

## Featured In this Issue:

### 1. National Office News

- Senate Committee Inquiry into Income Management Bills
- The Campaign for Care for Older Australians- *on the agenda*
- Update on the FBT Concession and the Government Tax Review

### 2. From the Network...

- Communities for Children Project Funding- Anglicare NT and SA
- Rapid Start for GreenStart
- Recognition of St John's Youth Services

### 3. Australian Government

- Housing and Homelessness
- National Standards for Out-of-Home Care

### 4. Policy and Research

- Social Justice Report 2009
- Child Protection in Australia 2008-2009

### 5. Resources

- *beyondblue* DVD for Carers

### 6. Calendar

- Research Network Meeting
- Community Sector Industry Issues Forum

## FROM THE DIRECTOR...

Volatility in the community sector seems to be the hall mark of the start of 2010.

There is no doubt about the potential for change that could be brought about by the current raft of enquiries and government

instruments. We are all familiar with them but it is

worth listing them again. The Henry Review reported to government just before Christmas (this report is, as yet, not public); it is anticipated that the Productivity Commission into the Efficiency of the Not for Profit Sector will deliver its final report to government shortly and the release of the Government's Compact with the not for profit sector is also imminent having been considered by cabinet in December.

Anglicare Australia's advocacy around the Taxation review has concentrated upon its possible effects upon those on low incomes or those disadvantaged by the current system because of its disregard for carers, those involved in volunteer work or those unable to take part in the economic workforce. This "root and branches" review offers us the unique opportunity to define Australian society – to provide a map in taxation law of the kind of community we want to see, to provide leadership through providing the infrastructure for a society based on care and justice. However we are also concerned about the possible effects upon the viability of the community sector and its ability to continue to work alongside those people. Our sector issues forum on the 18<sup>th</sup> February will discuss this in more detail.

We have of course also been extremely active through the Productivity Commission review and in discussions about the Compact. All our submissions to these and other reviews can be read on the website.

The co-incidence of these vital reforms and reviews is no coincidence; they are part of the government's real desire to engage with our sector and to enhance the cohesion of Australian society.

***"Not everything that counts can be counted, and not everything that can be counted counts."***

(Quote from a sign hanging in Albert Einstein's office at Princeton)

This commitment will need to continue as the real work needs to start now. Anglicare Australia welcomed the Productivity Commission's interim report noting that many of the points in our submission had been taken up, including one on funding models attributed directly to us by Commissioner Robert Fitzgerald. The reforms suggested in the interim report will need real enthusiasm from all sides and real inputs to make them work: inputs of funding and effort and goodwill without which they will not occur.

Much is made in the report of the reporting frameworks and the inefficiencies in the current way of doing things. Red tape is not the same as accountability and in fact can actually hinder rather than enable it.

However the red tape took a lot of putting into place over years of evolution and it will take a commitment from all governments to unwind it, replacing it with reporting and accountability frameworks that are both rational and proportional.

It becomes clear in the interim report and in many of the submissions that not much is known about what we do, to whom and to how many and with what results. Again this talks to obsessions with inputs (they can be measured) which avoids us actually capturing what is working, with whom and why. Development of a database of client numbers, services delivered and other relevant basic information is the start of this. At the moment too much time is spent counting the same clients in different ways as they access different programmes and this information is then shelved and not used.

Once the basic database is in place then we can really start to collaborate on ideas and understand what is working. As the sign in Einstein's office says not everything that matters can be quantified, but some can. And like Einstein, we need to work together to understand which can be counted and remind ourselves daily, as he did, to avoid the pitfalls of counting that which does not count. Its well worth us considering as we try to get our head around the wicked social problems and issues such as child protection, homelessness and food security.

The Compact has had a long road to this time. It is worth remembering that the then leader of the opposition, Kim Beazley, announced it as a partnership with the community sector. This is one policy area where the journey is properly more important than the destination. The negotiation of a relationship is a sensitive issue requiring robust and honest discussion. Over two years down this track with the current Compact formation and it is clear to see that realistic goodwill exists on either side. In the first instance the Compact will need to pick up relational issues on how we work together, how funding is distributed, how we disagree, and the part each party plays in civil society. However it also needs to pave the way for sophisticated discussions about the nature of civil society. About how organisations that have stood alongside communities for generations can work with those communities strengths, how we involve the community in its own future beyond simple funding agreements between organisations and government.

