and ACCOs trying to survive and grow to achieve better outcomes for all.



Growing ACCOs Toolkit: Website and additional resources:

www.growingaccos.org



Gooda Judder Aboriginal Corporation

PO Box 481, YORK WA 6302

info@growingaccos.org

www.goodajudder.org



Government of **Western Australia**
Department of **Communities**

Supported by the Department of Communities and the Department of Finance'.



COPYRIGHT NOTICE



Growing ACCOs: A Toolkit exploring alternative income streams for long term sustainability by [Gooda Judder Aboriginal Corporation](#) is licensed under a [Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License](#).

ATTRIBUTION

This publication should be attributed as follows:

© Gooda Judder, 2022. 'Growing ACCOs: A Toolkit exploring alternative income streams for long term sustainability.'
<https://growingaccos.org/>

IMAGES ATTRIBUTION

Icons by The Noun Project.

Abstract vector circle frame halftone dots logo emblem design FROM Vecteezy.com

Images of Cow, camel and rabbit footprints by [Olga Kurbatova](#) – iStock

Aboriginal hands sharing red dirt by [sebastianbourges](#) – iStock

Emu looking at camera – photo 1687001221 by [Matt Cornish](#) -- [Shutterstock](#)

Gecko with Tracks – photo 438331966 by [Anne Mathiasz](#) - [Shutterstock](#)

Kangaroo Image – Photo [169979893](#) © [Bennymarty](#) | [Dreamstime.com](#)

Tamworth Country Music Festival poster – [from https://www.tcmf.com.au/](https://www.tcmf.com.au/)

Aboriginal products – [from https://experience.welcometocountry.com/](https://experience.welcometocountry.com/)

Fundraising Funds Capital Aid Advice Concept (Computer Monitor) – Photo [66882259](#) © [Rawpixelimages](#) | [Dreamstime.com](#)

Slice of Australian Dollar Money Pie – Photo [45250269](#) © [Albund](#) | [Dreamstime.com](#)

Other images throughout document are from Pixabay, Pexels and Unsplash

DISCLAIMER

Gooda Judder Aboriginal Corporation (GJAC) has used reasonable care and skill in compiling the content of this material. The information provided in this document is intended to be a guide only. This information has been prepared without knowledge of your specific objectives, financial situation or needs.

You should, before acting on this information, consider its appropriateness to your circumstances and, if necessary, seek professional advice. This document should not be seen as a substitute for obtaining appropriate advice or making prudent enquiries.

The information is provided solely on the basis that readers will be responsible for making their own assessment of the matters discussed within and that they should verify all relevant representations, statements, and information.

Information presented in this document does not constitute advice and is not intended as advice nor to be used as an interpretive instrument. In the event of any inconsistency between this document and relevant legislation, provisions of the relevant legislation will prevail. All information was correct at the time of publication.

Neither Gooda Judder Aboriginal Corporation (GJAC) nor any employee or agent of GJAC, nor any authors or contributors to this document shall be liable for any loss, damage, personal injury, or death however caused (whether caused by any negligent or other unlawful act or omission of, by or on the part of GJAC or otherwise) arising from the use of or reliance on any information, data or advice expressed or implied in this document.



Table of Contents

1	Introduction	1
1.1	Aims.....	2
1.2	Benefits.....	3
1.3	Note on Terminology and Definitions	3
2	Walking through the steps	4
2.1	How to use this toolkit?	4
2.1.1	Quick Review Checklist (how are we going now?).....	6
3	Organisation Review? What is our situation / what do we need to survive and thrive?.....	7
3.1	Organisation Strategic review	7
3.2	Defining and refining your mission	8
3.2.1	Environmental Scan.....	8
3.3	Aligning with Mission and Strategy	9
3.3.1	Self-Realisation and understanding	9
3.3.2	How to position your organisation for help.....	10
4	Income Streams Options	11
4.1	Summary list of potential income streams.....	11
4.2	In Times of Crisis.....	12
5	Understanding and Reviewing Income Generation Options.....	13
5.1	Maximising existing resources.....	13
5.1.1	Reviewing your financial health	13
5.1.2	Financial Review	15
5.1.3	Investment & Reserves – interim / long term.....	16
5.1.4	Assets.....	17
5.2	Grants / Funding.....	18
5.3	Donations and Volunteering	19
5.3.1	Other ways to give (donate).....	20
5.3.2	Volunteer support.....	20
5.3.3	Corporate Sponsorship	21
5.4	Membership Fees	21
5.5	Fundraising.....	22
5.5.1	Crowdfunding (Cloud funding)	23
5.5.2	Events & Marketing.....	23
5.6	Commercialisation (Sales or Earned Income)	26
5.7	Partnering and collaborating with others (Travelling together)	27
5.7.1	ACCO's Together (building the capacity of each other).....	29
5.8	Social Innovation Options	30
5.8.1	Social Investment	30
5.8.2	Social Enterprise	30
6	Next steps	32
6.1	Shortlisting Income Options	32
6.2	The Big Picture (ACCO Model Canvas).....	32
6.3	Action Plan	33
6.4	Getting Professional Advice	33
6.5	Have your say.....	33
6.6	Help with the process	33
6.7	Challenges and hopes	33



7	APPENDICES	34
7.1	Appendix – Tools recommended	34
7.1.1	ACCO - Growing through Sharing Tools.....	34
7.1.2	External Tools referred in Workbook.....	34
7.2	Appendix – Glossary / Definitions	35
7.3	Appendix – References & Resources.....	37
7.3.1	General References.....	37
7.3.2	Organisation Review	37
7.3.3	In Times of Crisis	37
7.3.4	Maximising existing resources.....	38
7.3.5	Grants / Funding.....	40
7.3.6	Donations and Volunteering.....	41
7.3.7	Corporate Sponsorship	42
7.3.8	Fundraising.....	42
7.3.9	Commercialisation (Sales or Earned Income).....	43
7.3.10	Partnering and Collaboration Options.....	44
7.3.11	Social Innovation Options.....	45
7.3.12	Next Steps.....	46
7.4	Appendix – Workbook	48





1 Introduction

The past 10 years (or more) have seen a reduction in the variety of programs (and Aboriginal Community Controlled Organisations (ACCOs)) providing services to our community and regions. This has led to a reduction in the number of services being delivered in community, that are designed and delivered by and for Aboriginal people. In increasing instances organisations (including ACCOs) have closed programs or organisations due to lost funding, impacting the community in many ways. As an example, \$534 million was cut to Aboriginal programs in the 2014-15 Federal Budget alone and raised concerns that these “funding cuts hurting Aboriginal people and services” (VCOSS).

These reductions have occurred for a range of reasons including changing governments, government funding priorities, funding policy and consolidation of funded organisations. Other factors impacting on ACCOs include:

- Tough economic times
- Increased competition for funding
- Less security and shorter funding periods
- Complexity and timeframes for grant applications and tenders
- Increasing complexity of funding options and ability to navigate and access to them
- Small to medium ACCOs (and other Not-For-Profits (NFPs)) lacking the resources (capacity) to maximise the range of opportunities
- Difficulties in matching NFPs to funding sources which can cause organisations to adjust too far meet in order to meet funding guidelines causing difficulties in getting funding to the areas of greatest need and good.



In many instances small to medium ACCOs rely on a limited amount of funding streams (often Government and other funding bodies). This reliance on limited funding streams putting ACCOs at risk due to the increasing competitiveness in the community with more NFPs (not-for-profits) and charities commencing every year, putting more pressure on ever dwindling resources.

These funding crises and increased expectations around governance, organisations performance and solvency are resulting in money being a constant topic of conversation for NFP's and raise questions such as:

- ? How much do we need?
- ? Where can we find it?
- ? Why isn't there more of it?



NFP's face difficulty because they are great at creating programs but not about funding their organisations and helping philanthropists or funders to understand the impact (and limitations) of their support.

Foster, Kim and Christiansen

These stresses require a change to the thinking and approach of ACCOs to ensure their survivability. In the past they could concentrate solely on delivering program activities. Now however they are expected to be in two businesses, delivering programs and becoming experts at finding ways to fund them, requiring them to move into a new business-based mindset which many are unprepared for. (Foster, Kim and Christiansen). To achieve this ACCOs will need to expand their focus and creativity to:



- Find alternative income sources
- Ensuring sustainability of organisation (keeping the doors open, people employed, programs running and helping your community)
- Develop better understanding and engagement with funders and supporters (to keep the funding doors open)
- Build organisation capacity to access and maximise other funding streams and opportunities.
- Develop a business approach mindset.

1.1 Aims

This project aims to help ACCOs identify alternative income streams (sources) and increase their financial **independence and sustainability**. Finding income beyond a reliance on government (and other) funding will allow you to deliver relevant and needed local programs and address these increasing gaps in local community service delivery.

When it comes to financial sustainability, the theory is easy: “diversify”.

Borthwick and Schulz (p.1)

This Toolkit, Workbook and other resources are designed to be modified to address the needs of each ACCO, its goals, size or location and is particularly aimed at small to medium ACCOs to help re-build the Aboriginal community sector.

The Toolkit tries to develop **innovative thinking** within ACCOs for their long-term survival and growth. It is developed as a practical resource package to help build financially viable, resilient, and sustainable organisations. It helps ACCO **Boards and Executives** of ACCOs explore a range of alternative funding streams using a range of resources, tools and checklists. These are designed to explore each funding stream (opportunity) and includes:

- A brief overview of each income stream
- A list of questions or actions to clarify the potential of that stream for the organisation
- Any major areas of concern to be considered
- Tools to explore the income stream more deeply
- A Workbook to enable the organisation to capture responses, explore questions and review appropriateness of that income stream and plan further actions.
- Additional References and Resources

A range of potential income streams are discussed including:

- ❖ *Maximising existing resources (including assets, investment and reserves)*
- ❖ *Grants / Funding*
- ❖ *Donations and Volunteering*
- ❖ *Membership Fees*
- ❖ *Fundraising (including Crowdfunding and Events and Marketing)*
- ❖ *Commercialisation (sales or earned income)*
- ❖ *Collaboration and Partnering*
- ❖ *Social Innovation Options (including Social Impact Bonds and Social Enterprise)*



1.2 Benefits

This project has a various trickle-down benefit and includes:

- Building capability and skills development of ACCO Boards and Executives
- Helping ACCOs identify alternative and innovative funding opportunities
- Reducing reliance on Government (and other) funding as the only source
- Increasing income streams and long-term sustainability
- Building stronger relationships with other ACCOs to work together for mutual benefit and growth
- Provide skills development opportunities for project participants
- Having local organisations that are better placed to provide quality project delivery that meets their needs through a variety of means.
- Development of resources that can be used, shared and developed further over time to grow a stronger ACCO base, with ACCO collaboration for long term growth and sustainability.
- An opportunity for ACCOs to have discussions and opportunities to collaborate for mutual sustainability.



1.3 Note on Terminology and Definitions

In this document the term NFP (Not-for-Profit) is usually inclusive of ACCOs (Aboriginal Community Controlled Organisations).

Appendix 7.3 provides a Glossary and key Definitions.





2 Walking through the steps

2.1 How to use this toolkit?

New Mindset

This project is designed to be relevant to each ACCOs circumstances and location. It is to help ACCOs look with fresh eyes at their local area (and beyond) to identify opportunities for financial growth. It is an opportunity to build on existing or develop new relationships with local businesses and other providers where possible to enable financial independence and viability.

This is an opportunity to look at everything with fresh eyes, thinking creatively and being willing to do something different. An example to consider:

*Not much grows well in a harsh Pilbara town without a lot of effort. But aloe vera grows there like mad with very little (or no) effort. Aloe vera is popular in drinks, medicinal products, health supplements and in food. There is a potential to grow aloe vera locally and sell to some of these markets, but no-one is doing it. This is a potential commercial opportunity taking advantage of the local environment. **What can you take advantage of around you?***



***If you always do what you've always done –
You'll always get what you always got.***

Jessie Potter

Thinking Prompts:

- How to engage with existing funders in a way that allows you to understand what they need, what you need and how they can help you and you can help them
- Identifying prospective funders that support your cause and learn how to position your organisation for help
- Design your pitch (your story) so that it maximises impact for funders
- Reassign funding if your organisation has needed to pivot its services
- Think outside the box when it comes to funding and fundraising
- Get the organisation thinking about alternative income streams for financial viability and sustainability and consider longer timeframes
- What are other successful ACCOs doing different to us?
- What other ACCOs (or other NFPs) have the same Objectives as us that we can work with?

This Toolkit is designed to take ACCOs through an investigation of a range of alternate income streams. It will take a prolonged effort, commitment, and time. It will not be able to be completed in a few hours.



