

# SOUTHERN GRAMPIANS SHIRE COUNCIL

## COMMUNITY GOVERNANCE HANDBOOK



Handbook prepared  
by Utilis Consulting for  
the Southern Grampians  
Shire Council.

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 utilis

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# WELCOME

Welcome to the Southern Grampians Shire Council Community Governance Handbook. We are incredibly proud of the strong community culture in our Shire, with just over a third of our population regularly volunteering for one or more of our many local community groups.

Community groups, and the volunteers who run them, provide a vital service within our region. They are responsible for the first sporting experiences of our young people. They produce amazing displays of public art, they care for our sick, our frail, and the less-abled members of our community. They bring people together, and provide meaningful engagement for the lonely. They drive tourism in our towns and preserve our rich history. They care for animals. They care for our environment. They are an integral part of our school communities.

**“In Southern Grampians Shire 34.4% of the population reported doing some form of voluntary work in 2016.”**

Source: [www.profile.id.com.au](http://www.profile.id.com.au)

# ABOUT THIS HANDBOOK

What each of our community groups has in common is a deep belief in the importance of community and the value of the work that their group does.

However, the administrative requirements of running a group can be very stressful and time consuming – especially when you're not exactly sure of what your responsibilities are.

- What are you legally required to do?
- How do you take the minutes of a meeting?
- What sort of legal structure is right for your organisation and how do you go about working out what that is?
- How do you get someone to agree to be your Secretary or Treasurer, and how do you keep them once you've got them?

The purpose of this Handbook is to try and take some of the guess-work out of running a community organisation. It covers everything from setting up your group, to working out what your legal and financial obligations are, to finding volunteers, to planning events and fundraising, and how to use the media. It also has a handy list of resources and templates for the most commonly used documents. The Handbook aims to simplify the process of administration so that you can get on with making a difference in your community.

If you are reading this handbook on your computer, you will notice there are hyperlinks linking you directly to the source material.

Otherwise, all key resources and contacts are listed at the end of each section for you to look up at your leisure.

# WHAT IS GOVERNANCE?

There are as many different ways of running a community group as there are types of groups. A sporting group has very different operational needs to a community arts group, which has different needs to a hobby group, which is quite different again to a health support group.

Some operate with rigid structures, schedule regular meetings, and maintain strict processes. Others are more social and informal. Some prefer to just get on and do whatever work is required as it is required, and will have just one formal meeting a year to fulfil their statutory responsibilities.

No matter what kind of group you are or how you choose to operate, all are expected to practice good governance.

Put simply, governance means that you have practices and procedures in place to help you do the work of your community group work both effectively and openly.

It is not so much the work itself, but *how* you do it:

- *Do you have a system for communicating and storing information?*
- *Is there transparency in the way each member contributes to the work of your organisation?*

# GETTING STARTED

## What sort of community group are you?

Most groups start off as a small group of people who are just doing something they enjoy, or that are addressing a need. Whether it be coaching kids sport, managing a community garden space, managing historical archives, or supporting a group of people with special needs, there comes a time when many of these groups have to consider giving their group a formalised structure.

There are many reasons for doing this, but the key ones are the financial and legal protection offered by a legal entity, and – very importantly for every community organisation that ever was – the ability to apply for funding.

## Which Structure?

Unincorporated Association	Co-op	Incorporated Association	NFP Company	Trust	Aboriginal Association
<ul style="list-style-type: none"> <li>• Non legal entity</li> <li>• Members are personally liable</li> </ul>	<ul style="list-style-type: none"> <li>• Owned and controlled by members</li> </ul>	<ul style="list-style-type: none"> <li>• Legal entity</li> <li>• Members protected from personal legal liability</li> <li>• May register as charity</li> <li>• Reports to Consumer Affairs Victoria</li> <li>• Reports to ACNC if registered as a charity</li> </ul>	<ul style="list-style-type: none"> <li>• More difficult to register as charity</li> <li>• All profit must go back into the business.</li> <li>• Reports to ACNC if also registered as charity</li> </ul>	<ul style="list-style-type: none"> <li>• Money is held for a specific purpose</li> </ul>	<ul style="list-style-type: none"> <li>• Purpose must be for the benefit of Aboriginal and Torres Strait Islanders.</li> <li>• Reports to ORIC</li> </ul>
Book club	Food co-op	Sporting club	Chamber of Commerce	Philanthropic grant provider	Victorian Aboriginal Education Association

## Unincorporated Association

An unincorporated association is not a legal or formal entity, and is the name you would give to a group of people who meet informally around a common interest. This could, for example, apply to a book club, or a group of cyclists who ride together on weekends.

It is not a legal entity, and therefore does not offer any legal protections. If there are any leases that need to be signed, or bank accounts to be managed, they must be done in the name of an individual. This carries significant risk for the individuals involved, as it means they are personally liable for any debts or claims that may be incurred in the course of the group's work.

## Co-operative (Co-op)

"A co-operative is a democratic organisation, owned and controlled by its members for a common benefit."<sup>i</sup>

Food co-ops are probably the best known example of this type of group, where members use their combined purchasing power to buy bulk goods at a cheaper rate. Some co-ops will require a time contribution from their members as well as a financial one. They share in operational and financial decision-making, as well as the benefits that may be derived from the business.

## Incorporated Association

This is the most common and straightforward structure for a not-for-profit community organisation.

An incorporated association must have at least five members, and must not operate for the profit of its members.

Membership is a formal legal status, and all members should be recorded on a members register.

You do not necessarily need to pay a membership fee to be a member of an Incorporated Association, *but there must be a clear offer to be a member*, and a clear acceptance.

Many sporting clubs for example will automatically create a membership for you when you join, however this should be clearly stated.

The key benefit of this structure is that it protects its members from personal legal liability. "When a club or community group incorporates, it becomes a 'legal person' – that is, a legal entity that stays the same even if its members change. It can enter into contracts in its own name; for example, to borrow money or buy equipment."<sup>ii</sup>

An incorporated association may also be registered as a charity if it fits the criteria as laid out by the [Australian Charities and Not-for-Profit Commission](#). Registered charities are eligible for a greater range of grant opportunities and tax concessions, so it is worth the investigation.