This talks to a complex reordering of our own conversations about how we work with and for communities; how we involve volunteers; how we support parishes to form their own relationships; how we not only do simply more to be more efficient but how we work in different ways; in fact how we move beyond interactions encouraged by simple transactional relationships between government and the sector into relationships that enhance and promote society's ability to be inclusive, cohesive and sustainable. These things, this complicated web can't be counted but we all know intuitively when we encounter a community that is strong. Anglicare Australia's draft strategic plan talks of our proud past of standing with communities, being part of them for generations and working with their strengths, to which we add our own. This plan and values and the current changes and developments offer strong opportunities for us to build on the past and deliver real results for the communities of which we are part.

The issues of tax arrangements for the sector, of the nature of charitable organisations, of raising capital for the sector are all logistical ones that will need to be considered in order to enable this to happen.

These are not simple issues but we have a once in a generation chance to get it right – the “alignment of the planets” of these three instruments: the taxation review for the mechanisms; the productivity commission for the leadership; and the Compact to help us with the “how”. It will take real action and commitment and input to follow through but there is little point in reviews and reports if we run out of steam to implement their directions.



Ms Kasy Chambers  
Director, Anglicare Australia

## SENATE COMMITTEE INQUIRY INTO INCOME MANAGEMENT BILLS

Anglicare Australia will make its submission to the Senate Community Affairs Committee Inquiry into the Government's proposed amendments to the Social Security Act on Monday February 1. The legislation will, among other things, make many people living in areas deemed to be disadvantaged subject to mandatory income management.

The Anglicare submission will remain confidential until the Committee authorises it for publication, at which time we will put a link to it on our website.

December E News 2009 included some extensive discussion of the proposal and a brief summary of the various responses. There are different views of this initiative across affected communities, the social service and public policy sectors, and within the Anglicare network itself.

At this stage it seems as if most Governments and Oppositions, and many media commentators, support this initiative while many of the peak voices of Civil Society (See ACOSS [here](#)) have come out against it.

Given the process is happening fairly fast, with the first stage of implementation planned for July 1, this Senate Committee Inquiry provides a very important level of scrutiny to what is a far reaching policy shift.

Deputy Director Roland Manderson prepared a draft submission which was circulated to all Anglicare's CEOs on

January 22. Unfortunately the timeline is unfeasibly tight for many, with only a week for comment (and with Australia day thrown in) before the final submission is due.

In reality, there is some flexibility, and contributions to the debate can still be made. Senate committees will usually take additional comments or late submissions, and so Anglicare agencies can either work with us or contact the [Committee](#) direct. Presumably there will also be public hearings, around the country, later in February. Those wishing to present evidence or their perspective directly to committee members, should let the Committee and Anglicare Australia know before the Committee's hearing schedule is set.

For any more information or to link into the process, contact Roland at Anglicare Australia: [roland.manderson@anglicare.asn.au](mailto:roland.manderson@anglicare.asn.au) and 02 62301775.

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### THE CAMPAIGN FOR CARE FOR OLDER AUSTRALIANS- ON THE AGENDA

2010 is set to be a significant year for the Aged Care sector, as we face a Federal election on the back of major economic and policy announcements.

The Campaign for Care for Older Australians is a collaboration between Australia's major faith based aged care providers and the sector's peak bodies ACSA and ACAA. What we do together, in this Campaign, could substantially contribute to the future of the sector, and the well

being of all Australians as they age.

There is growing awareness across

Australia that the current system cannot meet the needs of older people, and is not financially sustainable. And, as the Federal Government has acknowledged, our aging population makes ensuring older people can access the services and supports they need even more important.

The next few months sees the Government's response to the National Health and Hospitals Reform Commission (NHRC) recommendations and the negotiation with the states, the Henry Tax Review, the release of Treasury's Intergenerational Report, a reference for the Productivity Commission, and a Federal Budget.

We will need to communicate clearly with the Government – and with the Opposition and cross benches – the kind of change that's needed to improve services and support for older people as these reforms take shape.

And then, of course, there's the Federal Election.

We have not yet seen the major parties make a commitment to specific actions that will be taken in the next term of government to begin the transformation of services and supports for older people.



Our united campaign is essential to ensuring the community and Members of Parliament understand the urgency and importance of this transformation.

We need to work together, and with health professionals and consumer groups, to champion the necessary change – both in the lead up to federal election, and beyond it.

