

## **Appendix B – Initiatives to support workforce development, organisational capacity building and improve information sharing**

### Workforce development

*Keep them Safe: A shared approach to child wellbeing*

Workforce development strategies to be implemented as part of *Keep them Safe* include:

- develop, publish and implement a five year plan for child and family service workforce development.
- the Government, in partnership with peak non-government agencies, will develop a series of training packages to help people understand the new system and their responsibilities within in it.
- the Government, in partnership with peak employer organisations and unions, and guided by the Child Protection Advisory Group, will review the qualifications required for major occupational categories, with a view to increasing consistency and improving skill levels.
- strengthen the preparation of graduates for work in a reformed system.
- strengthen the service delivery and workforce capacity in regional and remote communities.
- strengthen the cultural competence of community service workers.
- strengthen the capacity of Aboriginal NGOs in partnership with AbSec, Aboriginal peak organisations and communities, so that they are empowered with a stronger voice in determining and delivering care to Aboriginal children, young people and their families.
- strengthen the skills and experience of staff, both within Government and in the NGO sector, in delivering services to children and young people with physical and intellectual disabilities and supporting their carers.
- improved training and support for Foster and Kinship Carers.
- strategies to support workforce capacity building in the non-government sector.
- a proposal for an industry development strategy for the community sector in NSW.

*Department of Ageing, Disability and Home Care (DADHC)*

DADHC is funding a \$3 million project to assist NGOs to meet future expanding workforce demands. This two year project with National Disability Services is designed to grow the pool of labour available to government and non-government providers of disability and community care services in NSW.

*Department of Community Services (DoCS)*

DoCS is delivering the *Non-Government Organisation Training Program* to the NFP sector in areas such as identifying and responding to risk of harm, data collection, case management, alcohol and other drugs, mental health first aid, child protection dynamics, working with Aboriginal children and families, and supervision skills. This program also includes a number of specific sub-projects to assist NFPs.

*Housing NSW*

Housing NSW is developing an industry development framework for community based housing providers with the aim of supporting the development of the sector and to make the best use of government resources in a period of significant industry change and restructuring. Measures include:

- learning and mentoring program – property development and construction;
- capacity building for accelerated growth;
- self assessment tool;
- shared services; and
- business system and information technology development.

Housing NSW has also funded the NSW Federation of Housing Associations, a peak body, to develop a Workforce Development Strategy to support community Housing providers as their businesses grow. The strategy comprises a study of future workforce requirements, analysis of potential training solutions and a toolkit that includes a range of good practice guides and resources for providers.

#### *NSW Health*

More information of the following workforce development strategies can be found in the NGO Support Stocktake at appendix E:

- NGO development strategy for NGOs that provide mental health services;
- Learning and Development Unit arising from NGO development strategy;
- scholarship program for mental health NGO employees; and
- Infrastructure Grants Program for the mental health NGO sector.

#### Organisational capacity building

##### *Keep them Safe*

Organisational capacity building initiatives to be implemented under *Keep them Safe* include:

- Develop, publish and implement a five year plan outlining how the Government will work with the NGOs to build the capacity of NGOs to enable them to take greater responsibility for delivering family and community services in NSW.

##### *Department of Ageing, Disability and Home Care (DADHC)*

DADHC has been implementing the following strategies with a focus on strengthening the not for profit sector:

- *It's Your Business*, a management resource manual on governance, financial management, legal, risk assessment and planning guidance and information for NGOs. DADHC has engaged National Disability Services to develop and roll out a comprehensive learning strategy supporting the implementation of *It's Your Business*.
- Financial Management Training and Unit Costing Tool to help service providers develop unit costs accurately.
- Tender Training and Assistance Program to help NGOs prepare quality tenders under DADHC's funding model.
- A standard framework for peak body Funding and Performance Agreements. The purpose of the framework is to achieve consistency in how government agencies in NSW set out the responsibilities and performance indicators for peaks across all sectors.
- Building Capacity - Professional Services for Disability Service Providers Program offering specialist consultancy services from Social Enterprise Consulting to help up to 30 providers improve their governance, planning and organisational performance.

##### *Department of Arts, Sport and Recreation (DASR)*

The Responsible Gambling Fund (RGF) has implemented a rolling program of workforce capacity and development and quality assurance initiatives to ensure that gambling help services are sustainable and achieve appropriate standards. Funding supports the delivery of a targeted training program for gambling counsellors and an accreditation program for funded gambling help services.

In the sport and recreation sector, NSW Sport and Recreation delivers or funds other organisations to deliver training and resources/tools to increase the capacity and sustainability of sport and recreation organisations in NSW. Training has focused on corporate governance, coach and official development, reducing barriers to participation and child protection.

Training has also been provided on Best Practice for Charitable Organisations as part of the suite of initiatives and approaches to achieving the objectives related to the regulation of charitable fundraising.