The legal definition of 'charity' as defined in *The Charities Act 2013* (Cth) is quite broad and includes 12 charitable purposes:

- advancing health
- advancing education
- advancing social or public welfare
- advancing religion
- advancing culture
- promoting reconciliation, mutual respect and tolerance between groups of individuals that are in Australia
- promoting or protecting human rights
- advancing the security or safety of Australia or the Australian public
- preventing or relieving the suffering of animals
- advancing the natural environment
- promoting or opposing a change to any matter established by law, policy or practice in the Commonwealth, a state, a territory or another country (where that change furthers or opposes one or more of the purposes above), and
- other similar purposes 'beneficial to the general public' (a general category). See [www.acnc.gov.au](http://www.acnc.gov.au) for more information about charitable purposes.

## Not-for-Profit Company

A not-for-profit company is very similar in structure to an incorporated association. It cannot, however, be classed as a charity.

A not-for-profit company can make a profit however that profit must be used solely in the pursuit of the entity's purposes and cannot be distributed to its members for their individual benefit.

A not-for-profit company limited by guarantee can, however, register as a charity. The term 'limited by guarantee' refers to what occurs in the winding up of this type of company. The constitution of a company limited by guarantee states the liability of each of the company's members in the event that the company is wound up.

## Trust

In the community sector, a trust can be for charitable or philanthropic purposes, or even grant-making. A trust can be a charitable trust, a Foundation, or Private or Public Ancillary Fund.<sup>iii</sup>

## Aboriginal Association

An incorporated Aboriginal Association is a registered legal entity where an Aboriginal-controlled group may become incorporated in order to:

- support the education and housing needs of Aboriginal and Torres Strait Islanders
- secure land
- seek greater recognition for Aboriginals and Torres Strait Islanders
- provide legal assistance to Aboriginals and Torres Strait Islanders
- develop Aboriginal and Torres Strait Islander infrastructure
- promote art, performance or music.

An Aboriginal Association reports to the Office of the Registrar of Indigenous Corporations (ORIC) rather than the Australian Securities and Investment Commission (ASIC).

Most community groups in the Shire of Southern Grampians come under the form of incorporated association or unincorporated association. Therefore, the guidelines that follow in this handbook will be mostly applicable to these. If your group falls into one of the other categories outlined above, please refer to the links provided below for more specific information.

## Getting Started: Key Resources

- NFP Law [www.nfplaw.org.au/gettingstarted](http://www.nfplaw.org.au/gettingstarted)
- Australian Charities and Not-for-Profit Commission [www.acnc.gov.au/ACNC/Register\\_my\\_charity](http://www.acnc.gov.au/ACNC/Register_my_charity)
- Consumer Affairs Victoria [www.consumer.vic.gov.au/clubs-and-fundraising](http://www.consumer.vic.gov.au/clubs-and-fundraising)
- Australian Taxation Office [www.ato.gov.au](http://www.ato.gov.au)
- Australian Securities and Investment Commission [www.asic.gov.au](http://www.asic.gov.au)
- Better Boards [betterboards.net/non-profit-fact-sheets/charitable-trust](http://betterboards.net/non-profit-fact-sheets/charitable-trust)
- Our Community Group [www.ourcommunity.com.au](http://www.ourcommunity.com.au)
- Club Help (sporting clubs) [www.clubhelp.org.au](http://www.clubhelp.org.au)
- Office of the Registrar of Indigenous Corporations [www.oric.gov.au](http://www.oric.gov.au)



# SETTING UP

## Decide on a name for your organisation

The name you choose should be easy to remember, should reflect the purpose of your organisation, and something you will still be happy to be called in five years' time. If you have already formed a committee, this is a decision that should be brainstormed as a group.

Search the business name register on the [ASIC](#) website to be sure that no-one else has already taken your chosen name.

An incorporated association will need to have the word 'Incorporated' or 'Inc' after the name. A company limited by guarantee will need to have 'Limited' or 'Ltd' after the name.

If your organisation operates from a public place you are legally required to display your 'business' name.

## Draft a 'Statement of Purpose'

The next thing you will need, especially if you are forming an incorporated association, is a 'Statement of Purpose'.

The Statement of Purpose sums up what your organisation is all about i.e.:

*'The purpose of the Southern Grampians Mountain Climbers Inc is to:*

- *coordinate monthly social hikes at various locations around the Southern Grampians*
- *encourage people of all ages to enjoy the natural beauty of the region*
- *encourage fitness in a fun and social way.'*

The Statement of Purpose will form a critical part of your *rules*, or *constitution*.

## Write the Rules

Whatever type of structure you have chosen for your new entity, you will need to have rules. In a company, these rules are more commonly referred to as the 'constitution'.

### Model Rules vs Own Rules

Incorporated associations and companies are both required to have rules. These rules govern things like:

- What is the purpose of our association?
- Who is responsible for doing what?
- How do we operate?

If this sounds like it could get complicated, it certainly can, and this is why most incorporated associations will elect to go with a modified version of what we call 'Model Rules'. The Model Rules allow you to specify three things: the name of your association, what your purpose is, and what financial year your group works within. The Model Rules are otherwise general in their scope, and are designed to apply to the broad needs of most groups.

If however, your group has very specific needs, you may need to draft your own Rules. There are a total of 18 mandatory matters which must be addressed within these rules, and there is an additional cost associated with lodging your own rules.

## Incorporate

Once you have decided on your committee members, the name of your new entity, your statement of purpose, and your rules, you need to hold a meeting and formally vote to incorporate the association.

The Secretary must then [create an account with Consumer Affairs Victoria](#) through the myCAV website in order to complete and lodge an Application for Association Incorporation.

## How to change structure

At some point in may become necessary for you to consider changing the legal structure of your entity. This might come about because of significant changes in membership number or organisational size, changes to operational intent, or the decision to register as a charity. NFP Law has detailed information on when it might be necessary to change structure and how to go about it in their [Changing Structure fact sheet](#).

## Setting Up: Key Resources

- Registering Business Name [www.asic.gov.au/for-business/registering-a-business-name](http://www.asic.gov.au/for-business/registering-a-business-name)
- Company limited by guarantee [www.betterboards.net/non-profit-fact-sheets](http://www.betterboards.net/non-profit-fact-sheets)
- Model Rules [www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/running-an-incorporated-association/rules#model-rules](http://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/running-an-incorporated-association/rules#model-rules)
- Own Rules [www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/running-an-incorporated-association/rules/own-rules](http://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/running-an-incorporated-association/rules/own-rules)
- MyCAV registration [www.consumer.vic.gov.au/mycav](http://www.consumer.vic.gov.au/mycav)
- Changing legal structure [www.nfplaw.org.au/changingstructure](http://www.nfplaw.org.au/changingstructure)

# RUNNING THE SHOW

## Boards and Committees of Management

For a community organisation, the terms 'Board' and 'Committee of Management' are interchangeable, but are most commonly referred to as committees.

