

# SHARED VISION SHARED BENEFITS



A study of community business partnerships in WA  
2003



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## Foreword

Relationships and partnerships are fundamental to the achievement of Lotterywest's mission in the Western Australian community. The community benefits of our business rely on all our business partnerships – with our Retailers, with a wide range of suppliers of different services to our business, and with our interstate lottery industry colleagues, as well as on the close relationships we have developed with community organisations working for a better quality of life for Western Australians.

This project focuses on partnerships between the business sector and the community service organisations of Western Australia. While many members of our business sector have always prided themselves on both their corporate and personal philanthropic activity and “charities” have always sought financial support from business, this new interest in the more strategic development of partnerships is closely linked to other important recent themes in business and in the community – the increasing interest on reporting against the “triple bottom line” and on establishing guidelines for corporate social responsibility.

As a major provider of direct financial support to the community service industry in Western Australia, and as a member of the business sector as well as being also a public sector entity, Lotterywest has a major interest in this new movement. We began by hosting a series of informal meetings with those of our business and community sector we knew were especially interested in these issues.

In our work with community organisations, and in these meetings, we found many examples of creative approaches to the delivery of human services and of business in supporting their effort. As one

organisation which supports young people at risk, especially of self harm, told us:

*“Our building is filled with inkind sponsorship items in its renovation – from our interior decorator, Punchinello, working the colours around “making people feel good” when they walked into the building if they were feeling depressed to new toilets for the disabled provided by PM Constructions, the list goes on. Our services based in Rockingham and Kwinana use brightly coloured “stress balls” sponsored by Edison Mission Energy with young people which gives them something beneficial but fun and promotes local company involvement. Inkind sponsorships such as some of these make them just as important as those that offer cash to the not for profit sector.”*

**Jenny Allen, Executive Officer, Youth Focus**

Foodbank is a very energetic organisation which has developed highly creative partnerships. It had its beginnings with an establishment grant from Lotterywest to develop a business plan. From that original plan has grown a major community service organisation collecting and providing unwanted food from businesses and distributing it to organisations serving the most disadvantaged in the community. This is their experience:

*“We have endless stories of corporate involvement in Foodbank’s activities. An unusual gift is received from Burswood International Resort, whereby soup is deliberately over produced every day for distribution to the needy. Annually this donation results in the distribution of 9,125 litres of soup worth \$35,000. The ANZ Bank not only releases bank managers to pack fruit and vegetables for our everyday work, but they deliver apples to children in schools of concern. The Bank’s document clearing house provides*

*document boxes for packing of non-perishable food. This is then flown to the ANZ branch in Derby for distribution by the Community Health Nurse to children at risk along the Gibb River. Even the unusual presents opportunities – recently we fitted 40 pallets of food in the spare capacity of a Hercules used to relocate RAAF equipment from Richmond to Pearce Airbases.”*

**Doug Paling, General Manager, Foodbank**

Mission Australia is an organisation which looks after and provides crisis accommodation to young people at risk. Over the years, Lotterywest has contributed many grants for their facilities, but their success has largely depended on the fostering of a wide range of partnerships with many of Perth’s well known businesses.

*“Mission Australia values the development of diverse community partnerships with corporations and small businesses in WA. A diverse partnership includes many facets not the least of which is financial support. Pro bono work is also important. Mission Australia has been supported for many years by Freehills in WA who draw up all our lease agreements and negotiate the terms on our behalf. Spowers have provided extensive architectural services recently as have MPS Architects in the past. These professional services and the contacts or networks to access other professional services are often an uncounted benefit of partnering between a community services organisation and a business.”*

**Anne Russell-Brown, State Manager WA, Mission Australia**

Individual testimonies like this encouraged those of us who were part of this informal network to consider ways to harness these experiences and learnings so that we could widen the understanding of partnership in our uniquely Western Australian context.

We realised that we needed a common understanding of what we mean by partnerships as well as information on

what is happening globally, how partnerships are playing out locally, and what aspirations the community and corporate sectors have for the future. We also hoped that the outcome would contribute to the body of knowledge in Western Australia, and result in even more examples of such partnerships.

This was the genesis of the partnership between Lotterywest, our informal network group, and the three key members of the Partnerships WA Consortium: the Western Australian Council of Social Service, the Curtin School of Business and Philanthropy Australia. The results of their work are set out in this report.

We are very proud to have been part of a project which we hope will have significant benefits in our community. A voluntary Steering Group comprised of a number of our business partners and community network has very capably supported the project. Members of this Group are named in the body of the report. They have provided strategic advice and a very grounded reference point for the Consortium. Other members of the business community and the community sector also gave generously of their time and experience to this project. Our grateful thanks on behalf of Lotterywest and the Consortium are extended to all these people for their commitment and generosity.

It is our hope this report will result in action which leads to this movement growing for the benefit of all of us who live in this wonderful State.



**KEVIN V CAMPBELL AM**  
Chairman, Lotterywest



**JAN STEWART**  
Chief Executive Officer,  
Lotterywest

# Executive Summary

The time is right for finding ways to assist business and communities wanting to work together for their mutual advantage and to the betterment of our community. Stronger communities have the potential to improve the social, economic and environmental wellbeing of all Western Australians. A key way to build stronger communities is through effective, mutually beneficial business and community partnerships.

A Lotterywest grant established the “Partnerships WA Consortium”, consisting of a partnership between the WA Council of Social Services (WACOSS), Curtin University of Technology and Philanthropy Australia to research the current ‘state of play’ in business and community partnerships in Western Australia. This consortium has examined international, national and local understandings of business and community partnerships. This report is the culmination of a systematic literature review, consultation and survey process.

The research findings provide a rich picture of the wealth of activity around business and community

partnerships in Western Australia. In summary, the research highlights that successful partnerships have the following features:

- the careful building and managing of relationships;
- an appreciation of the contributions each party has to offer;
- synergy in activities, values and beliefs;
- trust and open communication; and
- the flexibility to work together for the benefit of both parties.

Additionally, there are shared benefits to both the business and community sectors through partnerships, including:

- contributing to a healthier community;
- positive public image building;
- building staff morale and a more committed workforce;
- providing access to business and community decision-makers;
- the development of better management practices; and
- the enhancement of sustainable products/services.

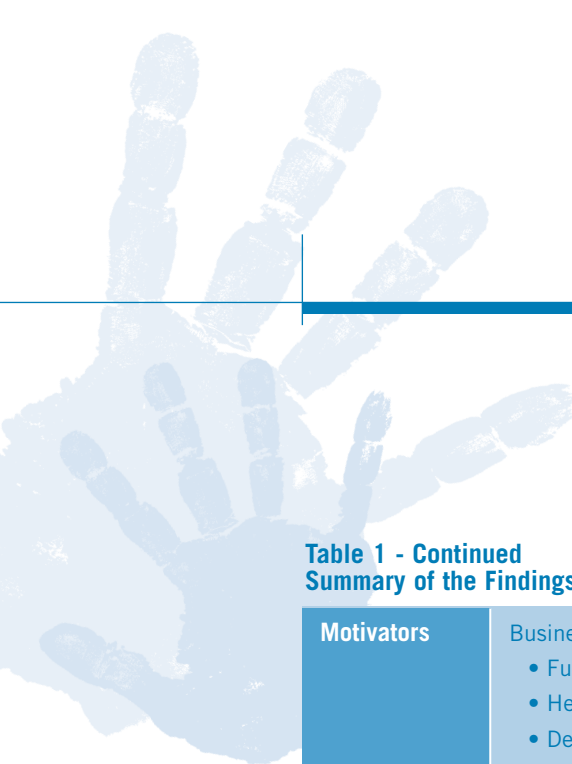
The research findings are summarised in Table 1.



A partnership between WACOSS and training organisation MODAL, is delivering a full diploma of business to community services managers at a fraction of the commercial rate. MODAL staff provide their time free to the program. The inaugural course received 65 applications for 15 places.