More information on the Campaign for Care for Older Australians will be circulated to members in the coming weeks and months. Your active involvement and support in your local community will maximize our chance for success.

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## UPDATE ON THE FBT CONCESSION AND THE GOVERNMENT TAX REVIEW

The Ken Henry Review Panel delivered its final report on Australia's Future Tax System to the Government before Christmas and we anticipate that the Government will respond to the recommendations in early March. It is possible that changes to the FBT mechanism will be proposed by the Review.

We are working hard in consortium with the other Major Church Providers and the ACFID network to encourage the government to actively engage with the sector before they establish any final position on any recommendation from the review which affects charity tax concessions and ultimately will impact on the vulnerable and disadvantaged.

Whilst we continue to argue for the retention and enhancement of current FBT concessions, we are preparing for the possibility

that the concession will be removed and have been working with the consultation firm KPMG to determine a replacement value for the FBT concession. Based on the modeling, we estimate that the replacement value of the FBT concessions for the 65,000 employees in the network of Major Church Providers and ACFID members would be approximately \$389 million per annum. For Anglicare alone this same modeling shows a figure of \$72 million.

Based on the directions of the Productivity Commission recommendations it is hoped that concessions would not be removed without some alternative mechanism being developed however it is improbable that any cash compensation for the removal of the concession would be recurrent which we believe would be significantly detrimental the sustainability of services over the medium and long term.

We believe that, if the sector were to lose the FBT concession, it would need to be replaced with an equivalent concession (of equivalent value) or mechanism which would deliver transparency, ease of administration and which would ensure sustainable and reliable support for the workforce over the long term. We have been exploring, with KPMG, some models for possible alternatives to the current FBT concessions and will keep you updated on progress in this area.

A [Community Sector Issues Forum](#) being held in Canberra on February 18, 2010, will canvass the issues associated with the tax review and other important issues concerning the ongoing viability of the not-for-profit sector.

## FAMILY VIOLENCE INQUIRY

Anglicare Australia, on behalf of the Anglican Church of Australia will be providing a submission to the Australian Law Reform Commission's inquiry into Family Violence. The Inquiry has come about due to the noted challenges of inconsistencies in response to family/domestic violence, child protection and sexual assault cases across jurisdictions due to legislative requirements.

In response to [A Time for Action: The National Council's Plan to Reduce Violence Against Women and Children 2009-2021](#) the Government requested and was agreed to by the Standing Committee of Attorney's General that the Australian Law Reform Commission would examine particular aspects of Family Law within Australia.

The Terms of Reference direct the ALRC to consider:

- *the interaction in practice of state and territory family and domestic violence and child protection laws with the [Family Law Act 1975 \(Cth\)](#) and relevant Commonwealth, state and territory criminal laws; and*
- *the impact of inconsistent interpretation or application of laws in cases of sexual assault occurring in a family/domestic violence context, including rules of evidence, on victims of such violence.*

The Inquiry will be releasing a consultation paper in March this year with a consultation round to follow. The ALRC is also seeking ongoing input from stakeholders regarding key issues, such as the Role of the Police, Vulnerable Witnesses and the

Variation and revocation of family violence protection orders, via an online comments area.

These can be found on the ALRC [website](#). The website also has details of how to make a formal submission.

Anglicare Australia has invited the members of the Family Relationships Service Providers Network to provide initial comments regarding the main issues to develop a framework for the submission.

The inquiry is expected to report to Government 31 July 2010 and will be released after tabling in Parliament.

**Key fact:** Female victims of homicide are far more likely to be killed by someone they have been intimate with. (AIC, 2009)

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#### **NEW STAFF MEMBER MICHELLE WATERFORD**

Michelle joins the Anglicare Australia team from the Department of Health and

Ageing and has taken up the Policy Advisor role. Michelle has a background in the community sector particularly in the areas of housing and homelessness.

Michelle says that she is looking forward to working with the Anglicare Australia members on all manner of projects and hopes to continue to represent their clients' interests to the standard to which they have become accustomed. Michelle may be contacted at [michelle.waterford@anglicare.asn.au](mailto:michelle.waterford@anglicare.asn.au).



### **COMMUNITIES FOR CHILDREN PROJECT FUNDING- ANGLICARE NT AND SA**

Congratulations to Anglicare Northern Territory and Anglicare South Australia for their tremendous achievements in obtaining a combined \$6 million to establish additional *Communities for Children* sites in Alice Springs, NT and Onkaparinga and Playford in SA.