The following are the **key steps** to guide you through your investigation: By looking into each income stream (and decide whether to **use it or not in your** organisation) you should be in a stronger, more sustainable position. Figure 1 provides an overview of the key steps and income streams. Overview of Steps and Income Streams

Step	Details
1.	Plan of Attack Agree on an action agenda (e.g., staff to complete and prepare summary to Board, are you going to have Board Workshops, special Board Meetings/ staff & Board workshops / other way that suits you?). It is recommended that time is allocated specifically for this task. Without a clear plan of action, you may not achieve a good mix of income streams that match your organisation and your goals.
2.	Complete Organisation Strategic Review Undertake a review of where you stand, why you exist, what you do. It is important to know if you are still heading in the right direction before you identify additional income streams and more work. Should be done at the Organisational, Program, Services and Project level. Checking operational plans and activities against the strategic objectives is the first and most important step in determining funding opportunities. Note: The priority of each objective should be confirmed.
3.	Review Income Generation Options For each Income Stream – it is suggested you: <ol style="list-style-type: none"> I. Read the summary information in this Toolkit II. Complete the <u>Tasks / Questions</u> in each step (recording your responses in the Workbook) <ol style="list-style-type: none"> a. (Review the additional references and resources in the Appendix (lf you need clarification or if you choose to explore that option some more).
	1. Maximising existing resources <ol style="list-style-type: none"> 1. Reviewing your financial health 2. Reviewing Investments & Reserves 3. Maximising Assets
	2. Grants / Funding
	3. Donations and Volunteering
	4. Membership Fees
	5. Fundraising
	6. Commercialisation (Sales or Earned Income)
	7. Collaborating and partnering with others (Travelling together)
	8. Social Innovation Options
4.	Shortlisting Income Options - shortlist the Income Streams you choose to pursue in the short-term (add to ACCO Model Canvas) <i>(Seek professional advice before committing to a final course of action)</i>
5.	Next steps <ol style="list-style-type: none"> 1. Transfer responses in the Workbook to the ACCO Model Canvas for big picture overview 2. Determine an Action Plan to take this forward. (Review your Notes & Issues to Address





Figure 1: Process and Income Streams Overview

2.1.1 Quick Review Checklist (how are we going now?)

Before you dive into the detail, it could help to do a quick check to see where you think you stand right now. The following checklist gives a quick insight on how you are performing now and preparing you for the next steps.

Item for Consideration	Doing Well?	Doing OK but needs work?	Don't use / an opportunity?
Is our mission still relevant and are we moving towards it?			
We are maximising our existing resources			
1. Are our finances healthy and helping us achieve our goals?			
2. Reviewing Investments & Reserves			
3. Maximising Assets			
Grants / Funding			
Donations and Volunteering			
Membership Fees			
Fundraising			
Commercialisation (Sales or Earned Income)			
Collaborating and partnering with others (Travelling together)			
Social Innovation Options			

The outcome of this checklist process will assist you in finding the “who” and “what” needs to be covered in the Action Plan.



3 Organisation Review? What is our situation / what do we need to survive and thrive?



It's essential that everyone is on board with the overall mission of the ACCO and has a clear vision of how to achieve that. If the board thinks one way and the employees another way, these overlapping missions are missing the point of the ACCO and whom they are supposed to be assisting. Long-term sustainability depends on everyone working together on growing revenue, addressing the organisation's culture and leadership issues.

Just like our families grow and change (move jobs, houses, towns) and no matter how strong and together we were yesterday – we need to work on this today and forever.

3.1 Organisation Strategic review

Undertake a review of where you stand, why you exist, what you do. It is important to know if you are still heading in the right direction before you identify additional income streams and create more work for the organisation.

Checking operational plans and activities against the strategic objectives is the first and most important step in determining funding opportunities.



Are your plans relevant? Do they work together and help you achieve your stated outcomes/Vision/Mission?

This review is a change to test the understanding of your people to know that everyone is all on the same path. By undertaking an organisation strategic review, you can:

- Make sure your Mission, Vision, Goals and Objectives are still relevant for your organisation and on track
- Determine if you have any changes of direction to make
- Ensure that your income / funding plans match your needs and not 'matching what you do' to potential income sources

It Does not need to be fancy ... it MUST be Complete. ALL Strategic, Tactical and Operational understanding will be measured against this.

Daniel K May

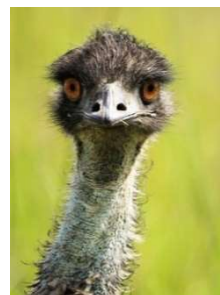


3.2 Defining and refining your mission



QUESTIONS / ACTION: *(Complete in the Workbook)*

- ☐ **Who are we?** (Are we clear on our purpose? (Why we exist?))
- ☐ Is our mission still relevant?
- ☐ Do we need to review our Mission, Goals and Objectives?
- ☐ **What do we do?** (What are our key activities, programs, and services?)
- ☐ Does what we do help us achieve our mission?
- ☐ **Why do we do it?** (Why is achieving our goals important? What would happen if your organisation was not able to accomplish its goals?)
- ☐ What is our value proposition? (What makes your service special and gives benefit to your clients?)
- ☐ Do we have a strategic plan?
- ☐ What are your organisation's goals this year?
- ☐ What has your organisation accomplished to date?
- ☐ Do you know how much money you need from donors to accomplish your goals?
- ☐ Can you share one or two stories of individuals whose lives have been changed because of your organization?



3.2.1 Environmental Scan

This is a chance to review what is going on in the world around you. What is happening that may affect your organisation positively and negatively both internally and externally. What is or could happen now or in the future that could affect our success? There may be opportunities in the environment that is a possible business / income source.



QUESTIONS / ACTION: *(Complete in the Workbook)*

- ☐ Review the ACCO Model Canvas and complete as much of it as possible including:
 - Your Mission (and how you measure achievements)
 - Why you exist and who your clients are
 - What activities and services you provide (what you do?)
 - How much it costs to provide your services
 - What existing income streams you have?
 - What key resources you currently have
 - What existing partnerships you have
 - Your key competitors (who else is servicing your clients or competing for funds?)
 - Key challenges you are facing – this may include what difficulties or competition you have for staff, physical resources (e.g., Housing), clients.
 - What makes you different from other NFP's / ACCOs
- ☐ Who benefits when we succeed?
- ☐ Who loses if we were not around?

3.3 Aligning with Mission and Strategy

Many ACCO's begin with a good statement of purpose (or Mission) but don't always come up with an actionable way to bring about their mission in the world.

...data from National Center on Charitable Statistics reveals that approximately 30% of nonprofits fail to exist after 10 years, and according to Forbes, over half of all nonprofits that are chartered are destined to fail or stall within a few years due to leadership issues and the lack of a strategic plan, among other things...

Ebarb, T.S.

That's why it is critical that ACCOs make long-term planning a priority. So often the focus is on the "right now." That's great, for now, but what about down the road? Having a clear vision for how the ACCO can thrive and survive and continue to help those in need for the years ahead should always be in the forefront.

Existing and Planned Programs, Services, Projects, and Partnerships need to be checked for their continuing relevance and their priority against the Strategic requirements. This should be an ongoing and regular process to keep the organisation "On Track".



3.3.1 Self-Realisation and understanding

There are some questions that are confronting and difficult to consider, but it is important to do so to take an honest and realistic view of the organisation and its future.

In addition, aspects such as Organisation Structure, staffing makeup and Technology reviews should be assessed against the organisations Strategy to make sure the resources are being used to achieve the organisations' purpose and not maintaining a historical situation (not just doing something because it "is what we have always done".)

The effort spent doing this will provide future rewards as staff, management and the Board apply this mindset to all operations going forward.



QUESTIONS / ACTION: (Complete in the Workbook)

- ☐ Is our historical reasons for being consistent with the present and future reality?
- ☐ Can the desired outcomes be better achieved by alternative service providers, programs or projects? E.g., Is community Diabetes awareness better presented from the Regional Health program??
- ☐ Are we able to sustain all current and desired services without risking our high priority critical activities?

3.3.2 How to position your organisation for help

This Toolkit will assist you clarify your position and opportunities. There are actions that your organisation can do to assist it to be prepared to maximise those opportunities. These include:

- Being clear about what you are offering (taking out to the market?) (What positive change making to address a social issue (what problem are you solving?)
- Be clear about defining the **need** and how you are going to address that **need**.
- Have you developed “pitch documentation” such as organisation overview and achievements (impact documents), business plans to support your search for funding and income? Are these easily communicated? (e.g., are they a good quick advert for your organisation?)
- Identified prospective funders
- Are the Board fully supportive and involved in the fundraising efforts?
- Finding the right fit for our organisation and not fitting the organisation to funding opportunities.





4 Income Streams Options

There are many terms to refer to income streams including income and revenue generation, income sources, revenue sources and funding options. We have chosen income streams to reflect that a variety of streams can work together to build a strong and sustainable organisation.

The income streams that a NFP (including ACCOs) access generally depends on the size of the NFP.

Generally small to medium NFPs have a smaller percentage of income from government (including grants) and rely more heavily on donations and bequests, investments, and other sources. They have a reasonable percentage of income gained from goods and services. The chart below highlights the different income streams for different sizes of NFPs. As can be seen, the reliance on government funding (including grants) is small until an NFP reaches a large size (\$1 million or more).

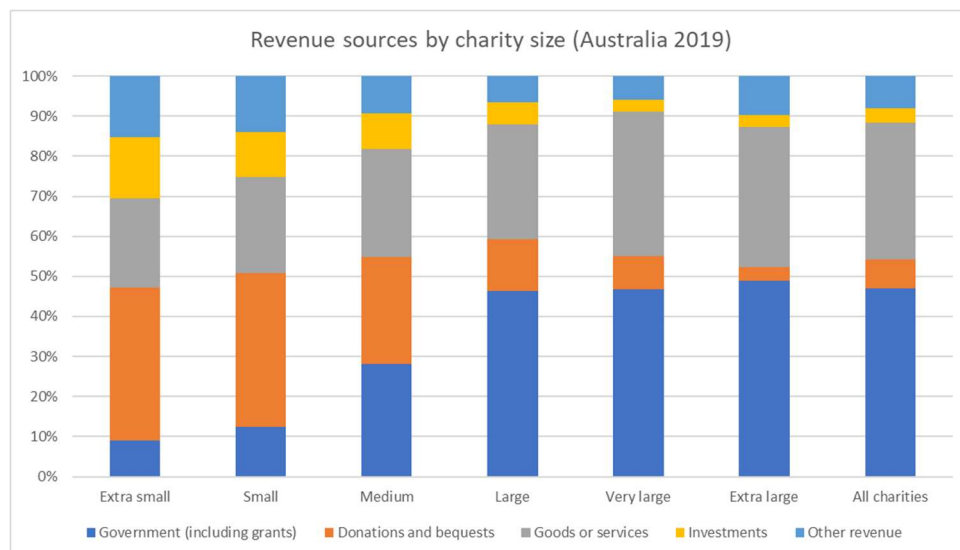


Figure 2 - Revenue sources by charity size (Australia 2019)

4.1 Summary list of potential income streams

As shown in Figure 1, there are many alternative income streams. The following list expands on these as alternatives that exist (beyond just grant funding) that may help an ACCO continue its servicing, grow, and become sustainable.

The next section looks at these in a little more detail and has a range of questions and tasks that you could do to see if this is a good fit for your organisation.

- ❖ Maximising existing resources
 - Reviewing financial health / planning & governance / Review & reassigning existing funds
 - Investment & Reserves – interim / long term
 - Assets (maximising)
- ❖ Grants / Funding from
 - Government
 - Corporate
 - Philanthropic
- ❖ Donations & Volunteering
 - Corporate Sponsorship
- ❖ Membership fees- (Members, alumni and friends and other supporters)
- ❖ Fundraising

- Crowd (Cloud) funding
- Events & Marketing
- ❖ Commercialisation (Sales or Earned Income)
- ❖ Partnering and collaborating with others (Travelling together)
- ❖ Social Innovation Options – As your organisation grows you could consider:
 - Social Investment
 - Social Enterprise



BEWARE: Things to consider – there may be tax (and other) implications - whether your ACCO must pay income tax will depend on whether it is exempt from income tax. Get professional advice including your Accountant, the ATO or another expert.

4.2 In Times of Crisis

There are various grants, subsidies and supports available for organisations to assist during times of crisis, including the COVID pandemic.

Note: Crisis funding is to help manage “abnormal” or “exceptional” circumstances that put the organisation or it’s clients at risk. This funding should never be used for “normal” activities but to help you return to normal activities (e.g., recover from floods not build a new facility that is on your wish list).

A google search will help find some of these. Some resources are:

Our Community - Save Our Sector: Our covid-19 response (Helping the NFP sector to survive, reinvent and sustain.) - https://communitydirectors.com.au/save-our-sector?utm_source=help.givenow.com.au&utm_medium=textlink&utm_campaign=saveoursector
(Assistance for organisations affected by covid-19 and natural disasters)

Funding Centre (Our Community) – Emergency and disaster assistance for community organisations - <https://explore.fundingcentre.com.au/articles/covid19-financial-assistance>
(Provides information about financial assistance available to NFP organisations and community groups affected by the covid-19 outbreak, bushfires, flood, drought and other natural disasters.)

GiveNow – COVID-19 Response: Your chance to help organisations in need - <https://help.givenow.com.au/hc/en-us/articles/360001423175-COVID-19-Response-Your-chance-to-help-organisations-in-need>

(information on support available to organisations to help survive and manage during COVID. Organisations can sign up to set up a COVID-19 related cause.)





5 Understanding and Reviewing Income Generation Options



This section reviews each income option and lists questions / actions for organisations to consider in deciding whether an option is a viable one for the organisation. It would be unrealistic to think that a single organisation uses them all as the level of work to manage this would probably be extensive and not provide reasonable returns.