Depending on your structure, you will need to have a minimum number of people on your committee (ie an Incorporate Association has a minimum requirement of five committee members) and a minimum number of people required to be present (quorum) in order for any special motions, or votes to be passed. This number is normally a minimum of 50%, and should be outlined in your Rules. There are comprehensive notes on [Calling and Holding Meetings](#) for incorporated associations on the NFP Law website.

## Recruiting for Boards and Committees of Management

You've all been there, the moment at the AGM where nominations are called for the positions of Chair, Secretary and Treasurer and everyone sits on their hands (literally) and averts their eyes. What happens in this situation is that the poor sod who's been doing it for the past 17 years ends finds themselves signed up to one more year. What can we do to solve this problem? Here are four ideas:

1. Specify a mandatory maximum term that any one person can serve on your committee or board. You are much more likely to find someone willing to sign up to the job if they know cannot serve for longer than the nominated period of time. The other problem this solves is that of committee members staying on for so long that they become reluctant to let 'new blood' come in and make their own mark.

2. Have an understudy system whereby the final six months of a person's term is done in conjunction with the next incumbent, thereby creating a more seamless and less overwhelming transition between committee members.
3. Acknowledgement is important, and at a minimum, anyone in a volunteer office-bearing position should be routinely acknowledged for their contribution. Consider also what other more tangible measures could be taken to reward the volunteer. Coffee or meal vouchers? If you are a sporting club, can you discount or waive fees for the volunteer or a member of their family?
4. Have a 'position description' for what each position involves including duties, responsibilities and time commitments. Knowing exactly what a position entails can make applying for a position much less daunting.

## Managing your finances

Who do you wish to have access to your account?

It is a good idea to have at least two signatories to your account. Internet banking, while making it much easier to conduct transactions, also highlights the need for good governance practices. The law is clear that even if you have a Treasurer, and an auditor checking your accounts, **ALL** members of your board or committee management have responsibility for ensuring that financial records are complete, accurate, and comply with the law<sup>v</sup>. See the next section on Running Meetings for more information on the role of a Treasurer.

## What documents will you need to set up an account?

Depending on your structure, you may need to provide:

- Certificate of Incorporation
- Signed minutes of meeting (showing names of office-bearers)
- ABN
- Tax File Number

Most banks now offer fee-free accounts for not-for-profit ('NFP') groups. Different banks have different features to their NFP accounts however, so if having a cheque book, or an ATM card, or access to internet banking are important to you, then check with your institution to see whether these will be included.

Community Banks invest profits back into the communities in which they operate, often through generous granting programs, so it may be advantageous to choose one of these.

## Tax concessions

According to the Australian Taxation Office, there are a range of tax concessions available to the NFP sector. The most common of these include:

- income tax exemption
- goods and services tax (GST) concessions
- GST concessions for charities and gift deductible entities
- Deductible Gift Recipient (DGR)

Some concessions are only available to registered charities. Apart from public benevolent institutions like hospitals or schools, you will need register as a charity with the Australian Charities and Not-for-Profit Commission (ACNC), or apply to the ATO to register your eligibility as an entity with charitable purposes.

## Insurance and Risk Management

Much as we like to assume that nothing major will go wrong, sometimes it does.

NFP Law has an excellent resource on Insurance and Risk Management for Community Organisations.

Types of insurance to consider include:

- public liability
- directors' and officers'
- asset or contents insurance
- event-specific insurance, and
- volunteer protection.

If a Progress Association is holding an event in the Shire of Southern Grampians, it may be eligible to be covered under Council's Public Liability insurance. Please contact Council for more information on 5573 0444.

If your entity comes under a larger organisation, ie a local branch of a national sporting organisation, they may have special rates on insurance to cover you and your volunteers.

Other member based groups, such as Regional Arts Victoria, offer significantly reduced rates on personal, volunteer and public liability insurance for their members.

Public Liability insurance alone has become prohibitive for many groups, so it is worth the investigation.

## Volunteers

### How to find them, how to keep them

Around one in three residents in the Shire of Southern Grampians are volunteers. Many of these volunteer regularly for a single organisation, others will volunteer for a range of groups, but on a more ad hoc basis.

Many volunteers already have an experience of your organisation before they put their hand up. If you have your own established newsletter or Facebook page, this is a good place to start. Facebook ads in particular, are a very inexpensive way of targeting the kind of people who are already interested in the sort of work you do. [Facebook](#) has some great resources for not-for-profits if you need some assistance with advertising on social media.

### Know what you need your volunteers to do

Some organisations have written job descriptions for their volunteers, and may ask volunteers to apply for the roles as you would a paying job. You don't necessarily need to go to this length, but there is nothing more frustrating for a volunteer than turning up ready to work and finding that no one has any clear idea of what they are needed to do. Know what you need your volunteers for, and make sure this is clearly communicated.

"When recruiting volunteers, make sure they are matched with roles consistent with their current skills and experience. Otherwise other volunteers, employees and clients may be put at risk."<sup>v</sup>

### Acknowledge and reward your volunteers

Volunteers may not expect payment for their work, but they do expect a thank you. Always remember to acknowledge your volunteer workforce, and do it regularly. Ways to do this include:

- Listing their name in promotional material
- Verbal thank you
- Thank you card
- Certificate of appreciation
- Letter of commendation (especially for young people who can use this when job-seeking)
- Celebratory afternoon tea
- Coffee or meal voucher
- Discounted membership or other offer
- Free tickets to events.

### Make it a positive experience

If there's no enjoyment, there's no return volunteer. Keep them involved, keep them informed, make sure everyone is comfortable and has a clear understanding of their role. If possible, create learning opportunities. Consider mandatory maximum terms for office-bearing roles so that committee members can feel comfortable in the knowledge they will not be stuck there forever.

## Childsafe Standards

If your group has any kind of contact with young people, then you need to be aware of and comply with the current Childsafe Standards. You can view a copy through the [Community Directors](#) website.

## OH&S

Occupational Health & Safety laws do not just apply to for-profit companies. They apply to any NFP with employees, and may also apply to any fully volunteer run organisations as well.