**Table 1**  
Summary of the Findings from the Partnerships WA Research into Business and Community Partnerships

<p><b>Dimensions of partnerships</b></p>	<ul style="list-style-type: none"> <li>• The majority of partnerships in WA follow a traditional path of short term sponsorships/marketing relationships.</li> <li>• There are fewer partnerships that follow a model of longer-term relationships that lead to sustainable outcomes.</li> <li>• The main pattern of involvement is (in descending order): Donations Goods/services Staff time Marketing</li> <li>• There are few examples of partnerships based on equality in the relationship. For example, business has greater capacity than community groups to select partners and to define the focus of the partnership. However, this does not imply that business abuses its greater power.</li> </ul> <p>Community groups are the drivers of these partnerships and do most of the relationship building. Community groups prefer longer-term relationships to provide security of outcomes.</p> <p>Business is wary of being “told what it must do” and of creating community organisations that are dependent on business. Business prefers to take a more passive role in seeking out partnerships. There is a diverse pattern of partnership among different types of businesses (e.g. large versus small and medium sized businesses) in terms of donations/in kind support to community groups.</p>
<p><b>Building relationships</b></p>	<ul style="list-style-type: none"> <li>• Big business and large community groups are more likely to put resources into developing systems for building partnerships.</li> <li>• Small to medium business and community groups are less likely to use formal processes and have fewer resources for building relationships.</li> <li>• Small to medium business and community groups rely heavily on personal networks to source potential partners and to build confidence in value and risk management processes.</li> <li>• Business and community groups prefer the recognisable ‘brands’ for partnerships (i.e. matching organisations with high community recognition).</li> <li>• While clear expectations and agreed outcomes are important, this is rarely translates into formal written/contracts or guidelines.</li> <li>• There are no formal monitoring processes in place for 70% of partnerships, making it difficult to quantify outcomes.</li> <li>• Evaluating outcomes is generally minimal, but more common in relationships involving partnerships valued at over \$50,000.</li> </ul>
<p><b>Partnership motivators</b></p>	<p>Community groups have limited resources to establish partnerships. These groups absorb the costs of partnership development. Community groups feel overwhelmed by the volume of approaches required to achieve a partnership. Medium/large community groups are able to develop “business speak” to create persuasive arguments and demonstrate business professionalism. This is more difficult for smaller community groups to do.</p> <p>Businesses are more able to use tax advantages to off set the costs of partnership development. Businesses often feel overwhelmed by the volume of requests from the community sector.</p> <p>The primary decision factor is to balance cost with impact (responses: 50% business, 70% of community groups). ‘Impact’ is a complex concept. It includes achieving demonstrable community benefits at a reasonable cost, benefits that reflect well on the business and which, importantly, achieve recognition in the targeted and wider community. A second important factor is the professionalism and competence of community groups. A third factor is the compatibility of organisational values and goals between partners.</p>



**Table 1 - Continued**  
**Summary of the Findings from the Partnerships WA Research into Business and Community Partnerships**

<b>Motivators</b>	<p>Business motivations are (in order descending order of importance):</p> <ul style="list-style-type: none"> <li>• Furthering the values of the business</li> <li>• Helping a particular cause</li> <li>• Developing staff morale</li> <li>• Altruism/moral obligation to society</li> <li>• Having an ongoing relationship</li> <li>• External/public recognition</li> </ul> <p>Community motivations are (in order descending order of importance):</p> <ul style="list-style-type: none"> <li>• Helping a particular cause</li> <li>• Furthering the values of the business</li> <li>• Developing staff morale</li> <li>• Having an ongoing relationship</li> <li>• External/public recognition</li> <li>• Cooperation creates synergy</li> <li>• Attain an otherwise unattainable objective</li> </ul>
<b>Decision rationale</b>	<p>The decision to enter into a partnership is based on:</p> <ul style="list-style-type: none"> <li>• Balancing cost with impact.</li> <li>• Professionalism and competence of the community organisation.</li> <li>• Commonality of goals of the business and the community organisation.</li> </ul> <p>Business rated the last two areas as highly as balancing cost with impact. For business the decision is often based on personal perceptions and opinions rather than formalised processes. Community groups rated balancing cost with impact as their highest priority.</p>
<b>What forms of support does business provide?</b>	<p>Within the business sector:</p> <ul style="list-style-type: none"> <li>• 50% of business respondents provided free goods/ services</li> <li>• 40% provide time and expertise</li> <li>• 80% had more than one partnership</li> <li>• Large business is more likely to be involved in marketing/promotion relationships</li> </ul>
<b>Where do business support go?</b>	<ul style="list-style-type: none"> <li>• Donations/sponsorships go mainly to sports and youth services.</li> <li>• Free goods and services go mainly to community development/services.</li> <li>• Staff time/expertise go mainly to employment services.</li> <li>• Marketing/promotion goes mainly to arts and sports.</li> <li>• Housing services are particularly unattractive to businesses.</li> </ul>
<b>Types of support categorised by industry sectors</b>	<ul style="list-style-type: none"> <li>• Donations/sponsorships, provision of goods and services, marketing/promotion are mostly undertaken in the finance, property, business services and manufacturing industry sectors.</li> <li>• Provision of staff time and expertise are mostly undertaken in the construction industry sector.</li> </ul>
<b>Measuring outcomes</b>	<ul style="list-style-type: none"> <li>• 70% of respondents had no formal monitoring process, but monitoring is more common in relationships involving value amounts of over \$50,000.</li> <li>• Most respondents based measurement on evaluation processes required for government funds but have little focus on process.</li> </ul>

*There's much interest and enthusiasm in the business and community sectors for finding better ways to form partnerships and to make them as effective as possible in achieving mutually beneficial goals.*

*A key issue, will however, be to link up the many current yet separate initiatives that are working towards building better business and community partnerships. The two principal objectives of Partnerships WA are to build the knowledge necessary for this process through WA based research and to initiate a means by which these links can be fostered.*

*Many suggestions have been proffered by the people we consulted to further business and community partnerships in Western Australia. These essentially address two themes. The first is building better networks, linkages and knowledge exchange between business and the community sectors to facilitate better partnerships while the second concerns resources to enable better partnerships. The suggestions are:*

- 1. The facilitation of cross-sector dialogue to establish clear visions for Western Australian society and defining strategies on how we might realise these visions. All sectors, including leaders from business, community and government sectors would need to be engaged and involved for this to be successful.*
- 2. The promotion of success stories, the sharing of experiences and the raising of awareness of the beneficial economic and social outcomes derived through partnerships were considered crucial to further the development of positive business and community partnerships.*
- 3. Linking Partnerships WA with a suitable organisation/initiative as a potential vehicle for further activities in this area.*
- 4. Encouraging the integration of partnering activity into the "core activity" of business by demonstrating and promoting the benefit of partnerships to the business sector.*
- 5. The creation of an independent local organisation/service that maintains a register of*

*community organisations and businesses looking to partner was raised as another useful possibility.*

- 6. The provision of resources and expertise to community organisations to enable them to more actively seek and manage partnerships.*
- 7. The provision of greater tax, or other financial, incentives for business to engage in partnerships was flagged as a possible fiscal strategy.*

*It is now time to move to a second phase of exploring the way forward for community and business partnerships in the light of the research findings.*

*The first part of this new phase will be to distribute the research findings among existing stakeholders and to subject these findings to informed discussion. These discussions will aim to cover such matters as:*

- the efficacy of community and business partnerships in our community;*
- what structures, policies and processes might be developed to improve the mutual benefits to business and the community from initiating and developing partnerships; and*
- the role of business, government and the community sectors to increase the number and value of partnerships.*

*A second direction could be to link Partnerships WA with other important initiatives which are also exploring partnerships.*

*The third direction could involve a program of publicity and information dissemination about community and business partnerships and how these could be used to enrich and develop the Western Australian community, and thereby improve the quality of life of all of our citizens.*

*There are many ways in which community and business partnerships could be developed to enable them to work better. However, these possibilities must emerge through the input and creativity of the broader WA community. It is to our community that the next phase of Partnerships WA now turns.*

## 1.0 Introduction<sup>12</sup>

“The 21st century will be the age of accelerated interdependence. Cross sector collaborations between nonprofits, corporations and governments will intensify. ...The search for new resources and more effective organisational approaches is bringing nonprofits and corporations together. These alliances are also emerging because businesses are increasingly re-examining their traditional philanthropic practices and seeking new strategies of engagement with their communities that will have a greater relevance and higher social impact.”

PROFESSOR JAMES AUSTIN, CHAIR OF HARVARD BUSINESS SCHOOL'S INITIATIVE ON SOCIAL ENTERPRISE

The time is right to find ways of making business and communities work better to their mutual advantage and to the betterment of our community.

Responsibility for the quality of community life rests with us all. Governments, business and community groups are devoting more time and attention to find ways to build better and stronger communities.

One reason for this is that stronger communities will improve the social, economic and environmental welfare of all citizens. An important way to building stronger communities is through effective and mutually beneficial community and business partnerships.

For more than two years, Lotterywest has instigated an informal network of interested people to explore these topics as an extension of its important role of providing financial support for the community. Lotterywest has organised discussions lead by international, national and local speakers about building stronger communities and, specifically, about the efficacy of business and community partnerships. The response to this initiative, together with other recent developments in the business and community sectors, and in government, has confirmed that there is a broad interest in this issue within Western Australia.

In order to further discussions, a recent Lotterywest

grant established the “Partnerships WA Consortium”, consisting of a partnership between the WA Council of Social Services (WACOSS), Curtin University of Technology and Philanthropy Australia (a national body that provides information and resources to the ‘philanthropy sector’) to research the current ‘state of play’ in business and community partnerships.

This consortium examined international, national and local understandings of business and community partnerships and, through a systematic research strategy of interviews, consultation and surveys, it has mapped current developments in Western Australia in respect of these partnerships. The research has identified examples of successful partnerships, and explored what all parties involved in such partnerships hope to achieve from them.

This report is the culmination of that research and is supported by three separate documents providing details of each of the three stages of the research. These are the *Literature Survey* and *Web Review*, the *Consultation Report* and the *Survey Report*.