Remember: Investigating Income generation is an activity / cost and should be budgeted for.

5.1 Maximising existing resources

Before investigating other income streams or revenue sources, it is important to understand what your current financial situation is to be clear about your existing financial health and sustainability. This is very important because you need to know your starting point before you can plan for the future. You may be able to maximise your existing resources to meet your needs without being reliant on external support.

5.1.1 Reviewing your financial health

Knowing the financial health of your organisation is important and many resources exist that that can help you quickly determine if you are doing OK financially (see resources section) and ensure your long-term sustainability (can you keep operating and achieve your organisations goals). The main areas we consider for this resource are:

- **Current financial health** (many financial health check resources for non-Profits exist. Knowing about and using some key financial Ratios) can help you do a quick review.
- **Financial Planning** is important to ensure sustainability but to also make sure that you will have the resources to meet your goals (short, medium and long-term).
- **Financial Review** will use the above information to take a fresh look at your financial resources and see if they can be maximised for your operations and plans. This will include a review of your **Investments & Reserves and Assets & Agreements**

Gilchrist in his **The Not-for-Profit Balance Sheet**, says that an organisation's objective when it comes to **Sustainability** is when:

- it's able to provide the right services
- in the right quantity
- at the right quality
- at the right time



5.1.1.1 Financial Health

Managing and monitoring your finances is important and most know about budgets, income and expenditure reports, balance sheets, profit and loss statements and audited reports. If you are not comfortable with your understanding of these there are many resources to help you understand these and make sure your organisation is operating well (see resources section).

A reliance on just a few income streams can put an organisation at risk.



QUESTIONS / ACTION: (Complete in the Workbook)

- ☐ Complete the **Financial Health Check**
- ☐ Are we profitable? Do we have enough assets for ongoing operations?
- ☐ Do we have good diversity in our income / revenue streams? List the various funding bodies and income sources you have in the Workbook.
- ☐ Are our Financial ratios healthy? (Review your Key financial ratios (refer to the **Key Financial Ratios Tool**)
- ☐ Will we be able to meet all obligations in the short-, medium- and longer-term?
- ☐ Do we have enough resources to achieve our goals (are we OK? Under resourced? Over resourced?)
- ☐ Is the time and resources you put in to obtaining that funding worth it? (eg. If it is only 7% of your total but it takes 10% of your resources to obtain – is it worth it?)



5.1.1.2 Financial Planning & Governance

Some great work has been done by David Gilchrist and UWA helping NFP s understand and utilise their financial information (especially their Balance Sheet) to aid in planning and sustainability. See **The Not-for-Profit Balance Sheet: A Resource for Directors and CEOs** and the supporting webinars in the resources section. Having a look at these resources would be of great benefit to all ACCOs.

Some key points raised include:

- Deliberately structuring the balance sheet (for planning) for short medium- and long-term sustainability
- Creating more assets and less liabilities
- Understanding them and when they “crystallise into cash” – so organisations can get resources on hand when you need them to deliver your outcomes
- MUST maintain solvency, sustainability and where the Balance Sheet, Financial documents and budget processes makes sense for your organisation (relevant and useful)
- Main objective should be to maintain or develop sustainability

Gilchrist (**The Not-for-Profit Balance Sheet: A Resource for Directors and CEOs**) highlights the following components for Financial Plans for successful long-term development and sustainability.

Components of Financial Plans

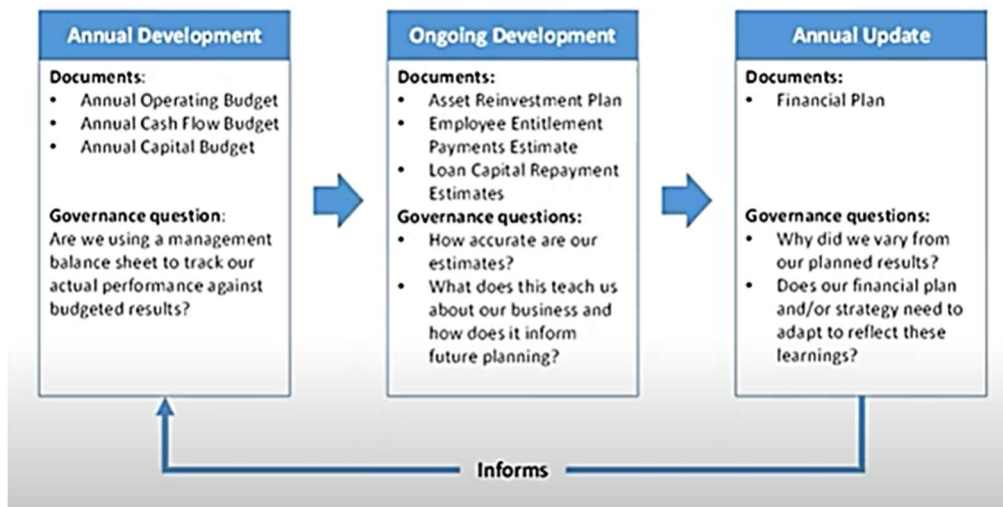


Figure 3: components for Financial Plans



QUESTIONS / ACTION: *(Complete in the Workbook)*

- ☐ Do we have a financial plan?
- ☐ Does our organisation have a fundraising strategy?
- ☐ Do we regularly plan for the short- medium and long term?
- ☐ Are our plans supporting our mission and goals?
- ☐ Do we review our finances regularly and understand what the different reports mean?
- ☐ Do our plans and reports work for our organisation (or do we need to modify them?)
- ☐ Do we actively work together (Board and staff) to achieve financial sustainability and good financial management?

5.1.2 Financial Review

Now that we have a better understanding of our financial position, it is possible to “step back” and ask some questions about what we have, how we spend it, could we change things to maximise how we use our resources to achieve our objectives.



QUESTIONS / ACTION: *(Complete in the Workbook)*

- ☐ Are there areas we can save money? (e.g., Can we outsource some of our work for reduced cost?)
- ☐ Are there ways we can combine or better use our resources?
- ☐ Can we restructure our staffing to be more efficient?
- ☐ Can we better use our assets?
- ☐ Can we “stage” our activities or projects to spread funding requirements?

5.1.3 Investment & Reserves – interim / long term

Financial reserves (and investments) are important to make sure an organisation has financial stability and long-term sustainability. It is about the organisations money making money.

Many think that a NFP / ACCO cannot make a profit or obtain income through investments, however this is not the case. It is actually good practice for an NFP / ACCO to make a profit as it is one way to ensure financial sustainability. The profit must always go back to the benefit of the organisation and not individuals (they can't get a personal benefit from it like you would in a business).

Reserves (usually operating reserves) are put aside to cover unexpected costs (often called “rainy day” fund).

It is also OK (and recommended) that NFPs / ACCOs hold cash reserves. These need to consider the NFPs overall financial position. The need for the organisation to have funds put aside to meet future needs (expected and unexpected) is recognised by both the Australian Charities and NFPs Commission (ACNC) and the Australian Taxation Office (ATO).

Investments are when assets are obtained or invested to build wealth. It is often seen as a means of obtaining additional income and to maximise assets. Organisations may wish to invest to:

- Keep money safe and protected
- Generate an income
- Increase their funds
- Maximise grant funds
- Have a buffer (safety reserve)
- Have a lot of profit and want to maximise income from them.



Most NFPs / ACCOs invest cash through high interest savings accounts and term deposits which are low risk and low return options.

There are many ways to invest, and each has a different value of risk to return (how likely are you to lose money against how much you are likely to make). The key points to consider are:

- Maintaining what assets / investments you have
- Investing in the future
- Getting better returns



BEWARE: Investing can be complicated and risky so it is important to have a qualified professional help you manage this.



QUESTIONS / ACTION: (Complete in the Workbook)

- ☐ Do we have enough reserves (sustainability ratios?)
- ☐ Do we have an investment policy?
- ☐ Are we able to access our investments quickly in times of need?
- ☐ Do we have investments and are they performing well?
- ☐ Can we invest more or differently to get better returns?
- ☐ Do we have a professional to help us manage our investments?

5.1.4 Assets

Assets are resources that the organisation owns (or controls) that have a financial value. There are various types of assets including current, fixed, tangible, intangible, operating and non-operating assets.

Examples include financial investments, cash, accounts receivable, office equipment, furniture, vehicles, tools and machinery, real estate and many more.

There are ways to maximise assets and look at short term and long-term management. Long Term things to consider include asset replacement, investment in organisation IT, training, and change.

Assets can be under-utilised and can provide a great opportunity to increase value and profitability of an organisation.

Managing assets is important for short term solvency to long term sustainability. The diagram below from Gilchrist shows how they impact.



- Mid Term can also include Loan Repayment Capacity: Capital Repayments Schedule
- Long Term investment in organisation can include IT, training and change, Business Continuity / Restructuring (i.e., investment capacity)



QUESTIONS / ACTION: *(Complete in the Workbook)*

- ☐ Do we have an up-to-date asset register?
- ☐ What level of assets is required to maintain and develop our organisation?
- ☐ Do our Resource and Asset allocation align with strategic priorities? (E.g., Does the creation of this overhead help us meet our objectives?)
- ☐ Can they be replaced or enhanced over time for sustainability?
- ☐ Do we have sufficient cash to invest in change and replace assets? (Do we need to consider new assets, R&M, upgrades (e.g., IT, buildings, vehicles))
- ☐ Can we get more out of what you've got? (Do we have under-used or over-used assets (e.g., Un-used or too many vehicles or space?))
- ☐ Can we better leverage our assets? (e.g., rent out parts of our buildings?)

5.2 Grants / Funding

Grants are ideal if you have a project or program you wish to get funded. They may also be available to meet the goals of your organisation as well as that of the funding body. A range of organisations provide grants (not just Government) and each one has different requirements. The different grant makers include:



- **Government** (Local, State and Federal)
- **Corporate** (mentioned under Corporate Sponsorship) – many provide small sponsorships, but larger businesses may have formal giving programs that can be applied for to meet social obligations. You can search online or
- **Philanthropic** (private individuals and organisations) which includes foundations. They each have their own reasons and can be more flexible and innovative. They are not accountable to government so don't usually have as many restrictions.



Many ACCOs overly-rely on grant funding and this resource is to help look at alternative to build sustainability in an increasingly competitive and constantly changing government policy and funding world. The increase in competition is making it difficult for small to medium ACCOs to obtain grant funds. It is not a simple process to apply for grants (and be successful) and it takes a lot of preparation.

Many resources exist and some are listed in the resources section to get you started.



QUESTIONS / ACTION: *(Complete in the Workbook)*

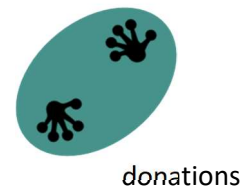
- ☐ Do you know how many grants you currently have, how much they are for and what they are for?
- ☐ Do you have a grants calendar that identifies opportunities and when they are due?
- ☐ Have you identified what you need to meet your goals? (what you want to do / fund that will help meet your organisation goals) (Brainstorm and make a list of all the things you would like to do (if you had the money)).
- ☐ Research what grants are available that match your need
- ☐ Identify and shortlist the best options for you to apply for (See the list of various search tools in the resources section.
- ☐ Read the Guidelines and start the process of applying for funding.
- ☐ Do you have all relevant organisation information you need for applications readily available in one place?
- ☐ Do you manage your current grants well?
- ☐ Are you often successful when you apply for grants? Do you have access to a successful grant writer?



BEWARE: of changing your focus to meet grant guidelines can be dangerous as you can turn yourself inside out and result in moving in a direction that doesn't help achieve your mission or original goals.

5.3 `Donations and Volunteering

Donations generally make up a large portion of income for small to medium NFPs. Many ACCOs are just using this method with many thinking they are not worthy of donations but if you have supporters then you could get donations. The various types of include:



- One-off donations
- Regular donations (such as direct debit)
- Major donations (large donations that make a significant difference to your organisation)
- Bequests and wills (allow people to leave a legacy and support your organisation and it's objectives)
- Workplace giving (allow employees to donate to organisations from their pre-tax income)

Obtaining donations require administration structures to make happen and on-line donations are becoming easier.

The key to success for an appeal are your lists of contacts / marketing contacts (that are up to date with correct spelling, address, and postcodes!)

- Important to build relationships
- Give people a reason to give (your story – make it emotional – engage people)
- The request has evidence and proof – some good news stories / achievements?
- Be open and accountable (show where the money goes -what recent donations?)
- Practical ideas – have on your website /social media AND on other websites to link (eg. Change.org)
- Seek donations to your organisation. Program or project. Provide brief information on these and invite people to act. with a link to donation sites like “Get Involved” or “Donate Now” or “Support Now”.
- You can invite people to create a fundraising event or activity on your behalf with links directly from your webpage. (See the Fundraising section.)
- Seek corporate partners (be clear on what you can offer in return) – who benefits when you are successful?



Do you make it easy for others to support you? The image below is from an ACCO website and is on the top of every page so as visitors learn about them, they can act very quickly to support them.