You should make sure your insurance covers your employees and volunteers in case of a work-related injury, illness or death. Worksafe has a [Volunteer Health and Safety handbook for Community Services organisations](#) which outlines all your obligations.

## Working with other organisations

Sometimes it may be necessary to partner with an auspice organisation. The word 'auspice' really just means *support*. This most frequently occurs when you do not meet the eligibility criteria for a grant (ie if you are an individual or unincorporated association, or do not have DGR taxation status) and need to partner with an 'auspice' organisation who can apply for and manage grant funds on your behalf. This is a legal agreement between two parties, and if your grant-seeking is successful, then the money will be given to the auspice organisation to manage for you. This may include book-keeping, some project management, and a final audit at the conclusion of the project, or it may be expected that you manage your own records. Either way, you need to make sure you have a clear understanding of your roles and responsibilities before you enter into the agreement.

Although everything might seem clear at the beginning of such an arrangement, misunderstandings can frequently arise. Therefore you should consider drafting a Memorandum of Understanding (MOU) between you so that both parties are clear on their expectations of one another and their respective responsibilities.

A relationship with an auspice organisation can be a very positive and rewarding experience. In addition to the financial arrangement, auspice organisations may also provide you or your group with mentoring and may even be an active contributor to your project or event.

There are some excellent guidelines on MOUs and Intellectual property under the [Working with others](#) section of the NFPLaw website. Our Community also has a sample [auspice agreement guide](#) for your reference.

## Conflict of Interest

A conflict of interest can occur when your duty to act in the best interest of your charity has the potential to be in conflict with an opportunity to gain personal benefit. Even if you feel that there is no conflict of interest, if an outsider is likely to see it as an issue, then this needs to be managed. Examples of Conflict of Interest policy and declaration templates can be found at [www.communitydirectors.com.au/icda/policybank](http://www.communitydirectors.com.au/icda/policybank) and [www.acnc.gov.au](http://www.acnc.gov.au).

## Recreation Reserve Committees of Management

The Department of Environment, Land, Water and Planning (DELWP) has very specific guidelines as to how Committees of Management should operate, and these are outlined in their Responsibilities and Good Practice Guidelines handbook.

Every member of a DELWP Committees of Management is sent their own copy of this once their nomination has been received and approved by the Department.

The handbook outlines the roles and responsibilities for everyone serving on a Recreation Reserve Committee of Management, and includes insurance arrangements and reporting requirements.

## Running the Show: Key Resources

- DELWP Committees of Management [www2.delwp.vic.gov.au/boards-and-governance](http://www2.delwp.vic.gov.au/boards-and-governance)
- Managing Crown Land [www.forestsandreserves.vic.gov.au/land-management/managing-crown-land](http://www.forestsandreserves.vic.gov.au/land-management/managing-crown-land)
- Tax Concessions [www.ato.gov.au/Non-profit/Getting-started/What-tax-concessions-are-available/](http://www.ato.gov.au/Non-profit/Getting-started/What-tax-concessions-are-available/)
- Insurance and risk management [www.nfplaw.org.au/insurance](http://www.nfplaw.org.au/insurance)
- Calling and holding meetings [www.nfplaw.org.au/sites/default/files/media/Calling\\_and\\_holding\\_meetings\\_VIC\\_0.pdf](http://www.nfplaw.org.au/sites/default/files/media/Calling_and_holding_meetings_VIC_0.pdf)
- Conflict of Interest [www.communitydirectors.com.au/icda/policybank](http://www.communitydirectors.com.au/icda/policybank)
- Position Description templates for sporting clubs [www.clubhelp.org.au/club-resources](http://www.clubhelp.org.au/club-resources)
- Childsafe Standards [www.communitydirectors.com.au/icda/tools/?articleId=6737](http://www.communitydirectors.com.au/icda/tools/?articleId=6737)

# RUNNING MEETINGS

## What does a Chair do?

The role of the Chair is to keep the meeting running along – making sure the discussion is kept to the item on the agenda, and ensuring meetings are run to an agreed time. The Chair may also act as the spokesperson for the group when speaking to the media or in a public setting.

## What does a Secretary do?

The Secretary is the lynchpin to driving good governance in any organisation, and is one of the harder roles to fill within any community group.

The Secretary:

- records the minutes of a meeting
- logs and responds to correspondence
- advertises notice of meeting ahead of the AGM
- ensures that all processes and procedures are adhered to
- lodges annual statements with Consumer Affairs Victoria.

As of 15 April 2015, all Secretaries of incorporated associations must have an [online MyCAV account](#) in order to lodge annual financial statements and notify of any other transactions.

There are links to a number of meeting templates listed at the end of this section, and again at the end of the handbook to help you find the right style of minute-taking for your organisation.

As of 2012, the incorporated Associations Act changed to replace the title of Public Officer with that of Secretary. In the past, the Public Officer may have been responsible for such tasks as the Annual Report, however that job now goes to the Secretary.

If you are a registered charity, the annual report needs to be lodged with the ACNC rather than AISC. You can find the [ACNC Annual Report template here](#).

The Annual Report is not a legal requirement for other entities, but can act as an effective marketing tool for your organisation. There are some good guidelines on what information to include and how to present it at the [Our Community website](#). (Please note that you are still required to submit an annual financial report to ASIC.)

If you're after some graphic design inspiration, there are many Annual Report templates available on Word and graphic design services like [Canva](#).

## What does a Treasurer do?

The role of treasurer is also consistently difficult to fill in any community organisation.

Our Community describes the responsibilities of a Treasurer to:

- keep up-to-date records as well as an audit trail for all transactions
- Protect the organisation against fraud and theft, ensuring safe custody of money, and prompt banking
- Make sure board/committee members understand their financial obligations
- Make sure the organisation complies with tax regulations, such as GST, payroll tax and fringe benefits tax (where applicable).

The treasurer does the banking, deposits cash and cheques, pay bills, maintains balance sheets throughout the year and reports on income and expenditure at committee meetings.

Whether you are using an Excel spreadsheet, software such as MYOB or Xero, or a simple paper-based book system, you will need to keep track of the money. You will need to compare actual financial performance against predicted financial performance so the board or committee understands the state of its finances, and is able to make informed decisions about future income or expenditure.

**It is important to understand that ALL members of the committee have responsibility for the organisation's financial management – not just the Treasurer.** The worse case scenario for a committee is that the entity is found to be trading while insolvent.