1 This report draws on the projects three companion reports Literature Survey and Web Review, the Consultation Report and the Survey Report. These companion reports are referenced and as such references in this report references are kept to a minimum.

2 Appendix 5 sets out the sectors consulted and the survey response rates.

## 2.0 The International Dimension

Distinctions can be drawn between the welfare frameworks of the United States, Britain, Western Europe and Australia. These distinctions illustrate the differing roles and relationships between government, business and the not-for-profit community sector; relationships which have grown out of different historical, political and cultural contexts.

In the US, the role of government in the provision of social and community welfare services has been limited, providing ample opportunity for the private and not for profit sectors to fill the many gaps that arise from social differences in access to what US society deems, over time, to be basic standards of living. Within this context the growth of private philanthropy has not only been encouraged but becomes a necessity for meeting social needs.

The forging of relationships between business and community organisations is a ‘natural outcome’ for such a social welfare regime. As well, there exist legislative impediments for federal government funding of church based not for profit organisations. The language of business and community partnerships fits well within such a welfare regime. A visit to any one of the US websites cited in this literature review demonstrates the particular shape this discourse takes. The emphasis is on a ‘strategic philanthropy’ that ensures the ongoing success of business, as well as benefiting the community.<sup>3</sup> Government is not particularly visible within this partnership discourse other than to ensure that the taxation system adequately rewards business for engaging in community partnerships.

Though there are ample variations between Western European countries in terms of relationships forged between public, private and not for profit sectors, in contrast to the USA's market orientation, the Western European experience is characterised by a state dominated welfare system. Here the not for profit community sector remains heavily

dependent on public funding and the state continues as a key player in building relationships with business and the not for profit sectors to collectively promote public policy agendas.<sup>4</sup> In contrast to the US language of community business partnership with an emphasis on direct benefits to individual businesses and community groups, the European discourse is framed by the language of corporate social responsibility situated within a wider public policy agenda.

Australia falls somewhere between the USA - a market dominated system - and Western Europe - a state dominated system - in the funding and provision of social welfare. Like America, Australia is a ‘liberal’ welfare state, providing only limited publicly funded welfare services to targeted populations. But unlike the US, government continues to play a central role in the delivery of core social services either directly or indirectly through funding the not for profit sector. As in Europe, the business sector has only played a minor role in resourcing the not for profit sector.

In Australia the language of business community partnerships is widely used. What is meant by partnerships covers a large variety of activity and relationships between business and the community sectors. However, there is an increasing trend to connect partnerships with corporate social responsibility.

The *Commonwealth Government Community Business Partnership* sets out government's role as the ‘promulgation of the business case for corporate social responsibility and promotion of community sector collaborations with business organisation explaining how to do it, why to do it, and the mutual benefits’.<sup>5</sup> In comparison to the USA, government is much more visible facilitating partnerships within the Australia, yet unlike Europe, this initiative is not located within a broader public policy agenda to address issues of social exclusion.

3 For example, the website for Mission and Markets: The Resource Centre for Effective Corporate Non Profit Partnerships ([www.independentsector.org/mission-market/index.html](http://www.independentsector.org/mission-market/index.html)) extols the benefits of partnerships as an effective business strategy ‘that advances both the mission of non profit organisations and the business purposes of companies.’

4 This is evidenced in the work of The Copenhagen Centre - New Partnerships for Social Responsibility an autonomous, international institution

established by the Danish government in 1998 to encourage voluntary partnerships between business, government and non government organisations in order to prevent social exclusion. Its website states that ‘Focusing on social cohesion, TCC strives to promote voluntary partnerships between business, government and civil society, in order to provide opportunities for less privileged to be self supportive, active and productive citizens’ ([www.copenhagencentre.org](http://www.copenhagencentre.org)).

5 Accessible at website [www.partnership.zip.com.au](http://www.partnership.zip.com.au).



## 3.0 The National Context

Prime Minister Howard's action in March 1998 to convene a 'Round Table' of key business and community identities focused attention on new strategies for developing business and community sector partnerships (Howard 1998). The rationales of these partnerships as articulated by the Prime Minister are to:

- promote mutual benefit for both groups;
- to strengthen local communities; and
- to provide the decent society Australians have always sought.

In his speech to the 1998 ACOSS Congress, Mr Howard commented that 'the spirit of corporate citizenship suggests that a company that derives profit from the community has an obligation to contribute to its development. Just as we now expect unemployed people to work for the dole it reasonable to expect that same principle of mutual obligation to apply to business' (*ibid.*).

An outcome of this government business community partnership policy has been the introduction of tax incentives for private giving and the establishment of the Commonwealth Office for Community Business Partnerships, now renamed the Prime Minister's Community Business Partnership, which each year provides the Prime Minister Awards for Excellence in Community Business Partnerships.<sup>6</sup>

For some, such developments in the Australian context are welcome. They would argue that increased corporate philanthropy 'helps break down what is believed to be an unfortunate and destructive over-reliance on government support, but will also stimulate the development of a strong and rich society'.<sup>7</sup>

Others are less enthusiastic, interpreting the Prime Minister's initiatives to advance philanthropy and community business partnerships as yet another signal 'of an overall plan to reconstruct the relationship between citizens and government in Australian democracy' (*ibid.*). From this perspective, increased reliance on philanthropy in the welfare service delivery system is predicated on a retreat by the state from enacting its obligation to its citizens (*ibid.*).

Within this changing context of partnerships and mutual obligation, Lyons (1999) notes that Australian business is moving from a model that viewed business support of non-profit organisations as a philanthropic activity to a model that views support as a business transaction.

But to set the scene<sup>8</sup>, Australian businesses contribute some \$1.5b to \$1.7b annually to community organisations. This compares with government grants to non-profits organisations of approximately \$8.5 billion and individual giving of about \$3 billion. Giving is widespread, with over 90 per cent of businesses with 20 employees or more making some contribution. Small business contributes too (about 70 per cent), but not to the same extent as medium and large businesses. The direction of corporate support varies with the size of companies. Large companies give predominately to sports, the arts and education while small businesses contribute to a wider range of activities with an emphasis for these businesses on local community organisations and projects.

Finally, business support of community organisations is overwhelmingly in the form of corporate philanthropy or sponsorships. Of the total amount given by business reported in a 2000/01 ABS survey, most was in the form of money (\$921m), then services (\$290m) and finally goods (\$236m). Sports and recreation attracted the most support from business (\$628m), predominately in the form of sponsorships. Community services and welfare was second in terms of receiving business support (\$339m), and this was primarily in the form of donations. Community services and welfare also dominated with regard to forming partnership projects with business (valued at \$51m). More developed partnership projects are the least favoured avenue for 'business giving.'

These International and National contexts provided the backdrop and impetus for the research into partnerships between Western Australian businesses and community organisations by the Partnerships WA Consortium.

<sup>6</sup> <http://www.partnership.zip.com.au>

<sup>7</sup> McDonald and May, 2000 p. 25.

<sup>8</sup> Figure sourced from Australian Bureau of Statistics

## 4.0 The Research Findings

The research findings provide a rich picture of the wealth of activity around business and community partnerships in Western Australia in the context of national and international experience.

The research finds that business in Western Australia is a consistent contributor to community well-being through the support of community organisations.

It also finds that community organisations are actively engaged in seeking potential partners in the business sector in order to facilitate their mission of providing effective community services.

(For more information on research process and how to access the three research reports turn to appendix 1)

### 4.1 The Profile of Partnerships



Cannon Foods put aside \$1000 worth of high protein/low fat meals every month for foodbank to distribute.

Reflecting the diversity in our community and business sectors, it's not surprising that people in WA hold a diversity of understandings of what constitutes a "partnership". The term "partnership", is used by people to describe many different business/community alliances.

These might include:

- Charitable donations;
- Sponsorships;
- Cause-related marketing;
- Employee volunteer programs;
- Joint business and community initiatives.

The following definition for partnerships was developed from the literature and is used as the project's primary reference point.

*"the development of relationships between community and business organisations intended to be of mutual benefit with the purpose of impacting on social outcomes."*

Using this definition as the base, partnerships can be understood and analysed using a number of indicators.

- Duration of relationship
- Mutuality of decision making and equality of relationship
- Tangible benefit to both parties
- Benefit to the broader community

These indicators typically fall along a continuum of measurement. Meaning each partnership has these indicators present but in varying degrees.

With this definition and measurements in place, the critical question becomes:

"At which point can interactions between the two groups be called a partnership?"

If the strongest definition and measures of partnerships were applied (i.e. Long relationship, strong equality of decision making and long term sustainable benefit to the community), there would be few interactions between business and community that could be defined as partnership in WA.

However it's fair to say that majority of community/business involvements, such as sponsorship, donations and in kind giving, when measured by the above indicators can be described as a form of partnership.

A number of different types of business and community partnerships can be identified, in Western Australia, however more are emerging every day.