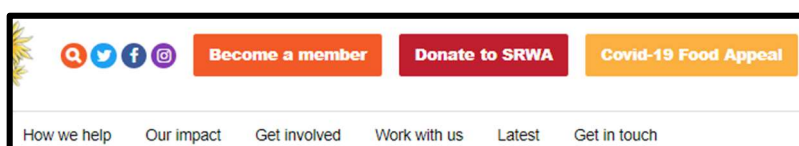


Figure 4 Image from ACCO (Wungening) website to encourage support



5.3.1 Other ways to give (donate)

Many people are willing to support in ways that don't involve cash but that can still provide a great support and resources to your organisation. Other ways you can assist include:

- Adopt an animal
- Bikes
- Blankets
- Blood
- Clothes
- Food
- Furniture
- Help fundraise
- Your time – volunteer
- And many others.

The Our Community (Give Now) website has links to NFPs that accept these other ways to give. You can register and start accessing this for yourselves. (see resources).

5.3.2 Volunteer support

It may be possible to achieve your goals through support that is not financial. Accessing the huge bank of volunteers (individuals, organisations and corporate) may be a way to get things done without additional cash. Many NFPs use volunteers to help them meet the needs of the organisation and the volunteers.

Rural and Remote Aboriginal communities might have difficulty with accessing volunteers however there is the opportunity for people receiving Government financial support (e.g., JobSeeker payment) to volunteer as a part of their obligations. This can include CDEP participants and WFD (work for the dole) participants.

Community First Development (previously Indigenous Community Volunteers) are a well-known NFP that provides volunteers direct to Aboriginal communities and organisations.



needs



BEWARE: There are standards and obligations to meet when using volunteers and NFPs / ACCOs need to be aware of these and the resources needed to meet these. You need to consider whether the benefits you get from volunteers and donations are greater than the cost to manage them.



QUESTIONS / ACTION:

- ☐ Do you have a good membership list that can be the basis for sponsors?
- ☐ Do you currently receive donations? (are you a DGR recipient?)
- ☐ Do you know how much you receive in donations?
- ☐ Do you have the administrative setup to receive donations easily?
- ☐ Do you know what support you would like from others (general, financial, project, volunteers, physical items?)
- ☐ Why should donors trust your organization?
- ☐ What can your organization offer donors in exchange for a donation? (e.g., Regular project updates, recognition in an annual report, naming opportunities)
- ☐ Are you listed online (your own website and other sites) so people can find you and support you?
- ☐ Do you have a great story / brief so that people have a good reason to support you? Can you share one or two stories of individuals whose lives have been changed because of your organization? (Always seek their permission before sharing their stories.)
- ☐ Do you currently use volunteers (do you know how many?)

- ☐ Do you have a clear volunteer program and the supports in place to manage and support them?
- ☐ Have you got a list of projects, tasks that volunteers can help with?
- ☐ Are you registered with online volunteer sites so people can find you?

5.3.3 Corporate Sponsorship

Corporate sponsorship involves a business supporting a NFP / ACCO through financial support (or in-kind support) to help them achieve their mission. Usually, the NFP recognises them through a range of ways (it could be on the website, in publications, media, special events, programs).

Many corporate sponsors are wanting to see how their support is going to make a difference so you may need to be able to prove success and outcomes (in these instances you need to be able to measure these.) This type of sponsorship:

- May include accessing companies own foundations and charitable giving arrangements
- Direct contact for programs, projects, or events
- Volunteer support (formal support of company's employees working with NFPs)
- In-kind donations (see ... <https://www.givenow.com.au/otherways>)



QUESTIONS / ACTION:

- ☐ Do you currently have corporate sponsors? (are they one off or ongoing?)
- ☐ Do you know what other opportunities for corporate sponsors exist for you? (Local to you community, town, city?)
- ☐ Are you listed online so people can find you?

5.4 Membership Fees

Many NFPs make income through large member numbers and charge them for membership, providing various supports and services (usually at a discounted rate) for being a member. Where there are large membership bases this can become a regular and significant income source and can also be used to assist the organisation in other ways (e.g., Fundraising support, attend events).



It is not often that ACCOs have large membership numbers and charge for membership (especially those in smaller remote and regional areas).

The general advice to NFPs is to aim to increase membership base by around 33 per cent a year. How this option can be maximised for Aboriginal organisations is an interesting question.



QUESTIONS / ACTION:

- ☐ Do you charge for membership to your community group? Should we?
- ☐ Do we want to make money, or do we want to grow numbers?
- ☐ What is our "value proposition"? Why would someone want to be a member of your organisation? (What can we offer them in return for their membership?)
- ☐ What type of memberships do we / or could we have? (Each membership category should offer something different. You need to offer value for money in each category)
- ☐ What do we charge? Should we increase it? Is it tax deductible?



BEWARE: make sure that the membership benefits do not have a distribution of income to members.

5.5 Fundraising

Fundraising has grown and expanded with a huge range of options that NFPs can access and take advantage of. Not all options are suitable for every organisation, and it will take effort to identify potential fundraising opportunities for your ACCO.



A fundraising activity can be a single event over a limited time or an ongoing activity and may include:

- door knock appeals
- raising funds through the sale of raffle tickets
- telephone and radio appeals
- internet advertising (for example, funding pages)
- clothing bins
- mail outs
- entertainment events or functions (e.g., quiz nights)
- fetes
- street collections
- op shops, and
- sale of discs, badges, tokens, flowers



There are many resources available to help you identify even more options that may be suitable (check resources).

In many instances you can maximise your fundraising (even if it is a face-to-face event) by promoting it online. It may also be a way to encourage individuals to be involved, be your champions and share with others.

How fundraising can be maximised for Aboriginal organisations is an interesting question and requires some creative thinking.



BEWARE: Organisations need a Charitable Collections Licence in Western Australia to fundraise and to meet other Commonwealth regulations.

“Western Australia’s fundraising law regulates ‘charitable collections’. The term ‘charitable collections’ essentially covers fundraising activities that a person or organisation may undertake when those activities are wholly or partly for a ‘charitable purpose’.” (from: nfplaw.org.au)



QUESTIONS / ACTION:

- ☐ Do you have experience fundraising?
- ☐ What has worked for us before?
- ☐ What type of fundraising can we do? Do some brainstorming to find fundraising activities that might suit your organisation?
- ☐ Are there any Indigenous specific ideas that might attract supporters? (eg. Food, music, art, tours)



5.5.1 Crowdfunding (Cloud funding)

Crowdfunding is a way to finance your organisation / business through **online** Sources (called campaigns) and can include loans, donations or exchanging money for rewards or shares in your business. You generally do this through a crowdfunding website.

Crowdfunding:

- Can be a great way to get funding for a specific project or idea
- Differs from traditional fundraising and it is important to set a target
- can be used and put out publicly but can be spread through individuals and groups of physically isolated people who can create and share support for your chosen cause by establishing a Crowd raiser.



Checklist – ensuring a successful Crowdfunding campaign:

- Plan
- Set goals
- Check legal responsibilities
- Choose where to post your crowd funding campaign (which website suits your requirements best?)
- Post your campaign (and promote it)
- Interact with your audience
- Thank your backers.



BEWARE: There are Fundraising legal responsibilities involved that you need to check.



QUESTIONS / ACTION:

- ☐ Do you have the resources (IT, finance, and people) to build a crowdfunding campaign?
- ☐ Do you need professional help?
- ☐ Will Crowdfunding help our mission?
- ☐ Are we clear on our goals? (how much to raise, how many people to engage?)
- ☐ Do we have a “crowd” of people that might support us (or do support us) that can share our campaign? (this might include members, supporters, family, friends, native title group)
- ☐ Do you have a way to tell your story to engage supporters?

5.5.2 Events & Marketing

Can provide an income source and raise awareness, build your network of future potential donors while providing engaging experiences for people.

There are many different ideas and types of events (see resources for some ideas to get started). Note these are not ACCO specific and depend on location.



that

Types of events include:

- Special Events (such as auctions, concerts, festivals, celebration days)
- Regular Events
- Face to Face
- Online

What events you can run as an ACCO may be dependent on your location and size of the population that you can access. You may need to consider running events elsewhere to obtain larger numbers. This might require some creative thinking.



BEWARE: Be wary as running events can be a lot of work, be unpredictable, high risk and you may not get the return (income) you hope for.



QUESTIONS / ACTION:

- ☐ Do you have the resources to put into the event? Can you use volunteers to help?
- ☐ What is the purpose / goal of our fundraising event (to raise awareness, raise money, say thanks to supporters)?
- ☐ Do you have some ideas about some fundraising events? (A brainstorming session to find fundraising activities that might suit your organisation and location is recommended?)

5.5.2.1 Marketing

Marketing is often undervalued in NFPs (and ACCOs in particular). Marketing your organisation is vital to ensuring your group can not only **survive – but thrive**.

Marketing can help by:

- increasing positive awareness of your group and its good work (Share your successes)
- communicating with your present support base (funders, donors, members, sponsors, business partners, residents, clients, and local decision-makers)
- increasing the number of people who support your group.



Marketing is not just placing adverts or putting out leaflets. It is a process where you examine the world you operate in (which includes your customers and competition) and what you have to offer.

To ensure your organisation's sustainability, you need to:

- recognise that you are in competition with many other NFPs and ACCOs
- do a good job of letting people know about you, the great work you do, your successes and how they can help
- find out what groups or opportunities exist
- what needs your current or potential audience/contacts have (and how you address or meet those needs)
- look at your competition (what they might be doing, how you are delivering your services or activities and what you are asking for from those you are in contact with).



QUESTIONS / ACTION:

- ☐ Do you have a marketing plan?
- ☐ Do you currently do any marketing? (Why and What?)
- ☐ Are you able to tell people (in visual form) about you, the great work you do, your successes and how they can help?
- ☐ Do you know who your customers (and what their needs are)?
- ☐ Do you know who your competitors are (or organisations doing very similar things to you) and what they are doing?
- ☐ Do you have a good list of potential contacts (see Donors, members also)?

5.5.2.2 Marketing and the Web

The internet and the various applications now available, provide community organisations with a great way to market themselves, their work, their needs and their events.

Marketing and the Web is not just about having a website, the web and the applications have grown hugely and the opportunities to use them to help your organisation succeed and grow. Because it is very complex (and often time-consuming) it is worth understanding the basics but consider employing (even through outsourcing or consulting) professionals to help you make the most of these opportunities.

The following are the types of applications that can help market your group:

- Blogging (can be used for raising awareness)
- Photo hosting (sharing great images that show your story)
- Social networking (e.g., Facebook Twitter, LinkedIn)
- Document sharing and digital publishing
- Online surveys
- Video hosting
- Online fundraising (see Donors and fundraising above).



QUESTIONS / ACTION:

- ☐ Do you have any social media or online presence? (e.g., Website, Facebook, Instagram, Twitter, Linked In, Pinterest?)
- ☐ Do you have access to the internet?
- ☐ Do you think people know about you and what you do?
- ☐ Do other people such as donors promote you to others?
- ☐ How do your customers, clients, funders, donors interact online?



5.6 Commercialisation (Sales or Earned Income)

One of the ways that ACCOs can move away from a reliance on government (and other) funding, and to increase the range of their income streams is to build up sales (or earned) income (the move towards commercialisation).



This shouldn't be confused with the ongoing belief that NFPs cannot make a profit – as mentioned earlier this is not true and it would **benefit the organisation (and the people they support and service)** if the organisation made a profit, became sustainable so they could continue to provide these supports.

"I don't like 'not-for-profit' because it's a misnomer. We can't work on no profit because we won't survive – you can't invest in IT, infrastructure, assets, staff training and development. We are profit-for-purpose."

Mike Twomey (Ability Options)

There are a range of ways that it is possible to build sales (or earned income) including:

- Sales of goods and services
- Fee for service
- Leveraging your organisations IP (Intellectual Property) – for example:
 - Providing advisory services
 - develop products for sale
 - develop projects
- Expansion of products, services, location (have a look around your environment)
- Starting or buying separate businesses that financially supports your organisation.



Note - Refer to the References and Resources in the Appendix.

The Mills Oakley **Income Generation Toolkit**, the Mundine and Henderson article **Back to Basics: A new model for business creation in remote Indigenous communities**, and the website <https://experience.welcometocountry.com> also has some more examples of how to choose commercial activities that fit your objects.

Intellectual Property (including Indigenous Knowledge) can be capitalised (used to make money) to build your organisation or community capacity and income.

What you choose from the options above, will depend on what your organisation does, where it is located, what it is good at and comfortable developing for selling. The Commercialisation income option requires NFPs to take on a "business" mindset for them to be successful. Some other things to consider include:

- Being clear about what you wish to achieve and how you are going to achieve it.
- Having the correct and clear legal structure to fit with your NFP.
- Understanding and developing your market (market segmentation)
- Making your product or service stand out from others (product differentiation)
- Think big and outside of the box (be creative and brave)
- Getting professional advice and support
- Invest in advertising and marketing



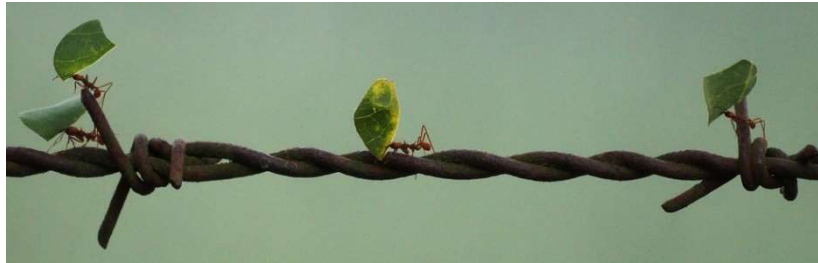
QUESTIONS / ACTION:

- ☐ Is commercialisation right for us?
- ☐ What type of commercial activity can we do?
- ☐ What are we really good at? What can we use to bring in additional income?
- ☐ Complete the MO commercialisation checklist for more detailed questions if you are considering this option.