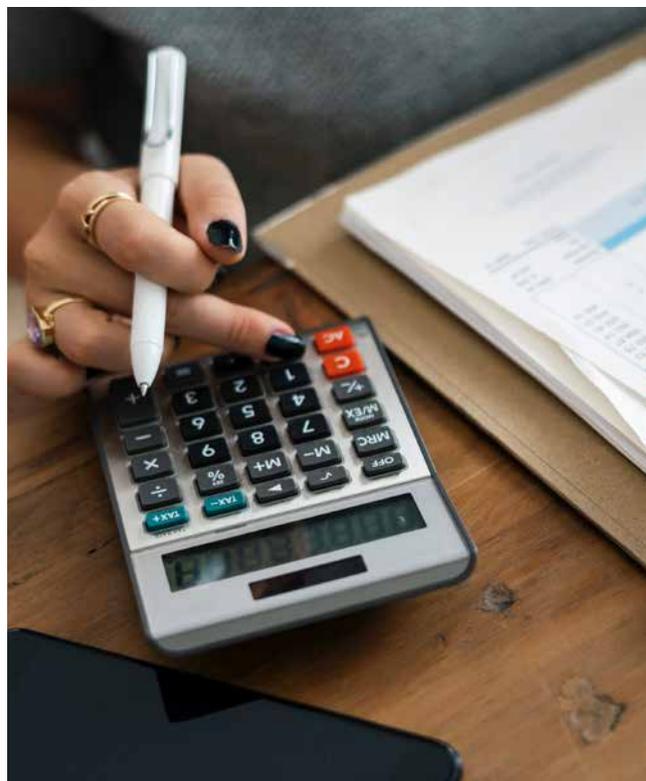
If this is found to be the case, then individual members of the committee **can be held liable**, whether incorporated or not.

Depending on your chosen structure, the Treasurer will have to lodge an annual return with either the [Australian Securities and Investments Commission \(ASIC\)](#), the [Australian Charities and Not-for-Profit Commission](#), [Consumer Affairs Victoria](#), or the [Australian Tax Office \(ATO\)](#).

## You've been elected treasurer – now what?

Here is a checklist of all the things you need to do as soon as you get the job:

- Check details of all bank accounts and all signatories.
- Swap signatories straight away. Both outgoing and incoming signatories will need to go into the bank for this, and you may find it easier to make an appointment where you can all go in at the same time.
- Sit down with the outgoing treasurer for a formal handover of files, chequebooks and credit cards (if applicable). Make sure to ask if there are any outstanding expenses to be taken care of or other details that have not yet been included in the budget paperwork. In most cases, the outgoing treasurer will be happy to give you ongoing advice if there is anything you need to check after you have taken over.



## Managing Records

Many community organisations use handwritten notes to write up meeting minutes and record tasks. Some input all notes directly on to a laptop and email around documents as required. If you have the budget, one option you might wish to consider is a cloud-based portal designed specifically for community organisations.

These can allow you to set up meetings, create agendas, distribute papers, record meeting minutes, and assign actions at meetings with automated follow-up prompt via email. The benefit of this kind of technology is that all committee members have access to committee documents whenever they want to – you are not reliant on the secretary having time to go through an archive box to check a record. The ability to assign actions with reminder emails increases the likelihood of action and accountability in between meetings.

An internet search on board paper management or Customer Relationship Management programs will reveal a selection of options. CatHerder.com has a free 30-day trial if you want to see how it works. Infoodle.com is another good example of a CRM – especially for those community groups who run events and fundraising activities.

If you are a registered charity, you will need to report to the ACNC rather than AISC. You can find the [ACNC Annual Report template here](#).

For other not-for-profit entities, the Annual Report is not a legal requirement, but can act as an effective marketing tool for your organisation. There are some good guidelines on what information to include and how to present it at the [Our Community website](#). Please note that you are still required to submit an annual financial report to ASIC.

If you're after some graphic design inspiration, there are many Annual Report templates available on Word and graphic design services like [Canva](#).

## Running your Annual General Meeting (AGM)

The Annual General Meeting is run a little bit differently to a normal or 'ordinary' meeting.

Ideally, you will have an information pack that is sent out to members and office bearers in advance of the meeting. At a minimum, this should contain a set of accounts for the previous financial year and an agenda for the AGM. Some groups will also produce an Annual Report that incorporates the financial statement, but also includes other information, such as a summary of the years activities and achievements, and a preview of what is planned for the year ahead.

While it is not necessary to produce a glossy brochure (you still have to do the financials), an Annual Report can be a good way to market yourself to prospective new members, and promote your work in your local community. An Annual Report is an opportunity to introduce they key members of your team, acknowledge and thank volunteers, list the local businesses you have supported during the year, highlight any key achievements from the year, and drum up support for future activities,

A suggested AGM agenda can be found in the template section of this handbook, however please note these four key differences from a normal or ordinary meeting:

1. The AGM is an opportunity to invite non members along and learn more about what you do. You may wish to consider inviting local members of parliament, Councillors and Executive Team management members from your local Council, people who have donated their time and/ or money to your group in the past, and anyone else who might have a specific interest in what you do.
2. The minutes you present to an AGM are those *from the previous AGM*, not just the previous meeting.

3. If more than one person has been nominated for the position of Chairperson, then the Chairperson should stand down from the Chair during the election and be replaced by someone who is not standing for any position – just for the period of the election)
4. Following the election of office bearers, some groups may have a guest speaker on the agenda. This would typically be someone who has achieved in the field that you work with, but may also be someone whose viewpoint and life experience is inspiring. The purpose of doing this might be to entertain your members, to impress and attract new members, to encourage more people to attend your meeting, or perhaps just as an opportunity for a social gathering.

Please note that if there is more than one person nominated for an office bearing position, then an election must be held. Voting may take place either by show of hands or a secret ballot, depending on the preference of your group.