These include the following:

- **The charitable model** of partnership is akin to the traditional understanding of philanthropy where donations in terms of money or goods are made at arm's length involving little relationship between the donor and the recipient and where benefits are not directly attributed to the donor (no requirement for public recognition).
- **The corporate-commercial model** places a stronger focus on the commercial merit or benefits to be gained by business in engaging in a partnership with a community organisation. These forms of partnerships often involve the company and community organisation jointly conceptualising the initiative and management of the project and business invariably requires their contribution to be public and officially recognised.
- **Cause-related marketing and sponsorship** is a more sophisticated form of sponsorship where companies with a strong brand focus link their brand to a social cause for mutual benefit. The company benefits through positive image attribution and increased sales and the cause benefits through increased publicity as well as direct financial gain.

- **Alliance** is a fourth model of partnerships where a number of stakeholders come together to pursue a common objective such as addressing a local issue or a community crisis. For example, local business might come together with local government and a welfare service to address issue of unemployment in the region.
- **Local network** is the fifth model where groups identify common needs that can be collectively met usually through resource sharing. For example, a corporation might support the establishment of a one-stop youth centre housing a range of youth support agencies.
- **Employee-centred partnerships** are where employers encourage employee voluntarism to undertake community programs in 'company time.' The impetus might be that employees' motivation will be improved because their values will be more readily aligned with their employer's values. They will see the firm as a good place to work. Or the firm will see the partnership as providing good training and experience for their employees outside of the formal work environment.



## FIGURE 1: LEVEL OF ENGAGEMENT BETWEEN PARTNERS

Figure 1, demonstrates this continuum of partnerships along the dimension of level of engagement.

### Business

Works with community partner to develop opportunities for mutual benefit. May include employee development. Often involves formal contractual arrangements and ongoing monitoring and review.

Provides money, goods or services in exchange for promotional opportunities and reputation or brand enhancement. Often requires MOU and formal evaluation process.

Donates goods, services and expertise. Becomes involved with NFPO's operations. May include employee engagement.

Donates money. No reciprocal benefit. Arms-length from NFPO.

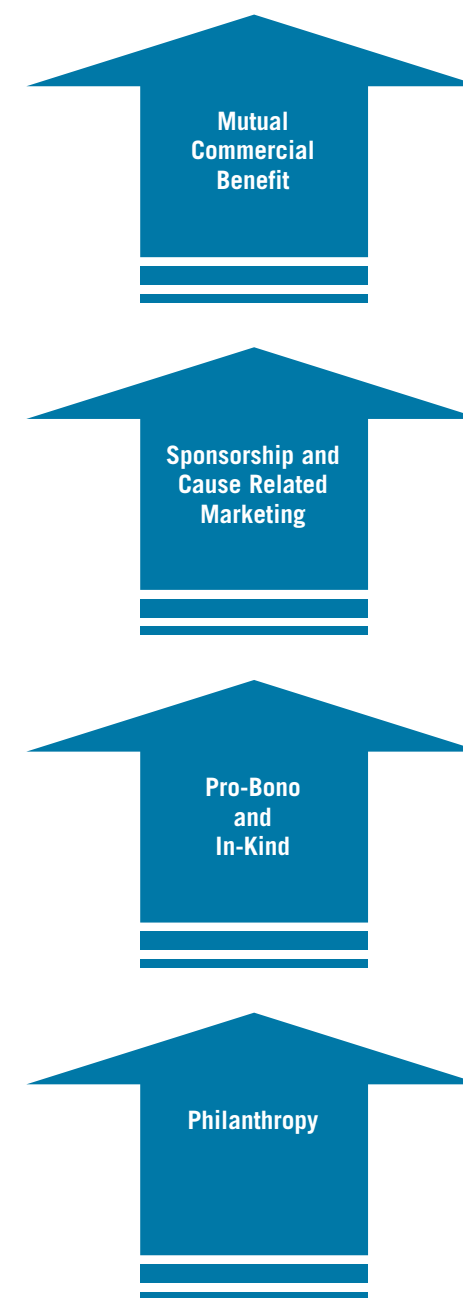
### Not For Profit Organisations

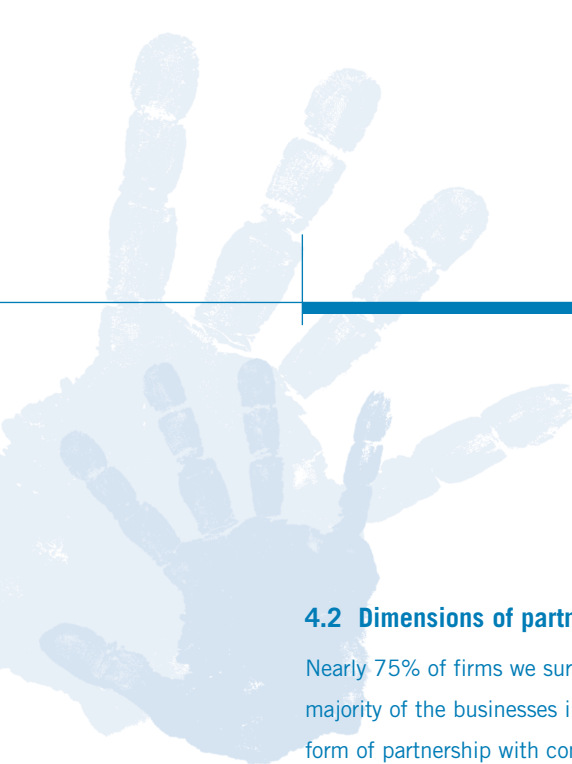
Works with business partner to develop opportunities for mutual benefit. May include employee development. Often requires formal application, ongoing reporting and relationship management processes.

Receives money, goods or services in exchange for promotional opportunities and reputation or brand enhancement. Often required to deliver to specific KPI's.

Receives goods, services and expertise. May provide external recognition and some reciprocal service.

Receives money. Little or no interaction with donors.





## 4.2 Dimensions of partnerships

Nearly 75% of firms we surveyed and the greater majority of the businesses interviewed engage in some form of partnership with community organisations. Mostly these engagements consisted of sponsorship and charitable donations (philanthropy) with commercial partnerships also in evidence, including both financially-based as well as 'in-kind' and pro-bono partnerships.

The general observation of respondents is that the concept of partnerships extends beyond 'just a cheque-book' relationship, though the donating of funds may form one aspect of the partnership relationship.

*Partnerships before were just where a corporate would give money to a community organisation over a period of time and people would say "that's a partnership" - but now we question whether that's a real partnership. Partnerships are about what you can achieve together, developing that and making it a win/win for both organisations. I also think business can have a win from an actual business perspective - not just a corporate citizenship perspective - but they can, if the partnership is set up well, get a dollar outcome from the partnership and the community can, without the corporate even giving money, get some real outcomes from a relationship with the business. You need to both be committed to the relationship, talk about it and work on it together - otherwise you don't get real value from it.*

**Mark Anderson, Chief Exec. Officer, Fairbridge.**

The value of partnerships for business is typically less than \$50,000 although there are significant differences between types of partnerships. For example, over 50 per cent of all donations/sponsorship partnerships are valued at less than \$10,000 whereas when staff time is involved 30 per cent of these partnerships are valued at between \$10,000 and \$50,000. There are, however, some significant high

value partnerships, with eight per cent of firms surveyed involved in donation and sponsorship partnerships and ten per cent of firms involved in marketing or promotional partnerships valued at more than \$500,000. Community organisations tend to value partnerships at much lower levels, indicating that a small proportion of community organisations are involved in high value partnerships.

Donations and sponsorships, the most common form of partnership, are most likely in sports and youth matters, whereas partnerships involving the provision of free goods and services are mainly to organisations engaged in community development and enhancement and general welfare services. Staff time and expertise partnerships are primarily devoted to education, employment and training matters and community development and enhancement. Marketing and promotional arrangements are found primarily in the arts, followed by sports. Housing and services for the unemployed appear to be particularly unattractive as a mission area for business and community partnerships. These patterns in WA are consistent with broader national and international experiences.

There's an apparent paradox in the type of partnership business and community groups are looking for. Business tends to prefer "project based" partnership with a specific objective driven by a concern that the partnership may lead to unwanted dependence by the community organisation on the business.

*One of the things we really strive for when we're looking for partnerships is 'how do we not create a welfare dependency model for the organisation? How do we find organisations we can work with but won't become reliant on our money because otherwise we do them and us a disservice?'*

**Alex McDonald, The Body Shop.**

In contrast, for community organisations, whilst project-focussed support is valued, it may not assist in the meeting of an organisation's 'core' needs. Since community organisations are most likely engaged in work around long-term systemic social and community needs, it's likely that a more desirable arrangement with regard to partnerships with business is one based on sustainability and organisational enhancement rather than the shorter term and more prevalent specific project work.

Having said this business partnerships tend to be on-going once they are established and many businesses engage in multiple partnerships with over 80 per cent of businesses surveyed having more than two partnerships and over 30 per cent having more than six.

## 4.3 Forming and monitoring partnerships

Partnerships arise most often as a result of an approach by a community organisation. Even moderately-sized businesses receive almost daily requests for sponsorships, partnerships and other forms of support. The evidence suggests that businesses prefer the initiative to come from community organisations. However, staff initiated responses and strategic business decisions to form partnerships are also in evidence, especially where staff involvement or business expertise or marketing and promotional arrangements are involved.