The *Communities for Children* (CfC) program is an element of the FaHCSIA Family Support Program, previously Stronger Families and Communities. It is a funding-based, early intervention and prevention partnership program aimed at families with children under 12 years, who are at risk of disadvantage and who remain disconnected from childhood services. Funding is provided for a locality or area and each site is managed by a Facilitating Partner such as Anglicare NT and Anglicare SA. The partners distribute funds to smaller local organisations to deliver services within the scope of the program such as home visiting; early learning and literacy programs; early development of social and communication skills; parenting and family support programs; child nutrition; and community events to celebrate the importance of children, families and the early years.

The evaluation report of the CfC and other programs within the then Stronger Families and Communities program was released in June 2009 and outlined some of the improvements in outcomes for families and service providers as a result of the CfC program.

Minister Jenny Macklin announced the funding in late January of the additional sites and funding. Well done to both Anglicare NT and Anglicare SA.

## **RAPID START FOR GREEN START**

On January 21 tenders closed for the Australian Government's GreenStart program, which aims to deliver energy and water efficiency improvements to the homes of people living on low incomes, in community, government and privately owned housing. Anglicare Australia was on a Ministerial committee that advised on its development.

Among other things, the Department required tenders from organisations with "a proven record in providing household energy and water efficiency services and engaging with low income and disadvantaged households." A number of Anglicare organisations were well placed to participate in the tender process.

The process was effectively kicked off with an industry briefing just before Christmas (December 18) and the subsequent "speed dating" process was intense to say the least. Anglicare Australia's Deputy Director Roland Manderson went along to make contact with and act as a contact point for interested businesses and agencies, and since then has mostly acted as a conduit for water and energy efficiency services looking for NGO partners with close connections to target households eg Anglicare.)

The Department of Environment, Water, Heritage and the Arts, which is running the scheme,

has expressed a preference for an overarching national tender, although the short timeline has probably made that less attractive for many organisations.

We are aware of a number of Anglicare related tenders. Anglicare SA and Spiritus in Queensland are a part of a national bid. Anglicare Tasmania has submitted a tender for its state, and is a part of the national bid as well. Both the Brotherhood of St Laurence and St Laurence Community Services were involved in the development of a state based tender in Victoria.

It will be interesting to see what the result of this process will be.

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## **RECOGNITION FOR ST JOHN'S YOUTH SERVICES**

St John's Youth Services have been recognised in Adelaide for the sterling work being undertaken to improve the lives of the most disadvantaged young people in the community through the provision of emergency accommodation, child support services and the Next Step program by the UNESCO Clubs – Adelaide Chapter.

At a special awards ceremony of the Australian Housing Institute, St John's received a citation of achievements and Chairperson Marc Steen, and CEO Wendy Malycha, accepted the award presented by His Excellency Rear Admiral Kevin Scarce, Governor of South Australia.

*"We are thrilled that our new program Next Step has received recognition in this way, but the recognition that really matters is that of young people...whose lives have been turned around through Next Step"*

St John's Youth Services were also awarded the Anglicare Australia Award for Excellence and Innovation 2009, which was presented by Sir Paul Reeves, former Governor-General of New Zealand, at a ceremony held in Auckland.

Further information on the programs may be found [here](#).

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## **AUSTRALIA DAY HONOUR**

Congratulations to Mr Stephen Lawrence who was appointed in the Australia Day honours to the Order of Australia: Officer in the General Division. Mr Lawrence was recognised *for service to the community through leadership roles in the development and implementation of not-for-profit ventures to create social change, particularly for youth and the long-term unemployed.*

Stephen Lawrence is a founding member of the not-for-profit social enterprise *workventures* which aims to be a catalyst for social change by undertaking initiatives that directly empower disadvantaged people to build positive futures. He has been involved with the community sector for over 30 years and is currently the Chief Executive for the Australian Social Innovation Exchange (ASIX).

## HOUSING AND HOMELESSNESS

On 21 December 2008 the Prime Minister and the Minister for Housing released the Government's strategic agenda to reduce homelessness by half and offer supported accommodation to all rough sleepers who need it by 2020. One year on and the Government has released [Along the Road Home](#) which outlines some of the achievements made in the last year to reduce homelessness and to improve programs and services that will help break the cycle of homelessness.