## Running Meetings: Key Resources

- Meeting templates (including minutes and agendas)
  - [www.communityclubtoolkit.com/RunningMeetings.html](http://www.communityclubtoolkit.com/RunningMeetings.html)
  - [www.acnc.gov.au/ACNC/Pblctns/Templates/ACNC/Publications/Templates/Templates.aspx](http://www.acnc.gov.au/ACNC/Pblctns/Templates/ACNC/Publications/Templates/Templates.aspx)
  - [www.clubhelp.org.au/club-resources](http://www.clubhelp.org.au/club-resources)
- Lodging Annual Returns
  - [www.consumer.vic.gov.au/mycav](http://www.consumer.vic.gov.au/mycav)
  - [www.asic.gov.au](http://www.asic.gov.au)
  - [www.acnc.gov.au/ACNC/Manage/Reporting/ACNC/Report/ReportInformation.aspx](http://www.acnc.gov.au/ACNC/Manage/Reporting/ACNC/Report/ReportInformation.aspx)
  - [www.asic.gov.au/for-business/running-a-company/charities-registered-with-the-acnc](http://www.asic.gov.au/for-business/running-a-company/charities-registered-with-the-acnc)
- Positions on a board/committee  
[www.communitydirectors.com.au/icda/tools/?articleId=1315](http://www.communitydirectors.com.au/icda/tools/?articleId=1315)
- Sample position descriptions (sporting clubs)  
[www.clubhelp.org.au/club-resources](http://www.clubhelp.org.au/club-resources)
- Graphic design [www.canva.com](http://www.canva.com)
- Social media marketing for not-for-profits  
[nonprofits.fb.com](http://nonprofits.fb.com)
- Valuing Volunteers [www.communitydirectors.com.au/icda/tools/?articleId=1622](http://www.communitydirectors.com.au/icda/tools/?articleId=1622)
- Volunteer OH&S [www.worksafe.vic.gov.au/resources/volunteer-health-and-safety-handbook-community-service-organisations](http://www.worksafe.vic.gov.au/resources/volunteer-health-and-safety-handbook-community-service-organisations)
- Auspice arrangements  
[www.nfplaw.org.au/workingwithothers](http://www.nfplaw.org.au/workingwithothers)
- Sample Auspice Agreement (Parramatta Council)  
[www.ourcommunity.com.au/files/aigm/ParramattaCouncilGuideToAuspiceAgreement.pdf](http://www.ourcommunity.com.au/files/aigm/ParramattaCouncilGuideToAuspiceAgreement.pdf)

# EVENTS

## Where to start

The Southern Grampians Shire Council has developed a comprehensive guide to running events which can be found at:

[www.sthgrampians.vic.gov.au/Page/Page.aspx?Page\\_Id=2479](http://www.sthgrampians.vic.gov.au/Page/Page.aspx?Page_Id=2479)

This guide includes information on:

- Permits
- Marketing and promotion
- Venue and equipment booking.

## Grants and Fundraising

Council offers a twice yearly community development grant through its Greater Grants program. It also regularly communicates upcoming grants that it considers of broad interest to community groups in our shire.

It is also worthwhile considering a subscription-based grant notification service such as [Funding Centre](#), or [Grants Hub](#). Both these services allow you to search all available grants directly by area of interest, giving you easy access to all the opportunities that are relevant to you.

## Crowdfunding

Many groups are now looking beyond the traditional grant applications and trying their luck with one of the many Crowdfunding platforms. Crowdfunding allows you to appeal directly to your target market or audience and ask them to donate directly to your project. Typically, there would be some level of reward associated with the level of donation, ie a \$50 donation might give you free entry to your event.

Some of the more popular Australian-based platforms include:

- [Give Now](#) (a low-fee initiative of *Our Community*)
- [Kickstarter](#)
- [Pozible](#)
- [Australian Sports Foundation](#) (specifically for sporting groups – with tax deductible donation feature)

## Media

### Using social media

Facebook, as you might expect, has a lot of information on how to use social media, including a special section for [not-for-profits](#). Facebook has many benefits, including the ability to target your audience through Facebook Ads at a cost you can control, and the ability to create events free of charge.

Other popular social media platforms for community groups include Instagram and Twitter. Keep in mind that it is not necessary to be on EVERYTHING. By all means experiment, but if you're not getting audience engagement, leave it alone and stick with what does work for you and your audience.



### Marketing and Graphic Design

Not all of us are blessed with the skills to design social media advertisements, or event fliers and posters, but thankfully there are many programs available to make you look really good, with little effort required. Canva and Crello are both web-based programs with easy-to-customise templates to design whatever marketing material you need. Best of all, they are free.

- [Canva](#) (free templates)
- [Crello](#) (free templates)

### Media releases

Don't forget to send media releases on upcoming events and news to the *Hamilton Spectator* and other regional newspapers. Include a high resolution image to increase your chances of publication. Also send them to 3HA/ Mixx FM.

A media release template put together by Australian Associated Press Medianet can be found in the template section of the Appendices.

### Community Noticeboards

3HA and some TV networks will allow you to submit your upcoming event to their 'Community Noticeboard' free of charge.

### Community Newsletters

Many towns across the Shire of Southern Grampians have their own community newsletters. Contact Council on 5573 0444 to find out how you can share your news with these newsletters.

### Events: Key Resources

- Shire of Southern Grampians Event Guide [www.sthgrampians.vic.gov.au/Page/Page.aspx?Page\\_Id=2479](http://www.sthgrampians.vic.gov.au/Page/Page.aspx?Page_Id=2479)
- Grants Databases:
  - Funding Centre [www.fundingcentre.com.au/grant/home](http://www.fundingcentre.com.au/grant/home)
  - Grants Hub [www.thegrantshub.com.au](http://www.thegrantshub.com.au)
- Crowdfunding
  - Give Now [www.givenow.com.au/crowdraiser](http://www.givenow.com.au/crowdraiser) (a low-fee initiative of Our Community)
  - Kickstarter [www.kickstarter.com](http://www.kickstarter.com)
  - Pozible [pozible.com](http://pozible.com)
  - Australian Sports Foundation <https://asf.org.au/about> (specifically for sporting groups – with tax deductible donation)



# LIST OF ABBREVIATIONS & ACRONYMS

<b>ACNC</b>	Australian Charities and Not-for-Profit Commission
<b>AGM</b>	Annual General Meeting
<b>ATO</b>	Australian Taxation Office
<b>CAV</b>	Consumer Affairs Victoria
<b>Cth</b>	Commonwealth
<b>DELWP</b>	Department of Environment, Land, Water and Planning
<b>DGR</b>	Deductible Gift Recipient
<b>ITEC</b>	Income Tax Exempt Company
<b>MOU</b>	Memorandum of Understanding
<b>NFP</b>	Not-for-Profit
<b>ORIC</b>	Office of the Registrar of Indigenous Corporations
<b>TCC</b>	Tax Concession Charity
<b>YTD</b>	Year To Date