The arts and cultural sector has an inherent skill development component that contributes to workforce development and strengthening organisational capacity. Most arts funding contributes to the activities of organisations that directly contribute to skill development within the sector through their programs and activities. Funding also contributes to peak bodies and core arts organisations that provide explicit support, training and resources that contribute to building the capacity and sustainability of arts and cultural organisations.

#### *Department of Environment and Climate Change*

The Environmental Trust's Lead Environment Community Group program funds administration for the lead environment NFPs. This is a direct way to build capacity, as NFPs generally have difficulty accessing administrative funding, which is essential to operate.

The *Our Environment It's A Living Thing Integrated Sustainability Program 2005-2007* explicitly took a capacity-building approach. It funded all costs associated with the project undertaken and related costs of participation in the program, including such things as developing a funded NFP's website to improve its education capability, providing training and professional development for NFP staff, providing support, advice and funding for publishing materials arising from the project, the cost of project and program evaluation and additional research to support ongoing environmental education work of specific NFPs. The quality of the partnership itself was evaluated separately using the internationally-reputed Nuffield Foundation's Partnership Diagnostic Tool. This evaluation showed high levels of satisfaction by NFPs with the partnership arrangements.

#### *NSW Health*

All funded organisations of the NGO grant program are required to undertake independent and transparent quality improvement and service review processes. This recognises the importance of quality activities to not only build organisational capacity, but also improve on services for particular client groups.

#### Improving information sharing

##### *Department of Ageing, Disability and Home Care*

DADHC has developed a Service Provider Portal, which is a secure web based application that provides access to a range of information for service providers and opens new channels of communication between service providers and DADHC. The objectives of the Service Provider Portal are to improve the information flow between service providers and DADHC, establish e-business processes and streamline reporting and accountability processes.

##### *Department of Community Services (DoCS)*

DoCS has commissioned a significant amount of work designed to assist not for profit organisations to sustain and strengthen their operations, including:

- Service Analysis and Business Development – as part of the expansion of Government funding for preschools in NSW, DoCS funded the development of a resource manual, tools and other templates accompanied by training and tailored support for particular organisations funded through the Children's Services Program.
- Local Community Services Association (LCSA) Capacity Building – DoCS funded the LCSA, a peak organisation representing services funded from the Community Services Grants Program, to provide an intensive, targeted examination of a self-nominated organisation's perceived weaknesses, as well as recommendations and practical support for improvement.
- Costings Manual – DoCS collaborated with interested NFPs to develop a range of costing methodologies to assist these organisations to better understand the structure of their

operating costs. The Costing Manual provides support for the work of negotiating new service specifications with service providers.

- Aboriginal Capacity Building in Out-of-Home Care – In 2006, as part of its strategy to increase the scale and scope of Aboriginal out-of-home care service provision in NSW, DoCS appointed a consultant to work closely with a number of Aboriginal out-of-home care service providers to identify current capacity and potential to expand.

#### *Department of Environment and Climate Change*

The Environmental Trust enables all organisations to access a list of the grants it has made along with project descriptions via its website. A list of all grants made is also included in the Trust's Annual Report. The Trust publishes regular case studies in both the Annual Report and online, which outline the outcomes of specific projects. It also implements a significant dissemination program taking successful projects and expanding their impact across NSW or in particular sectors.

The Trust and the Climate Change Fund are also creating comprehensive information resources on their websites, with a range of guidelines, information sheets and case studies, along with links to external resources that can help applicants. Successful projects are placed on the web, along with summaries of the projects. The Trust is exploring utilising the web to allow for mentoring between grantees and for the publishing of project reports, both of which will assist applicants in developing and implementing projects.

#### *Office of Fair Trading (OFT)*

OFT actively encourages existing co-operatives to assist and share knowledge with newly formed co-operatives during the initial start-up phase of the organisation. With the consent of the parties involved OFT passes on contact details of co-operatives engaged in similar activities to prospective and new co-operatives to encourage their networking. This has been an effective support tool for not-for-profit groups where they have shared a common goal.

Small community-based associations and co-operatives often do not have the benefit of a qualified management committee or board of directors with a broad knowledge base to guide the activities and direction of the organisation. These positions are very often undertaken in a voluntary capacity and the majority are most often drawn from the local membership. Particularly in associations, there is also often a high turnover of committee members where the knowledge and experience, as well as books and records, are not passed on to new incumbents and many NFP co-operatives and associations do not have established networks with other similar organisations they can draw advice from. One of the improvements made by the new 2009 Act for associations is to require outgoing committees and public officers to hand over all books and records to the new committee/public officer within two weeks.

Through its regional access programs, OFT supports local communities by providing information and education about the establishment and management of co-operatives and associations. An Aboriginal Development Officer is available to assist indigenous groups with respect to incorporation options, or with management of existing organisations. There is also a variety of publications about the management and operation of associations and co-operatives, available at OFT offices or from its website.