This reliance of business for community organisations to take the initiative can make it difficult to form partnerships. Community organisations need to make careful strategic decisions about allocating resources and time away from their service delivery to initiate potential partnerships. The most frequently cited reason by community groups for not having

partnerships is insufficient resources to develop them. Less than 40 per cent of the organisations that took part in the research had any type of partnerships. Also, among community groups partnerships were less likely to be on-going than is the case for business (implying that on-going partnerships in the community sector are concentrated in relatively few organisations). As a result, this has a tendency to favour larger community organisations which have the dedicated resources to manage and build partnerships.

There are similarities from the business perspective. Small to medium businesses do not have dedicated resources available to manage and build partnerships. As a result the nature of partnerships undertaken by large business is quite different to those of small and medium businesses. Larger businesses tend to have blend of formal and informal relationships, often with larger and/or more prominent community organisations, whereas small to medium businesses tend more towards informal, local partnerships with small organisations.

There's also evidence to suggest business is wary of being pressured into partnering activity. Although business is not averse to community involvement through partnering, it does not want to be forced into providing social services. Choice of entry into partnerships is a key to their success.

Interestingly, most partnerships are not closely monitored, nor commonly are there formal contracts or performance measures. It's only where partnerships involve relatively large sums of money (over \$50,000) or where marketing and sponsorship is involved (and then only for slightly less than half of such partnerships) that formal performance and review measures are likely to be put in place by the partners.

This finding for Western Australia is consistent with the evidence for the rest of Australia. This lack of formal monitoring may make it difficult for both parties to readily identify the benefits and costs of partnerships. This has the potential to prematurely end partnerships as both parties lose sight of the benefits delivered by their partnership.

Nevertheless, organisations are very aware of the need to manage partnerships in a professional manner.

*We understand the importance of being accountable to our business partners and each partnership's KPI's are individually developed with the partner. We integrate these into our balanced scorecard at team and organisational level and provide our measurements to partners and sponsors every 6 months. We believe our business-like approaches to strategy, business planning and the timely provision of information will help us to create successful partnerships.*

**Tim Hawkins, Chief Executive Officer, Lifeline WA.**

*We use a formal database relationship management system and hold a range of criteria to monitor and evaluate our partnerships. A sponsorship framework has only recently been established. However the specifications on our system become more detailed the larger the value of the sponsorship. We are continuing to enhance the professionalism of our approach to long-term sustainable relationships.*

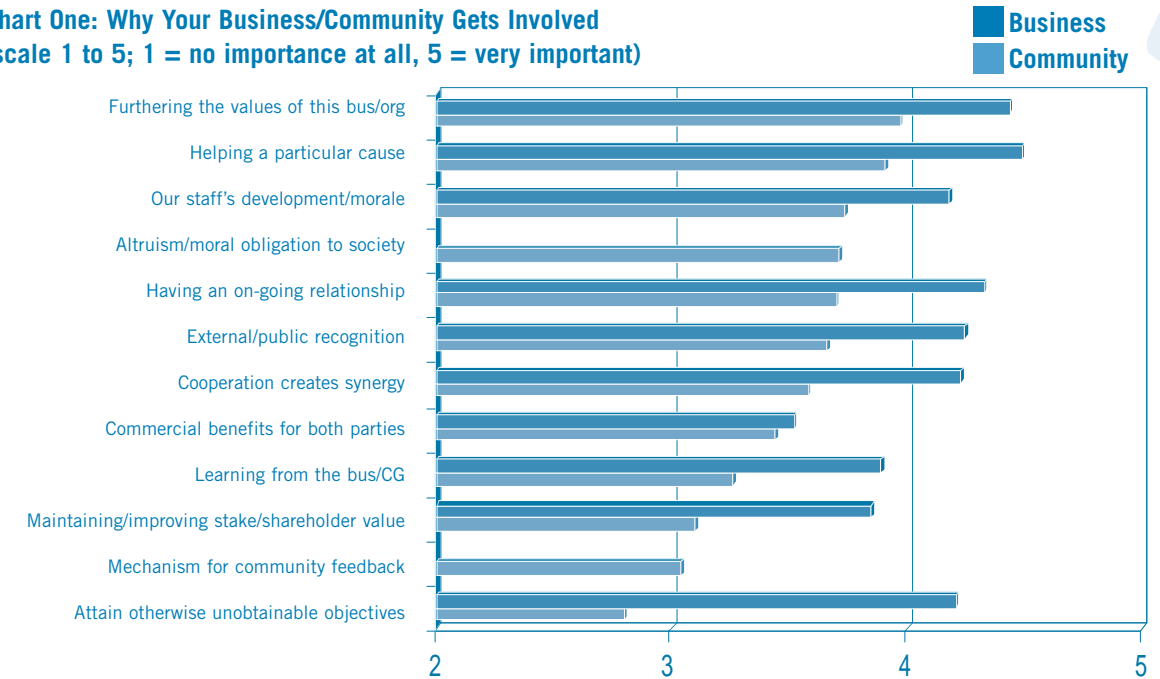
**Susan Rooney, Chief Executive Officer, The Cancer Foundation.**

#### 4.4 Why Businesses and Community Organisations Form Partnerships

The reasons for Western Australian organisations entering into partnerships are as varied as the relationships themselves. Some relate to the matching of business and community needs in a philanthropic sense where the business feels a need to 'give something back' to the community from which it derives its business. Other partnerships match the fundraising and community needs of a community organisation with the business need for positive recognition in the community. These arrangements include sponsorships, cause-related marketing and promotional events. Recognition for business may come through being associated with 'good causes' or community organisations with a widely respected and positive community profile. Finally, some organisations seek mutually beneficial commercial arrangements as a strategy to develop their longer term business goals and these span many aspects including financial sustainability, the capacity to do things that would otherwise not be possible, to engage the enthusiasm and values of their employees and to win the approval of their customers and community. There's also the opportunity for businesses involved in community organisations to gain access to 'decision makers' whose door might otherwise be closed. From this perspective, our consultations suggest that partnerships are not just about doing good, but also about who you might meet when you are doing good. (See chart 1).



**Chart One: Why Your Business/Community Gets Involved (scale 1 to 5; 1 = no importance at all, 5 = very important)**



Community organisations look for partners to provide money, goods, services or expertise towards specific community needs that would otherwise be unfunded. Gaining 'business-skills' is also, for many, an attraction.

*There are lots of reasons, other than financial, why we would go into partnerships and many of them relate to corporate knowledge. A key benefit for us is the learning (of) hard business skills that we can gain from our corporate partners.*

**Anne Russell-Brown, Chief Executive Officer, Mission Australia.**

Many also view business partnerships as long-term relationships that may enable an innovative approach to tackling social problems. A number of community organisations report the enthusiasm of businesses to participate in new and unique initiatives which other traditional sources of funding have been reluctant to support.

As with business, community organisations also benefit from their business partners' profiles in the community and from the association with decision makers. Being linked with a business that has a positive public image helps to raise community awareness of specific social issues as well as enhancing the profile of the organisation. Access to a business organisation's networks also provides further possibilities for a community organisation to connect with a wider circle of influence.

#### Making an Impact

The most common reason given by businesses for their entry into partnerships is 'to make an impact.' However, deeper probing revealed that 'making an impact' is a complex objective. It encompasses achieving demonstrable community benefits at a reasonable cost, benefits that reflect well on the



The new Mission Australia 'Hill Street Centre', for the treatment and rehabilitation of youth affected by substance abuse, has been made possible by a three-way contribution from Lotterywest, RK Brine Constructions and Woodside Energy Limited. Lotterywest provided funding, RK Brine Constructions provided a very reduced cost refurbishment and Woodside employees fundraised to buy paint (dollar for dollar matched by Woodside) and then spent a day painting the centre. Without these significant contributions, the 'Hill Street Centre' would not have been possible.

business and which, importantly, achieve recognition in the targeted and wider community. Recognition is seen as being particularly important. The priority outcomes sought by companies from entering into community partnerships are a combination of:

- improved community outcomes;
- enhanced reputation;
- improved employee morale, and
- a reflection of corporate values.

Western Australian businesses do not see business and community partnerships only as a means of improving short term business competitiveness, but more as a way to maintain trust, support, and legitimacy with the community, governments and, importantly, employees. These findings are consistent with other national and international research. There's support for corporate citizenship that extends beyond the pursuit of a company's core economic mission to include community involvement that strengthens the life of the community. Participants in our study agree that to be

seen to be a good corporate citizen is important to the business, its staff and customers.

*We think of partnerships as a way to empower our staff to get involved in environmental and social issues - it's part of our ethos. It inspires our staff and our customers to see us working for something bigger than and other than ourselves - a business with a soul! It's motivational.*

**Greer Marns, The Wild Fig Café.**

However, this creates a dilemma for publicly listed companies. Some executives of public companies and peak business bodies suggested that social obligations were met exclusively by returning value to their shareholders without having to engage in community partnerships. There's a fundamental difference in the abilities of private, as distinct from public, companies to earn their corporate citizenship stripes by 'giving back to the community'. This difference comes about because of the legislated fiduciary duty of public companies to their shareholders.