# RESOURCES AND LINKS

## Setting up

- Not-for-Profit Law [www.nfplaw.org.au](http://www.nfplaw.org.au)
- Australian Charities and Not-for-Profit Commission [www.acnc.gov.au](http://www.acnc.gov.au)
- Consumer Affairs Victoria [www.consumer.vic.gov.au](http://www.consumer.vic.gov.au)
- Australian Taxation Office [www.ato.gov.au](http://www.ato.gov.au)
- Australian Securities and Investment Commission [www.asic.gov.au](http://www.asic.gov.au)
- Better Boards [www.betterboards.net/non-profit-fact-sheets/charitable-trust](http://www.betterboards.net/non-profit-fact-sheets/charitable-trust)
- Our Community Group [www.ourcommunity.com.au](http://www.ourcommunity.com.au)
- Regional Arts Victoria [www.rav.net.au](http://www.rav.net.au)
- Community Southwest [www.communitysouthwest.com/about-us](http://www.communitysouthwest.com/about-us)
- Club Help (sporting clubs) [www.clubhelp.org.au](http://www.clubhelp.org.au)

## Volunteers

- Childsafe toolkit [www.communitydirectors.com.au/icda/tools/?articleId=6737](http://www.communitydirectors.com.au/icda/tools/?articleId=6737)
- Childsafe guidelines [www.moores.com.au/blog/?tag=child-safe-standards](http://www.moores.com.au/blog/?tag=child-safe-standards)
- Volunteer Connect (Warrnambool) [www.connectwarrnambool.com.au/connect-volunteering](http://www.connectwarrnambool.com.au/connect-volunteering)
- National Standards for Volunteer Management [www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Documents-FINAL\\_Web.pdf](http://www.volunteeringaustralia.org/wp-content/uploads/National-Standards-Documents-FINAL_Web.pdf)
- Worksafe Volunteer Health and Safety – A Handbook for Community Services Organisations [www.worksafe.vic.gov.au/resources/volunteer-health-and-safety-handbook-community-service-organisations](http://www.worksafe.vic.gov.au/resources/volunteer-health-and-safety-handbook-community-service-organisations)

## Insurance and Risk

- Insurance and Risk Management for Community Organisations [www.nfplaw.org.au/insurance](http://www.nfplaw.org.au/insurance)

## Events

- Southern Grampians Shire Council Events Assistance Guide [www.sthgrampians.vic.gov.au/Page/Page.aspx?Page\\_Id=2479](http://www.sthgrampians.vic.gov.au/Page/Page.aspx?Page_Id=2479)
- Victorian Commission for Gambling and Liquor Regulation (liquor licencing) [www.vcgldr.vic.gov.au](http://www.vcgldr.vic.gov.au)

- MailChimp [www.mailchimp.com](http://www.mailchimp.com)
- Eventbrite [www.eventbrite.com.au](http://www.eventbrite.com.au)
- TryBooking [www.trybooking.com](http://www.trybooking.com)

## Fundraising/ Grants

- The Grants Hub [www.thegrantshub.com.au](http://www.thegrantshub.com.au)
- Our Community [www.ourcommunity.com.au](http://www.ourcommunity.com.au)
- The Funding Centre [www.fundingcentre.com.au](http://www.fundingcentre.com.au)
- South West Community Foundation [www.southwestcommunityfoundation.org](http://www.southwestcommunityfoundation.org)
- Southern Grampians Shire Council [www.sthgrampians.vic.gov.au/Page/Page.aspx?Page\\_Id=2501](http://www.sthgrampians.vic.gov.au/Page/Page.aspx?Page_Id=2501)
- A Guide to an Auspice Agreement [www.ourcommunity.com.au/files/aigm/ParramattaCouncilGuideToAuspiceAgreement.pdf](http://www.ourcommunity.com.au/files/aigm/ParramattaCouncilGuideToAuspiceAgreement.pdf)

## Media and Graphic Design

- Canva [www.canva.com](http://www.canva.com) (free templates)
- Crello [www.crello.com](http://www.crello.com) (free templates)
- Social Media Plan template and guide (Business.gov.au) [www.business.gov.au/info/plan-and-start/templates-and-tools/social-media-plan-template-and-guide](http://www.business.gov.au/info/plan-and-start/templates-and-tools/social-media-plan-template-and-guide)

## Peer-to-peer mentoring, support and leadership groups

- NFP Happy Hour [www.facebook.com/groups/nphhaustralia](http://www.facebook.com/groups/nphhaustralia)
- Our Community House [www.ourcommunity.com.au/OCHouse](http://www.ourcommunity.com.au/OCHouse)
- Leadership Great South Coast [www.lgsc.org.au](http://www.lgsc.org.au)

## Next Level Governance

- Australia Council Arts Governance Program [www.communitydirectors.com.au/icda](http://www.communitydirectors.com.au/icda)
- Document management
  - [www.ourcatherder.com](http://www.ourcatherder.com)
  - [www.basecamp.com](http://www.basecamp.com)

# TEMPLATES

# AGENDA 1

**Name:**

**Venue:**

**Day Date Year**

**To be Present:** \_\_\_\_\_

Apologies: \_\_\_\_\_

**Minutes** (from \_\_/\_\_/20\_\_ meeting):

**Correspondence**

**Treasurers Report**

**General Business:**

- 
- 
- 
- 
- 

**Business Arising:**

- 
- 
- 
- 
- 

**Next meeting:** \_\_/\_\_/20\_\_

# MINUTES 1

**Name:**

**Venue:**

**Day Date Year**

**Present:** \_\_\_\_\_

**Apologies:** \_\_\_\_\_

**Minutes** (from \_\_/\_\_/20\_\_) **Moved:** \_\_\_\_\_ **Seconded:** \_\_\_\_\_

## Correspondence

**In:** \_\_\_\_\_

**Out:** \_\_\_\_\_

## Treasurers Report

YTD balance is \$ \_\_\_\_.