One of the most notable claims from the report is the number of new homes being built or older homes being upgraded as a result of the various initiatives such as the National Partnership Agreement and the Nation Building – Economic Stimulus Package scheme.



Locations of new social housing homes being built nationally as at September 2009

Other noted achievements include funding for financial counselling and legal advice centres, increased funding for emergency relief, the National

Rental Affordability Scheme, Centrelink Community Engagement Officers and the National Research Agenda on Homelessness.

Housing and Homelessness is an area where much will be happening in 2010. In addition to the further roll-out of the programs discussed in *Along the Road Home*, the next steps for government in tackling issues around homelessness are to develop a National Quality Framework which will look at re-framing attitudes surrounding homelessness and homeless people which will encourage service providers to view their clients as the centre of a multi-service response. This framework will be developed in the context of recommendations made by the [House of Representatives Standing Committee on Family, Community, Housing and Youth's Inquiry into homelessness legislation](#).

The committee made 15 recommendations which focus on broadening the definition of homelessness, recognising the social, economic, systemic and policy links to homelessness and the particular impacts of homelessness on Aboriginal and Torres Strait Islander people.

The recommendations made by the inquiry also include linking legislation to human rights obligations and the Social Inclusion Agenda; explicitly stating that homelessness will be overcome by integration and cooperation of the government, for-profit and not-for-profit

sectors; improved data collection; and an explicit recognition of the continuity of care, ie prevention, early intervention, crisis, transitional and ongoing care. That to effectively manage homelessness national guidance is required for the development of minimum quality standards leading to accreditation of service providers, some with specialist requirements. The report from the inquiry was tabled in Parliament in November 2009 and is yet to be responded to by Government.

The Anglicare Network has many links into and means of affecting the real outcomes achieved by Government. The Prime Minister's Council on Homelessness, which provides an independent overview of the implementation of the Homelessness White Paper's goals and targets for 2013 and 2020, and advice to the Government on progress, risks and emerging issues is chaired by Mr Tony Nicholson, Executive Director of the Brotherhood of St Laurence and Anglicare Australia Deputy Chair, Mr Ian Carter (of Anglicare WA) also sits on the council. In light of the Government's transition from public to community housing and not withstanding the Government's [tax reform](#), Anglicare organisations are well placed to continue to cater to the vast amounts of homeless people and to create real and meaningful change in partnership with their clients.

We will continue to bring you news of opportunities and pathways to make more real change at the highest levels.

## **NATIONAL STANDARDS FOR OUT-OF-HOME CARE**

The *National Framework for Protecting Australia's Children* is a long-term plan by Government to improve the safety and wellbeing of Australian children. In September last year the first of a series of three-year implementation plans was endorsed which included recognising the development of National Standards for Out-of-Home Care as a national priority. Minister Macklin said

*"We need national standards of care so children who cannot live with their families can grow up in a safe, secure environment. The implementation of national standards will provide a benchmark for the care of these children no matter where in Australia they live."*

On 21 January 2010, Minister Macklin released the [National Standards for Out of Home Care: Consultation Paper](#) and details for national consultations on the standards. Consultations are expected to occur from February and are to take place in every capital city and also in four regional locations.

The consultation paper seeks responses to five specific questions ranging from key

areas of focus, drivers and benchmarks, groups to be subject to the standards and measurement and monitoring.

Submissions are being accepted and are due by 5pm, Friday 26 March. Further information is available [here](#). We are seeking input from those members interested in contributing to a submission on the development of standards by COB 5 February 2010. Input may be provided to [Kasy Chambers](#).

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## **OFFICE FOR WOMEN – GENDER PANEL – CALL FOR TENDERS**

The Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) invites suitably qualified organisations to tender for the provision of a Gender Panel. The Office for Women is establishing a panel of gender experts to support gender equality outcomes across government. The panel will provide gender expertise in a broad range of services to Australian Government departments and agencies including research, evaluation, policy advice, development of gender mainstreaming educational materials and gender analysis training. Tender documentation may be obtained from the AusTender website ([www.tenders.gov.au](http://www.tenders.gov.au)). Tenders

close at 2.00 pm ACT local time on Monday 1 March 2010. Further information may be found [here](#).