BEWARE: Get professional advice to make sure that your planned commercial activity / business will not impact on your NFP status (usually not a problem if the “business” is aimed at furthering your actual objects. This is important as whatever activity you choose **may affect NFP’s tax status.**

Be mindful of the additional costs and impact to cash flow that are associated with commercialisation activities.



5.7 Partnering and collaborating with others (Travelling together)

There are many forms of collaboration and partnerships where organisations agree to work together to produce better outcomes for themselves, their customers and community (in other words to work together for mutual benefit).

Partnerships involve different organisations combining their unique strengths and values and working together to achieve a shared outcome which is greater than what they could achieve alone.

There are many **reasons** to consider going into partnerships including:

- Reconciliation and achieving better outcomes
- Requirement for funding (having an Aboriginal organisation involved such as an Indigenous purchasing policy)
- build community sector capacity
- develop mutually beneficial outcomes.
- you might not have all the funds to commence a project or commercial venture
- you might not have all the skills to commence a project or commercial venture
- you may need support / investors to develop a project, program, or asset.



Types of partnership / relationships can include:

- Communication and Information sharing
 - Joint advocacy and representation on groups and forums Consultation
- Consultation
- Coordination
- Collaboration
- Partnership
 - Sponsorships
 - Memorandum of Understanding
 - Auspicing
 - Alliances
 - Inter-agency collaboration
 - Establishing 'shared services' models to assist organisational viability
 - Joint venture
 - Consortium
- Merger or De-merger



In addition to these, in certain circumstances you can also have:

- Naming Rights Partner
- Media partners
- Major Partners (e.g., Program / Project Partners)
- Event Partners

Principles of Good Practice Partnerships and other key principles:

- Relationships focused and a commitment to developing long-term sustainable relationships based on trust
- Respect and mutual benefit including respect for Aboriginal and Torres Strait Islander cultural knowledge, history, lived experience and connection to community and country
- Commitment to self-determination for ATSI peoples
- Aim to improve long-term well-being outcomes for ATSI children, families, and communities
- Co-created - Respect and support self-determination – including shared responsibility and accountability for shared objectives and activities
- Value for process as integral to support and enable partnership
- A commitment to redressing structures, relationships and outcomes that are unequal and/or discriminatory
- Openness to working differently with ATSI peoples, recognising that the mainstream approach may not be the most appropriate or effective
- An individual approach (acknowledging that each organisation and community is different)
Refer SNAICC and others in References for more detail.



5.7.1 ACCO's Together (building the capacity of each other)

Consultants are expensive and may not be affordable for small to medium ACCOs. Partnerships with non-Aboriginal NFPs may be complicated and time consuming.

Building relationships with other ACCOs may be a good alternative and would be based on some core shared culture and understandings.

The growingaccos.org Website and Facebook page can be used to 'trade' time and expertise at the Board and Executive level. Often it is hard to 'take a good hard look at ourselves' but it is always easy to 'know what others should do'.

- It can also be helpful to trade one or more board members or Executive staff to engage in an organisational review and walk through the process in an unbiased fashion.
- This website can also be used to share information, ideas, and good practice.
- this "trading places" can be very useful for strategic and organisational review.



QUESTIONS / ACTION:

- ☐ Why are you considering a partnership? (Are there other ways to achieve what you want?) (Which community or client priorities will this partnership support?)
- ☐ Are there Projects and Programs that might be suitable for a partnership arrangement?
- ☐ What is the goal of the proposed partnership? (do you have a shared purpose and strategy?)
- ☐ Do you feel respected and valued by the potential partner?
- ☐ Can you leverage each other's strengths?
- ☐ What is each party getting out of the relationship?
- ☐ Are you willing to give up a little bit of control to collaborate?
- ☐ Have you reviewed the checklist (VicHealth) to review key aspects of a potential partnership?
- ☐ Are there other ACCOs that you already have a relationship with that can be built on for further support and development opportunities?



BEWARE: be conscious of your rights and responsibilities in any partnership and get professional advice to ensure you are happy with the agreement and what each of you get out of it (this is called due diligence). It is also important that you understand the risks associated with it.

5.8 Social Innovation Options

As your organisation grows there are new and emerging forms of support and investment that you may choose to investigate. They include:

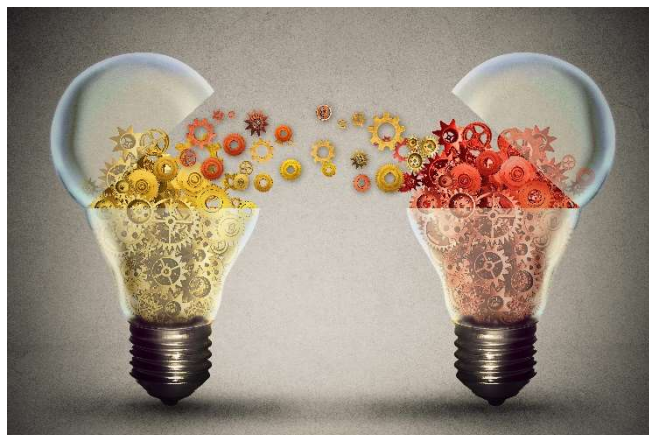


5.8.1 Social Investment

Social investment is the use of repayable finance to help an organisation achieve a social purpose. They are not a grant or donation.

Not-for-profits (including Charities) and social enterprise can use repayable finance to help them increase their impact on society, by growing their business, providing working capital for contract delivery, or buying assets.

There are a range of social impact investments that could be considered. They include:



- **Social Impact Bond** (A financial instrument that pays a return based on achieving agreed social outcomes.) These are a form of investment where investors (government or private) invest money with the expectation that there will be a benefit in return. They also have an aim of improving social or environmental issues.
- **Layered investment** (combines different types of capital in non-traditional ways)
- **Payment-by-results** (PBR) contract (A service provider is paid on the results they achieve. A social benefit bond is a special type of PBR contract.)
- **Outcomes-focused grant** (non-repayable grant funding provided on the basis of measuring outcomes. May also be used as a guarantee.)

Other terms often used are - pay-for-success financing, pay-for-success bond, social benefit bond or social bond.

5.8.2 Social Enterprise

Social Enterprise (social entrepreneurship) – combine missions for social good with business like strategies. They create social or environmental outcomes while generating most or all their revenue from trading or a business model. This allows for greater financial and strategic independence than traditional charitable grants. (From: Social Outcomes).

Social enterprise organisations:

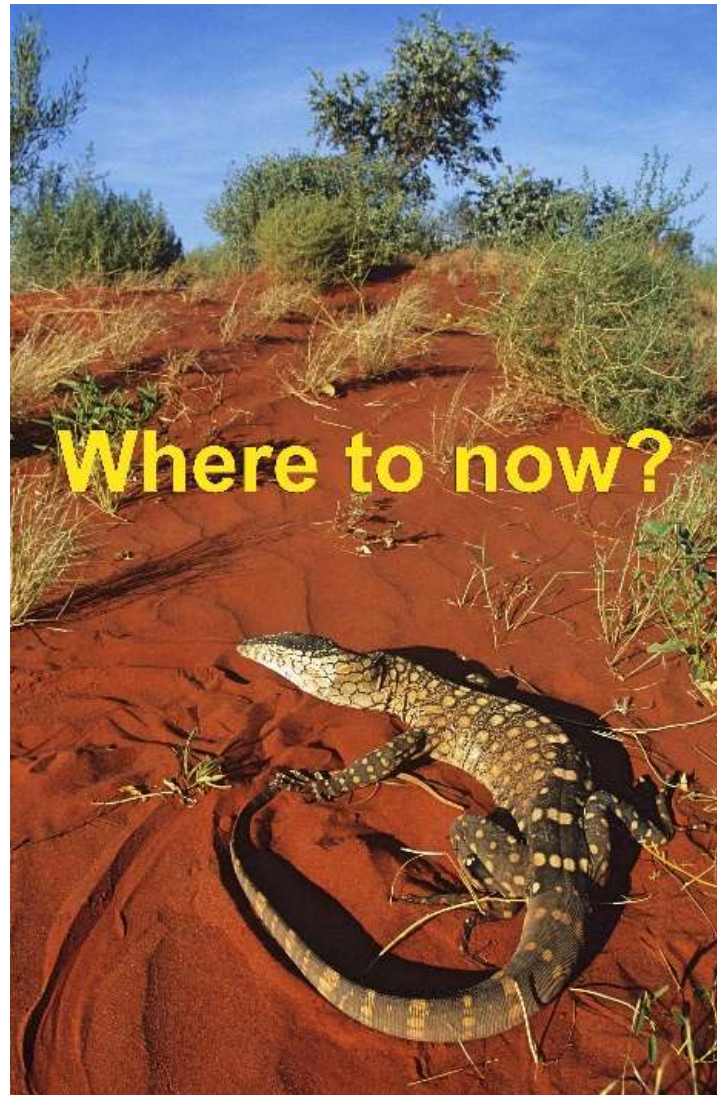
- are driven by a public or community cause, be it social, environmental, cultural, or economic
- derive most of their income from trade, not donations or grants
- use the majority (at least 50%) of their profits to work towards their social mission.



QUESTIONS / ACTION:

- ☐ Is our organisation ready to engage with Social Investment or Social Enterprise?







6 Next steps

You have now completed your organisation review and thought about which income streams may be of use to you. To move forward, the following steps are suggested:



6.1 Shortlisting Income Options



QUESTIONS / ACTION:

- ☐ Using Section 3 of the Workbook, review each of the Income Streams against your notes and complete the following questions:
 - Is this an income stream to investigate further (in the short / Medium or Long term?)
 - What priority should it be given for follow up?
 - Is there someone who can Champion (be the lead supporter) for this income stream to keep momentum going?
 - Any notes to capture regarding that option

6.2 The Big Picture (ACCO Model Canvas)

Finalise the ACCO Model Canvas by transferring relevant responses from the Workbook to the Canvas to get a good “Big Picture” view of where your organisation is, what challenges it faces, what its opportunities are, what the future could hold. This should help you to be clear about what solutions could work and what you need to (want to) follow up on.

The ACCO Model Canvas-can be accessed at <https://growingaccos.org/>

Note that the ACCO Model Canvas is an amalgamation of:

- the work on the Business Model Canvas (from the Osterwalder and Pigneur book Business Model Generation)
- the Business Model Canvas (tool by Strategyzer)
- the Mission Model Canvas (tool by Strategyzer)
- the Charity model Canvas (tool by Manifesto)



QUESTIONS / ACTION:

- ☐ **Transfer** responses in the Workbook to the ACCO Model Canvas for big picture overview



6.3 Action Plan

It is important to establish a Plan of Action to turn your decisions into reality and to address any issues you identified when completing the Workbook. If you do not establish an Action Plan, there is a real chance that things will not change, and your organisation may face difficulties in the future.

This work is to ensure that the good work you do for your clients continues. What would happen to them if your organisation and the work you do did not continue?



QUESTIONS / ACTION:

- ☐ **Determine** an Action Plan to take this forward. (**Review** your Notes & Issues to Address Transfer any actions from Section 1 into a Plan of Action (including what – who – when?))
- ☐ **Ongoing Review** – Consider including an Annual review process (if you don't already) to continue to evaluate alternative financial options to meet changing situations.
- ☐ **Note** that any update or review of your strategic Planning cycle should trigger a review / revisit of your funding strategies.



6.4 Getting Professional Advice



BEWARE: *Always Seek professional advice before committing to a final course of action.*

Before committing to any course / new income stream, it is important to make sure you obtain relevant Business, Legal, Tax, Accounting, and other relevant professional advice.)

6.5 Have your say

This document is intended to be a living document and to evolve with ACCOs and changing situations over time. If you have any corrections, improvements, or suggestions for future versions, please contact Gooda Judder at info@goodajudder.org.

Share your learnings and experiences via the website www.growingaccos.org to help build a stronger ACCO community (including your own).

6.6 Help with the process

This resource is designed to be worked through by each ACCO independently. Should you require assistance, contact Gooda Judder Aboriginal Corp. who may be able to assist or recommend other supports. **Contact:** info@goodajudder.org

6.7 Challenges and hopes

By working through this resource, ACCOs (Board and Executive staff) will build capacity, knowledge, skills, and experience. This is a resource to help ACCOs grow and requires a commitment to be involved and make sure the decisions and outcomes are turned into real action and not another report on the shelf.

In many instances this work will be key to your organisation's survival and sustainability. This is a chance for your organisation to become independent and achieve your purpose in your own way.

We wish you luck and a productive journey for your ACCO and community.