**Moved:** \_\_\_\_\_ **Seconded:** \_\_\_\_\_

## General Business

- 
- 

**Action:** \_\_\_\_\_

## Business Arising

- 
- 

**Action:** \_\_\_\_\_

**Next meeting** \_\_/\_\_/20\_\_

**Meeting closed:**

# AGENDA 2

<b>Name:</b> <b>Agenda</b> <b>Day Date Year</b> <b>Venue:</b> <b>Time:</b>		
<b>Present</b>		
<b>Apologies</b>		
<b>Correspondence</b>		
<b>Treasurers Report</b>		
<b>Items for discusion</b>	<b>Time</b>	<b>Presenter</b>
•		
•		
•		
<b>New Business</b>		
<b>Next Meeting</b>		

# MINUTES 2

<b>Name</b> <b>Minutes</b> <b>Day Date Year</b> <b>Venue</b> <b>Time</b>		
<b>Present</b>		
<b>Apologies</b>		
<b>Minutes</b>	Moved:	Seconded:
<b>Correspondence</b>	In: Out:	
<b>Treasurers Report</b>	YTD balance is \$____.____ Moved:                      Seconded:	
<b>Items for discussion</b>	<b>Time</b>	<b>Presenter</b>
•		
•		
•		
<b>New Business</b>		
<b>Next Meeting</b>		

# NOTICE OF AGM

Please note that your notice of AGM must be advertised at least 2 weeks prior to the meeting.

If you provide your text to the *Hamilton Spectator* they will do the formatting for you and advise you of the cost.

**Notice of the**

**[Group Name]  
2019 Annual General  
Meeting**

Date:

Time:

Where:

Light refreshments provided  
all welcome

For further information:

Name:

Ph No.

Email:

# AGENDA — ANNUAL GENERAL MEETING

<b>Name</b> <b>Annual General Meeting</b> <b>Day Date Year</b> <b>Venue</b> <b>Time</b>			
<b>Welcome - Chairperson</b>			
<b>Present</b>			
<b>Apologies</b>			
<b>Minutes (previous AGM)</b>	Moved:	Seconded:	
<b>Correspondence</b>	In:	Out:	
<b>Chairpersons Report</b>	Moved:	Seconded:	
<b>Treasurers Report (presentation of financial statement)</b>	Moved:	Seconded:	
<b>Election of Office Bearers</b>	Chair: Deputy: Secretary: Treasurer:		
<b>General Business</b>	<b>Time</b>	<b>Presenter</b>	<b>Notes and Action</b>
•			
•			
<b>Guest Speaker (if applicable)</b>			
<b>Next Meeting</b>			

# NOMINATION FORM TEMPLATE

## [CLUB/ ORGANISATION NAME] NOMINATION FORM

I, the undersigned, being a financial Voting Member of [CLUB/ORGANISATION NAME] hereby nominate for appointment as a member of the club Committee of Management for the position of (*President, Treasurer, Vice President, Secretary, General Committee Member*) **(please circle respective position)**

**Name of NOMINEE:** \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

**Name of NOMINATOR:** \_\_\_\_\_

Club Membership Number (if applicable): \_\_\_\_\_

Signature of Nominator: \_\_\_\_\_ Date: \_\_\_\_\_

**Name of SECONDER:** \_\_\_\_\_

Club Membership Number (if applicable): \_\_\_\_\_

Signature of Nominator: \_\_\_\_\_ Date: \_\_\_\_\_

### DECLARATION OF NOMINEE:

I, \_\_\_\_\_ being a financial Voting Member of [CLUB/ORGANISATION NAME], agree to stand for election as a member of the Committee of Management for the position of (*President, Treasurer, Vice President, Secretary, General Committee Member x 3*) **(please circle respective position)**

Signature of Nominee: \_\_\_\_\_ Date: \_\_\_\_\_

**Nominations close at 5.00 PM on:** [Insert date here]

**Email or Mail Nominations to:** The Secretary

Email/ postal address: [Insert here]

# RESIGNATION LETTER TEMPLATE

**Name**

**Organisation**

**Address**

**Town Postcode**

**Subject:** Your Name - Resignation

---

Dear Firstname,

It is with great regret that I need to inform you of my resignation from the [CLUB/ORGANISATION NAME] Committee of Management.

[REASON STATED HERE]

I will be resigning effective DAY DATE YEAR.

Thank you for the opportunity, and best wishes to you and the other members going forward.

Sincerely yours,

Firstname Lastname

# YOUR MEDIA RELEASE TEMPLATE

Source: AAP Medianet

Get started by entering your release copy below. We have added some helpful tips along the way to crafting your release. Simply select and delete the entire tip when you have finished reviewing.

**[Add your date stamp here]**

***TIP:** Make sure this is clear and include embargo dates and details if required.*

**[Enter your Club/Organisation Name here]**

**[Enter your headline here]**

***TIP:** Create a clear and catchy headline to hook your reader. You may want to leave this to last. **Need some inspiration?** Think of your headline as answering the question 'Why should journalists read the rest of my release?'*

**[Enter your opening paragraph here]**

***TIP:** This paragraph needs to wrap up the essence of your story. Ask yourself "What is the most important news angle and what would get your audience interested?" before writing this.*

**[Enter your body content here]**

***TIP:** Use the inverted pyramid structure where the most important information is at the top of the release and the least important at the bottom. Make sure this answers 5 W's questions (who, what, where, when and why) and how of your story. **Need some inspiration?** Use a quote to add colour and/or human angle to your story.*

**[Enter contact details here]**

***TIP:** Make sure you enter the relevant details for your organisation's spokesperson here. Include a choice of email or phone, depending on their preferred contact method and double check to make sure these are correct.*

# REFERENCES

- i [www.consumer.vic.gov.au/licensing-and-registration/co-operatives/what-is-a-co-operative](http://www.consumer.vic.gov.au/licensing-and-registration/co-operatives/what-is-a-co-operative)
- ii [www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/become-an-incorporated-association/what-is-an-incorporated-association](http://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations/become-an-incorporated-association/what-is-an-incorporated-association)
- iii [www.betterboards.net/non-profit-fact-sheets/charitable-trust/](http://www.betterboards.net/non-profit-fact-sheets/charitable-trust/)
- iv [www.nfpcompliance.vic.gov.au/managing-your-finances/keeping-financial-records](http://www.nfpcompliance.vic.gov.au/managing-your-finances/keeping-financial-records)
- v [www.worksafe.vic.gov.au/\\_\\_data/assets/pdf\\_file/0014/208013/ISBN-Volunteer-health-and-safety-handbook-for-community-service-organisations-2008-10.pdf](http://www.worksafe.vic.gov.au/__data/assets/pdf_file/0014/208013/ISBN-Volunteer-health-and-safety-handbook-for-community-service-organisations-2008-10.pdf)