*There's debate in every boardroom in the country about whether or not companies should give money to community causes. On one side of the debate is the view 'this is shareholders' money and we shouldn't give it away (but shareholders can give it away if they want to)' and on the other side 'it's in the company's interest - enlightened self-interest - to contribute to community causes, because that fosters support for the company in the community. The company will therefore prosper in the long term and the shareholders will benefit.' We've come down on the latter side and said 'we think it's in our interest to do this - to be seen to be a good corporate citizen.' And so we'll design a program to do it.*

**Michael Chaney, Chief Executive Officer, Wesfarmers.**

#### 4.5 Making Businesses and Community Partnerships Work

The major factor that determines the success of a partnership from the perspective of both businesses and community organisations is getting the right 'fit' between the partners. Matching goals is critical. Both business and community organisations agree that furthering shared values and helping a specific cause lead to successful partnerships.

*We look at things like activating self-esteem or protection of the planet - those are the sorts of things that we see (as a company) are worth participating in. We also look to see if we can come up with a solution that creates systemic change in marginal communities. So we're trying to focus on things that are associated with our philosophies as a company.*

**Graeme Wise, Director, Adidem/The BodyShop**

*When we do look into partner organisations we do our due diligence and we just take a view of whether this organisation is one that respects what we can offer, is trying to do the best thing and using its money wisely - and is not duplicating things that can best be done by others.*

**Alex McDonald, Director, The BodyShop  
'Social Inventions'.**

*We identify our stakeholders and then look for parallels with a not-for-profit organisation - for example, our staff are young, hence youth focus is a good fit. We're also looking for a core values match with community partners. From there, we run a due diligence check (are they managing their money well, do they have the skills to deliver, have they done it right in the past? ... and so on) and then work on a plan together so that both parties benefit.*

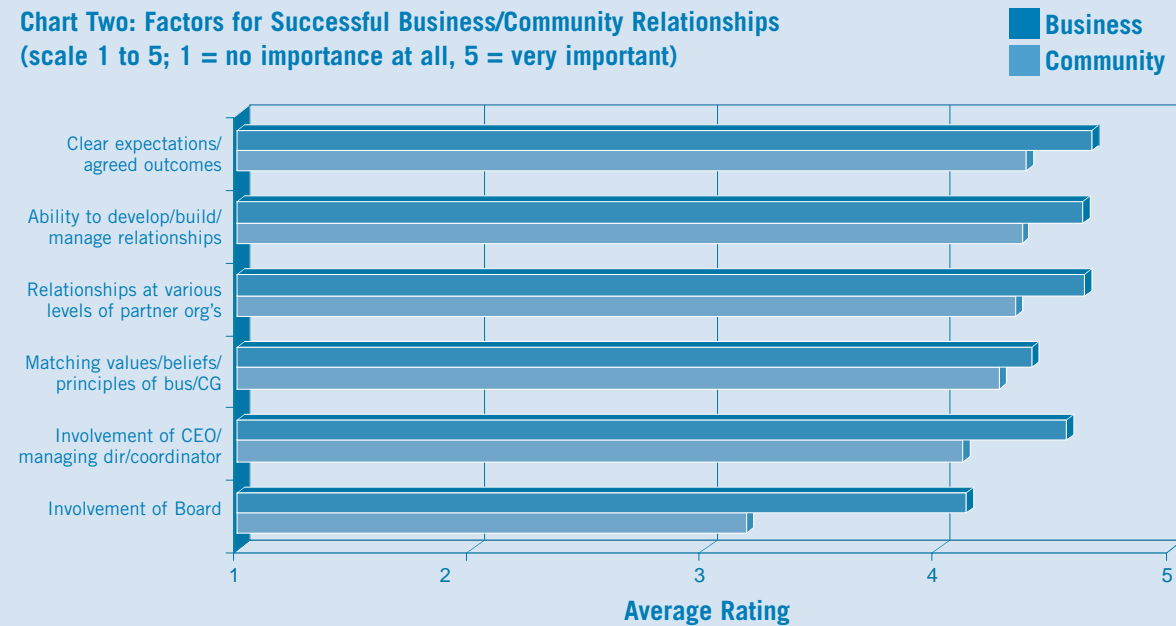
**Patria Jafferries, founder and Director of Dome Coffees.**

However, these are not the only factors that matter - having a professional attitude and processes, the clear communication of expectations and outcomes, the ability to manage the partnership and the ability of key people from each of the organisations to relate to one another are also important factors. The involvement of CEOs often matters, too, although multi-level relationships involving a range of employees and managers, are thought to be the ideal arrangement, providing intrinsic satisfaction for a number of participants in the partnering relationship.

The community organisation's track record, credentials, skills and ability to deliver on commitments are key criteria used by businesses to assess the qualities of potential partners. (See chart two)



**Chart Two: Factors for Successful Business/Community Relationships**  
(scale 1 to 5; 1 = no importance at all, 5 = very important)



In conducting this research, the research team learned about what it takes to initiate and maintain good business and community partnerships. These ideas have been summarised as ten suggestions for building good partnerships in Box 1.

**Box 1: Ten Suggestions for Potential Partners to Consider**

1. Do your research: look for partners with aligned values and interests and target these organisations. Learn about their key drivers and philosophies. Spend time getting to know them and exploring possibilities.
2. Approach partnerships respectfully, treat them seriously, keep your word, meet deadlines and maintain goodwill.
3. Have a good understanding, respect and appreciation of the benefits each partner brings to the relationship and accept that some initial coming-together may not result in a partnership.
4. Work together to establish clear and realistic objectives for the partnership that can be evaluated. Create a shared vision and agree on common goals. Develop a written agreement confirming expected outcomes and evaluation processes.
5. Look for possibilities and opportunities other than financial arrangements - think laterally about partnerships. See box 2 "more than just money" on the following pages.
6. Nurture your relationships - communicate openly and regularly. Look for opportunities to strengthen and build meaningful relationships at various levels between the partner organisations. CEOs' involvement in relationship management is important.
7. Be prepared to be flexible, to renegotiate and look for common ground to move ahead.
8. Be visible in your partnership activities and offer appropriate recognition.
9. Provide opportunities for your partner to become involved in your organisational activities and to learn more about you.
10. Be prepared to collaborate with other groups to strengthen the partnership and tackle a broader range of issues.

In summary, successful partnerships have the following features in common:

- the careful building and managing of relationships;
- an appreciation of the contributions each party has to offer;
- synergy in activities, values and beliefs;
- trust and open communication, and
- the flexibility to work together for the benefit of both parties.

**Box 2: More than just money**

David Greyson, author of Everybody's Business and board member of Business in the Community in the UK provides a useful guide to six forms of partnership that go beyond just financial assistance.

- **Product/services**  
For many businesses the provision of products and services to organisation is a more cost effective way of partnering.
- **Premises**  
Some businesses have spare office space or warehouse space that they may be paying for but getting no return from.
- **Power (decision makers, networks)**  
The support of business and business networks can add some value and weight to the work of community organisations. This sharing of power and access to decision makers works both ways.
- **Promotions**  
Some marketing campaigns may easily encompass a community or social message that links back to a product/service and community organisation also known as cause related marketing.
- **Purchasing**  
Passing on the discount a business receives through it's purchasing power. Eg: including a community group's stationary order in the business order, the group still pay for the products but benefits from the discount the business receives.
- **People**  
Getting staff directly involved in community activities.

In summary, successful partnerships have the following features in common:

- the careful building and managing of relationships;
- an appreciation of the contributions each party has to offer;
- synergy in activities, values and beliefs;
- trust and open communication, and
- the flexibility to work together for the benefit of both parties.

## 5.0 Strategies for Furthering Partnerships in Western Australia

There are more similarities than differences in the driving factors and benefits for businesses and community groups wanting to enter into partnerships.