7 APPENDICES

7.1 Appendix – Tools recommended

7.1.1 ACCO - Growing through Sharing Tools

The following tools have been developed as a part of this resource to help guide you through your investigation into alternative income streams towards sustainability:

1. Quick Review Checklist
2. Workbook incorporating:
 - 2.1. Organisation Review and
 - 2.2. Income Options Review
 - 2.3. Summary of Income Streams to Investigate
3. ACCO Model Canvas- available from <https://growingaccos.org/>
4. Website – ACCO – Growing through Sharing - <https://growingaccos.org/>

The above resources are accessible through the <https://growingaccos.org/> website.

7.1.2 External Tools referred in Workbook

1. Financial health check
<https://www.surveymonkey.com/r/NFPfinancialhealth>
2. Key Financial Ratios Tool
https://www.nds.org.au/images/resources/resource-files/Key_Financial_Ratios_Tool.pdf
3. Financial literacy self-assessment quiz (page 75 in Damn Good Advice for Board Members resource)
<https://communitydirectors.com.au/advice-guides/damn-good-advice-for-board-members>
4. Mills Oakley (MO) commercialisation checklist
<https://www.millsOakley.com.au/wp-content/uploads/2020/05/Income-Generation-Toolkit-2020.pdf>
5. The partnership assessment checklist (VicHealth)
https://www.vichealth.vic.gov.au/-/media/ResourceCentre/PublicationsandResources/General/VH_Partnerships-Analysis-Tool_Checklist_interactive_V4.pdf?la=en&hash=EF900A22898C3055455D36D68277088AF7D7395E



7.2 Appendix – Glossary / Definitions

An **Aboriginal Community Controlled Organisation (ACCO)** is an incorporated Aboriginal organisation, initiated, based in and governed by the local Aboriginal community to deliver holistic and culturally appropriate services to the Aboriginal community that controls it.¹

Communication: Partners work jointly but their efforts are marginal to achieving organisational goals. This is characterised by frequent interactions and information sharing as appropriate and required. A nominated person is responsible for liaison with other partners. This is used when the issue is short term, straightforward, and the risks and rewards are low.

Consultation: Partners seek feedback about an activity or project with an intention to make changes based on this. Relationships are short term and decision making and accountability remains with the consulting organisation.

Coordination: Partners undertake separate activities towards a shared discrete or short-term purpose. This includes information exchange, and time-limited activities with some joint responsibility and shared outcomes, necessitating a degree of trust. Resources and commitment remain with the respective organisations.

Collaboration: Partners undertake joint activities to pursue a shared initiative. This way of working includes joint planning and responsibility, with equal commitment to and for activities; and co-developing a shared vision of the outcomes. The relationship requires trust and power sharing based on knowledge and expertise.

Indigenous Cultural and Intellectual Property (ICIP)

Refers to the rights that Indigenous people have, and want to have, to protect their traditional arts and culture. ICIP is a short way of saying Australian “Indigenous Cultural and Intellectual Property”. Sometimes the words “Cultural Heritage” are used to mean the same thing. (ArtsLaw.com.au)

‘**Indigenous Knowledge**’ or ‘IK’ is a term we use to cover a range of knowledge held and continually developed by Aboriginal and/or Torres Strait Islander people. It can include such things as language, song, dance, stories, songlines, art, and knowledge of plants, science, medicines, and agriculture. Some aspects of Indigenous Knowledge may be protected using IP. (IP Australia)

Intellectual property (IP) is the property of your mind or proprietary knowledge. Basically, the productive new ideas you create. It can be an invention, trademark, design, brand, or the application of your idea.

Intellectual property, sometimes called IP, describes unique ideas that can be legally owned. Your intellectual property can be protected under rights such as copyright, patents, trademarks, registered designs, plant breeder’s rights and circuit layouts. (Legal Aid Victoria)

Intellectual Property or ‘IP’, refers to creations of the mind, such as inventions, literary and artistic works, designs, and symbols. IP can be an invention, a trademark, a design, or the practical application of your idea. IP rights provide protection for your ideas in the marketplace and allow you as the owner or inventor to benefit commercially. IP rights are a very valuable business asset and provide a competitive advantage.

What IP do you use in your business? It might be your unique products, a new way you produce something or the special branding that you use to identify your business. (IP Australia)

Not-for-profit (NFP) organisations are organisations that provide services to the community and do not operate to make a profit for its members (or shareholders, if applicable). (From: ato.gov.au). These can sometimes be referred to as Nonprofit and various other terms.

Non-government organisations (NGOs) are non-profit organisations that are set up and operated to usually address larger and more widespread social and political issues.

Partnership: Partners’ separate identities are no longer as significant as the partnership outcome. The outcome is usually high risk and high reward. Relationships are interdependent, equal, and reciprocal. Partners engage in joint activities and decision-making to progress a shared long-term purpose. This can include co-design and co-production.

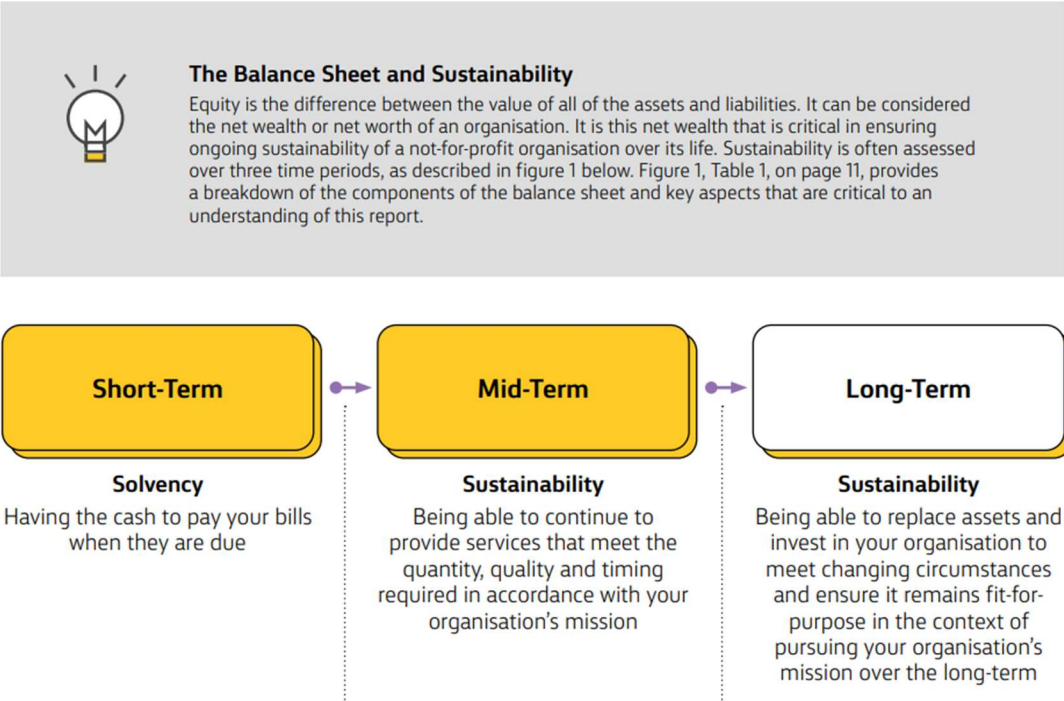
Social Enterprise (social entrepreneurship) – combine missions for social good with business like strategies

Sustainability

For our purposes, sustainability means not only the survival of a NFP organisation but the

ongoing ability of that NFP to pursue its objectives. That is, to continue to be able to provide the quantity and quality of services needed in a timely manner and in accordance with its mission

An organisation is not sustainable just because it survives an organization is sustainable because it's able to provide the right services in the right quantity at the right quality at the right time in other words, you're able to continue to pursue your mission and that is what represents a sustainable not-for-profit or charitable organisation. (From: Gilchrist (Not for Balance Sheet Series II – Budgeting for Balance Sheet Sustainability-webinar))



From: Gilchrist, D. J., and D. Etheridge.

7.3 Appendix – References & Resources

7.3.1 General References

Australian Charities and Not-for-profits Commission (ACNC) - **Australian Charities Report – 7th Edition**, 17 May 2021, <https://www.acnc.gov.au/tools/reports/australian-charities-report-7th-edition>

Australian Taxation Office (ATO), **Tax basics for no-profit organisations** - https://www.ato.gov.au/uploadedfiles/content/sme/downloads/nonprofit16966tax_basics_for_non_profit_or_ganisations.pdf

Borthwick, C and Matthew Schulz,(2017) M, **The art of survival for regional gallery**, Our Community, [Funding Centre | The art of survival for regional gallery](#)

Foster, W.L., Kim, P, & Christiansen,B., **Ten Nonprofit Funding Models**, Stanford Social Innovation Review. Spring 2009, https://ssir.org/articles/entry/ten_nonprofit_funding_models

Victoria Council of Social Service (VCOSS) - **Federal funding cuts hurting Aboriginal people and services** - <https://vcoss.org.au/analysis/2015/05/federal-funding-cuts-hurting-aboriginal-people-and-services/>

Wendy Brooks & Partners - **Webinar: Engaging with funders during a crisis May 2020** - https://communitydirectors.com.au/training-courses/webinar-sos-fundraising2?utm_source=ourcommunity.com.au&utm_medium=email&utm_campaign=saveoursector&utm_content=sosedm10

7.3.2 Organisation Review

Ebarb, Tracey S. – **Nonprofits Fail – Here’s Seven Reasons Why** - <https://nanoe.org/nonprofits-fail/#:~:text=The%20real%20data%20from%20National,of%20a%20strategic%20plan%2C%20among>

Mundine, N.W. and Henderson, E. **Back to Basics : A new model for business creation in remote Indigenous communities**, The Centre for Independent Studies (CIS): Indigenous Research Program. Analysis Paper 21 (May 2021). <https://www.cis.org.au/app/uploads/2021/05/ap21.pdf> (investigates a practical model for business creation in remote Indigenous communities).

7.3.3 In Times of Crisis

Our Community - **Save Our Sector: Our covid-19 response (Helping the not-for-profit sector to survive, reinvent and sustain.)** - https://communitydirectors.com.au/save-our-sector?utm_source=help.givenow.com.au&utm_medium=textlink&utm_campaign=saveoursector (Assistance for organisations affected by covid-19 and natural disasters)

Funding Centre (Our Community) – **Emergency and disaster assistance for community organisations** - <https://explore.fundingcentre.com.au/articles/covid19-financial-assistance> (Provides information about financial assistance available to not-for-profit organisations and community groups affected by the covid-19 outbreak, bushfires, flood, drought and other natural disasters.)

GiveNow – **COVID-19 Response: Your chance to help organisations in need** - <https://help.givenow.com.au/hc/en-us/articles/360001423175-COVID-19-Response-Your-chance-to-help-organisations-in-need> (information on support available to organisations to help survive and manage during COVID. Organisations can sign up to set up a COVID-19 related cause.)

7.3.4 Maximising existing resources

7.3.4.1 *Financial Health*

Australian Charities and Not-for-profits Commission (ACNC), **Managing charity money: A guide for Board members on managing finances and meeting ACNC duties.** –

<https://www.acnc.gov.au/tools/guides/managing-charity-money-guide-for-board-members-managing-finances-and-meeting-acnc-duties>

(provides insights into good practice in financial management, focusing on practical steps that charities can take to ensure that their finances are used appropriately and protected from misuse.)

CPA Australia – **Financial management of not-for-profit organisations (2012)** –

<https://www.cpaaustralia.com.au/-/media/project/cpa/corporate/documents/tools-and-resources/not-for-profit-and-public-sector/not-for-profit/financial-management-nfp-organisations.pdf?rev=1eed68f994ba43ba9ee26be2a059e639&download=true>

(includes sections on understanding financial statements, analysing financial health, record keeping, budgeting and forecasting as well as financial management and governance.)

Institute of Community Directors Australia (ICDA) – **Financial management and your community group** –

<https://communitydirectors.com.au/help-sheets/financial-management-and-your-community-group>

(help sheet outlining key responsibilities and links to other resources including tools, resources, policies and training)

Institute of Community Directors Australia (ICDA) – **Now You're a Board Member: A practical guide for Indigenous board members.** – <https://communitydirectors.com.au/advice-guides/now-youre-a-board-member>

(part of a financial literacy program developed by ICDA and the Commonwealth bank)

Institute of Community Directors Australia (ICDA) – **Damn Good Advice for Board Members.** –

<https://communitydirectors.com.au/advice-guides/damn-good-advice-for-board-members>

(goes through 25 questions a not-for-profit Board members need to ask)

Institute of Community Directors Australia (ICDA) – **Damn Good Advice for Treasurers.** –

<https://communitydirectors.com.au/advice-guides/damn-good-advice-for-treasurers>

(goes through 25 questions a not-for-profit Treasurer needs to ask)

Office of the Registrar of Indigenous Corporations (ORIC) – **Healthy corporation checklist** –

<https://www.oric.gov.au/free-templates/healthy-corporation-checklist>

(review a variety of your organisations operations including financial management and administration checklist)

Office of the Registrar of Indigenous Corporations (ORIC) – **(Training) Understanding finances for corporations** – <https://www.oric.gov.au/about-our-courses/understanding-finances-corporations>

(workshop that provides a basic introduction to understanding finances in Aboriginal and Torres Strait Islander corporations)

Survey Monkey – **Financial Health Check for Non-Profits** –

<https://www.surveymonkey.com/r/NFPfinancialhealth>

National Disability Services (NDS) – **Key Financial Ratios Tool** –

https://www.nds.org.au/images/resources/resource-files/Key_Financial_Ratios_Tool.pdf

(designed to help you assess organisational performance and identify areas where your business is underperforming.)