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## **2010 YEAR OF WOMEN IN LOCAL GOVERNMENT**

Minister Anthony Albanese, Minister for Infrastructure and Local Government, launched the Year of Women in Local Government initiative on 20 January and in a media release stated that it is critical that councils and shires, as the level of government closest to the community, reflect the communities that they seek to represent. Reasons cited for encouraging the representation of women in local government include that women are professional and capable; women are excellent communicators; women build strong working relationships; women are creative; and women contribute to increased return on investment.

Federal Government has provided nearly \$500,000 for a number of practical steps to help increase the engagement of women in local government.

Further information about the Year of Women in Local Government can be found [here](#).



## CHILD PROTECTION IN AUSTRALIA 2008-2009

On the same day that the consultation paper for the National Out-of-Home Care Standards is released we learn that more children are in need of protection than ever before.

The Australian Institute of Health and Welfare has released its [report on child protection](#). The main findings of the report were that the number of children subject to a notification of child abuse or neglect; the number of children under care and protection orders; and the number in out-of-home care are all rising and secondly, that Aboriginal and Torres Strait Islander children are over-represented in all of these areas.

In 2008 there were almost 35,500 children on a care and protection order and just over 34,000 children in out-of-home care, the majority of whom were either in foster care (47%) or living with relatives (45%).

Kate Valentine of the Institute's Child and Youth Welfare Unit said that

*“Although there appears to have been a real rise in children needing protection, other factors may have contributed, including greater community awareness, a broadening of what governments regard as child abuse or neglect, and changes in child protection policies and practices”*



## SOCIAL JUSTICE REPORT 2009

The introduction of the [Social Justice Report 2009](#) talks of the great shifts in policy for the issues confronting Aboriginal and Torres Strait Islander people in the last five years or so. Mr Tom Calma, who delivered his final report to Government as the Social Justice Commissioner on 25 January, discusses some of the past events, current thinking and future possibilities associated with seeking equal human rights for Indigenous Australians.

In the context of reinvestment in the justice system; language preservation and sustaining homeland communities, Mr Calma discusses the importance of recognising the principles that underpin such work such as social inclusion, equity, sustainability and commitment.

## AMA BUDGET SUBMISSION – 'STIMULUS PACKAGE FOR HEALTH'

On the 19<sup>th</sup> of January the Australian Medical Association released its budget submission and is calling for Government, in this election year, to have a focus on health. The AMA says that the health system is in desperate need of strategic investment across the whole range of programs and services – from primary care to hospitals to mental health and Indigenous health. Among other items the AMA is calling for:

- expanding the workforce for Indigenous health, and building the health-related capacity of Indigenous communities;
- paying immediate attention to the forgotten people in the system for example, improving health services for people requiring sub-acute care, improving medical services in rural and remote Australia, and care and support for people with serious disabilities through a long term care scheme and increased medical services for people with mental illness

Further information about the AMA's budget submission may be found [here](#).

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## DONATIONS AND EMERGENCY RESPONSE

Research conducted by ANGLICARE Disaster Recovery NSW into unsolicited donated goods at the times of greatest need have found that donations are often inappropriate and unusable. ANGLICARE Disaster Recovery NSW has focused their investigation on the concept of 'convergence' and the implications it has on a structured disaster recovery situation. Findings from the research have shown that despite guidelines for donations and the use of the media in informing and educating potential donors, much time, energy and money is spent sorting unsuitable donations thus hampering the recovery effort.

For further information contact ANGLICARE Disaster Recovery NSW

### **BEYONDBLUE DVD FOR CARERS**

*beyondblue* has launched a new DVD to help support carers in their caring role- [Carers' Stories of Hope and Recovery](#).

The DVD features interviews with people who care for or support a family member or friend with depression, anxiety or a related disorder. The DVD includes interviews with *beyondblue* Deputy Chairman, John McGrath and *beyondblue* Ambassador and TV presenter, Jessica Rowe, sharing their stories of caring for loved ones with mental illness. The DVD also includes information and advice to carers from *beyondblue* Clinical Adviser, A/Prof Michael Baigent.

The Carers' stories and advice in the DVD and complementary booklet- [beyondblue Guide for Carers: Caring for others and caring for yourself](#) will enable carers to draw on the knowledge and experiences of others and

will educate the community and health professionals about carers' experiences.

Both the DVD and the complementary booklet are available for order or download from the *beyondblue* website, free of charge, [www.beyondblue.org.au](http://www.beyondblue.org.au) or by phoning 1300 224 636.