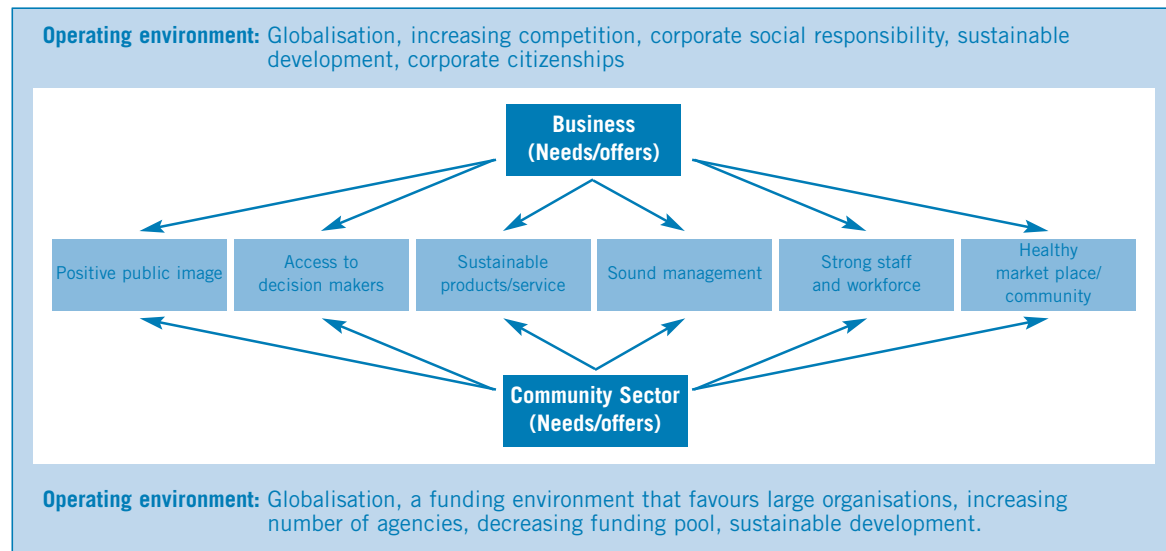
Factors such as globalisation and increasing competition, the challenge of sustainability, and the pressure on governments to fund community needs are common issues facing both sectors. The issues of corporate citizenship and a feeling of being overwhelmed by requests for community support are additional factors challenging business, whilst the community sector is looking for ways to solve the pervasive issue of growing community needs and a decreasing pool of public funds.

Given this, it's also important to recognise that both sectors stand to gain through partnerships including;

- Contributing to a healthier community;
- Positive public image building;
- Building staff morale and a more committed workforce;
- Providing access to business and community decision-makers;
- The development of better management practices; and
- The enhancement of sustainable products/services.

Figure 2 shows the similarities in needs and opportunities for business and community organisations in forming partnerships.

**Figure 2: Opportunities For Partnerships In WA**



For both business and community sector, there are a number of common features in their operating environment, their needs and what they offer in a partnership context.

There's much interest and enthusiasm in the business and community sectors for finding better ways to form partnerships and to make partnerships as effective as possible in achieving mutually beneficial goals.

Across Australia there are also a growing number of organisations and initiatives who are placing themselves as facilitators of this type of activity.

Western Australia is well placed to maximise the benefits of partnerships and capitalise on the achievements of these emerging organisations and initiatives. One possibility is to bring together these organisations and initiatives to work collaboratively, whilst recognising the diverse nature and needs of the business and community sectors.

Many suggestions have been proffered by the people we consulted to further business and community partnerships in Western Australia. These essentially address two themes. The first is building better networks, linkages and knowledge exchange between business and the community sectors to facilitate better partnerships while the second concerns resources to enable better partnerships. The suggestions are:

1. The facilitation of cross-sector dialogue to establish clear visions for Western Australian society and defining strategies on how we might realise these visions. All sectors, including leaders from business, community and government sectors would need to be engaged and involved for this to be successful.

2. The promotion of success stories, the sharing of experiences and the raising of awareness of the beneficial economic and social outcomes derived through partnerships were considered crucial to further the development of positive business and community partnerships.

3. Linking Partnerships WA with a suitable organisation/initiative as a potential vehicle for further activities in this area.

4. Encouraging the integration of partnering activity into the "core activity" of business by demonstrating and promoting the benefit of partnerships to the business sector.

5. The creation of an independent local organisation/service that maintains a register of community organisations and businesses looking to partner was raised as another useful possibility.

6. The provision of resources and expertise to community organisations to enable them to more actively seek and manage partnerships.

7. The provision of greater tax, or other financial incentives for business to engage in partnerships was flagged as a possible fiscal strategy.

## 6.0 Conclusion - the way forward

This report and its supporting documents provide a rich picture of the wealth of activity around business and community partnerships in Western Australia.

Many businesses in Western Australia seek to contribute to community well being through their support of community services. Many organisations in the community sector are also seeking potential partners with the business sector for similar ends.

In Western Australia, the make up, form and purpose of these partnerships are still evolving and diverse. In order to further mutual understanding and opportunities for partnerships, it's important to build upon the diverse and often unique nature of the myriad organisations which make up both business and community sectors.

As this research phase of the Partnerships WA comes to an end<sup>9</sup> it's timely to present these findings to the wider community. To this end, a number of forums will be held to present the findings and to open them up for further discussion and dialogue.

Without pre-empting the direction of these discussions, they would need to cover such matters as:

- the efficacy of community and business partnerships in our community;
- what structures, policies and processes, if any, might be developed to improve the mutual benefits

to business and the community from initiating and developing partnerships; and

- the role of business, government and the community sectors in building better partnerships.

Another direction will include the potential to link Partnerships WA with other organisation and initiatives also exploring partnerships as a means of building a better community. Partnerships WA is commitment to a collaborative approach and to ensuring that unnecessary duplication is avoided.

A third direction is a program of publicity and information dissemination, about community and business partnerships and how these might be used to enrich and develop the Western Australian community and thereby improve the quality of life of all. This activity would need to be funded through partnerships establish between a range of organisations.

It's hoped that these directions will provide a catalyst of specific actions that further business and community partnerships in our State.

There are many ways in which community and business partnerships could be developed to enable them to work better. However, these possibilities must emerge through the input and creativity of the broader WA community. It's to our community that the next phase of Partnerships WA now turns.

<sup>9</sup> There may be a need for further research in the future. For example, one of the areas that is under-represented in the current research is the role of small business in community and business partnerships. Yet, it may well be that a fertile ground for important information about community and business partnerships, especially at a local level, can be found in the small business sector.

# APPENDIX 1

## About the Project



# Appendix 1 - About the Project

## Background to the project

Against a backdrop of accelerating global change, there's significant interest from international, national and local leaders about the concepts of corporate social responsibility and sustainability. This project into business/community partnerships is situated within this wider discourse.

Since 2000, Lotterywest (formerly the Lotteries Commission of WA) has been leading discussions around partnerships with members of the business and community sectors. These discussions achieved an exchange of information and ideas on local, national and international developments on community/business partnerships.

## Project purpose

In 2001, Lotterywest determined that it was timely to take these discussions further. The goal was to determine Lotterywest's future directions in the area of Business/community partnerships.

The Project has been designed to inform Lotterywest of the existing knowledge and practise at the broader international level as well as in Western Australia.

This information is seen to be of benefit not just to Lotterywest but would ultimately benefit the Western Australian community as a whole.

A steering committee was formed to guide the project. Membership details of the steering committee are at Appendix 3.

A consortium of Western Australian Council of Social Service (WACOSS, project leader), Curtin University, Philanthropy Australia and was subsequently appointed to conduct the research in partnership with Lotterywest.

Details of the consortium project team members are at Appendix 4.

## The Partnerships WA brand

The purpose of the research to be undertaken by the consortium was identified as follows:

*To contribute to the development of a strong community and quality of life for all Western Australians through facilitating partnerships between community organisations and the business sectors.*

As an early component of the project involving both project team members and the steering committee, a brand title was developed for the project, which was to be henceforth known as Partnerships WA.

## Research

The research approach was developed in recognition of the increasing commitment by the business and community organisations to work together to benefit the community and that Lotterywest and its partners are seeking to build on this commitment and involvement.

## Research principles

The research approach recognised a number of fundamental principles:

- The research must be undertaken utilising a cross sectoral partnership model;
- A consultative approach was of high importance;
- The project would be conducted in an evolutionary manner, the emerging knowledge influencing decision-making and direction within lifetime of the project. Monthly steering committee meetings were important grounding points during the project to confirm or reframe direction;
- Lotterywest would provide strong support to the project through a steering committee formed from interested parties. A list of the members of the steering committee is at Attachment 1;

- The research must explore existing knowledge in international, national and local frames; and
- The research must create a new knowledge of specific and aggregated information from local businesses, community sector organisations and individuals.

1. Stock-take of existing programs and initiatives
2. Report on the current situation
3. Strategic planning process to determine future directions

Three main strategies were utilised and the results have been developed into three separate but linked reports:

## Staged approach

The consultative process undertaken by the steering committee and the consortium team to clarify on the project outcomes resulted in a staged approach to the project:

Report title	Project strategies	Brief descriptor
<b>1. Literature/web review and Australian Partnerships October 2002</b>	Literature Review and case study analysis	Review of academic databases and available case studies
<b>Author:</b>	<ul style="list-style-type: none"> <li>• Sabina Leitmann, Head of School of Social Work &amp; Social Policy, Curtin University of Technology</li> <li>• Louise Arkles, Resource Centre Librarian, Philanthropy Australia</li> </ul>	
<b>2. Partnerships WA Consultations Report March 2003</b>	One to one consultation. (Qualitative)	53 consultations carried out with representatives from business, community, government and services organisations (Of the interviewees, 24 were female and 39 were male)
<b>Author:</b>	<ul style="list-style-type: none"> <li>• Sabina Leitmann, Head of Department of Social Work &amp; Social Policy, Curtin University of Technology</li> <li>• Anita Sykes, Designer Futures</li> </ul>	
<b>3. Survey report June 2003</b>	Paper based survey (Quantitative)	Survey to approx 800 business and community groups
<b>Author:</b>	<ul style="list-style-type: none"> <li>• Peter Kenyon, Director and Professor, Institute for Research into International Competitiveness, Curtin University of Technology</li> <li>• Noelle Leonard - Project consultant to Curtin University of Technology</li> </ul>	

These papers are available to down load from the web site;

[www.partnershipswa.org.au](http://www.partnershipswa.org.au)

# APPENDIX 2

Definition of Terms



## Appendix 2- Definition of Terms

### Community Sector

For the purpose of the literature review, the community sector was defined as not for profit organisations involved in the provision of personal welfare services. Therefore the literature review excluded not for profit community organisations involved in sports, arts, formal education, public health or the environment.