7.3.4.2 *Financial Planning*

CommBank - **Why an NFP's balance sheet is so crucial to sustainability.**

<https://www.commbank.com.au/articles/business/balance-sheet-keeps-nfp-mission-ready.html>

Gilchrist, D. J., and D. Etheridge, (2020), **The Not-for-Profit Balance Sheet: A Resource for Directors and CEOs**, A Report for the Not-for-Profit Sector Banking Team at the Commonwealth Bank of Australia Ltd, Sydney, Australia. <https://www.ourcommunity.com.au/files/financial/nfpbalancesheettool.pdf>

UWA & CommBank, **Not-for-profit Finance Webinar Series** (5 videos)

<https://www.uwa.edu.au/schools/home/Research/Not-for-Profits%20UWA#nfp-finances>

(webinars that examine various aspects of the Not-for-profit Balance Sheet. They support the NFPs UWA / CommBank Balance Sheet Tool that was published in 2020 for the use of those charged with NFP and charities governance. The Tool is available at the NFPs UWA website.)

- [The Not-for-Profit Balance Sheet](#): (60mins)
- [NFP Balance Sheet Series I – Managing your Balance Sheet: Resilient Not-For-Profits – UWA](#) (59.55mins)
- [NFP Balance Sheet Series II – Budgeting for Balance Sheet Sustainability: Resilient Not-For-Profits – UWA](#) (42.5mins)
- [NFP Balance Sheet Series III – The Not-for-Profit Balance Sheet and the Profit and Loss Report: Resilient Not-For-Profits – UWA](#) (39.5mins)
- [The art of balancing governance for Not-for-Profits](#): (46.19mins)

7.3.4.3 *Financial Review*

Our Community – **Conducting a yearly review** – <https://communitydirectors.com.au/help-sheets/conducting-a-yearly-review>

(a quick list of questions to consider in undertaking a yearly financial review and future planning)

CPA Australia – **A Guide to Understanding the financial reports of not-for-profit entities** –

<https://www.cpaaustralia.com.au/-/media/project/cpa/corporate/documents/tools-and-resources/not-for-profit-and-public-sector/mentor-the-treasurer/guide-to-financial-reports-of-not-for-profits.pdf?rev=530cc72421914107a0461a0a25b641fe&download=true>

(a detailed guide to help better understand the content of the financial statements and other accompanying documents of NFPs.)

7.3.4.4 *Investment & Reserves – interim / long term*

Australian Charities and Not-for-profits Commission (ACNC), **Charity Reserves: Financial Stability and Sustainability** – <https://www.acnc.gov.au/tools/factsheets/charity-reserves-financial-stability-and-sustainability>

(provides guidance on reserves and how charities can make sure they have a good level for sustainability)

Australian Charities and Not-for-profits Commission (ACNC), **Charity money myths: the facts about operating as a not-for-profit** – <https://www.acnc.gov.au/for-public/understanding-charities/charity-money-myths-facts-about-operating-not-profit>

(includes discussion on making a profit, reserves and investments)

Indigenous Business Australia (IBA) – **Indigenous Investment Principles** – http://www.iba.gov.au/wp-content/uploads/IB7158_IPP-brochure_FA4.pdf

(assisting Indigenous communities understand and maximise Investment)

Mills Oakley (MO) – **Income Generation Toolkit – A Practical Guide for Charities and Not-for Profits** – <https://www.millsOakley.com.au/wp-content/uploads/2020/05/Income-Generation-Toolkit-2020.pdf>

(developed to assist not-for-profits review options for income generation, particularly social enterprises. Includes a review of Investments and Reserves, Collaborative agreements, Social Impact Bonds and Commercialisation).

Our Community and Westpac – **Guide to Investing Money for Community Organisations.** –

http://webcache.googleusercontent.com/search?q=cache:1MhveAz_T9KJ:www.aph.gov.au/DocumentStore.aspx%3Fid%3D8b0f9319-c427-4577-8b8c-9d742496b161+&cd=10&hl=en&ct=clnk&gl=au

(a simply written guide to understand investing for Not-for-profits)

7.3.4.5 ***Assets***

Our Community – **Auditing your community assets** – <https://communitydirectors.com.au/help-sheets/auditing-your-community-assets>

(help sheet to understand the value of assets and managing them)

7.3.5 **Grants / Funding**

William Landes Foster, Peter Kim, & Barbara Christiansen, **Ten Nonprofit Funding Models**, Stanford Social Innovation Review. Spring 2009, https://ssir.org/articles/entry/ten_nonprofit_funding_models

Australian Government – **Grants and Programs finder** – <https://business.gov.au/grants-and-programs>
(guided search to find grants, funding and support programs across government)

Australian Government – **Grant Connect** – <https://www.grants.gov.au/>
(provides centralised publication of current and potential future Australian Government grant opportunities)

Australian Government – **Community Grants Hub** – <https://www.communitygrants.gov.au/>
(provides a shared-services arrangement to deliver grant administration services on behalf of Australian Government client agencies)

Our Community – **Establishing a fundraising strategy** – Help Sheet – https://www.ourcommunity.com.au/management/view_help_sheet.do?articleid=564

Our Community – **Grants – Help Sheet** - https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1694
(resource list for Successful Grants)

The Funding Centre (Our Community) – **Funding Centre Website** – <https://explore.fundingcentre.com.au/overview>
(a grants database that allows grant searching, register for alerts and provides various tools, templates and resources. Can also link with SmartGrants (an online funding application app))

Philanthropy Australia – **How to seek funding** – <https://www.philanthropy.org.au/seek-funding/how-to-seek-funding/>
(provides access to funding from Australian philanthropic trusts and foundations including resources and other valuable links)

The Grants Hub – **Grant search website** – <https://www.thegrantshub.com.au/our-story>
(online grant search website including resources)

PRObono Australia – **Grant Listings** – <https://probonoaustralia.com.au/grants/>
(social enterprise sharing information including grants, giving, resources and training)

Western Australian Government – **Community grants directory** – <https://www.wa.gov.au/organisation/departments-of-communities/community-grants-directory>
(Provides information on a wide range of grants available to Communities and local governments through the State Government and selected Commonwealth Government agencies, as well as a number of private sector organisations.)

Western Australian Government – **Department of Local Government, Sport and Cultural Industries (Funding)** - <https://www.dlgsc.wa.gov.au/funding>
(Grants meeting various needs)

Western Australian Government – **Department of Local Government, Sport and Cultural Industries (Regional Funding)** – <https://www.dlgsc.wa.gov.au/funding/regional-funding>
(Grants meeting various needs)

Western Australian Government – **Grants and subsidies** – <https://www.wa.gov.au/service/community-services/grants-and-subsidies>
(list of financial help and assistance for those in need, including eligibility criteria and entitlements for ongoing and one-off payments rates and subsidies.)

7.3.6 Donations and Volunteering

Community First Development (previously Indigenous Community Volunteers) –

<https://www.communityfirstdevelopment.org.au/>

(provide coordination of volunteers to support Aboriginal communities and organisations and a range of other services and supports to build positive change)

Funding Centre – Donations – <https://explore.fundingcentre.com.au/tools-resources/donations>

(detailed information on donations including help sheets)

Give Now – <https://www.givenow.com.au/> - Australian innovative giving platform – increasing donations to community causes, helping people become better givers, and providing a payment solutions hub for all not-for-profits.

Give Now – <https://www.givenow.com.au/otherways> -

Australian web page that provides links to other ways you can support (or gain support) from the community.

Good Company.- <https://www.goodcompany.com.au/au> – Australian platform that allows individuals and companies to volunteer, donate and fundraise.

GoVolunteer, Volunteering Opportunities in Australia | GoVolunteer

(is an initiative of Volunteering Australia to match people who are interested in volunteering with appropriate volunteering opportunities.)

Mills Oakley – Volunteers & your organisation – knowing your obligations – [Volunteers & your organisation – knowing your obligations | Mills Oakley](#)

Outback Team Building – <https://www.outbackteambuilding.com/blog/creative-volunteer-ideas/>

(provides ideas for volunteers and potential team volunteering).

Volunteering Australia – <https://www.volunteeringaustralia.org/> -

(the national peak body for volunteering, working to advance volunteering in the Australian community – provides a range of resources, links, advice and support around volunteering)

Volunteering Australia – <https://volunteeringhub.org.au/the-guide/>

(provides detailed information and resources to help organisations start working with volunteers and managing volunteers)

Volunteering WA – <https://www.volunteeringwa.org.au/#/>

(central WA point for connecting volunteers and community organisations. Provide resources, service and support)

7.3.7 Corporate Sponsorship

Good2Give – <https://good2give.ngo/>

facilitating donations from the business community to charitable organisations. They also provide other giving options, services and resources.

Creative Partnerships Australia – <https://creativepartnerships.gov.au/for-artists-and-arts-organisations/resources/guides-and-factsheets/sponsorship/#:~:text=Sponsorship%20is%20when%20a%20company,be%20able%20to%20measure%20it.>

(a website for arts and sponsors including basic information on sponsorships)

Mills Oakley (MO) – Income Generation Toolkit – A Practical Guide for Charities and Not-for Profits – <https://www.millsOakley.com.au/wp-content/uploads/2020/05/Income-Generation-Toolkit-2020.pdf>

(developed to assist not-for-profits review options for income generation, particularly social enterprises. Includes a review of Investments and Reserves, Collaborative agreements, Social Impact Bonds and Commercialisation).

7.3.8 Fundraising

Australian Business Licence and Information Service (ABLIS) – Charitable Collections Licence – Western Australia – <https://ablis.business.gov.au/service/wa/charitable-collections-licence/17072>

Eventbrite – 101 Unique Ways to Fundraise (That Actually Work) – <https://www.eventbrite.com.au/blog/fundraising-ideas-ds00/>

Fundraising Directory – 25 All-Time Best Fundraising Ideas – <https://www.fundraisingdirectory.com.au/25-all-time-best-fundraising-ideas/>

Go Fundraise – <https://www.gofundraise.com.au/>

(Provides an online option for fundraising including campaigns, events and direct support. Other resources available)

Justice Connect (nfplaw) – Guide to Fundraising (WA) – Information for organisations undertaking fundraising activities in Western Australia, Nov 2020.

[https://www.nfplaw.org.au/sites/default/files/media/Guide to Fundraising WA 1.pdf](https://www.nfplaw.org.au/sites/default/files/media/Guide%20to%20Fundraising%20WA%201.pdf)

Guide to Fundraising (WA) – Information for organisations undertaking fundraising activities in Western Australia, Nov 2020 (Justice Connect)

Justice Connect (nfplaw) – Guide to fundraising laws in Australia (Cth) –

[https://www.nfplaw.org.au/sites/default/files/media/Guide to Fundraising Laws in Australia.pdf](https://www.nfplaw.org.au/sites/default/files/media/Guide%20to%20Fundraising%20Laws%20in%20Australia.pdf)

Our Community - Establishing a fundraising strategy – Help Sheet -

https://www.ourcommunity.com.au/management/view_help_sheet.do?articleid=564

7.3.8.1 Crowd Funding

Australian Government (Business) – Crowdfunding – <https://business.gov.au/finance/seeking-finance/crowdfunding>

(Guides organisations through what crowdfunding is, how to crowdfund and what happens afterwards. Follow our steps to set up your crowdfunding campaign.

Chuffed – Crowdfunding – Before you start – <https://chuffed.org/how-it-works-crowdfunding/before-you-start>

(An online platform for crowdfunding that allows not-for-profits to obtain funding for a social cause project, product or program).

Give Now – Create a Crowdraiser campaign –

<https://www.givenow.com.au/crowdraiser/create?execution=e1s1>

(Australian online giving platform including crowd funding)

Give Now –Crowdraising Free Webinar series – <https://help.givenow.com.au/hc/en-us/articles/360000818675-Crowdraising-Free-Webinar-series>

Other Crowd Raising Platforms include:

- [Mycause](#)
- [Gofundraise](#)
- [Pozible](#)
- [Equitise](#)
- [VentureCrowd](#)
- [GoFundMe](#)
- [GoFundMe \(For Charity\)](#)
- [Chuffed](#)

WildApricot (Personify) – **200+ Amazing Fundraising Ideas Any Organization Can Try Today** – <https://www.wildapricot.com/blog/fundraising-ideas>

7.3.8.2 Events and Marketing

Eventbrite – **How to Plan a Successful Charity Event in 10 Steps** – <https://www.eventbrite.com.au/blog/how-to-plan-a-successful-charity-event-in-10-steps/>

Eventbrite – **101 Unique Ways to Fundraise (That Actually Work)** – <https://www.eventbrite.com.au/blog/fundraising-ideas-ds00/>

Our Community – **Marketing and social networking sites** – https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=4266
(introductory article)

Our Community – **Marketing and Communications Centre**
https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=7101
(Provides resources and tools to develop and spread the word about community organisations)

WildApricot (Personify) – **Events** – <https://www.wildapricot.com/blog/events>

7.3.8.3 Marketing and the Web

Our Community – **Marketing and the Web** – https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=4262
(provides a range of help sheets that explain how to use the web to market your organisation)

Our Community – **How to get a website for your not-for-profit group-**
https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=1587
(outlines various ways to get support for a free website)

Our Community – **Web 2.0 applications that can help market your group-**
https://www.ourcommunity.com.au/marketing/marketing_article.jsp?articleId=4265
(a list of examples of applications that can be useful for web marketing – there are many more.)