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### **MANAGING WITHOUT PROFIT: LEADERSHIP, MANAGEMENT AND GOVERNANCE OF THIRD-SECTOR ORGANISATIONS IN AUSTRALIA**

*Managing Without Profit* is a guide to leading, managing and governing non-profit organisations.

Voluntary, arts, housing and campaigning organisations, and other professional groups are all part of Australia's expanding 'third sector': non-profit-making organisations that are motivated by social rather than economic objectives. In this book, adapted

specifically for the Australian market by Lyla Rogan, Mike Hudson sets out the essential elements of management that are needed to make these organisations successful. This guide demonstrates how to:

- establish strong and suitably constituted boards
- strengthen strategic management and performance
- develop a mission and clarify objectives
- manage and inspire people, as individuals and teams
- create a learning organisation
- manage change.

Condensing a vast amount of information into an easy-to-use guide, *Managing Without Profit* provides a practical overview for busy managers and board members who need to learn a lot in a short space of time. Further information may be found [here](#).

### **Anglicare Australia Research Network Meeting**

10-11 February 2010  
Brotherhood of St Laurence  
67 Brunswick St  
FITZROY VIC 3065

Members of the Anglicare Network with an interest in issues about research are invited to attend. For further information contact [Kasy Chambers](#).

## **Community Sector Industry Issues Forum**

The forum is being hosted by Anglicare Australia, Catholic Social Services Australia, the Salvation Army and UnitingCare Australia and is open to all organisations in the community sector.

**Date:** Thursday 18 February 2010  
**Venue:** Rydges Capital Hill, Canberra  
**Cost:** \$110 (GST Inclusive)

For further information contact [Anglicare Australia](#).

## **Chaplaincy Network Meeting**

15 & 16 March 2010  
St Barnabas Conference Rm  
Anglicare SA Central Office  
18 King William Rd  
Nt Adelaide SA

For further Information contact [Peter Burke](#) from Anglicare SA.

## **HR Network Meeting**

27-28 May, Melbourne

For further information contact [Lorraine Mumford](#) from Anglicare SA

## **Using Loss and Grief to Address Social Challenges in Indigenous Communities**

There are 4 courses available during 2010. These courses have been scheduled for:

1. February/March
2. April/May
3. August/September
4. October/November 2010.

For further information contact Rosemary Wanganeen  
Mobile: 0438203032 or  
Email: [sacredhc@bigpond.net.au](mailto:sacredhc@bigpond.net.au)

## **Towards Social Inclusion: A practitioner's Guide to Building a More Inclusive Australia 20-21<sup>st</sup> April 2010, Canberra**

Early Bird Registrations Close 12 Feb

Further information may be found [here](#)

## **The Research & Policy Centre, Brotherhood of St Laurence and University of Melbourne are offering a new Social Inclusion Policy & Practice intensive subject in May 2010.**

This is the second subject in the Specialist Certificate in Social Policy (Social Inclusion). The first subject, Social Inclusion & the Politics of Recognition will be offered in October 2010.

For further details, contact [Rebecca Phelps](#), Project Manager, University of Melbourne or phone 03 9810 3320.

## **The Future of Religion in Australian Society: Melbourne College Of Divinity Centenary Conference 4 - 7 July 2010, Call For Abstracts Deadline: 5 February 2010**

The Organising Committee welcomes proposals from international and national scholars to participate in the Melbourne College of Divinity Centenary Conference, "The Future of Religion in Australian Society". The Centenary Conference will be a significant seminal event in theological reflection in Australia, providing valuable insights for theological and academic institutions in Australia and overseas.

Further information may be found [here](#).

### **SNAICC Policy Conference 27-29 July**

SNAICC invites all those working with Aboriginal and Torres Strait Islander children, practitioners, policy makers, researchers and government representatives from around Australia to the 2010 national conference in Alice Springs. The conference will be an opportunity to gather and make renewed commitments to Aboriginal and Torres Strait Islander children.

For further information visit the conference [website](#), email [Ian Sweeney](#) or call 03 9489 8099.

### **Anglicare Conference 2010**

Date: 12 – 15 September 2010

Venue: Adelaide

Further details will be announced as they are available.



#### **Mission Statement**

Anglicare Australia promotes a just and caring society through the Christian ministry of the Anglican Church and its agencies.

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