Focus interview participants were not provided with a definition of what constitutes community sector organisations. Rather participants responded with their own understanding of the term. In their response, participants referred to a range of not for profit organisations from youth welfare services, to local conservation groups, to major arts organisations.

The random sample of community groups, used for the survey, was taken from a database maintained by the WA Council of Social Services - and was cross-checked with that of the Lotteries Commission. The full database is very comprehensive and well represents the population of community groups in Western Australia.

### Business sector

Similar to the community sector, the business sector is diverse, comprising big, medium, small and micro businesses, each with unique features and characteristics. While recognising that successfully connecting with representative of the entire sector would be challenging, the project approach adopted was to identify through personal networks of team members, stakeholders who would add value to the project as well as represent a fair demographic of the overall business sector.

The database used in the survey was formed by a combination of that of the Curtin Business School Development Branch along with IRIC's (Institute into Research for International Competitiveness) WA Business Economics Forum database. Although these two databases cover a very large number of WA businesses, their construction was not a comprehensive sample of WA businesses (specifically, the database had a biased towards larger businesses).

Existing work into micro business being carried out by other researchers within Curtin University, have contributed to this project, however, additional targeted research in to small, medium and micro business would be prudent.

## APPENDIX 3

### The Partnerships WA Steering Committee



## Appendix 3 -

# The Partnerships WA Steering Committee

- **Jack Busch**, recently retired public service CEO  
Retired Public Servant with over 30 years experience in the WA Public Sector, including as CEO of several agencies. Wide experience as a member of Government, not for profit and community Boards and Committees. Currently Hon Secretary, National Heart Foundation (WA) and President of AUSSI Masters Swimming WA.
- **Kevin Campbell**, Chairman, Lotterywest  
For 35 years, Mr Campbell was involved in the broadcasting industry in Australia. From 1991 to 1999 he was Chairman and Managing Director of TVW Enterprises Ltd (Channel Seven Perth).  
He pursues an active and varied community leadership role. He holds many honorary board positions including the chairmanship of Institute of Child Health Research, The Order of Australia Association (Western Australian Branch), the Western Australian Academy of Performing Arts, a member of Edith Cowan University Council and is the inaugural patron/mentor for recruits at the Western Australian Police Academy. He was awarded a Member of the Order of Australia (AM) in 1998 for his contribution to broadcasting and his community service activities.  
Mr Campbell is currently non-executive Chairman of Jumbuck Corporation Limited. He was in December 2000 appointed by the Government of Western Australia Chairman of The Lotteries Commission of Western Australia and in December 2001 appointed non-executive Chairman of Grain Biotech Australia Pty Ltd.
- **Brian Galbraith**, Galbraith Management  
Brian Galbraith is CEO of Optimise International and Group Chairman of Galbraith Management Group Pty Ltd.

A whole system optimisation specialist with a background in organisational psychology, marketing and business development, Brian's career spans the retail, automotive and financial services industries. He was also, for eleven years, a senior administrator at The University of Western Australia.

- **Bruce Larson**, General Manager External Affairs, Rio Tinto  
Bruce has been with the Rio Tinto group since 1985. He is accountable for external affairs functions across Rio Tinto's businesses in Western Australia. This includes government, media, community, NGO and indigenous stakeholder relations for Hamersley Iron, Robe River, Hismelt, Exploration, Argyle Diamonds, Dampier Salt, Luzenac Talc, Mitchell Plateau JV and Rio Tinto Technical Services.

Trained in mechanical engineering he managed an engineering business servicing the mining and construction industry prior to joining the Group.

He is currently Chairman/Director of the Community Development Foundation (WA), a Director of Rio Tinto Exploration and Board Member of the Rio Tinto WA Future Fund.

- **Tony Pietropicollo**, President, WACOSS  
Tony has been the Director of Centrecare since 1989 and President of the WA Council of Social Service since late 2000. In 2001 Tony was appointed Chairperson of the State Homelessness Taskforce in Western Australia. He is also a member of the Board of the Australian Council of Social Service (ACOSS). He has also been a member of the Australian Catholic Social Welfare Commission and a Board member of Centrecare Australia. He was recently appointed to the Technical Reference Group for the Supported Accommodation and Assistance Program's national evaluation.

Tony's started his career as a welfare officer after graduating as a psychologist. He is a trained hypnotherapist. Tony was a counsellor at the Family Court counselling service for a number of years before being appointed to his current position. Tony is an experienced mediator and is one of the first practitioners to have received formal training and used mediation in WA. He has been involved in the social sector in both paid and voluntary positions for nearly 30 years and has sat on numerous other committees at both state and national level.

- **Howard Read**, Chairman, Marketforce Advertising  
Howard has been with Marketforce for twenty five years, and was Managing Director of Perth for seven years prior to being appointed Chairman in 1991.

Howard has had wide management experience and is well versed in West Australian and Australian marketing and business. Contact with many business and commercial leaders in Perth provides a useful sounding board for strategic issues.

Marketforce is a communications group comprising marketing strategy, advertising development, design consultancy, media strategies and buying, customer relationship marketing and e commerce consulting. The company employs 105 people and has billings of \$140 million.

### Lotterywest Representative.

- **Lee Grmas**, Program Coordinator, Lotterywest
- **Jan Stewart**, Chief Executive Officer, Lotterywest
- **Jacquie Thomson**, A/Director Community Funding, Lotterywest

# APPENDIX 4

The Partnerships WA Consortium Project Team



## Appendix 4 -

### The Partnerships WA Consortium Project Team

(names in alphabetical order)

#### WA Council of Social Service

Trena Buncle - Senior Policy officer

Joel Levin - Manager, Not-For-Profit Development unit (Project Manager)

#### Curtin University of Technology

Peter Kenyon - Director and Professor, Institute for Research into International Competitiveness

Sabina Leitmann - Head of Department of Social Work & Social Policy

Francisca Spencer - Manager, Business Development

#### Philanthropy Australia

Louise Arkles - Resource Centre Librarian

Ruth Jones - General Manager

#### Consultants to the project team

Helen Grzyb (Director, Helen Grzyb and Associates)

Noelle Leonard (Survey design consultant)

Anita Sykes (Director, Designer Futures)

## APPENDIX 5

### The Partnerships WA Consortium Project Team



## Appendix 5 - Who Has Been Consulted?

### Consultation overview

Fifty-eight businesses, not-for-profit organisations, government departments and peak bodies in metropolitan and regional Western Australia were consulted in face-to-face interviews. Additionally, 1,800 WA business firms and 1,800 community organisations in WA were invited to put forward their

views via a written survey. Two hundred and nine (209) businesses and 554 community organisations chose to provide their views to the project.

The following summary provides an overview of the consultation contributions:

	Interview	regional	survey	% of sample
	metro			
Small/medium businesses	4	7	209	11
Corporate business	9	1		
Not-for-profit organisations	24	7	554	31
Government departments	4	1		
Service organisations/other	5	1		
Male/female	39/24			
<b>TOTAL</b>	<b>46</b>	<b>17</b>	<b>763</b>	

Full details of the people who generously participated in interviews are contained in the supporting report - "Partnerships WA Consultations Report, March 2003"

### Consultation snapshots - interviews and survey

The consultations reflected both metropolitan and regional participants as well as small/medium and corporate sector businesses. The resulting snapshots have provided a rich source of qualitative information about partnerships. However, it is recognised that the consultation sample would need to be larger to provide significant and absolute findings about each of the component groupings. Full details of the findings of the consultations are found in the supporting report "Partnerships WA Consultations Report, March 2003":

Similar to the interviews, the survey results represent an excellent study of an exploratory nature providing a rich picture of the range of WA firms which do engage in partnerships and a substantial study of the views of community based organisations in Western Australia.

The survey response rate for business, while disappointing, was a not unsurprising figure considering the length of the survey and given the current level of survey fatigue of the Australian business population. Thus, it is unlikely that the survey sample is statistically representative of the WA business population at large. The survey results are liable to be biased toward firms that are involved in business/community partnerships.

### Document prepared on behalf of Partnerships WA by (Names in alphabetical order)

#### Helen Grzyb

Director Helen Grzyb and Associates

#### Peter Kenyon

Director And Professor

Institute for Research into International Competitiveness

Curtin University of Technology

#### Joel Levin (Partnerships WA Project Manager)

Manager

Not-For-Profit Development Unit

Western Australian Council of Social Service



**SHARED VISION**  
**SHARED BENEFITS**

A study of community business  
partnerships in WA