Connecting Up -**Technology for community organisations** – <https://www.connectingup.org/about>
(Australian not-for-profit organisation helping not-for-profits access technology for free or hugely discounted prices)

7.3.9 Commercialisation (Sales or Earned Income)

The Aboriginal Business Directory WA – **Website to connect Aboriginal businesses with potential buyers.**
<https://abdwa.icn.org.au/>

ArtsLaw – **Indigenous Cultural and Intellectual Property (ICIP)** - <https://www.artslaw.com.au/information-sheet/indigenous-cultural-intellectual-property-icip-aitb/#:~:text=Indigenous%20Cultural%20and%20Intellectual%20Property%20refers%20to%20the%20rights%20that,Indigenous%20Cultural%20and%20Intellectual%20Property%E2%80%9D>
(Information sheet outlining the rights association with this and how to protect it).

Australian Government (Business) – **Starting an Indigenous business-**
<https://business.gov.au/planning/business-structures-and-types/starting-an-indigenous-business>
(Information page on starting an Indigenous business with links to various support services including funding and expert help).

Australian Government (IP Australia) – **Indigenous Knowledge IP Hub** -

<https://www.ipaustralia.gov.au/indigenous-knowledge-ip-hub>

(for anyone looking to work with Indigenous Knowledge as part of their business)

Australian Government (IP Australia) – **Yarnline** - <https://www.ipaustralia.gov.au/indigenous-knowledge-ip-hub/yarnline>

(call-back service offering to help support Indigenous businesses (and organisations) to better understand IP and IK)

Chad Renando – **A map of the Australian Indigenous entrepreneur support ecosystem** -

<https://www.linkedin.com/pulse/map-australian-indigenous-entrepreneur-support-chad-renando>

(A map of organisations that have programs and services that explicitly and exclusively support innovation entrepreneurship and start-up activity for Indigenous people in Australia.)

Closing the Gap Clearinghouse - **Success factors for Indigenous entrepreneurs and community-based enterprises** - <https://www.aihw.gov.au/getmedia/2804f99f-1995-473a-939e-0fb02a1152f3/16693.pdf.aspx?inline=true>

Mills Oakley (MO) - **Income Generation Toolkit - A Practical Guide for Charities and Not-for Profits** -

<https://www.millsoakley.com.au/wp-content/uploads/2020/05/Income-Generation-Toolkit-2020.pdf>

(developed to assist not-for-profits review options for income generation, particularly social enterprises. Includes a review of Investments and Reserves, Collaborative agreements, Social Impact Bonds and Commercialisation).

Mundine, N.W. and Henderson, E. **Back to Basics: A new model for business creation in remote Indigenous communities**, The Centre for Independent Studies (CIS): Indigenous Research Program. Analysis Paper 21 (May 2021). <https://www.cis.org.au/app/uploads/2021/05/ap21.pdf>

(investigates a practical model for business creation in remote Indigenous communities).

PRObono – **Five Things NFPs Must Do Now To Survive** – <https://probonoaustralia.com.au/news/2016/11/five-things-nfps-must-now-survive/>

(a discussion about commercialisation and not-for-profits)

Welcome to Country – website marketplace for **Aboriginal and Torres Strait islander experiences and products**. <https://experience.welcometocountry.com/>

7.3.10 Partnering and Collaboration Options

Australian Council of Social Service - **Principles for a Partnership-centred approach for NGOs working with Aboriginal and Torres Strait Islander Organisations and Communities**– <https://www.acoss.org.au/principles-for-a-partnership-centred-approach/>

(Very simple guide the development of a partnership-centred approach between Aboriginal and Torres Strait Islander and mainstream NGOs in tendering for program funds and engaging in the delivery of services or development initiatives in Aboriginal and Torres Strait Islander Communities.)

Australian Government (Australian Institute of Family Studies) – **Advancing partnerships with Aboriginal and Torres Strait Islander organisations** - <https://aifs.gov.au/cfca/webinars/advancing-partnerships-aboriginal-and-torres-strait-islander-organisations>

(a webinar explored the value of Aboriginal and Torres Strait Islander and non-Indigenous services working together (to support families.)).

Australian Government (Department of the Environment and Energy) - **Partnering with Indigenous organisations for a sustainable environment** - <https://apo.org.au/sites/default/files/resource-files/2019-11/apo-nid274956.pdf>

(Guidance for non-Indigenous organisations seeking to build effective and respectful partnerships with Indigenous organisations and communities.)

Centre for Social Impact (CSI) – **The Change Collection - The Travel Companion: your guide to working with others for social outcomes** - https://www.csi.edu.au/media/Travel_Companion_v2.pdf

Centre for Social Impact (CSI) – **(CHAT) Collaboration Health Assessment Tool** -

<https://www.csi.edu.au/research/tools-and-guides/collaboration-health-assessment-tool/>

(a simple online resource for measuring how collaborators are working together now and into the future.)

Government of Western Australia, Department of Communities – **Communities Partnership Framework**-
<https://www.wa.gov.au/system/files/2021-05/Communities-Partnership-Framework.pdf>
(Guidelines for establishing and sustaining partnerships with external stakeholders)

Gooda Judder Aboriginal Corp (GJAC) - **Growing through Sharing - Innovative thinking for long term ACCO survival and growth** - <https://growingaccos.org/>
(Website for this project for ACCOs to share resources, information, skills and experience)

Mission Australia - **Partnership Kit: Supporting Aboriginal and Torres Strait Islander Partnerships** -
<https://www.missionaustralia.com.au/documents/resource-sharing/1312-partnership-kit-supporting-aboriginal-and-torres-strait-islander-partnerships>

NESTA - Partnership Toolkit – <https://www.nesta.org.uk/toolkit/partnership-toolkit/>
(Practical guide and steps to create partnerships, write partnership agreements and get off to a good start)

PwC - **Not-For-Profits & Developing effective corporate partnerships** -
<https://www.pwc.com.au/industry/charities/nfp-corporate-partnerships-23oct18.pdf>
(provides an overview of the corporate partnerships in Australia, benefits to NFPs and how to take advantage of them).

SNAICC (Secretariat of National Aboriginal and Islander Child Care) - **Opening Doors Through Partnerships: Practical approaches to developing genuine partnerships that address Aboriginal and Torres Strait Islander community needs**, April 2012 <https://www.snaicc.org.au/wp-content/uploads/2016/01/02804.pdf>

VicHealth – **Partnerships Analysis Tool – Checklist** - https://www.vichealth.vic.gov.au/-/media/ResourceCentre/PublicationsandResources/General/VH_Partnerships-Analysis-Tool_Checklist_interactive_V4.pdf?la=en&hash=EF900A22898C3055455D36D68277088AF7D7395E
(To help organisations review partnerships for success).

Western Australian Council of Social Services (WACOSS) and Noongar Family Safety and Wellbeing Council (NFSWC)- **Partnering with Aboriginal Community Controlled Organisations to deliver trusted services with stronger outcomes for Aboriginal people** - <https://www.wacoss.org.au/wp-content/uploads/2019/06/Partnering-with-Aboriginal-Community-Controlled-Organisations-to-deliver-trusted-services-with-stronger-outcomes-Report-1.pdf>
(Details partnership values which can help improve outcomes for Aboriginal and Torres Strait Islander children and families, for partnership between Aboriginal Community Controlled Organisations (ACCOs) and Community Service Organisations.)

Butcher, J and Gilchrist, D, Collaboration for Impact: Lessons from the Field, by John Butcher and David Gilchrist, published 2020 by ANU Press, The Australian National University, Canberra, Australia. -
<http://doi.org/10.22459/CFI.2020> (Book reviewing good collaboration practice).

Mills Oakley (MO) - **Income Generation Toolkit - A Practical Guide for Charities and Not-for Profits** -
<https://www.millsOakley.com.au/wp-content/uploads/2020/05/Income-Generation-Toolkit-2020.pdf>
(developed to assist not-for-profits review options for income generation, particularly social enterprises. Includes a review of Investments and Reserves, Collaborative agreements, Social Impact Bonds and Commercialisation).

Office of the Registrar of Indigenous Corporations (ORIC) – **(Online Training) Working with other organisations (online)** - <https://www.oric.gov.au/online-workshops/working-other-organisations-online>
(understanding the legal side of working with other organisations).

7.3.11 Social Innovation Options

7.3.11.1 *Social Innovation and Investment*

Deloitte - **What is social investment** –
<https://www2.deloitte.com/content/dam/Deloitte/nz/Documents/public-sector/What-is-social-investment-nz.pdf>
(Short intro about how social investment works and what it is)

Good Finance – **What is social investment?** <https://www.goodfinance.org.uk/understanding-social-investment>
(Providing information and resources on social investment)

Mills Oakley (MO) - **Income Generation Toolkit - A Practical Guide for Charities and Not-for Profits** - <https://www.millsOakley.com.au/wp-content/uploads/2020/05/Income-Generation-Toolkit-2020.pdf>
(developed to assist not-for-profits review options for income generation, particularly social enterprises. Includes a review of Investments and Reserves, Collaborative agreements, Social Impact Bonds and Commercialisation).

NSW Government (Office of Social Impact Investment) - **What is social impact investing?** - <https://www.osii.nsw.gov.au/what-is-social-impact-investing/>
(provides information tools and resources)

Social Outcomes – **Social Innovation** – <https://socialoutcomes.com.au/toolkit/innovation>
(a good short overview with key links)

Social Outcomes – **Impact Investing & Funding**– <https://socialoutcomes.com.au/toolkit/funding-financing/>
(a good short overview, including video with key links)

Social Ventures Australia (SVA) – **Impact Investing** - <https://www.socialventures.com.au/impact-investing/>
(provides information, investments, support and services to achieve positive social outcomes)

Social Ventures Australia (SVA) – **Social Impact Bonds** - <https://www.socialventures.com.au/impact-investing/social-impact-bonds/>
(an introduction into SIBs and potential investment opportunities).

Social Reinvestment Western Australia - **Example of Social (Re)Investment working-**
<https://www.socialreinvestmentwa.org.au/our-vision>
(local coalition working in justice reinvestment – a good example of social investment in action).

7.3.11.2 Social Enterprise

Business Victoria, **Social Enterprise** – <https://business.vic.gov.au/business-information/start-a-business/business-structures/social-enterprise>

Mills Oakley (MO) - **Income Generation Toolkit - A Practical Guide for Charities and Not-for Profits** - <https://www.millsOakley.com.au/wp-content/uploads/2020/05/Income-Generation-Toolkit-2020.pdf>
(developed to assist not-for-profits review options for income generation, particularly social enterprises. Includes a review of Investments and Reserves, Collaborative agreements, Social Impact Bonds and Commercialisation).

NFP Law - **Social enterprise guide (Cth) - Legal issues to consider when setting up a social enterprise**
Aug 2021 - https://www.nfplaw.org.au/sites/default/files/media/Social_Enterprise_Guide_0.pdf

Small Business Development Corporation, Government of Western Australia - **8 steps to starting a business** - https://www.smallbusiness.wa.gov.au/starting-and-growing/8-steps-to-starting-a-business?utm_source=google&utm_medium=cpc&utm_campaign=Small%20Business%20Information&utm_dgroup=Starting%20a%20Business%20Checklist&utm_content=Starting%20a%20Business%20Checklist&gclid=CjwKCAiAgvKQBhBbEiwAaPQw3MNWDfdalfYBC0iLOy3rbftJCQhA84KhJknK2jQOf0CdmJvNHZJ5xoCUYgQAvD_BwE
(includes link to assess your business idea (feasibility)).

Social Change Central, - **Top Stories: Australian Social Entrepreneurs of 2018** – <https://www.socialchangecentral.com/top-stories-2018/>

Social Outcomes – **Social Enterprise** – <https://socialoutcomes.com.au/toolkit/social-enterprise/>
(information and resources focused on impact organisations)

7.3.12 Next Steps

Manifesto – **Aligning your organisation around purpose with the Charity Model Canvas** - [https://manifesto.co.uk/aligning-your-organisation-around-purpose-with-the-charity-model-canvas/#:~:text=The%20idea%20behind%20the%20Business,\(including%20channels\)%20and%20finances.](https://manifesto.co.uk/aligning-your-organisation-around-purpose-with-the-charity-model-canvas/#:~:text=The%20idea%20behind%20the%20Business,(including%20channels)%20and%20finances.)

Osterwalder, A and Pigneur, Y, (2010) - **Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.**

Strategyzer - The Business Model Canvas - <https://www.strategyzer.com/canvas/business-model-canvas>

Strategyzer - **The Mission Model Canvas:** An Adapted Business Model Canvas For Mission-Driven Organizations - <https://www.strategyzer.com/blog/posts/2016/2/24/the-mission-model-canvas-an-adapted-business-model-canvas-for-mission-driven-organizations>

7.4 Appendix – Workbook

The ACCO – Growing through Sharing – Workbook can be downloaded and edited at <https://growingaccos.org/>

